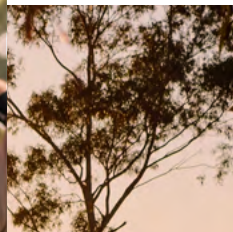
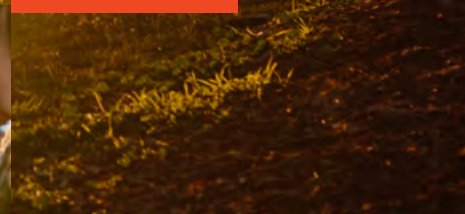


## Darebin City Council

Annual  
Report  
2020—21



the place  
to live





## DAREBIN CITY COUNCIL

**Alphington | Bundoora | Coburg | Fairfield**  
**Keon Park | Kingsbury | Macleod | Northcote**  
**Preston | Reservoir | Thornbury**

### **Aboriginal and Torres Strait Islander people**

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

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

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

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

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

### **Darebin's Diversity Statement**

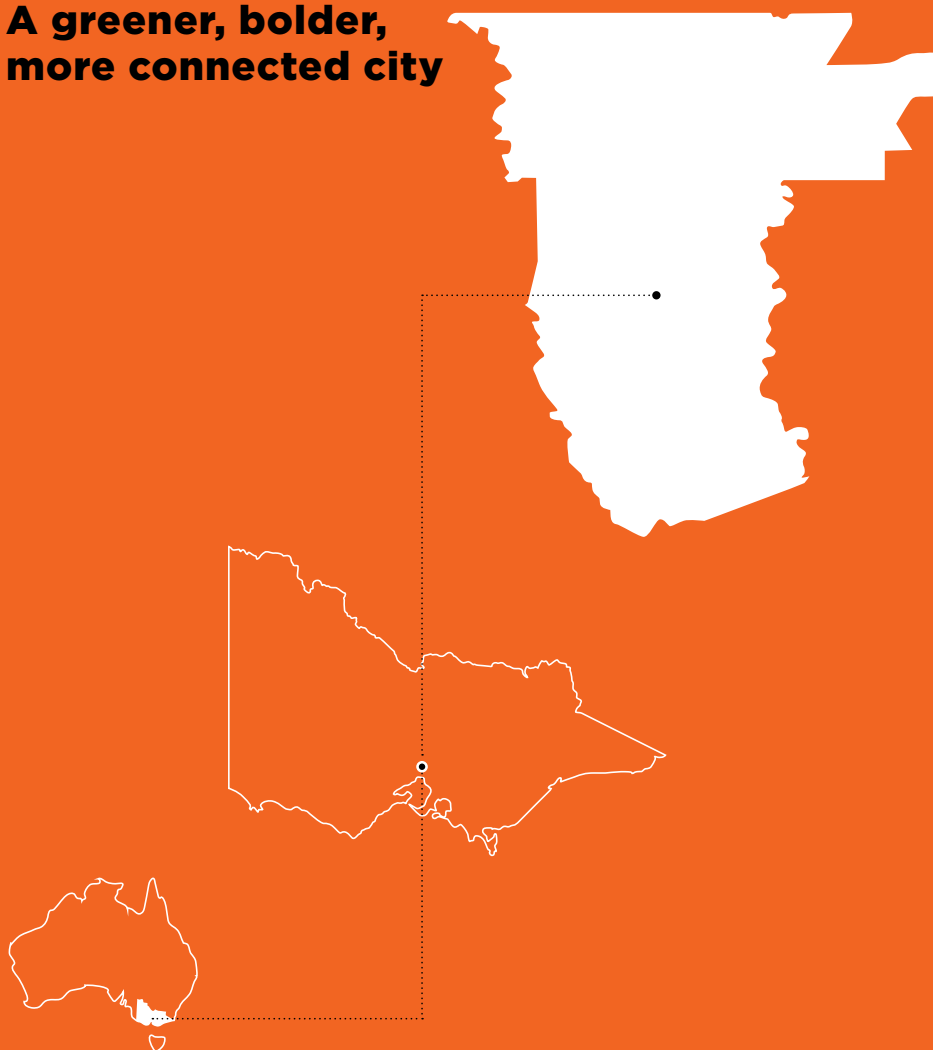
Situated on the traditional lands of the Wurundjeri Woi-wurrung people, the City of Darebin is now home to a diverse community of people with different socio-economic status, gender, age, ability, race, culture, ethnicity, language, sexuality, sex characteristics, gender identity, beliefs, occupations,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

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

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



## A greener, bolder, more connected city



# 5-15km

north of Melbourne's CBD is where  
the City of Darebin is located

# 166,430

people live in the City of  
Darebin as at June 2021

# 82

languages spoken

# 33%

of residents were  
born overseas

# 37

religions  
represented





## CONTENTS

<b>2020–2021 Highlights</b>	<b>02</b>
<b>Introduction</b>	<b>06</b>
Purpose of the annual report	07
Council Plan 2017–2021	08
Our services	09
<b>The Year in Review</b>	<b>10</b>
Message from the Mayor	11
Message from the Chief Executive Officer	14
Financial summary 2020–2021	16
Economic and other factors	18
A pandemic diary	19
Darebin community survey results 2021	26
A summary of how we spent your rates in 2020–2021	27
Capital works 2020–2021	28
<b>Our City</b>	<b>30</b>
About the Darebin municipality	31
Quick facts	32
Our community	34
Health and wellbeing indicators	36
Our Council	38
Council meetings	39
Darebin map of wards	40
Our Councillors	41
<b>Our People</b>	<b>44</b>
Organisation structure	45
Our Executive Management team	46
Workplace report	48
Celebrating Darebin's volunteers	53
<b>Our Performance</b>	<b>54</b>
Overview	56
Darebin Council Plan 2017–2021	57
Goal 1—A sustainable city	58
Goal 2—Opportunities to live well	66
Goal 3—A liveable city	74
Goal 4—A strong economy	80
Goal 5—Involving our diverse communities	84
Goal 6—A well-governed Council	88



<b>Governance and Corporate Information</b>	<b>92</b>
01—An overview of our governance in 2020–2021	93
02—Councillor allowances	93
03—Councillor expenses	94
04—Conflict of interest declaration	94
05—Advisory committees, Councillor briefings and other informal meetings of Councillors	94
06—Council meetings	94
07—Our Council Committees	96
08—Hearing of Submissions Committee	96
09—Planning Committee	97
10—Audit Committee	98
11—Darebin community advisory committees	99
12—Community Grants Program	101
13—Documents available for inspection	102
14—Statutory information	102
15—Climate change governance	111
16—Task Force on Climate-related Financial Disclosures	111
17—Local Government Performance Reporting Framework Indicators	112
18—Governance and Management Checklist	119
19—Certification of the Governance and Management Checklist	121
<b>Annual Financial Report and Performance Statement</b>	<b>122</b>
Guide to the Financial Statements	123
Financial Report Table of Contents	126
Certification of the Financial Statements for the Year Ended 30 June 2021	128
Independent Auditor's Report for the Year Ended 30 June 2021	129
Financial Statements	131
Performance Statement	182
Certification of Performance Statement for the Year Ended 30 June 2021	191
Independent Auditor's Report for the Year Ended 30 June 2021	192
Glossary of Financial Terms	194
Index	198
<b>Contact us</b>	<b>200</b>



# 2020—2021 Highlights

For more details about our performance in 2020–2021, go to page 54.

You can read the Council Plan 2017–21 on our website ► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)

## 114<sup>kg</sup>

per person per year of  
waste to landfill

## 89.6%

satisfaction with public arts  
and cultural infrastructure

## 95.3%

satisfaction with Council's  
festivals and events



## 25.5%

down from 2019–20



## 4.5

percentage points  
up on 2020

### GOAL 1 pages 58–65

## A sustainable city



### Highlights

Council's Rewilding Program saw 200,000 indigenous trees, shrubs, grasses and groundcovers planted throughout many parks and open space areas.

Council achieved carbon neutral certification in 2020–2021.

Council successfully met its 2016 goal of doubling the amount of solar power in Darebin in late 2019 — one year early.

### Results

#### Amount of solar power generated in Darebin (kW)

**TARGET:** 36,000 kW by 2021

**RESULT:** 40,855 kW ► **TARGET MET**

#### Volume of waste to landfill (kg per person)

**TARGET:** Reduce by 1kg per person each year

**RESULT:** 114kg per person, down from 153kg per person in 2019–2020 ► **TARGET MET**

### Looking forward

Delivering Council's exciting climate and circular economy agenda.

Delivering Council's new approach to transport management — a three-year rolling Local Area Place Making program.

Delivering the \$60m Capital Works program (Big Build in 2021–2022).



## GOAL 2 pages 66–73

# Opportunities to live well



### Highlights

Community service leases were renewed, including 18 Children's Services sites.

Construction of the new Narrandjeri multi-sports stadium is on track to be up and running early next year.

Delivered new playgrounds, sports fields and lighting, solar panels, energy efficiency works, accessible toilets and facility upgrades.

Designs were completed for the Northcote Aquatic and Recreation Centre (NARC) so that the project can proceed to the tendering of works.

### Results

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

**TARGET:** Increase to 95% by 2021

**RESULT:** 95.3% ► **TARGET MET**

#### Satisfaction with Council's festivals and events (%)

**TARGET:** 85% year-on-year

**RESULT:** 95.3% ► **TARGET MET**

### Looking forward

Awarding the Northcote Aquatic and Recreation Centre (NARC) contract and building one of the first 6-star Green Star, gas-free aquatic centres in Australia.

Delivering an expanded activity centres-focused program to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres.

Supporting Early Childhood Services to provide funded three-year-old kindergarten in Darebin from 2022 onwards and collaborating to create additional kindergarten capacity through infrastructure projects.

## GOAL 3 pages 74–79

# A liveable city



### Highlights

Endorsement of Council's advocacy plan for the level crossing removal project ('Preston Reconnected') to ensure the delivery of well-designed new open spaces and pathways along the rail corridor, and provision of disruption support to traders and the community.

Implemented Bituminous Resurfacing program for a total spend of \$1.7 million.

Substantial progress on the Development Contributions Plan planning scheme amendment and further work on the Open Space levy.

### Results

#### Satisfaction with condition of sealed local roads (%)

**TARGET:** 85% year-on-year

**RESULT:** 86.2% ► **TARGET MET**

#### Satisfaction with public arts and cultural infrastructure

**TARGET:** 85%

**RESULT:** 89.6% ► **TARGET MET**

### Looking forward

Complete the review and submission of Council's four-year Domestic Animal Management Plan.

Continue to look at the way technology can improve how we engage with our community on the key issues dealt with by Council.



## 2019–2020 Highlights (continued)

# 13,582

registered local businesses of all kinds

▲  
**425**

more than 2019

# 83.2%

satisfaction with Council's performance in making decisions in the interests of the community

# \$128<sup>k</sup>

electronic gambling machine losses per day

▼  
**17.9%**

less than 2019–20

## GOAL 4 pages 80–83

### A strong economy



#### Highlights

700+ business visitations were undertaken, providing general business recovery information and linking through to support.

2,354 calls were received on the business support line.

120 businesses received support through an extended outdoor dining project

1,300+ additional seats were provided to local cafes, restaurants and bars.

#### Results

##### Number of registered local businesses of all kinds

TARGET: Increase

RESULT: 13,582 ► TARGET MET

##### Number of reactivated vacant shopfronts

TARGET: Increase

RESULT: 4 ► TARGET NOT MET

#### Looking forward

Develop an Economic Development Strategy to attract new industries and investment in sectors such as food, health, renewables, creative, circular economy and digital industries.

Invest \$6.3 million in initiatives to support existing and new industries to ensure that Darebin's economy is robust and resilient.





## GOAL 5 pages 84–87

# Involving our diverse communities



### Highlights

Council continued to support the rights and wellbeing of refugees and people seeking asylum.

A Community Engagement Policy was adopted before the legislative due date.

Community engagement was undertaken for the Darebin 2041 Community Vision, 2021–2025 Council Plan (incorporating the Municipal Public Health and Wellbeing Plan) and Financial Plan 2021–2031.

### Results

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

**TARGET:** 80% year-on-year

**RESULT:** 83.2% ► **TARGET MET**

**Electronic gambling machine losses in Darebin (\$'000s/day)**

**TARGET:** Reduce below \$231,000

**RESULT:** \$128,000 ► **TARGET MET**

### Looking forward

Implementation of a Community Engagement Policy that will put the community at the heart of our decision-making.

Ongoing work to be responsive and respectful to the current and emerging aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities.

The construction phase of the Intercultural Centre project.

## GOAL 6 pages 88–91

# A well-governed council



### Highlights

Successful induction of the newly elected Council (November 2020).

Council's Redeployment Program continued through to early 2021.

Development of a draft Asset Management Strategy and Plan to support and guide the long-term planning of Council's assets.

Key customer experience initiatives were launched, including Customer Commitments and a new complaints handling process and procedure.

Review of 300 Council processes to improve service.

### Results

**Satisfaction with Council decisions (rating out of 100)**

**TARGET 2019–2020:** 68.8

**RESULT 2020–2021:** 68.1

**Councillor attendance at Council meetings (%)**

**TARGET 2019–2020:** 93.1

**RESULT 2020–2021:** 98.0

### Looking forward

Developing Council's 10-Year Asset Plan.

Go-live of the new corporate website will improve accessibility to up-to-date information.

Implementation of the 2021–2025 Council Plan through the adoption of the Corporate Plan and new Unit Work Plans.

The new Integrated Finance System went live on 1 July.





# Introduction







# Purpose of the Annual Report

The Annual Report 2020–2021 reviews our strategic, operational and financial performance for the financial year 1 July 2020 to 30 June 2021. 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](http://darebin.vic.gov.au/CouncilPlan)). It also meets legislative and compliance reporting requirements.

## **The year in review** ..... page 10

Provides a general overview of our operations throughout 2020–2021. It includes a message from the Mayor and a message from the Chief Executive Officer, a financial summary for 2020–2021 and information about our services and achievements.

## **Our city** ..... page 30

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

## **Our people** ..... page 44

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

## **Our performance** ..... page 54

Sets out how we performed against the major initiatives in our Budget 2020–2021 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 122

Contains the audited performance and financial statements that we are required by law to provide.

The City of Darebin Annual Report 2020–2021 was prepared in accordance with all the statutory requirements of the *Local Government Act 1989* and its associated regulations.

# 1,300

additional seats at cafes and restaurants through transformed parklets and laneways

# 120

businesses have been supported with additional outdoor dining seating



# Council Plan 2017–2021

Darebin's Council Plan 2017–2021 focused on a new direction to address the critical challenges affecting our community. These included climate change, unprecedented population growth, growing inequality, new technology and reduced funding.

## The plan's goals are:

### GOAL 1

## A sustainable city

PAGE 58

### GOAL 2

## Opportunities to live well

PAGE 66

### GOAL 3

## A liveable city

PAGE 74

### GOAL 4

## A strong economy

PAGE 80

### GOAL 5

## Involving our diverse communities

PAGE 84

### GOAL 6

## A well-governed Council

PAGE 88

## 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.

## Good governance

Good governance and integrity underpin local government democracy, accountability and conduct. Adherence to these principles enables our community to hold the Council to account for its performance and reflects the obligations of the *Local Government Act 2020* (the Act).

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

Council decision making is also conducted with transparency. The process by which decisions are made is transparent and clearly articulated in Council's Governance Rules 2020 for the scrutiny of our community and accountability of Councillors and Council officers.

*This is the fourth and last year of reporting against the Council Plan 2017–2021. More information about the plan and the Council Plan Action Plan 2020–2021 can be found on the website at: ► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)*

# \$6.3m

towards an ongoing business  
economic recovery package



# Our services

## For families

- Building upgrades and improvements to Council-owned early learning centres and kindergartens
- Construction of new playgrounds
- Family services
- Immunisation
- Kindergarten and childcare registration systems for community-managed services
- Library services, e.g. collections and events and programs
- Maternal and child health services
- Parent education sessions
- Playground maintenance, upgrades and improvements
- Playgroups and Toy Library
- School crossing supervisors
- Street lighting and signage
- Swimming lessons
- Youth engagement programs

## For older people and people with disabilities

- Access to senior citizen facilities
- Assessment for aged and disability services
- Community transport
- Delivered meals (Meals on Wheels)
- Domestic assistance
- Flexible respite
- Funding and support of older adults, groups and clubs
- Home library service
- Home maintenance
- Improved accessibility to Council-owned facilities, including improvements to senior citizens' centres
- Information, advocacy and support of individuals and groups in relation to aged and disability programs
- Library services, e.g. digital literacy support programs, resources and collections, events and programs, exercise classes, special needs swim classes
- Navigation support for older residents
- Older person housing sponsorship program
- Personal care
- Social support groups

## For businesses

- Business permits
- Business support and education
- Food and health business registrations and regulation
- Food safety regulation programs
- Improvements to local retail activity centres
- Library services
- Networking opportunities
- Tobacco control

## For the whole community

- Actively engage with newly arrived populations, migrants and refugees
- Art and heritage including Council's indoor and outdoor art works
- Arts events, exhibitions, performances, festivals and cultural programs
- Building services and planning permits
- Collection of waste and recycling
- Community facilities and building maintenance, repair and upgrade
- Community safety and crime prevention programs
- Construction of new community facilities
- Construction of new community gathering spaces in our parks
- Education and leadership on environmental sustainability
- Employment programs
- Encourage and provide increased opportunities for sustainable transport
- Graffiti removal and prevention
- Information about pests and pollution
- Leisure facilities
- Libraries
- Local law enforcement
- Maintenance of local amenities and facilities
- Natural resource management
- Parking permits
- Parks and open spaces
- Playspaces, skate parks and outdoor fitness equipment
- Pet registration
- Provide training and education to encourage more local businesses and jobs
- Publications including quarterly print newsletter Darebin Community News and monthly online newsletter, Your Darebin
- Raise awareness of gender equity and violence against women
- Road and footpath maintenance
- Sporting facilities
- Strategic rainwater management, both quality and quantity, e.g. local flood mitigation, rain gardens and water harvesting treatments
- Street cleansing
- Support sustainable food and environment initiatives
- Volunteering programs





# The year in review







# Message from the Mayor

**This has been a challenging year for Council and the community. COVID has continued to affect many of Council's services and programs, from libraries and maternal and child health services to parks and road maintenance, as well our festivals and events. It's also affected Council's routine operations such as holding a Council meeting that the public can attend and ask questions in person. I've missed seeing residents and local business owners in the public gallery.**

I am proud of Council's response to the many challenges faced by the community throughout this year.

To support our economy, Council provided assistance grants worth more than \$540,000 to 237 local businesses. Council also created 1300 additional seats at cafes and restaurants through transformed parklets and laneways. In total, 120 businesses were supported with additional outdoor dining seating.

Our strong commitment and support for the arts and creative sector also continued. Our Autumn 2021 FUSE festival ran successfully within COVID restrictions, featuring 160 artists at 18 locations across Darebin. In addition, Council provided \$160,000 to arts organisations and live music venues to help them adapt their businesses to COVID restrictions.

We supported the most vulnerable members of our community to get through COVID, with more than 1800 people supported through our Community Navigation Service to access vital emergency relief and other support. We provided funding for emergency food relief, homelessness and family violence agencies in Darebin, as well as redeploying staff to work in these services.

Notwithstanding COVID and the associated restrictions, Council continued to deliver on its priorities. Some of Darebin's highlights from the last year are included here.

Darebin is the lead council in securing new electricity contracts for 46 Victorian councils to switch to 100% renewable energy from 1 July 2021. Our streetlights, libraries, sporting facilities and town halls will now be powered by renewable energy. The new deal, VECO (the Victorian Energy Collaboration), was launched on 20 May 2021 and received national media attention.

---

# 48,691kw

solar power generated  
in Darebin

# ▲ 16.9%

up on 2019-20

**2020—2021****Message from the Mayor**

# \$50.08m

total capital works  
expenditure

## ▲ 4.4%

up on 2019–20



VECO is the largest emissions reduction project ever undertaken in the Australian local government sector. Victorian councils have come together to drive investment in renewable energy, resulting in pooling 240GWh of electricity. This is equivalent to powering 45,000 homes with renewable energy or taking 90,000 cars off the road.

Our popular Solar Savers program continues to grow and has now delivered more than 7900kW worth of solar for the Darebin community since its inception.

Darebin's new Rewilding Program saw an incredible 200,000 indigenous trees, shrubs, grasses and groundcovers planted throughout many parks and open space areas. These new plantings are already making significant contributions to the local amenity and biodiversity values of each site.

We also planted 3,400 trees to provide canopy and habitat in the future. This work is bringing to life Council's open space strategy 'Breathing Space'.

Like many in the community, Council worked hard to support members of our community who were concerned about the detention of asylum seekers at the Mantra Bell hotel in Preston for more than a year. Council participated in a multi-agency and community advocacy campaign for the release of the men. This assisted in the release of most of these men into the community, with Council supporting their health, wellbeing and access to services once released.



We have continued to deliver on Age Friendly Darebin initiatives, such as the trial of cafe meals, Home Care Package trial, digital connection support for older people and an intergenerational gardening trial.

We spent more than \$50 million on capital works including:

- Construction of the Narrandjeri stadium (multi-sports stadium in John Cain Memorial Park) is well underway and on track to be completed later this year.
- Beavers Road bridge across the Merri Creek was completed in September 2020.
- \$5.4 million to renew footpaths and \$7.9 million on playgrounds, sporting ovals, pavilions and lighting upgrades.

Central Preston is undergoing a transformation, with the State Government removing four level crossings and rebuilding two train stations. Council is working hard to get the best possible outcomes for the community from this major work.

In addition, the State Government is considering a new planning scheme for the privately owned Preston Market, which would see significant construction on the site and most of the market being rebuilt in a different part of the site. Council is worried that this change could destroy 'the heart' of the market and Preston. Council has been advocating to preserve the market in its current location, so that it continues to offer fresh, affordable and diverse food for generations to come. This will remain a key priority for Council.

Council elections were held in October 2020 with nine Councillors elected, each representing a single local ward. Working through an independent Darebin Deliberative Panel, made up of 39 members, the new Council developed a 20-year Community Vision in 2021. The Vision will guide Council's work across its services and programs, including planning, growth and development.

I'm also grateful for the hundreds of suggestions, ideas and feedback to Council in the development of our new four-year Council Plan. We heard from Aboriginal communities, young people, people from culturally and linguistically diverse backgrounds, older residents, local businesses, and more.

This feedback was then handed to the Darebin Deliberative Panel, whose members reflect the diversity of the community. The Panel formed plans on how to best meet the expectations of the community within the budget available. This deep engagement gives me confidence that our new Council Plan reflects the views of the community.

I look forward to working with my Councillor colleagues, the officers and the community on the implementation of the new Council Plan.

**Lina Messina**  
Mayor

**2020—2021**

# Message from the Chief Executive Officer

**While the last 12 months have been a truly extraordinary period for everyone, one thing that hasn't changed has been Darebin Council's unwavering focus on serving and supporting the community.**



As CEO I have been so proud to lead our incredible team of more than 1300 staff across the organisation over the last year.

Throughout the year they have continually stepped up in so many ways with professionalism, creativity and commitment. They have adapted and delivered our essential and highly valued community services in and out of lockdowns safely and put care and compassion at the heart of everything we do.

Our officers have been with the community every step of the way — from supporting aged and disability clients directly in their homes, to delivering maternal and child health, immunisation and early years services, to supporting young people and people facing homelessness, to keeping our streets clean and safe, to maintaining waste and recycling services, to supporting businesses, the arts and community groups, to maintaining and rewilding our parks and open spaces, to maintaining local laws, animal control, traffic, health, planning and development services, to innovating our library and recreation services, maintaining our customer service information lines and keeping the community informed and connected.

In doing this we have worked to strengthen our recognition of Aboriginal and Torres Strait Islander communities as First Nations Peoples, and the Wurundjeri Woi-wurrung as the Traditional Owners of the lands and waters we now call Darebin. We have deepened our partnerships with diverse communities and developed a Workforce Diversity and Inclusion Strategy to ensure we overcome barriers and bring everyone to the table at Darebin.





This was all done while enabling hundreds of staff to work from home remotely, remaining connected to the organisation and each other and supported through our 'Stay Well, Stay Connected' program. This encompassed health and wellbeing, changing ways of working, workplace culture and connection, and redeployment program streams.

The redeployment program ensured staff whose jobs were impacted by COVID-19 restrictions continued to be employed, while also providing valuable support to the community.

Through this program, our people showed great flexibility in adapting to new roles, from planting trees, to supporting the community through our extraordinary multi-million dollar COVID-19 Resilience and Recovery Package, to working with partner agencies to support people who were vulnerable.

Our number one priority throughout the pandemic has been the health and wellbeing of staff and the community. We have focused on this in every strategy and action, and emphasised the importance of working together with kindness, compassion and goodwill.

This has stood us in good stead across the organisation and the community as together we have navigated the challenges of COVID, and it will continue to do so in the year ahead.

It has not all been about COVID, however, and we have progressed many key initiatives and flagship projects while delivering the daily services our community relies on.

As outlined in this Annual Report, some of the highlights across Darebin include:

- Accelerating the Rewilding Program through staff redeployments to plant more than 6,700 trees in bushland, parks and streets across parks and open spaces.
- Endorsing 'Breathing Space: Darebin Open Space Strategy', which is a plan to improve local biodiversity and ensure all residents live within walking distance of quality open space.
- Appointing Darebin's first City Designer to ensure Darebin delivers high standards of architectural design within the City. This is part of our larger mission to ensure Darebin is sustainable, accessible and liveable into the future while supporting a rapidly growing and diverse population.
- Delivering a community-minded and fiscally responsible budget, while responding to the COVID-19 pandemic in a meaningful, practical and tangible way

Our path through the past three years was guided by the Darebin Council Plan 2017-2021, which addressed critical challenges and produced many of the fantastic community outcomes outlined in this Annual Report. We are incredibly proud of all we have achieved in this period.

I would like to thank all our staff for their incredible work over the past year and I look forward to what we can achieve in the year to come.

**Sue Wilkinson**  
Chief Executive Officer

# 77.2%

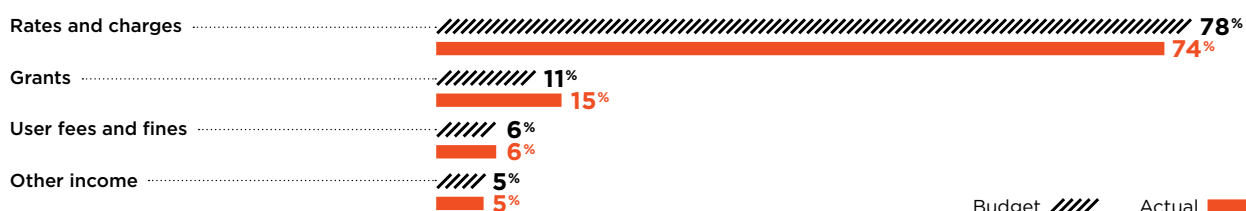
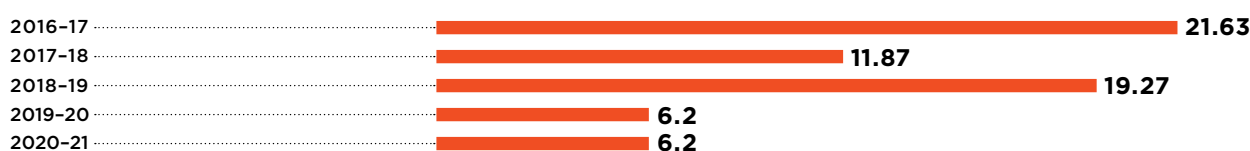
perception of safety in  
public areas (at night)

# 3.6

percentage points  
up on 2020

**2020–2021**

# Financial summary

**Sources of revenue 2020–21****Net operating result (\$ million)****Capital works (\$ million)**

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

**In brief**

- Revenue of \$182.60 million, with 74% coming from rates and charges.
- Expenditure of \$176.42 million, with 52% attributable to employee costs and 30% for materials and services.
- Surplus of \$6.18 million.
- Net assets of \$1.49 billion, including community facilities and infrastructure.
- Cash and financial assets held of \$64.58 million, which is \$8.95 million less 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 2021, Council achieved an operating surplus of \$6.18 million, which was a \$0.14 million decrease from the 2019–2020 result. The main reasons for the decrease were: revenue increased by \$1.36 million; employee costs increased by \$5.93 million; and materials and services decreased by \$4.72 million.

The Revenue and Rating Plan 2021–2025, which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2021 and shows surpluses will continue to be achieved in all years over the period 2021–2022 to 2024–2025 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 \$55.39 million a year over the next four years to 30 June 2025.

\*Note: this incorporates Council's participation in the Working for Victoria Program, which accounted for \$4.32 million of the increase in employee costs (recovered via a State Government grant).



## Capital works

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

The Statement of Capital Works details the \$44.67 million of capital works spending across Darebin for 2020–2021. This includes \$20.70 million on asset renewal, \$5.13 million on asset upgrade, \$1.46 million on asset expansion, and \$17.38 million on new assets.

More broadly defined, total capital works expenditure was \$49.84 million. This included \$44.67 million from capital accounts and close to \$5.17 million from operating accounts.

## Cash flow

Cash and cash equivalents have increased by \$4.81 million to \$47.73 million. The main movements during the year were a cash inflow from operating activities of \$36.84 million, offset by a cash outflow of \$31.95 million for investing activities. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook no borrowings during the 2020–2021 year and had no outstanding borrowings at 30 June 2021.

## Financial stewardship

As part of the annual reporting process, Council's key officers were required to complete a detailed questionnaire validating financial data and providing an opportunity to flag impaired assets, contingent liabilities and other relevant items. This process increases accountability across the organisation and provides strong financial stewardship.

## Our future

It is important that the results in this report for 2020–2021 are viewed in the context of Council's long-term financial strategic objectives, which are reflected in the Council Plan 2021–2025 and articulated in the Revenue and Rating Plan 2021–2025.

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

- We will maintain the scope and standard of ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities, including Darebin's

\$3.2 million financial assistance package to residents and job seekers and \$6.3 million towards an ongoing business economic recovery package.

- During the financial year, there was a 26% increase in asset renewal expenditure. This will contribute to closing the renewal gap over the long term and help to improve the sustainability of infrastructure assets. This, in turn, will result in better infrastructure for the community, in line with the long-term financial and strategic plan. We will continue to focus on renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard to meet required service levels. We will improve our asset management practices by reviewing our key asset management policies, strategies, plans and procedures.
- We will ensure that Council maintains ongoing underlying surpluses that allow the funding of ongoing service delivery to the community, the timely renewal of community assets and assets required for ongoing service delivery, and new community assets.
- We will ensure Council holds sufficient cash and other assets to meet payment obligations to suppliers and employees as they fall due.

Council has forecast rate increases at 1.5% in 2021–2022 and 1.75% onward for 2022–2023, 2023–2024 and 2024–2025.

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

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

Our financial accounts were audited and issued an unqualified audit opinion by the Victorian Auditor-General. Refer to page 122 for the full Financial Report including Auditor-General reports.

Council's careful financial strategies and balanced long-term planning enabled rate rises to be limited to 1.5% in 2021–2022.



2020—2021

# 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 steadily decreased in 2020–2021 and dropped to a historic all-time low of 0.10% on 4 November 2020. This has led to continued low investment income returns for Council's cash holdings, which has been offset by placing funds in longer-term deposits and floating rate notes. Council had no outstanding loans at 30 June 2021.

It has been 18 months since COVID-19 was declared a global pandemic by the World Health Organisation. Since then, all three levels of government in Australia have acted to reduce the spread of COVID-19. Like elsewhere in Victoria, the COVID-19 pandemic has impaired the functioning of the local economy. This has had a profound impact on the well-being and social fabric of the Darebin community, with long-lasting and generational consequences. To help mitigate the effects of COVID-19 on the health and wellbeing of Darebin residents, Council has adopted a COVID-19 Financial Hardship Policy that allows ratepayers to defer their 2021–22 rate payments until 30 June 2022 without incurring any overdue interest charges.

In addition to this policy, for 2021–2022 Darebin established a \$3.2 million financial assistance package for residents and job seekers and put \$6.3 million towards an ongoing business economic recovery package.

# 3.2m

financial assistance package  
for residents and job seekers



# 0.10%

Reserve Bank of  
Australia's official  
cash rate



## COVID 19

# A pandemic diary

“Our number one priority throughout the pandemic has been the health and wellbeing of staff and the community. We have focused on this in every strategy and action, and emphasised the importance of working together with kindness, compassion and goodwill.”

Sue Wilkinson, Chief Executive Officer

### Q1—Service changes and initiatives

#### July 2020

- ▶ In response to growing case numbers in surrounding local government areas, and active cases in Darebin, the State Government announced a testing blitz in Reservoir. Council's Incident Control team worked around the clock with the Department of Health and Human Services (DHHS) to set up and conduct nearly 25,000 COVID-19 tests in under a week. Keon Park Basketball Stadium became the site of the logistics and operations base while small testing sites were set up in the streets of Reservoir.
- ▶ The Revenue team sent out thousands of emails and made hundreds of phone calls to check in on residents who were paying rates by direct debit, with a focus on supporting those suffering financial hardship due to the pandemic.
- ▶ Council's Information Services department kept working tirelessly to enable more than 500 staff to work securely from home and continue delivering support to the community with as little interruption as possible. The team also developed virtual meetings solutions that allowed Council to continue meeting throughout the COVID-19 crisis.
- ▶ The Community Engagement team completed Darebin's Community Survey by phone, reaching 1000 Darebin households.
- ▶ On 8 July, metropolitan Melbourne and Mitchell Shire went back into a six-week lockdown with the return of stage 3 restrictions. This resulted in the closure of Darebin's libraries, leisure centres, arts centres, play equipment, outdoor gyms, and skateparks. Maternal and Child Health nurse visits to homes also ceased. Essential services such as waste collection and meal delivery to older residents continued.
- ▶ Bundoora Homestead Art Centre presented the biennial A1 Darebin Art Salon exhibition exclusively online.
- ▶ Council partnered with Northern Community Careworks to provide up to 150 hot prepared meals weekly to international students, people experiencing homelessness and asylum seekers and refugees in Darebin.



**COVID-19****July (continued)**

- ▶ Community transmission rates in Melbourne skyrocketed. Face masks became mandatory outside the home. All Council buildings were closed. All Council staff worked from home except workers providing essential services in the field under strict guidelines for use of personal protective equipment (PPE), etc.
- ▶ Darebin's 2020–2021 budget went online. The budget included an \$11.8 million COVID-19 Community and Business Resilience and Recovery Package, as well as funds for the construction of the new \$24.8 million Darebin Multi-Sports Stadium in Thornbury. Darebin was one of 10 Councils to receive funding in the latest round of the State Government's Working For Victoria program.
- ▶ Darebin workers supported the DHHS to test about 100 residents in the Holmes Street public housing flats in Northcote. This included providing 120 meals, an interpreting service and post-testing support.
- ▶ On 15 July, Council adopted the Council Plan Action Plan for 2020–2021, with its main focus being on COVID response and recovery actions.
- ▶ The Community and Wellbeing team partnered with local organisations to support people with sewing skills to make cloth masks to be given to people in East Reservoir and East Preston who may otherwise not have had access to them.
- ▶ The Aged and Disability team coordinated supply of extra masks from the DHHS to vulnerable community members.

**August 2020**

- ▶ A State of Disaster was declared across Victoria until 11.59pm on Sunday 13 September, with metropolitan Melbourne moving to stage 4 restrictions and regional Victoria (including Mitchell Shire) moving to stage 3 restrictions. This included a nightly curfew and a return to remote learning. Kindergartens and child care centres were also closed.
- ▶ All community sport was cancelled, including closure of local golf courses.
- ▶ A first batch of postcards designed by local artists was sent out to the community as part of the Dear Darebin: A Mail Art Project. The project aimed to share artwork and encourage analogue forms of communication during a time of social distancing.
- ▶ Council staff were guaranteed that there would be no job losses for permanent staff during the six-week lockdown. Flexible work and leave, redeployment and professional development options were given to all staff whose work did not fall within the strict 'essential' category under the Government's stage 4 restrictions. Work permits were mandated for those who were in the essential category.
- ▶ Applications opened for the next round of Council's recovery grants program; \$1 million was made available in this round for local businesses, sports clubs and creative organisations.



---

## August (continued)

- ▶ The State Government announced that local government elections would go ahead, as scheduled, on 24 October 2020, releasing safe campaigning guidelines. Council entered the pre-election period on 28 August 2020, with the caretaker period to begin on 22 September.
- ▶ Approximately twenty staff members were redeployed to a massive document scanning project. More than 300 people were redeployed over the previous four months into 150 different roles.
- ▶ Darebin Libraries created a special sustainable transport-themed Stay-at-Home Storytime. This coincided with Darebin's ongoing Room to Move COVID-19 transport response, reflecting Council's commitment to supporting active transport through the pandemic and beyond.
- ▶ By the end of August, case numbers began to drop.
- ▶ The State Government's updated definitions of essential services meant that some Parks and Open Space operations were able to return under strict protocols and some capital works projects that had been put on hold could resume.
- ▶ Thirty more staff were redeployed to new pandemic response work including community and business grants, communications and advocacy, Business Support Hotline, and Resilience and Recovery Program reporting. Other assignments focused on organisational improvement, including in the Assets and Business Improvement team.

---

## September 2020

- ▶ Our multi-arts festival, FUSE (spring), moved online with a diverse program of music, art, performance, workshops, heritage architecture, literature and an immersive installation.
- ▶ Nominations for the Darebin Community Awards opened. The awards were moved to March 2021 as a result of COVID-19 restrictions.
- ▶ Our community transport drivers provided support to Darebin's emergency relief agencies through the Redeployment Program. Since May, they had been packing and delivering emergency food and supplies for Darebin Information, Volunteer and Resource Service (DIVRS) and Encompass Care. They delivered reusable masks to Aboriginal Community Elders Services, delivered hundreds of frozen meals and loaves of bread donated to outreach services for residents, delivered groceries and much more wonderful work.
- ▶ Council's Shower Access Program, providing people experiencing homelessness with access to leisure centre showers and facilities free of charge, continued to assist vulnerable community members through stage 4 restrictions.
- ▶ The State Government released its roadmap to reopening. Stage 4 restrictions were extended until 28 September.
- ▶ Our Parks team prepared for the opening of playgrounds and outdoor gym equipment on 13 September.

**COVID-19****September (continued)**

- ▶ Child care centres were allowed to open and in-home care was able to resume from 28 September, with kindergartens reopening from 5 October.
- ▶ Curfew was lifted on 13 September.
- ▶ As part of our COVID Resilience and Recovery Plan, rate payments were made deferrable to June 2021 for people in Darebin experiencing financial hardship.
- ▶ Council launched the Workplace Giving Scheme across the organisation, giving all staff members the opportunity to personally support local community organisations by making regular charitable donations to community groups operating in Darebin. There were four local organisations to choose from in the program, all of which focused on creating positive social change.
  - Free to Feed – supporting refugees and asylum seekers
  - Inner North Community Foundation – through food box relief for vulnerable community members
  - Santa Singh and Balwant Kaur Scholarship at La Trobe University – supporting Aboriginal and Torres Strait Islander women experiencing financial disadvantage
  - Haven Home Safe – an integrated affordable rental housing and homelessness services provider.
- ▶ Council entered caretaker period on 22 September.
- ▶ The Maternal and Child Health team received 371 birth notifications and provided 2,885 consultations from July to September. These consultations were mostly through telehealth and phone but also face-to-face for infants 0–8 weeks and Aboriginal infants and children.
- ▶ Council received funding under the Victorian Government's Working for Victoria program to add more than 110 people to join our team in six-month roles in a range of work areas. The roles were open to anyone who had lost their job because of COVID-19.
- ▶ Darebin was one of 13 councils involved in the finalisation of a North and West Melbourne City Deal, a blueprint for the region to respond to the impacts of the pandemic in the immediate and medium term, and to reform the local economy for the future.

**Q2—Service changes and initiatives****October 2020**

- ▶ As part of Fuse Festival, local film students at La Trobe University were challenged to make short documentaries that profiled how COVID-19, social isolation and financial pressures were affecting artists and their practice in the Darebin area. The finished films were made available on the Fuse website.
- ▶ Northcote and Bundoora golf courses re-opened, along with tennis courts, skate parks and the Northcote pool. Our Economic Development team began work on providing support to local hospitality businesses with outdoor dining provisions in anticipation of re-opening from 1 November.



---

## October (continued)

- ▶ Restrictions continued to ease after several 'double doughnut' days (no new COVID cases reported). More Darebin services opened up with incremental density increases. Four hundred Darebin hospitality venues opened, and Council received nearly 100 permit applications for extensions to outdoor dining capacities.
- ▶ The Schools Yarning Conference was held online with the theme 'Always Was, Always Will Be'. There were four interactive workshops led by amazing Aboriginal cultural educators, Elders and artists including art, dance, traditional games and media.

## November 2020

- ▶ Council supported the DHHS to set up a new COVID testing site at the Darebin Arts Centre. This replaced the Northland testing site. Council provided support with logistics, access and communication and did a letterbox drop to nearby residents advising them of the site.
- ▶ Four schools approached Council asking for social distancing decals on the footpaths to remind the school community to keep their distance. We designed and installed the decals in time for the return to school.
- ▶ Our CEO helped launch a new organisation, Ending Loneliness Together, to address the emerging issue of loneliness, particularly during the pandemic.
- ▶ The rescheduled NAIDOC Week began with a range of art projects including from Darebin artists.
- ▶ The new Councillors were sworn in, inducted and then elected the new Mayor and Deputy Mayor for the year ahead – Mayor Cr Lina Messina and Deputy Mayor Cr Gaetano Greco.
- ▶ Bundoora Park Farm and Café re-opened and was booked to capacity on its first day. Northcote and Reservoir Libraries re-opened to the community for up to 10 people at a time.
- ▶ Council worked towards COVID-safe returns of face-to-face services. Customer Service and Planning counters re-opened at the Preston offices for the community, with more than 250 people visiting in the first week.
- ▶ The Premier announced a plan for workers to return to offices.

---

## December 2020

- ▶ Carols in All Nations Park were cancelled. However, the lighting spectacular – Illuminate Darebin – lit up three Council venues over three weekends and the Festive Community Mixed Tape was launched, with contributions from local artists, performers and choirs.
- ▶ The first full Council Meeting of the new term was held, with a special Welcome to Country and smoking ceremony by Wurundjeri Woi-wurrung Elder Auntie Di Kerr.
- ▶ Bundoora Homestead Art Centre reopened.
- ▶ The Incident Control team worked on installing QR codes for all Council buildings.
- ▶ The Working for Victoria team continued the process of recruiting and inducting 110 new staff members.

**COVID-19****Q3—Service changes and initiatives****January 2021**

- ▶ 2021 began with the reintroduction of some restrictions following three new COVID cases over the New Year period. The Darebin Arts Centre team supported the testing site as testing numbers increased significantly. The outbreak was contained by mid-January.
- ▶ Council's Communications team began developing the first Your Darebin newsletter, a digital Darebin community newsletter initially focussing on Council's Love Local Campaign – an initiative to support local businesses recovery.
- ▶ Council's outdoor dining initiative created around 1,153 additional seats for 89 businesses using footpath trading and 19 parklets in laneways and car parking spaces. The project helped hospitality venues serve more customers and employ more staff.
- ▶ Council's Redeployment Program started to wind down. This program had kept staff employed across multiple areas during stage 4 restrictions. As stated by the CEO: "As an organisation, this program should rank amongst our proudest achievements. When tested, in tough circumstances, we stayed true to our values and demonstrated that # We are Accountable # We have Integrity # We show Respect # We are Creative # We are Collaborative # We Make a Difference."

**February 2021**

- ▶ Applications for our Arts Recovery Grants opened. Creative businesses, live music venues and arts organisations were eligible for an Arts Recovery Partnership Grant of up to \$25,000. The grants were intended to help Darebin's local creative, arts, and live music industries test and adapt their operations in a COVID-safe way, as well as supporting artists and welcoming back audiences.
- ▶ The State Government announced that Melbourne would enter a snap five-day lockdown in response to an outbreak of the UK variant virus linked to quarantine. Many of Council's services and venues shut down once again from 12 to 17 February. By the end of February, Victoria had returned to pre-Christmas COVID-safe restrictions.

**March 2021**

- ▶ The Working For Victoria rewilding crew members continued getting their hands dirty in pouring rain, extreme heat, humidity, dust and pollen and the occasional perfect condition day. Together, this team hand-weeded 47,500 square metres and spread 180 cubic metres of mulch over 13 sites in this quarter.
- ▶ Council meetings went from online to on-the-road. The first on-the-road meeting was held at Merrilands Community Centre in Reservoir.
- ▶ Darebin Intercultural Centre held a special online poetry event with Slamalamadingdong for Harmony Week.





## Q4—Service changes and initiatives

### April 2021

- ▶ Council prepared a budget to respond to the pandemic with the following initiatives:
  - A relief and recovery program that supported our local traders, pensioners, and those most vulnerable in our community. It included a voucher system for eligible residents to spend and support our local traders, as well as fee waivers and the ability for ratepayers to defer payment until 2022.
  - Funding for around 130,000 hours of aged care services, programs and assistance.
  - The planting of 4,800 trees and 250,000 indigenous plants.
  - The maintenance of more than 56 sports ovals and fields.
- ▶ Council's Incident Control team, set up in early March 2020 to respond to the pandemic, was wound up as the state slowly returned to normal.
- ▶ Council staff began to return to their workplaces across the City.

### May 2021

- ▶ About 130 staff across the organisation helped kick off the 2021 Rewilding Program.
- ▶ With a focus on increasing indigenous vegetation throughout our park and open space areas, the rewilding launch saw an incredible 12,000 indigenous grasses, ground cover and wildflowers planted throughout TW Blake Reserve, Preston. The program committed to planting an additional 200,000 plants over the next 12 months.
- ▶ Victoria went back into its fourth pandemic lockdown.
- ▶ Preston City Hall became an exposure site. Council assisted staff with emergency supplies by way of food, other provisions and support. Council staff also assisted on the frontline at Darebin pop-up testing sites.

### June 2021

- ▶ More than 20 Council staff donned PPE gear to lend a helping hand at the Your Community Health in East Reservoir, which provided pop-up COVID-19 testing and outreach to the Holmes Street older persons housing estate.
- ▶ Council ramped up its support for its Love Local campaign, including continuing to promote the Darebin Business Map, to assist local business during lockdowns.
- ▶ The 2021-22 budget was endorsed and continued our work in supporting the community affected by the COVID pandemic by delivering a \$3.2 million financial assistance package, including an innovative voucher program to stimulate the local economy.
- ▶ Council services began to reopen with density limits, starting from 18 June.
- ▶ State government advised that offices could return to 75% capacity.



2020—2021

# Darebin community survey results 2021

## Satisfaction with Council

index score from 0 to 10

**7.0** Customer service

**6.9** Overall performance

**6.9** Governance and leadership

## Top 3 performing services

index score from 0 to 10

**8.4** Darebin Libraries

**8.3** Regular garbage collection

**8.2** Green waste collection

## Top 3 issues for Darebin

% of population nominating the issue

**10%** Planning and development

**6%** Parks, gardens and open spaces

**6%** Traffic management

## Top 3 areas for improvement

index score from 0 to 10

**6.3** The number, appearance and quality of new developments

**6.7** Footpath maintenance and repairs

**7.0** The level of rubbish dumped

Source: Darebin Community Survey, 2021



# Summary of how we spend your rates

# \$100

Each \$100 of Council expenditure was allocated to:

Each year your rates go towards providing important services, programs and infrastructure for the benefit of our growing and diverse community. In 2020–2021, our \$176.42 million of spending enabled us to deliver a diverse range of services, capital works and special projects. We always strive to strike a balance between service costs, quality and value to our community, working within the Victorian Government's rate cap.





2020—2021

# Capital works

**This is the fourth and last year of the Council Plan 2017–2021. Darebin's capital works program continued Council's strong investment in new and renewed infrastructure.**

In the Annual Adjusted Budget 2020–2021, Council committed \$49.78 million to its 2020–2021 capital works program of 57 projects and programs of work. This allocation included additional external funding from the Federal Local Roads and Community Infrastructure Program.

Actual spend on the capital works program for 2020–2021 is \$50.18 million, which represents 100.01% of the portfolio budget.



## **Bridge renewal — Broadhurst Avenue Bridge**

**Total project budget: \$100,000**

Works were recently completed on the renewal of the Broadhurst Avenue Bridge, a timber pedestrian bridge that crosses over the Merri Creek between Darebin and Moreland. The timber deck was found to be slippery when wet and the existing barrier post connections were not sufficiently strong, both potential risks to bridge users. Bridge renewal works included replacing the existing timber deck with non-slip material (fibreglass-reinforced plastic mesh) and installing steel stiffeners at each barrier post connection. The bridge is now open to the community.

The project cost was approximately \$100,000, with Moreland contributing 50%.

## **Perry Street Child Care Centre**

**Total project budget: \$65,000**

Renewal works were prioritised for the Perry Street Child Care Centre due to the latest building condition audit, several electrical faults and a desire to reduce utility costs.

These works included:

- internal painting of all ceilings, walls, doors, architraves and skirting boards
- replacement of ceiling tiles and repairs to the ceiling grid
- upgrading of the electrical switchboard
- upgrading of all internal and external lighting to energy-efficient LEDs
- upgrading of some of the child safety guards on internal and external doors.

The staff and families using this facility were delighted with the improvement works and are looking forward to using the fresh, bright new spaces.





### **City of Darebin Operations Centre – rainwater tank installation**

**Total project budget: \$80,000**

City of Darebin's Operations Centre already had a 5,000L tank collecting rainwater from its large roof area. This tank was connected to a pump that fed one tap near the wash bay. A concrete slab was installed to support the weight of new rainwater tanks that would increase storage to 65,000L. Pumps and associated controls were fitted so that rainwater could also be used to flush toilets and fill vehicle-mounted tanks, which will allow the Parks and Open Space teams to water plants throughout the municipality.

### **Road Resurfacing Program**

**Total project budget: \$1,703,584**

The second package of road resurfacing works for the year was completed in the fourth quarter. The team resurfaced 27,700 sqm of Darebin's local roads using asphalt containing a recycled product made from steel slag. Work included line marking and reinstating speed humps and traffic loops. The resurfacing works will extend the life of the roads, avoiding more costly road rehabilitation works. A total of 2,400 tonnes of recycled material (steel slag) was used in this project.

### **Darebin Arts Centre accessible ramp**

**Total project budget: \$130,000**

Works were completed to provide a new Disability Discrimination Act-compliant ramp and new automatic entry doors to the arts centre foyer from the rear courtyard. This provides an alternate access option. The new installation included the ramp, handrails, tactiles, a link to the existing rear landing, rear landing step tactiles, step tread inserts, handrails leading to the entry foyer door, automatic entry doors and a canopy. The works included removal of the non-compliant ramp.

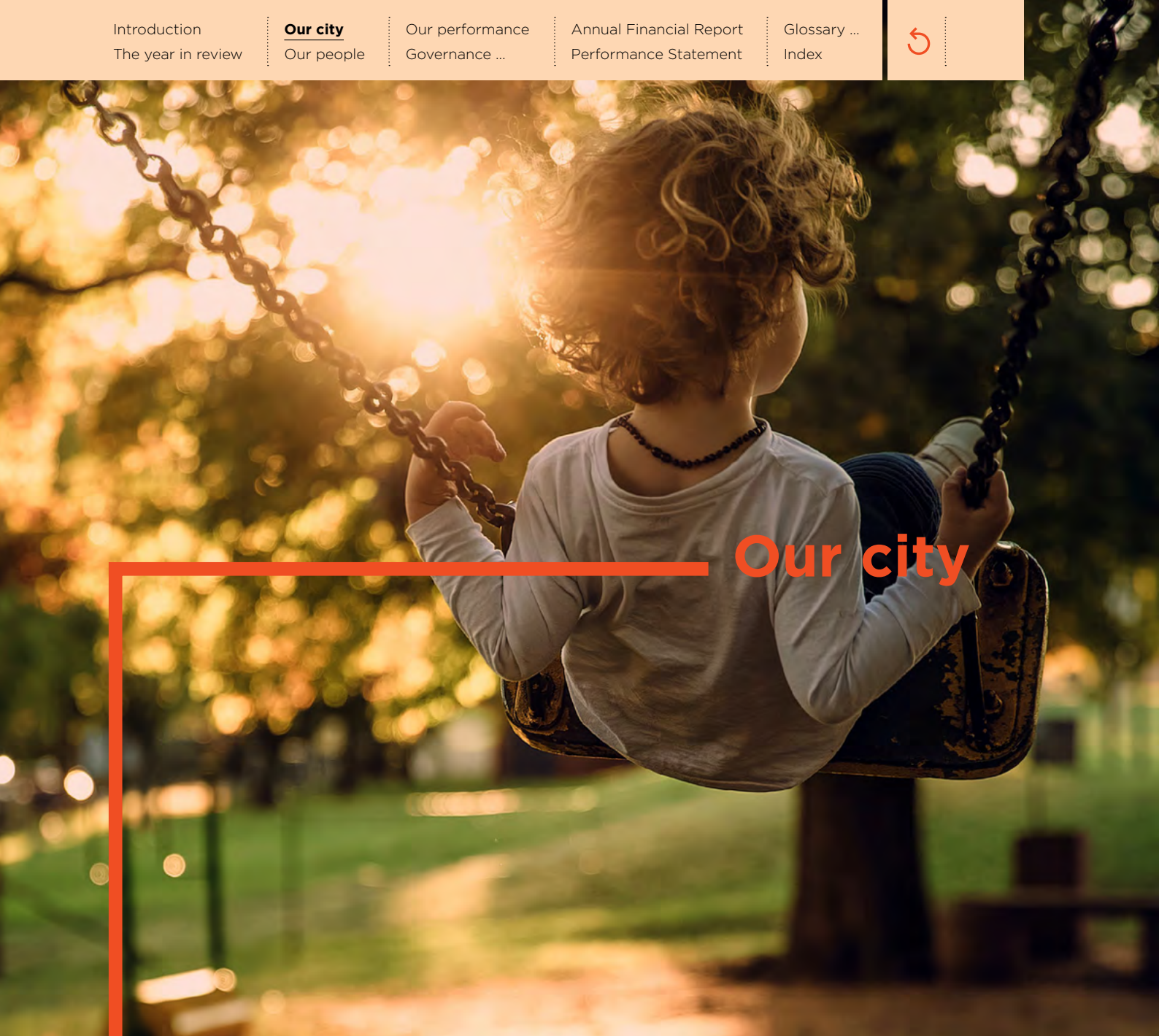
### **Urban Forest Strategy Program**

**Total project budget: \$800,000**

Favourable weather conditions meant Council's exciting street tree planting program (RAPID Canopy) was ahead of schedule by the end of the financial year. With an ambitious target of 6,000 additional street trees by the end of October 2021, planting works were well under way with close to 2,400 trees already planted. The program prioritises areas of socio-economic disadvantage and those with higher levels of urban heat. It is well on track to deliver nine significant environmental, social and amenity values for the community. Works were completed for Preston East, Reservoir West, Alphington, Kingsbury and Macleod. It is worth noting that 82% of all trees planted are native or indigenous to Darebin and will significantly increase overall canopy cover throughout the municipality.







## Our city







# About the Darebin municipality

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

The city's population is 166,430 (2020 Australian Bureau of Statistics Estimated Resident Population) and this is expected to increase to 230,118 by 2041. There are 67,601 residential properties, 4,660 business properties and 528 mixed-use properties as at 30 June 2021.

Darebin City Council owns, controls, manages or maintains 509km of roads, 78.5km of rights-of-way, 30.6km of shared paths, 1,035km of footpaths, 333 buildings, 13 road bridges, 52 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 Darebin in 2016 who were born overseas, of which 25% arrived in Australia in the five years before 2016.

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

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

In March 2021, Darebin's unemployment rate was 7.7%, which was higher than Greater Melbourne (7.1%) and Victoria overall (6.6%).

# 166,430

people live in the  
City of Darebin

▲  
**38%**

population growth  
expected by 2041

**7.7%**

Darebin's unemployment  
rate at March 2021



## DAREBIN

### Quick facts



#### Place of birth

**59%**

born in Australia

**33%**

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%**



#### Languages spoken at home

**36.9%**

speak a language other  
than English at home

**82**

languages in total

56% English only

7% Italian

6% Greek

4% Mandarin

3% Arabic

2% Vietnamese

15% other

7% not stated



#### Households

**60%**

live with family

**26%**

live alone

**8%**

live in group houses

**6%**

other



#### Place of birth of parents

**58%**

have either one or both  
parents born overseas



Source: ABS Census 2016



## Ages

**16%**  
children 0-14

**13%**  
young people 15-24

**57%**  
25-64

**14%**  
64+



## Tertiary qualifications

**40,282**

**32.7% bachelor degree**  
(compared with 27.5% Greater Melbourne)



## Employment

**70,306**

residents employed in 2016

**60%**  
full-time

**38%**  
part-time

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



## Religion

**40**

religions in total

55% religious  
36% not religious  
9% not stated



## Income

**\$1,420**

**weekly median**  
(\$1,539 Greater Melbourne)

**39%**  
have a personal income  
of less than \$500 a week



## DAREBIN

### Our community

We are proud to be one of the most diverse cities in Victoria

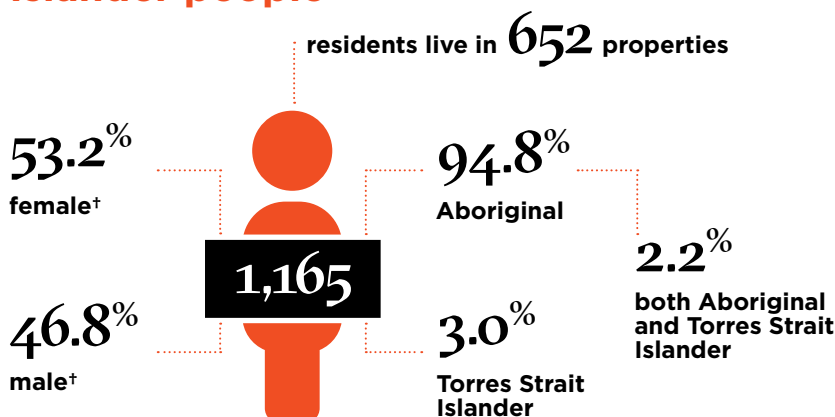
#### Population



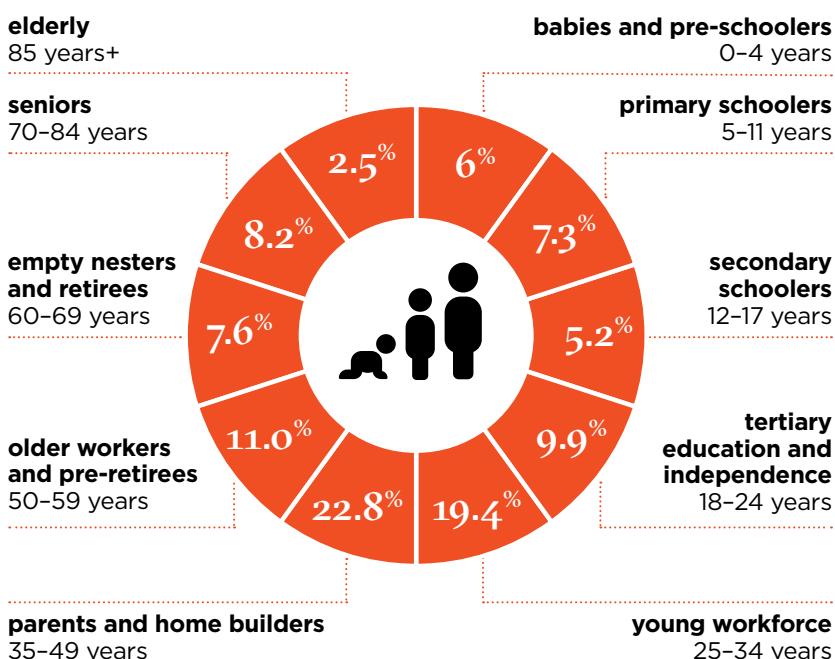
Estimated population density

**31.14 people per hectare**

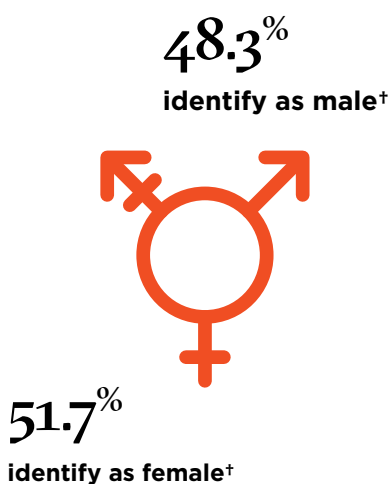
#### Aboriginal and Torres Strait Islander people



#### Age structure



#### Gender



#### Sexuality



Darebin Household Survey (2014)

#### Highest education qualification achieved

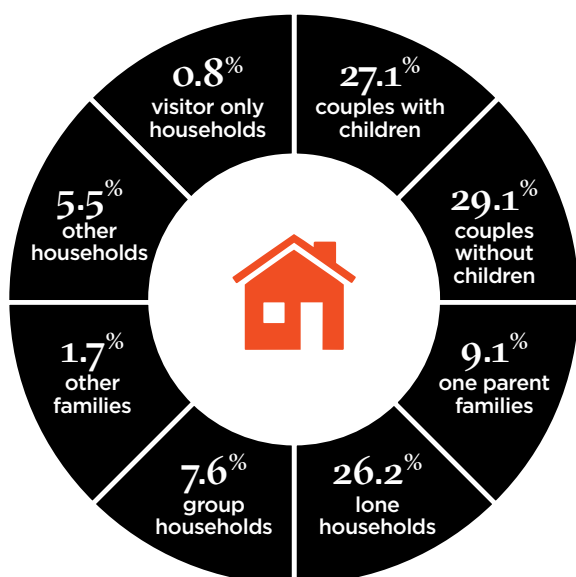


Bachelor degree or higher	32.7%
Advanced diploma or higher	8.4%
Vocational	11.6%
No qualification	37.1%
Not stated	10.2%



Source: id consulting website at: [profile.id.com.au/darebin](https://profile.id.com.au/darebin)  
(accessed 11 November 2020)

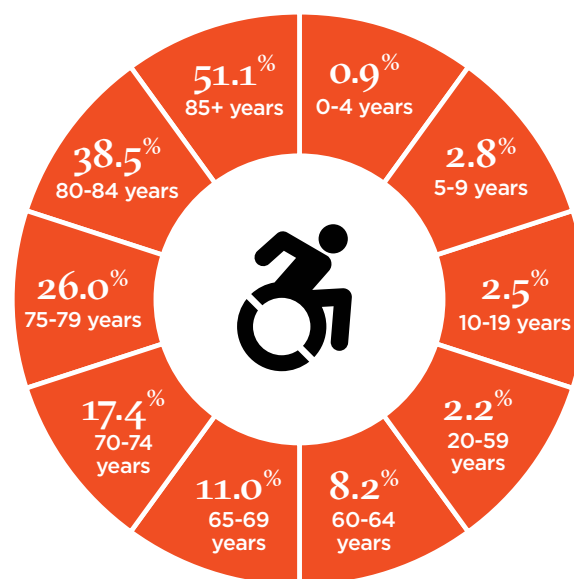
## Households



## People with a disability and needing assistance

**8,774**

(6%) of people need assistance, an increase of 724 people since 2011



## Place of birth

**59.2%**

born in Australia

**33.2%**

born overseas

48.6%  
male

51.4%  
female

7.5% not stated

**142**

asylum-seekers

(holders of Illegal Maritime Arrival Bridging Visa E or IMA BE)\*\*

**2,000**

international students\*



## Faiths and beliefs



Western (Roman) Catholic

23.7%

Greek Orthodox

8.0%

Islam

4.5%

Anglican

3.7%

Buddhism

2.9%

Hinduism

2.8%

Christian

1.9%

Uniting Church

1.2%

Macedonian Orthodox

0.9%

Sikhism

0.8%

Not religious 36%

Not stated 9%

\* Source .id consulting. Estimated here as persons attending tertiary education, who were born overseas, arrived in Australia less than 4.5 years ago, and were living either in a group household, as an unrelated person in a household, as an overseas visitor in household, or alone.

\*\* Estimation provided by the City of Greater Dandenong.



## DAREBIN

# Health and wellbeing indicators

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

KEY

LEAST MOST FAVOURABLE

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

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



















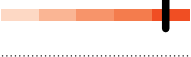


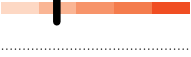

A range of datasets in addition to the Victorian Population Health Survey, including employment levels, income and losses from electronic gaming machines are available in the Darebin Health and Wellbeing Profile Report: [www.darebin.vic.gov.au/Services-and-business/Community-health-and-wellbeing/Health-and-wellbeing-plan](http://www.darebin.vic.gov.au/Services-a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





KEY

LEAST  MOST FAVOURABLE

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



# Our Council

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

Darebin City Council has nine democratically elected Councillors. As the locally elected representatives, they advocate for and represent residents and communities and undertake tasks including approving the Council Plan and the Council Budget. The *Local Government Act 2020* defines their role as providing good governance in their municipal district for the benefit and wellbeing of the municipal community. In the performance of this role the Council must give effect to the following overarching governance principles:

- a) Council decisions are to be made and actions taken in accordance with the relevant law.
- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- d) The municipal community is to be engaged in strategic planning and strategic decision making.
- e) Innovation and continuous improvement are to be pursued.
- f) Collaboration with other councils and governments and statutory bodies is to be sought.
- g) The ongoing financial viability of the Council is to be ensured.
- h) Regional, state and national plans and policies are to be considered in strategic planning and decision making.
- i) The transparency of Council decisions, actions and information is to be ensured.

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

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

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



## Council meetings

In 2020–2021, Council meetings were held monthly. Due to restrictions imposed by COVID-19, Council meetings were held virtually in line with the provisions of the Act and guidelines issued by Local Government Victoria, in the Preston Town Hall, or at alternative venues.

In March and May 2021, Council held its monthly Ordinary Council Meeting in Reservoir (Merrilands Community Centre) and Northcote (Northcote Town Hall) respectively to increase accessibility and encourage public participation. Meetings were open to the public when held in person unless restrictions deemed otherwise. All meetings were live streamed via a link from Council's website including when held virtually. Meetings were only closed to the public pursuant to section 66 of the Act when confidential items were being considered.

Information about Councillors' attendance at meetings is available in the Governance and Corporate Information section of this report. To see the schedule of Council meetings or watch meetings live online, go to our website:

► [darebin.vic.gov.au/About-Council/Council-and-Committee-Meetings/Council-meetings/Meeting-agendas-and-minutes/2021-Council-meeting-agendas-and-minutes](https://darebin.vic.gov.au/About-Council/Council-and-Committee-Meetings/Council-meetings/Meeting-agendas-and-minutes/2021-Council-meeting-agendas-and-minutes)

### Briefing sessions

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

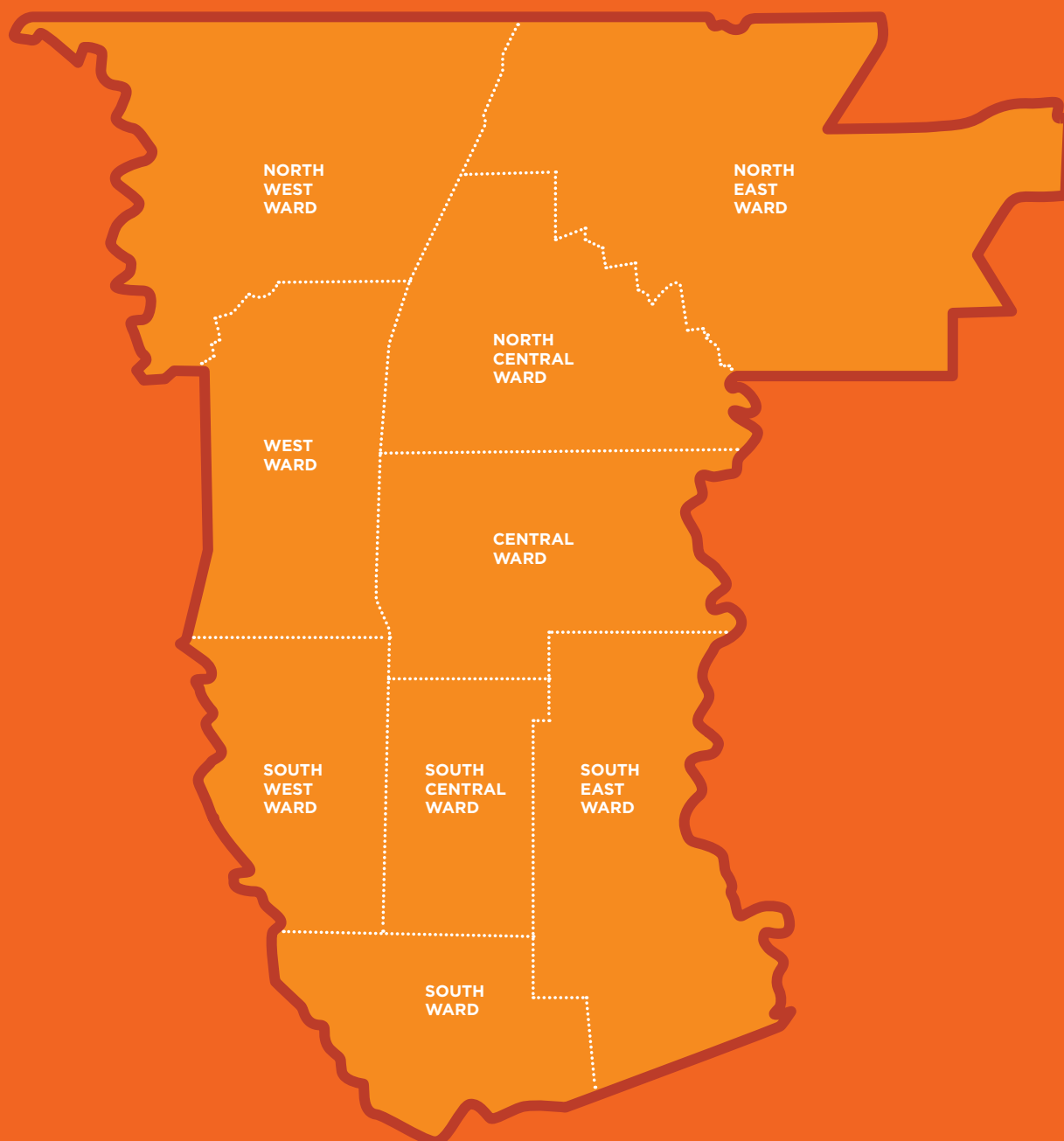
For more information about how Council works, see our website:

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



# Map of wards

The City of Darebin ward structure changed for the general municipal election in October 2020. Our city is now divided into nine single member wards. The City of Darebin includes the following suburbs: Alphington, Bundoora, Coburg, Fairfield, Keon Park, Kingsbury, Macleod, Northcote, Preston, Reservoir and Thornbury.







# Our Councillors

## South West Ward



### **Cr Trent McCarthy**

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

#### **Committees**

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

#### **Terms as Councillor**

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

## South Central Ward



### **Cr Susan Rennie**

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

#### **Committees**

Municipal Association of Victoria  
Active and Healthy Ageing Advisory Committee  
Climate Emergency Darebin Advisory Committee  
Darebin Aboriginal Advisory Committee (proxy)  
Darebin Education Network  
CEO Employment Matters Committee

#### **Terms as Councillor**

2016–2020, current term 2020–2024

#### **Terms as Mayor**

2018–2019, 2019–2020

## Central Ward



### **Cr Lina Messina, Mayor**

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

#### **Committees**

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

#### **Terms as Councillor**

2016–2020, current term 2020–2024

#### **Term as Mayor**

2020–2021



## DAREBIN

# Our Councillors

### North Central Ward



#### **Cr Julie Williams**

0419 750 152 ► [Julie.Williams@darebin.vic.gov.au](mailto:Julie.Williams@darebin.vic.gov.au)

#### **Committees**

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

#### **Terms as Councillor**

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

### North West Ward



#### **Cr Gaetano Greco, Deputy Mayor**

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

#### **Committees**

Friends of Baucau INC  
Active and Healthy Ageing Advisory Committee  
Darebin Aboriginal Advisory Committee  
Darebin Interfaith Council  
Darebin Nature Trust  
Welcoming Cities Community Reference Group  
CEO Employment Matters Committee  
Darebin Ethnic Communities Council  
Merri Creek Management Committee Inc (proxy)

#### **Terms as Councillor**

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

#### **Terms as Mayor**

2013–2014

### North East Ward



#### **Cr Tim Laurence**

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

#### **Committees**

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

#### **Terms as Councillor**

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

#### **Terms as Mayor**

2000–2001, 2012–2013



## West Ward



### **Cr Susanne Newton**

0419 764 245 ► [Susanne.Newton@darebin.vic.gov.au](mailto:Susanne.Newton@darebin.vic.gov.au)

#### **Committees**

Darebin Aboriginal Advisory Committee (proxy)  
Sexuality, Sex and Gender Diversity Advisory Committee  
Arts and Heritage Advisory Committee  
CEO Employment Matters Committee

#### **Terms as Councillor**

2016–2020, current term 2020–2024

## South Ward



### **Cr Tom Hannan**

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

#### **Committees**

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

#### **Term as Councillor**

Current term 2020–2024

## South East Ward



### **Cr Emily Dimitriadis**

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

#### **Committees**

Darebin Education Network (proxy)  
CEO Employment Matters Committee  
Darebin Ethnic Communities Council  
Darebin Creek Management Committee Inc

#### **Term as Councillor**

Current term 2020–2024

## Cazaly Ward



### **Cr Steph Amir**

#### **Term as Councillor**

2016–2020

Councillor Amir ended her term on Council on  
Saturday 24 October 2020

## Rucker Ward



### **Cr Kim Le Cerf**

#### **Terms as Councillor**

2016–2020

#### **Terms as Mayor**

2016–2017, 2017–2018

Councillor Le Cerf ended her term on Council on  
Saturday 24 October 2020





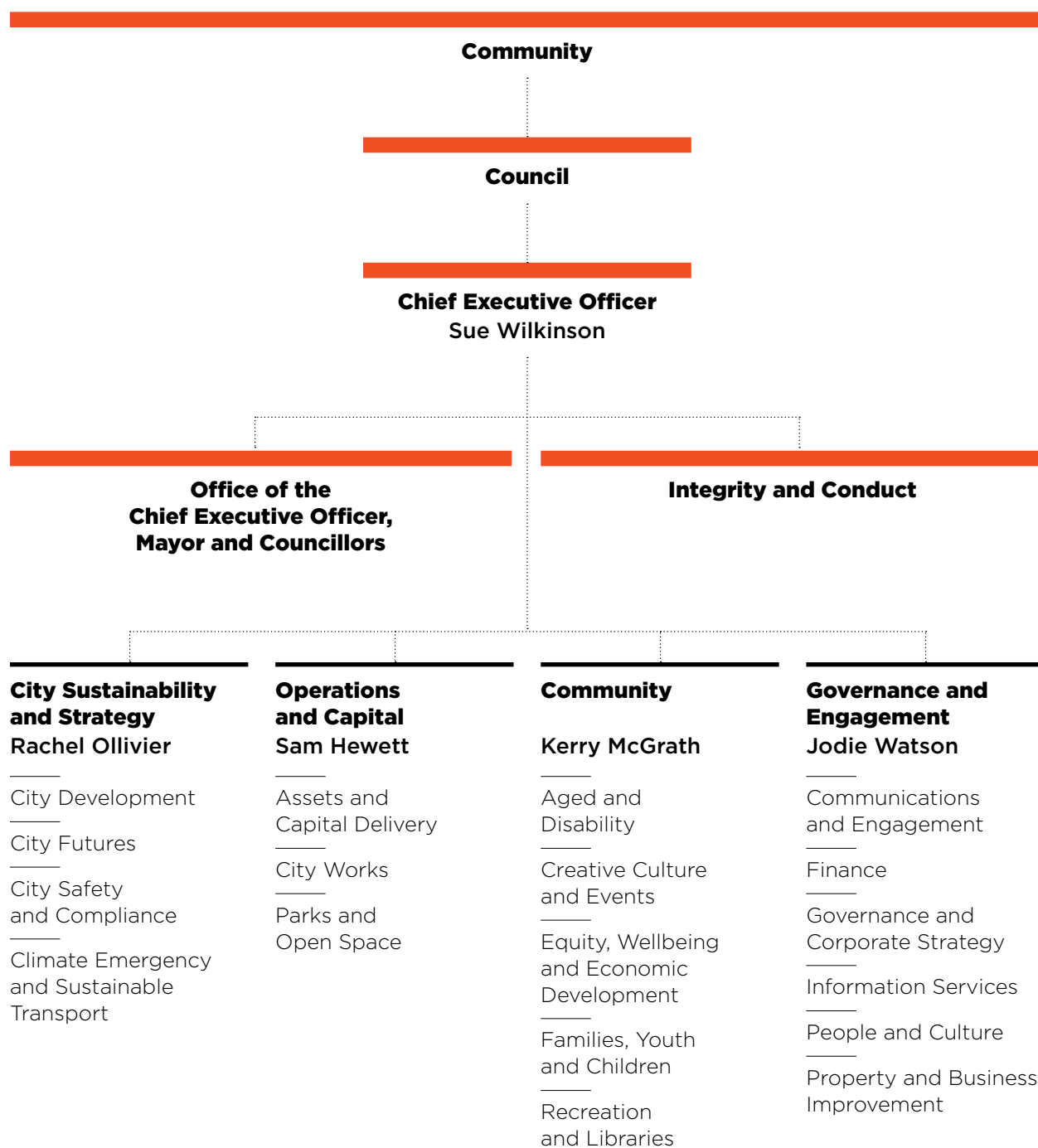
# Our people







# Organisation structure



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





## OUR PEOPLE

# Our Executive Management team

Darebin City Council is managed by a highly experienced Executive Management team, led by the Chief Executive Officer. The Executive Management team plans, coordinates and monitors the progress of Council's strategic direction and goals.

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

**The Executive Management team operates in accordance with our values:**

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

## Chief Executive Officer



### Sue Wilkinson

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



## General Managers

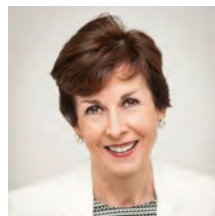
As at 30 June 2021, Darebin City Council had four general managers.



**Jodie Watson**  
**General Manager  
Governance and  
Engagement**

*Qualifications: Master of Business Administration (Corporate Governance); Graduate Diploma of Management; Graduate Certificate of Corporate Management; Bachelor of Applied Science; and Business Continuity (AS22301) – Implementor.*

Jodie Watson joined Darebin Council as General Manager Governance and Engagement on 1 October 2020. Jodie has previously held various positions in the local government, not-for-profit and private sectors in Australia and the UK, managing internal and external-facing services. The Governance and Engagement Division includes the following departments: Communications and Engagement; Finance; Information Services; People and Culture; Governance and Corporate Strategy; and Property and Business Improvement.



**Kerry McGrath**  
**General Manager  
Community**

*Qualifications: Bachelor of Social Work; IMD High Performance Leadership Program (Switzerland); and Women in Leadership Executive Program.*

Kerry McGrath joined Darebin Council as the General Manager Community in February 2020. Before this, she worked at Australian Red Cross (2004–2020) including as the National Director of Community Programs, where she had Australia-wide strategic and operational accountability for humanitarian programming. Kerry has also held senior roles in local government, state government and the not-for-profit sector. The Community Division includes the following departments: Aged and Disability; Families, Youth and Children; Recreation and Libraries; Equity and Wellbeing; Creative Culture and Events; and Economic Recovery and Resilience.



**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; and Executive Leadership Program (LGPro).*

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 Climate Emergency and Sustainable Transport.



**Sam Hewett**  
**General Manager  
Operations and Capital**

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

Sam Hewett joined Darebin Council in April 2019 and from September 2019 has held the position of General Manager Operations and Capital. With more than 20 years in local government, Sam has held leadership positions at three other local councils and has extensive major project and capital works planning and delivery experience. The Operations and Capital division includes: Assets and Capital Delivery; Parks and Open Space; and City Works.



## OUR PEOPLE

# Workplace report

At 30 June 2021, Council employed 1,273 people across the organisation. This figure comprised permanent full-time, part-time, temporary and casual employees. There were 815.49 full-time equivalent (FTE) employees.

Division	Permanent FT	Permanent PT	Temporary	Casual	Total
CEO's Office	2	0	1	0	3
City Sustainability & Strategy	98	115	22	13	248
Community	134	216	100	230	680
Governance & Engagement	93	23	24	13	153
Operations & Capital	162	3	13	11	267
<b>Total headcount</b>	<b>489</b>	<b>357</b>	<b>160</b>	<b>267</b>	<b>1,273</b>

### Workforce by classification and gender at 30 June 2021

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	SO SEO Other	Total FTE
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	
<b>Permanent FT</b>										
Female	0.00	0.00	8.00	28.00	53.00	50.00	35.00	18.00	25.00	217.00
Male	0.00	1.00	81.00	25.00	38.00	50.00	37.00	19.00	21.00	272.00
Non-binary	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Permanent PT</b>										
Female	11.76	1.60	57.71	19.70	18.89	13.53	8.42	2.00	14.61	148.22
Male	12.07	2.72	11.59	4.35	2.46	1.00	1.00	0.00	0.00	35.19
Non-binary	0.00	0.00	0.24	0.00	0.00	0.00	0.00	0.00	0.00	0.24
<b>Temporary</b>										
Female	0.00	0.00	30.60	4.55	13.50	24.47	10.90	1.40	2.00	87.42
Male	0.00	0.29	12.74	6.00	8.79	13.80	5.80	3.00	1.00	51.42
Non-binary	0.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00	4.00
<b>Total FTE</b>	<b>23.83</b>	<b>5.61</b>	<b>202.88</b>	<b>88.60</b>	<b>134.64</b>	<b>153.80</b>	<b>99.12</b>	<b>43.40</b>	<b>63.61</b>	<b>815.49</b>

SO = Senior Officer; SEO = Senior Executive Officer



## Number of FTE employees by organisational structure, employment type and gender at 30 June 2021

Structure	CEO's Office	City Sustainability & Strategy	Community	Governance & Engagement	Operations & Capital	Total FTE
Classification	FTE	FTE	FTE	FTE	FTE	
<b>Permanent FT</b>						
Female	2.00	49.00	97.00	51.00	18.00	<b>217.00</b>
Male	0.00	49.00	37.00	42.00	144.00	<b>272.00</b>
Non-binary	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>
<b>Permanent PT</b>						
Female	0.00	20.12	112.75	14.96	0.39	<b>148.22</b>
Male	0.00	12.84	18.38	2.37	1.60	<b>35.19</b>
Non-binary	0.00	0.24	0.00	0.00	0.00	<b>0.24</b>
<b>Temporary</b>						
Female	0.00	8.80	58.32	11.30	9.00	<b>87.42</b>
Male	1.00	10.84	25.98	10.60	3.00	<b>51.42</b>
Non-binary	0.00	2.00	1.00	0.00	1.00	<b>4.00</b>
<b>Total FTE</b>	<b>3.00</b>	<b>152.84</b>	<b>350.43</b>	<b>132.23</b>	<b>176.99</b>	<b>815.49</b>

## Number of FTE employees by classification at 30 June 2021

Classification	Female	Male	Non-binary/ gender diverse	Total
Band 1	56	54	1	<b>111</b>
Band 2	21	10	0	<b>31</b>
Band 3	246	196	1	<b>443</b>
Band 4	80	44	2	<b>126</b>
Band 5	110	54	0	<b>164</b>
Band 6	98	65	1	<b>164</b>
Band 7	57	44	1	<b>102</b>
Band 8	22	23	0	<b>45</b>
Immunisation Nurse Level 1	2	2	0	<b>4</b>
Immunisation Nurse Level 3	7	0	0	<b>7</b>
Maternal and Child Health Nurses Year 1	1	1	0	<b>2</b>
Maternal and Child Health Nurses Year 2	1	0	0	<b>1</b>
Maternal and Child Health Nurses Year 3	4	0	0	<b>4</b>
Maternal and Child Health Nurses Year 4	2	0	0	<b>2</b>
Maternal and Child Health Nurses Year 5	23	0	0	<b>23</b>
Senior Executive Officer	4	12	0	<b>16</b>
Senior Officer Contract	18	10	0	<b>28</b>
<b>Grand total</b>	<b>752</b>	<b>515</b>	<b>6</b>	<b>1,273</b>



## OUR PEOPLE

# Workplace report

### Industrial relations

During 2020–2021 Council worked consistently with the Darebin City Council Enterprise Agreement 2018–2022.

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

### Learning and development

Council has a new Learning and Development Program to guide everyone through a learning journey – from induction, to ongoing learning including group learning, and leadership development.

During 2020–2021, Council worked to ensure full completion of mandatory compliance training (e.g. EEO, OHS, Child Safe Standards, Fraud and Corruption Awareness, Complaints Handling). Similar training is in progress for the mandatory foundation stream (e.g. Family Violence, Diversity and Inclusion, Procurement Essentials, Being Cybersafe).

### Workplace diversity profile\*

#### Aboriginal or Torres Strait Islander background

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

Year	2016	2017	2018	2019	2020	2021
Percentage	0.9%	0.8%	0.7%	0.5%	0.6%	<b>1.4%</b>

#### Non-English-speaking background

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

Year	2016	2017	2018	2019	2020	2021
Percentage	14.5%	14.6%	17.5%	15.7%	15.2%	<b>21%</b>

#### Employees' country of birth\*\*

Country of birth	%	Country of birth	%
Australia	59	Macedonia	1.0
India	1.9	Sri Lanka	0.9
New Zealand	1.4	Lebanon	0.7
Britain	1.3	Greece	0.6
Italy	1.2	China	0.6

\* Data source: Darebin City Council payroll system 2021.

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





## Darebin Capability Framework

Darebin's Capability Framework underpins the Learning and Development Program at Council and is designed to build everyone's skills and capabilities, meet legal and regulatory requirements and achieve organisational objectives.

The Capability Framework has four capability streams for all staff: Personal Attributes, Relationships, Delivery and Resources, and Achieving Impact. There is a fifth stream for leaders, Workforce Leadership.

## Workforce Diversity and Inclusion Strategy

Darebin Council serves one of the largest, most diverse communities in Victoria. Recognising our community is our greatest asset for solving future challenges, Darebin's vision is to be an employer for all. During 2020-2021, Council launched a new Workforce Diversity and Inclusion Strategy to support our people to recognise and remove systemic barriers and to work inclusively together across our organisation.

Led by a Diversity Taskforce comprising Council staff across all levels and areas with lived experience, the Strategy aims to create a workforce that reflects the diversity of the community we serve and support.

The Strategy has six key focus areas:

1. **Be accountable** — lift accountability for diversity and inclusion and encourage visible leadership
2. **Build skills and challenge bias** — build leader and staff capability to challenge organisational unconscious bias and lead inclusivity
3. **Provide opportunities** — provide targeted career development and mentoring opportunities to employees from under-represented groups
4. **Attract and support** — refresh recruitment and retention policy and practice to increase the attraction of staff from diverse backgrounds
5. **Be flexible** — embed flexible working across the organisation at all levels
6. **Listen, learn and act** — actively support Employee Resource Groups as a mechanism to drive progress.

## VAGO report on Sexual Harassment

As part of the performance audit of sexual harassment in local government, the Victorian Auditor-General's Office (VAGO) conducted a sector-wide survey: 'Are Victorian local councils providing workplaces that are free from sexual harassment?' A total of 75 of the 79 Victorian local councils participated.

The report provided 11 recommendations to councils in relation to identifying and acting on risk factors, regularly collecting data on the prevalence of sexual harassment and the development of data collection methodology. Council accepted all of the Auditor-General's recommendations and implementation began in 2020-2021 with a new Sexual Harassment Policy launched in May 2021.

Council wants to be a workplace that upholds people's rights and ensures employees are free from all forms of discrimination, harassment, bullying, occupational violence and victimisation. The processes we are implementing according to the VAGO recommendations will continue to ensure our staff have the structures and support they need to be able to make disclosures, notify their manager of issues in the workplace and be supported in doing that.

## Health, safety and wellbeing

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

In 2019-2020 Council finalised its Occupational Health, Safety and Wellbeing Strategy 2020-2023, moving towards safety being a core foundation of our work rather than a matter of compliance.

As we continue to develop as an organisation, focus areas include prioritising risk factors, claims history, incident data, past audit findings, and a review and update of all safety management system procedures.



## OUR PEOPLE

# Workplace report

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

With continued uncertainty for our workforce operating during COVID-19, Council has worked to ensure a safety-conscious, healthy and resilient workplace. We are continuing the 'Stay Well, Stay Connected' program to support health and wellbeing, culture and connection and a changing way of work. The program includes Darebin's ThriveLive online portal of health and wellbeing resources, such as e-learning modules, surveys, videos, podcasts and tip sheets. The program encourages employees to actively seek treatment and support early, working closely with our Employee Assistance Program provider on more tailored features of our services. Council also invested in our contact officer network, comprising 16 staff from across the organisation who stepped up as 'Wellbeing Champions'.

In March 2021 Council started the transition of its staff across all locations back to the office. The 'Return to Office' program worked to the following principles:

- working with staff needs and preferences around office/home-based work
- delivering excellent ongoing services for the community
- enabling team collaboration and connection
- keeping everyone COVID-safe.

Council continued to be agile and flexible to ensure COVID-safe practices within the public health restrictions. COVID-related incident reporting processes were accessible and understood, and applicable protocols (e.g. infection control) were readily available as informed by the Incident Control team. Work-from-home agreements and practices were implemented.

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

### Incident and injury reporting

During 2020–2021, Council employees continued to report hazards, near misses and incidents in accordance with Council policy and legislative obligations. There was an increase in the number of reports, including hazards and near-misses, indicating a good understanding of Council hazard and incident reporting. This led to improved hazard control processes overseen by OHS committees and the Health Safety and Wellbeing team. The incident reporting system was being reviewed to improve and provide accurate and targeted safety performance reports.

### Child Safety

In support of Darebin Council being a Child Safe Organisation, we have:

- reviewed and updated our Safeguarding Children Policy and Code of Conduct
- expanded and trained our Child Safe Officers
- introduced and trained Child Safe Contact Offices
- ensured mandatory training of all Council staff on being a Child Safe Organisation
- provided further training to senior management and front-facing staff working with children.

We also have Working with Children Checks for all staff.

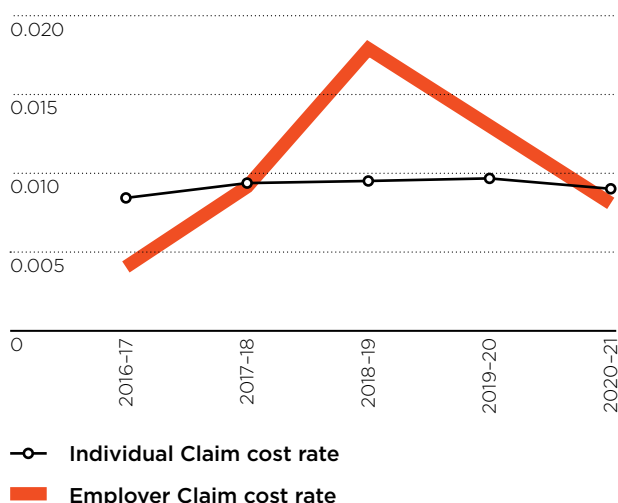


## Celebrating Darebin's volunteers

### WorkCover premium

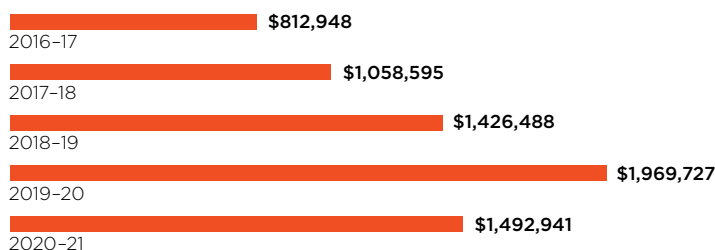
Council's WorkCover premium for 2020–2021 was \$1.49 million. This represents a decrease on the previous year's premium. Compared with the previous two years, the employer performance rating improved to better than the comparable industry rate.

### Comparable industry rate



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

### WorkCover premium



We are fortunate to have many wonderful volunteers who generously share their time, knowledge and experience to help make the community stronger. Council established a Volunteer Policy to ensure appropriate governance arrangements, coordination and support for those who volunteer with Council. We value, recognise and support their contributions.

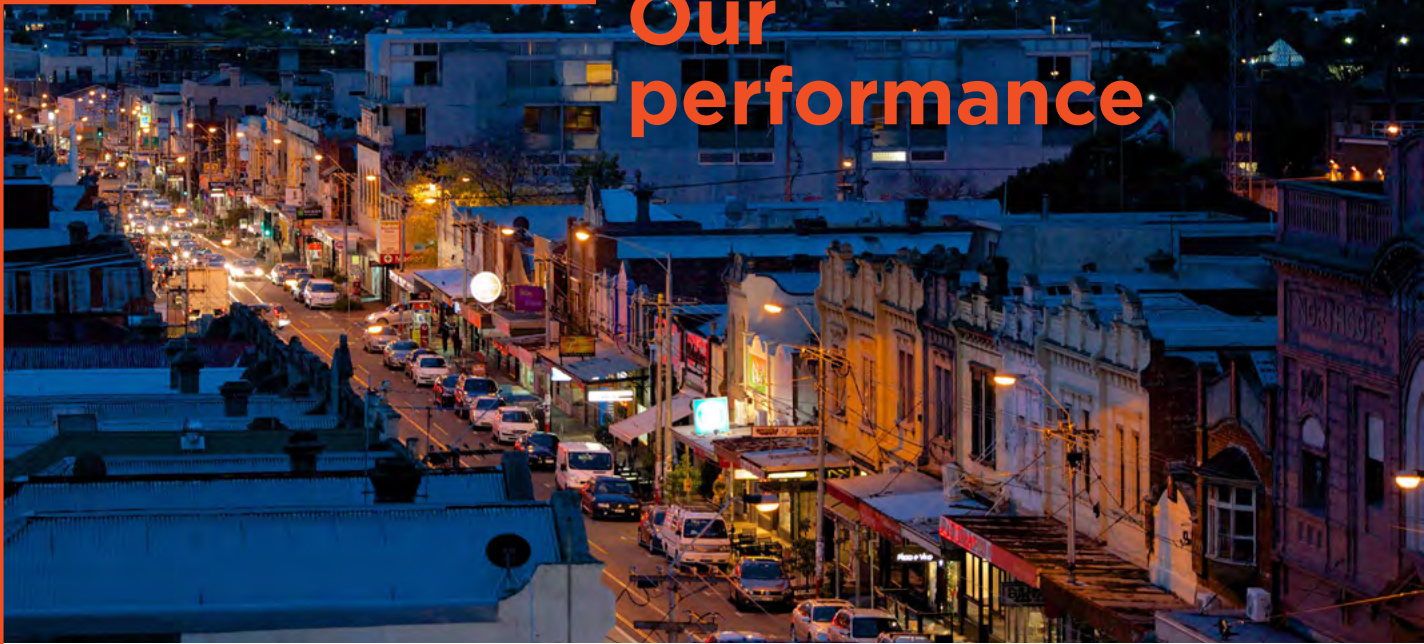
### Thanks to volunteers

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.





# Our performance







# Overview

**The Report of Operations outlines our 2020–2021 performance against the major initiatives in Council’s 2020–2021 Budget. It also reports on the Darebin Council Plan 2017–2021 goals and its 16 Big Actions. Big Actions also form the majority of the major initiatives of the Budget 2020–2021.**

## Integration with Council Plan and Council Budget

Our Integrated Strategic Planning Framework was reviewed and updated in accordance with the *Local Government Act 2020* in 2020–2021. The chart on page 56 illustrates how the Annual Report and the Council Plan are integrated with the business planning and reporting 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. Each year an annual action plan is established to deliver the Council Plan – the Council Plan Action Plan. The Strategic Resource Plan 2018–2022 complemented the Council Plan 2017–2021 and described how key projects and objectives would be resourced. Please note: the Strategic Resource Plan 2018–2022 has been superseded by the Financial Plan 2021–2031 adopted on 28 June 2021 alongside the new Council Plan 2021–2025.

Every financial year the Annual Budget sets out funding for the projects and services to be undertaken. It outlines the major initiatives that directly contribute to the achievement of our Council Plan 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 2020–2021 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:

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

# \$540k

worth of assistance  
grants provided to:

# 237

local businesses



## OUR PERFORMANCE

### Overview

The Annual Report and the Council Plan are integrated with the business planning and reporting cycle.





# Darebin Council Plan 2017–2021

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

The 2020–2021 Annual Report is the fourth and last reporting year of the Council Plan 2017–2021.

The Council Plan has six goals, each with three attendant strategies. Each strategy has several actions, which are listed in the Council Plan Action Plan Progress Report 2020–2021 available at: ► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)

The goals were developed after extensive consultation with our community and other stakeholders and reflected 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 2020–2021 against each of the actions in the Council Plan Action Plan Progress Report 2020–2021, which can be found on our website at:

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

## GOAL 1

### **A sustainable city**

PAGE 58

## GOAL 2

### **Opportunities to live well**

PAGE 66

## GOAL 3

### **A liveable city**

PAGE 74

## GOAL 4

### **A strong economy**

PAGE 80

## 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 40 actions listed under Goal 1 in the Council Plan Action Plan for 2020–2021. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on all 40 actions relating to this goal can be found at:

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



### Budget allocated to Goal 1

NET COST	2020-21 \$'000
Budget	34,241
Actual	34,537
Variance	(296)





## 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 2020–2021 budget and are consistent with the Council Plan 2017–2021.

### A sustainable city

SERVICE AREA	DESCRIPTION	NET COST 2020–21 \$'000	
<b>Environment and natural resources</b>	Develops and implements policies and programs that contribute to sustainability within Council and the community. Responsible for the Climate Emergency Plan, Natural Heritage Strategy, Sustainable Water Strategy, Sustainable Water Use Plan, Urban Forest Strategy and the Waste Management Strategy.	Budget	<b>3,836</b>
		Actual	<b>4,323</b>
		Variance	<b>(487)</b>
<b>Open spaces, parks and natural environment</b>	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 street trees and 100,000 trees in parks and reserves.	Budget	<b>14,744</b>
		Actual	<b>14,332</b>
		Variance	<b>412</b>
<b>Sustainable transport</b>	Develops policy and project delivery for transport management and safety.	Budget	<b>2,296</b>
		Actual	<b>1,775</b>
		Variance	<b>521</b>
<b>Waste management</b>	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.	Budget	<b>13,364</b>
		Actual	<b>14,107</b>
		Variance	<b>(743)</b>



## GOAL 1

# Big Actions

- Completed
- Delayed, delivery will be complete in 2021
- Will not be delivered in 2021

### Big Action 1 ► ●

#### Double solar power in Darebin

The Solar Saver Program continues to inspire broad solar uptake across Darebin, with Council successfully meeting its 2016 goal of doubling the amount of solar power in Darebin in late 2019, one year early. With Darebin residents being such strong solar supporters, the amount continued to grow into 2020–2021. The Solar Saver Program has now delivered more than 7,900kW worth of solar for the Darebin community since its inception.

### Big Action 2 ► ●

#### Create a new Darebin Energy Foundation (now the Climate Emergency Darebin Advisory Committee), a climate emergency think-tank and initiative innovator to address climate change

Council created the Climate Emergency Darebin (CED) Advisory Committee in 2018. Since then, CED has provided advice and feedback to Council for the implementation of Council's Climate Emergency Plan. Highlights include developing strategic advocacy in collaboration with national networks, providing advice that helped form the Climate Emergency Australia Network, and advising on climate mobilisation activities such as community leader workshops and reducing greenhouse emissions through Council operations.

### Big Action 3 ► ●

#### Dramatically improve walking and cycling

Highlights include completing the Northcote Thornbury Streets for People corridor to support safer streets. We've also successfully secured with others more than \$2 million in funding from the Victorian Government through the Northern Regional Trails Strategy for better walking and cycling routes in Reservoir and Bundoora. We have advocated to the State Government for the Heidelberg Road pop-up bike lanes, which were used by more than 50,000 cyclists each month. Throughout COVID-19, cycling has increased between 100 and 150%.

### Big Action 4 ► ●

#### Advocate for better public transport

Following Council's advocacy, the State Government announced additional tram services between Docklands and Preston in response to COVID-19. Additional train services were added on the Mernda and Hurstbridge lines. Council worked on implementing new advocacy positions for an electric bus between the Route 11 terminus and Reservoir Station as an interim solution until the Route 11 tram is extended, and to bring forward the northern section of the Suburban Rail Loop. Other ongoing public transport advocacy to the State Government included accessible tram stops and bus network reform.

### Big Action 5 ► ●

#### Establish a Nature Trust to create more open space across Darebin

Council has established the Darebin Nature Trust Advisory Committee, which brings together a group of community members with a broad range of biodiversity expertise. The Committee has provided significant input and guidance on the biodiversity aspects of Council's new open space strategy, Breathing Space, the Gardens for Wildlife program that launched in June 2021 and the Biodiversity Management Plan.

### Big Action 11 ► ●

#### Increase our tree canopy and urban forest

Planting is ongoing but this project stage is complete, with RAPID Canopy the main planting program being implemented this financial year for streetscape planting. All planting sites were assessed, with some tree planting completed before stage 4 lockdown restrictions were enacted. To date, 3,400 trees have been planted in streetscapes. Preston West and Reservoir East have been planted. More than 5,000 indigenous tube stock plants have been planted in bushland areas and more than 200,000 tube stock plants have been planted as part of Rewilding Darebin. Two hundred park trees have been planted.



## Highlights and achievements

# 10%

reduction in gross carbon emissions from Council operations

# 24%

of Darebin streets now have a 40km/h speed limit

► A total of 3,400 trees were planted through Council's RAPID Canopy program.

► Council achieved a 10% reduction in gross carbon emissions from its operations in 2020–2021. This was largely due to solar installations, energy efficiency upgrades and reduced energy use due to COVID-19 closures. By switching to 100% renewable energy via VECO (the Victorian Energy Collaboration), Council expects to halve gross emissions in 2021–2022.

► Council achieved carbon neutral certification in 2020–21, thereby achieving the goal in the Climate Emergency Plan of net zero emissions from Council operations.

► Council's Rewilding Program saw 200,000 indigenous trees, shrubs, grasses and groundcovers planted throughout many parks and open space areas. These new plantings are already making significant contributions to the local amenity and biodiversity values of each site.

► Darebin has been the lead council in securing new electricity contracts for 46 Victorian councils to switch to 100% renewable energy from 1 July 2021. Our streetlights, libraries, sporting facilities and town halls will now be powered by renewable energy. Victorian councils have come together to drive investment in renewable energy, resulting in pooling

# 200k

indigenous trees, shrubs, grasses and groundcovers planted throughout many parks and open spaces

240GWh of electricity. This is the equivalent to powering 45,000 homes with renewable energy or taking 90,000 cars off the road.

► Delivered 14 drainage projects, on budget and on time, in 2020–2021 for a total spend of \$950,000. This included the first permeable paving road project within Darebin (Bundoora Golf Course car park).

► Delivered active transport projects, including improved access at the Wood Street Bridge for walkers and cyclists and bicycle lane safety improvements on Wingrove Street, Alphington.

► Following Council's advocacy, the State Government announced additional tram services between Docklands and Preston to respond to COVID-19. Additional train services were also added on the Mernda and Hurstbridge lines.

► Installed raised zebra crossings at the intersection of Hawthorn Road and Herbert Street, Northcote, to provide slow points for vehicles and safer crossing points for pedestrians for a total spend of \$108,000.

► Made improvements to the intersection of Cheddar Road and Dole Avenue, Reservoir, for a total spend of \$1.76 million. The project included improved traffic control by installing traffic signals and widened the road to provide a dedicated right turn lane into Dole Avenue.

► Plants, soil and mulch were donated to community groups to revitalise railway areas while contributing to Council's Rewilding Program.

► Secured State Government approval to roll-out two new 40 km/h zones in Darebin, with changes rolled out by the end of June 2021. With these changes, 24% of Darebin streets now have a 40km/h speed limit.

► The Solar Saver Program continued to inspire broad solar uptake across Darebin, with Council successfully meeting its 2016 goal of doubling the amount of solar power in Darebin in late 2019 – one year early. With Darebin residents being such strong solar supporters, the amount continued to grow into 2020–2021. The Solar Saver Program has now delivered more than 7,900kW of solar energy for the Darebin community since its inception.

### Challenges

— Delays in supply of materials required for capital works caused by pandemic restrictions and hold-ups with international freight.

— The increasing complexity and volume of resident transport enquiries, as the impact of COVID-19 changes the transport environment.

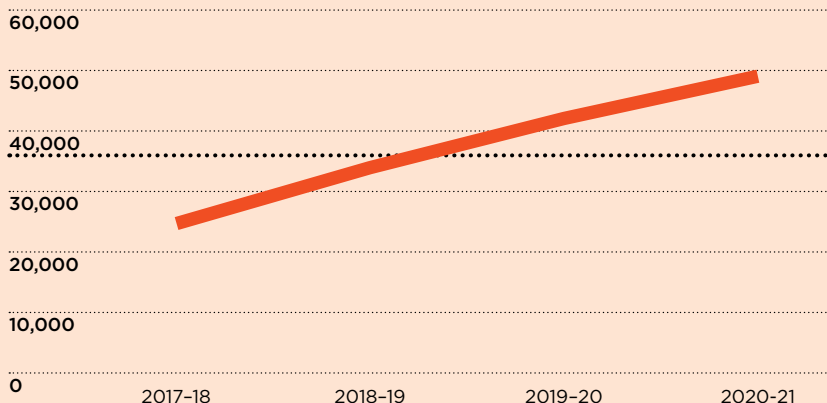
— Working remotely, experiencing restricted access for contractors to do works during Victoria's hard lock downs. Adapting to different ways of working, showing significant resilience and working through problems in a collaborative way.



## GOAL 1

# Performance indicators and results

### Amount of solar power generated in Darebin (kW)

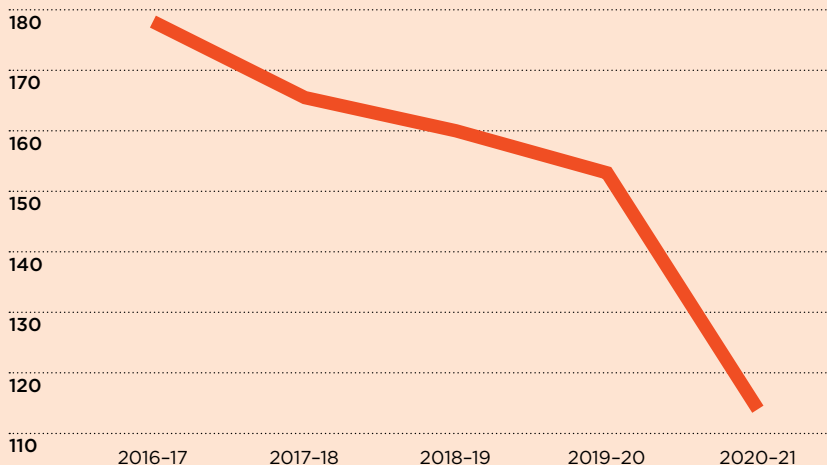


Source: Clean Energy Regulator (data from households or businesses that have claimed a Small Generation Unit (SGU) - Solar Panel).

**TARGET:** 36,000kW by 2021

**STATUS:** ▶ **TARGET MET**

### Volume of waste to landfill (kg per person)



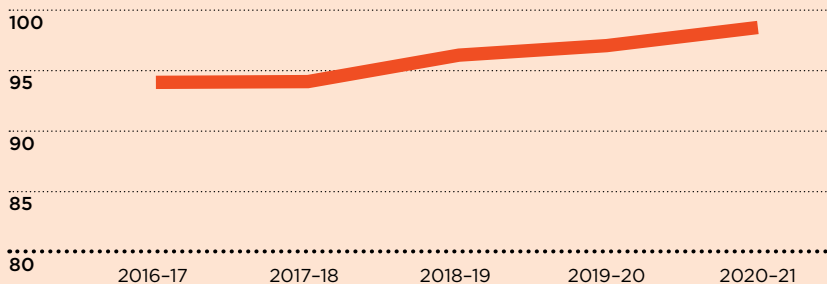
Source: Tonnage records, Municipal Recycling Facility and Estimated Residential Population (Australian Bureau of Statistics).

**TARGET:** Reduce by 1kg per person each year

**STATUS:** ▶ **TARGET MET**

Note: the data in this chart does not include Mixed Use Developments (MUDs) as these are privately serviced.

### Satisfaction with waste services (%)



Source: Darebin City Council Community Satisfaction Survey

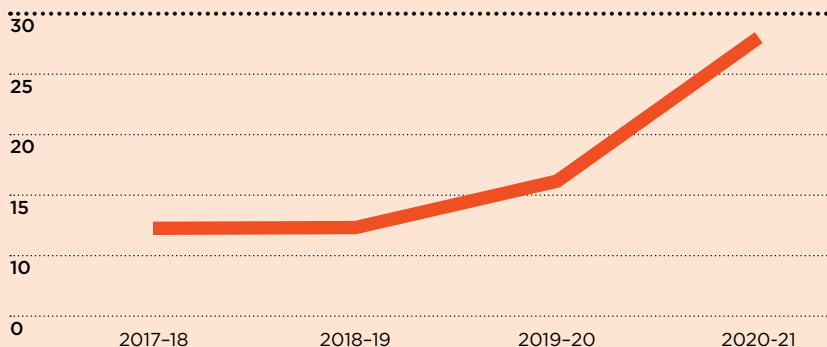
**TARGET:** 80% (year-on-year)

**STATUS:** ▶ **TARGET MET**



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

Source: Darebin Asset System and GIS

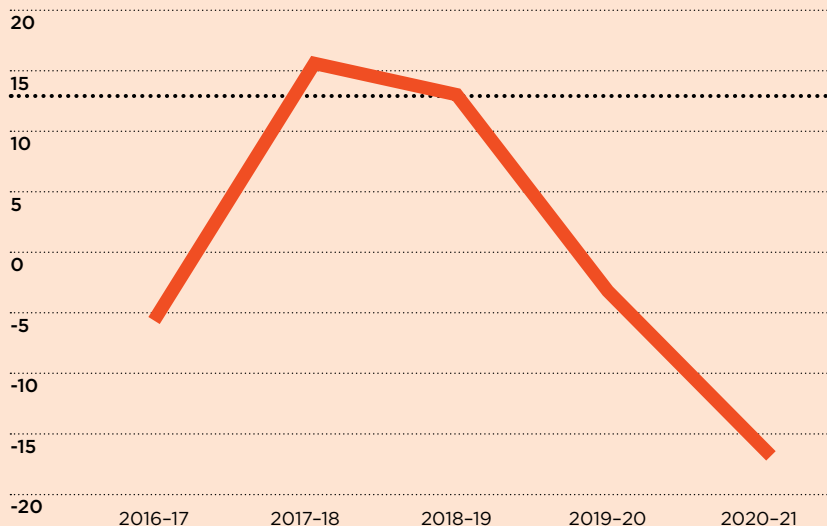


**TARGET:** 30% by 2021

**STATUS:** ▶ GETTING THERE

## Cycling counts in selected areas (% increase)

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



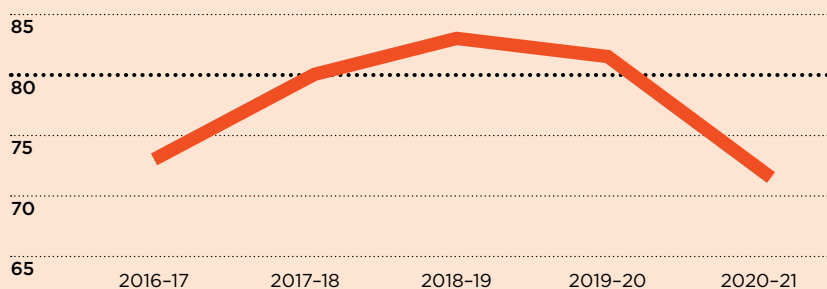
**TARGET:** 12% increase by 2021

**STATUS:** ▶ OFF TRACK

COVID-19 has had a significant impact on levels of cycling in Darebin and across Australia. There were large increases reported for recreational cycling but also significant reductions in cycling for commuting due to working from home arrangements. Only one of the six permanent bicycle counters used to compile the data are located on recreational routes, which accounts for the drop in the numbers for the 2019-2020 and 2020-2021 financial years.

## Satisfaction with footpath maintenance and repairs (%)

Source: Darebin City Council Community Satisfaction Survey.



**TARGET:** 80% (year-on-year)

**STATUS:** ▶ OFF TRACK



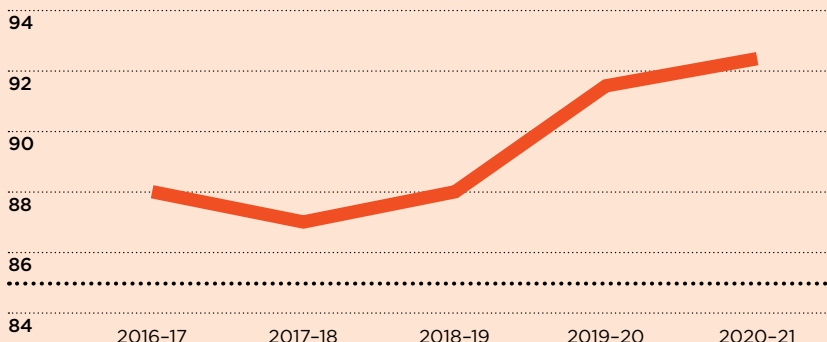


## GOAL 1

# Performance indicators and results

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

Source: Darebin City Council Community Satisfaction Survey.

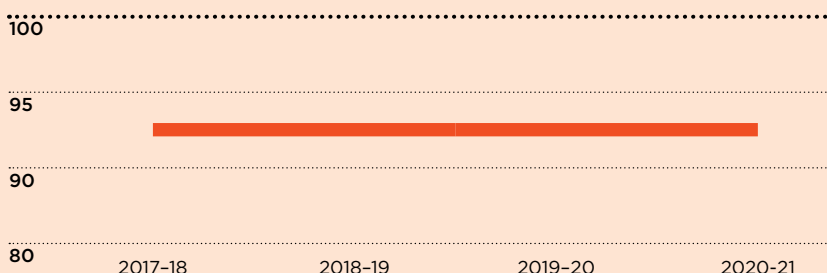


TARGET: 85% year-on-year

STATUS: ▶ TARGET MET

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

Source: Darebin Asset System, GIS and 2016 Census data.



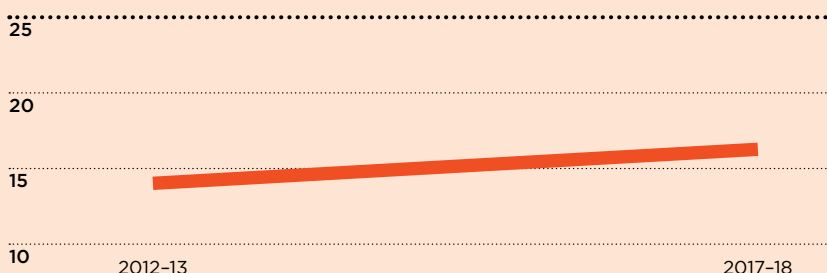
TARGET: 100% by 2021

STATUS: ▶ OFF TRACK

It will take Council longer than 2021 to meet this target. Council has progressed an open space levy on developers, which is expected to increase funding available to accelerate achievement of this target. Council has also successfully advocated for the level crossing removals to be elevated, creating large new open spaces underneath. When the works are completed, these will significantly enhance access to open space. 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.

## Proportion of tree coverage on public land (%)

Source: Council's thermal imaging and urban forest monitoring audit of the municipality.



TARGET: 25% by 2028

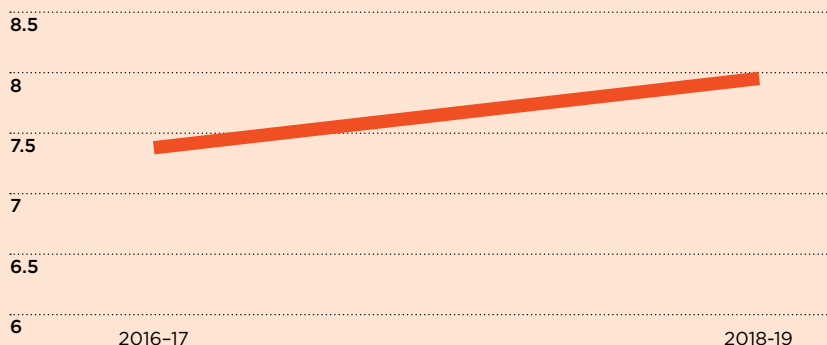
STATUS: ▶ GETTING THERE

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



## Private vehicle usage (km per weekday per person)

Source: Victorian Integrated Survey of Travel and Activity (VISTA)



**TARGET:** No target has been adopted for this dataset.\*

**STATUS:** NOT APPLICABLE

\*The originally adopted target is not suitable for the available dataset.

As at 2018-19 (the most recent period for which data is available), the result was trending in the wrong direction. However, Council supports the local community to make sustainable transport choices by providing safe infrastructure and working with communities to deliver behaviour change programs. These include Streets for People, Octopus Schools, and ongoing maintenance and renewal

Please note: The strategic indicator 'Increase Council's use of water from non-drinking sources' is not reported here as the relevant dataset is still in development. The 2017-2018 figure provided in the 2018-2019 annual report has since been found to be incorrect.

## Looking forward

- ▶ Delivering Council's exciting climate and circular economy agenda, including the Solar Saver Program that will now include energy efficiency and support for our most vulnerable. Investigating opportunities for a step-change in big renewal updates, a business power purchase agreement, and reviewing the Climate Emergency Plan.
- ▶ Delivering Council's new approach to transport management – a three-year rolling Local Area Place Making program. This proactive approach will put community at the heart of transport decision-making and achieve strengthened, integrated transport outcomes for our community.
- ▶ Delivering the \$60 million capital works program (Big Build in 2021-2022) that will enable increased accessibility for all to community facilities and programs, improve the amenity of retail activity centres, support physical activity participation and generally lead to community pride in Darebin.
- ▶ Work will continue to further reduce local street speed limits to 40km/h.

A detailed Council Plan Action Plan for 2021-2022 can be found at:

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

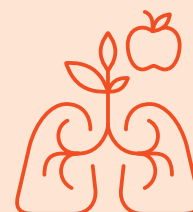
**We will expand opportunities for participation and social connection through sport, physical activity, arts, culture and other leisure activities.**

### 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 50 actions listed under Goal 2 in the Council Plan Action Plan 2020-2021. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on all 50 actions relating to this goal can be found at:

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



### Budget allocated to Goal 2

NET COST	2020-21 \$'000
Budget	19,802
Actual	18,539
Variance	1,263



## 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 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

### Opportunities to live well

SERVICE AREA	DESCRIPTION	NET COST 2020–21 \$'000	
<b>Aged and disability</b>	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, support to navigate the My Aged Care system, dementia care, meals and community transport.	Budget	<b>5,230</b>
		Actual	<b>4,614</b>
		Variance	<b>616</b>
<b>Families, youth and children</b>	Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children, youth and their families. It includes school holiday programs, early childhood resources and liaison, help for early years services to support children with additional needs, a pre-school enrolment service, centralised child care waiting list, support to playgroups, a toy library, maternal and child health services, an immunisation program and youth services.	Budget	<b>5,464</b>
		Actual	<b>4,738</b>
		Variance	<b>726</b>
<b>Recreation and leisure</b>	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.	Budget	<b>4,850</b>
		Actual	<b>5,220</b>
		Variance	<b>(370)</b>
<b>Learning and libraries</b>	Responsible for our library services at Fairfield, Northcote, Preston and Reservoir and e-book, e-audiobook and e-magazine collection loans via our virtual library at <a href="http://www.darebinlibraries.vic.gov.au">www.darebinlibraries.vic.gov.au</a>	Budget	<b>4,258</b>
		Actual	<b>3,968</b>
		Variance	<b>290</b>





## GOAL 2

# Big Actions

- Completed
- Delayed, delivery will be complete in 2021
- Will not be delivered in 2021

### Big Action 6 ► ●

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

Based on community feedback, Council decided to develop this site as a nature-based park and not to proceed with a children's hub. A master plan to create a nature-based and biodiverse park at the former Ruthven Primary School was adopted by Council on 29 June 2020. Concept plans for a new playspace and nature play area were shared with the community in February 2021 and endorsed by Council on 24 May 2021. Consultation on the playspace was delayed because of the 2020 lockdowns and this also delayed construction. Construction is set for the second half of 2021, and the playspace is scheduled to open by late 2021. A draft planting plan has been created to guide rewilding at Ruthven Park and, in conjunction with Darebin Nature Trust and the former Ruthven Community Reference Group, a planting list has been established.

### Big Action 7 ► ●

#### Build a multi-sports stadium

The outdoor courts have been completed and practical completion has been issued. The Narrandjeri Stadium has progressed significantly and is at 62% completion. All the services are in, the concrete, steel and timber structures have been erected and roof work is underway. Outside the building, the tree cells and retaining wall are also under construction, and the intersection works at the entry from Darebin Road have commenced and are 15% complete. Completion date for all works is scheduled for early December 2021.

### Big Action 8 ► ●

#### Renew the Northcote Aquatic and Recreation Centre

The project has progressed significantly. The design is completed and at a stage where the architects can be novated to a construction contractor. Following an EOI process, three contractors were shortlisted for tendering. The construction tenders closed on 17 June 2021 and tenders were received from the three short-listed contractors. The panel is evaluating the tenders and aiming to issue a report to Council with a Contractor recommendation in August 2021.

### Big Action 9 ► ●

#### Reimagine and revitalise seniors' clubs

The refurbishment of these centres is complete and refreshed internal spaces at these centres will encourage opportunities for increased mixed use of these facilities by more diverse communities, not just seniors' groups, which will support the revitalisation of the use of these facilities.



## Highlights and achievements

- ▶ Changes to service delivery across Youth Services due to remote delivery provided an opportunity to target further support and initiatives to young people, with a specific focus on those who were most vulnerable or experiencing disadvantage. The service expanded contact hours by more than 50% at our youth facilities and youth outreach program.
- ▶ Community service leases were renewed, including 18 children's services sites. Kids Under Cover has a land lease for the site at 1 Spring Street, where it has built Village 21. This comprises one-bedroom studios for young people experiencing homelessness.
- ▶ Completed an Intergenerational Gardening Program trial, which included 61 participants and more than 300 hours of client contacts.
- ▶ Construction of the Narrandjeri Stadium is continuing, with 62% completed. The level one concrete slab work is complete; structural steel and roofing underway; and work for a retaining wall has started at the northern end.
- ▶ Council consulted with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation about names for the new multi-sports stadium. This resulted in three names being put forward for the community consultation. Narrandjeri Stadium (which means 'Women Leader' in Woi-wurrung language) was the community's overwhelming favourite, receiving more than half of all votes.
- ▶ Council delivered 10 new community gardens at the Bundoora Park Farm, using recycled iron from the Reservoir Crossing Removal Project.
- ▶ Council obtained a \$10 million, low-interest loan from the State Government to help deliver the Northcote Aquatic and Recreation Centre.
- ▶ Council committed to a 12-month partnership with Job Access through its Employer Partnership Program. Finalised in June 2021, the no-cost partnership has strengthened the organisation's capacity to attract, recruit and retain people with a disability in our workforce.
- ▶ COVID responses by Library Services to support the community have included: free online exercise classes, online library events (Story Time and Rhyme Time and Conversation Café), continuing the shower program for people experiencing homelessness, library home delivery service for people who cannot get out of the house, redeploying staff to the Rewilding Program, phone calls to our library and Reservoir Leisure Centre users who do not have access to the internet or emails and delivery spots.
- ▶ Darebin Road intersection works to improve access and pedestrian safety at the John Cain Memorial Park entrance included new traffic signals and pedestrian crossing, shared footpaths and bus stop relocation.
- ▶ Delivered Age Friendly Darebin Year 2 activities (services), including: a Cafe Meals trial (20 participants accessed meals at local cafes); expanded community transport to deliver community bus excursions for seniors; and a Home Care Packages Continuity of Care trial (20 clients continued to receive home support services from Darebin as part of their Home Care Package).
- ▶ Delivered Age Friendly Darebin Year 2 activities (social inclusion and participation), including: Digital Access and Empowerment – completed digital learning trial in partnership with Libraries, Equity and Wellbeing and Your Community Health; support for Aboriginal Elders, progressing work with Elders to set up a local business; co-design of services, programs and service information and brochures; participation in Fuse Festival and Climate Action Program.
- ▶ Delivered new playgrounds, sports fields and lighting, solar panels, energy efficiency works, accessible toilets and facility upgrades.
- ▶ Designs were completed for the Northcote Aquatic and Recreation Centre so that the project can proceed to the tendering of works.
- ▶ FUSE Autumn 2021 included 16 events (13 of them free), featuring 160 artists at 18 locations across Darebin. All 16 events had live, face-to-face components to them, which were managed effectively in accordance with COVID-safe plans.
- ▶ Implemented Community Navigation and Social Connection and Inclusion programs as part of the Community COVID Support Program.
- ▶ Improvements were made to our open spaces with adapted playspace designs for Ruthven Park and Penders, construction of a pocket park at Oakover Road, upgrades at Vale Reserve and CH Sullivan Reserve playspace, as well as rewilding initiatives.
- ▶ In 2020, Council developed a new arts outreach initiative titled Dear Darebin: A Mail Art Project. Intended to help alleviate loneliness and isolation resulting from pandemic lockdowns, the project aimed to assist those in our community who may not have access to a computer or smartphone by reaching out to them and in turn helping them to reach out and connect.
- ▶ In 2020, with the closure of Council's public art gallery due to COVID-19, the Bundoora Homestead Art Centre pivoted the much-loved A1 Darebin Art Salon into an online exhibition from 10 July to 4 September. More than 100 high-quality submissions to the 2020 Salon were received, including 33 entries by culturally and linguistically diverse (CALD) artists and 22 entries by artists with disability. Artists ranged across all age groups and stages of their career. More than 1,200 votes were cast on the exhibited artworks and the online exhibition was shared directly to Facebook more than 1,000 times.



## GOAL 2

# Highlights and achievements

► In partnership with Moreland City Council, Darebin Council received \$1.6 million as part of the Jobs Victoria Advocate Program. Six Jobs Victoria Advocates were employed to support job seekers across the Darebin and Moreland communities until 30 June 2023. Advocates will work through a place-based model in the East Preston and East Reservoir communities, as well as supporting youth and CALD job seekers across the municipality. The team will also include a full-time Aboriginal and Torres Strait Islander Identified Advocate, working across Darebin, Moreland and parts of Banyule.

► 'Let's Take Over 2021' took over the Northcote Town Hall on 19–20 February with a multidisciplinary arts event designed and delivered by 15–25 year-olds. Now in its third year, 'Let's Take Over' is a professional development program for 10 young people with a variety of diverse experiences. They are guided through 16 weeks of artistic and leadership training and are given the keys to the Northcote Town Hall to put on their own arts event. A total of 270 patrons attended, split into intimate COVID-safe groups. 'Let's Take Over' has developed a strong reputation for building the next generation of diverse artistic leaders.

► Logs and nature-based equipment were installed to promote bush kinder activities and outdoor education.

► Our six senior citizens' centres were refurbished to make them more welcoming and accessible for our community and senior citizen groups and to support groups with COVID-safe practices.

► Redevelopment of the Hardiman Reserve Reservoir hockey pitch.

► Successful grant applications have included: \$3.9 million for the Aboriginal Women's and Girls' Wellness Centre at the Sir Doug Nicholls Reserve; \$1.0176 million for three sports field light projects in Reservoir; and \$25,000 for the Darebin and Yarra Libraries Health and Wellbeing Innovation Grant.

► The Darebin Assertive Outreach Program continued, supporting people sleeping rough throughout 2020 and COVID lockdowns. In its first full year of operation, the program has: received 199 referrals for support (including individuals and groups of people referred to the program); supported 160 people to access brief intervention and 83 to with ongoing case management; and assisted 46 people into accommodation, with 15 being placed in long-term housing.

► The Darebin Early Years Resource Van expanded its collection of resources available to kindergartens and child care centres across Darebin. This included the development of more than 50 new kits that support early childhood services to provide welcoming and inclusive environments for all children.

► The Supported Playgroup service was not permitted to deliver face-to-face playgroup sessions or face-to-face in-home support (parent coaching sessions) due to the lockdowns. Staff adapted to this by providing virtual contact with families through group communications such as email, WhatsApp and SMS texts. Staff also provided individual support via telephone. A total of 268 parents were supported via a group and 91 vulnerable families were provided with individual parenting coaching via online platforms.

► Through the Redeployment and Working for Victoria programs, the Parks and Open Space Department engaged more than 60 people to join the team on a temporary basis. Council staff showed incredible adaptability, agility and resilience to help 60 people who had lost their jobs to upskill each individual while making a significant contribution towards enhancing the natural environment and amenity of parks.

► Two playspaces were renewed to ensure appropriately designed and safe equipment that enhances children's play experience and development: Johnson Park and Clyde Community Hall.

## Challenges

— Arts programming and community programs under COVID capacity limits or, more broadly, how to assist the community to rebuild and get back together in a way that promotes safe and celebratory environments, both indoor and outdoor.

— COVID has been an across-the-board challenge: adapting to change, working virtually, working in uncertainty, reinventing services, making sure the community and staff are safe in our new service provision models, and keeping up with restrictions and managing change fatigue while still providing community services.

— Creative sector resilience and Council's response to investment. The need emerging out of COVID lockdowns and disruptions. Ensuring Council investments are done in a coordinated and planned manner with other tiers of government. Targeting Council investment where there are gaps in support and ensure it invests where there is immediate and urgent need in the sector.

— Negotiating multiple lockdowns, services closures and reopenings, and changing public health advice was challenging for the Youth Services team (and many other teams). It was difficult to make definite plans during 2020–21 due to the uncertainty the pandemic produced. After the second lockdown in the first and second quarter of the year, young people reported becoming digitally fatigued. This meant the service needed to innovate constantly to maintain connections with young people.

— The mental health effects of the COVID-19 pandemic on children, young people and families was a massive challenge that will require an ongoing and sustained response.

— The ongoing impact of the pandemic on the community and service users and continuing to provide services to meet changing needs. This was overlaid with the impact of COVID on the workforce from ongoing lockdowns, increased isolation and changes to service requirements in order to continue to provide services safely.

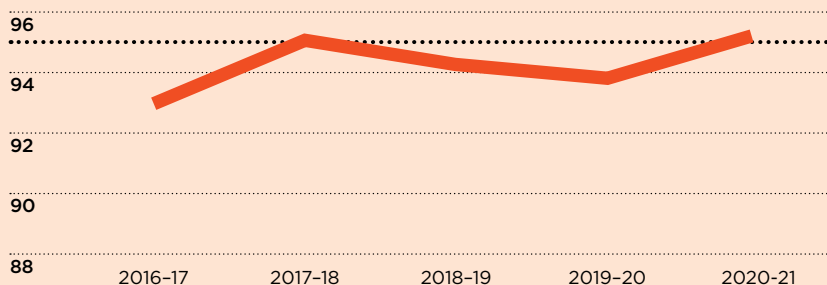
— The ongoing uncertainty of funding while the Federal Government responds to the recommendations of the Royal Commission into Aged Care Quality and Safety.



## Performance indicators and results

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

Source: Australian Immunisation Register

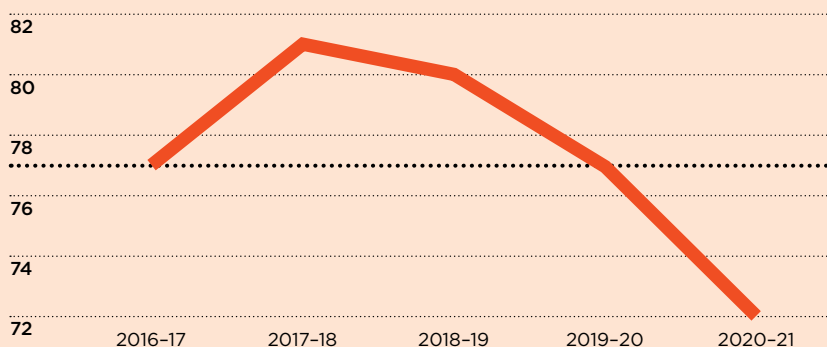


**TARGET:** 95% by 2021

**STATUS:** ▶ **TARGET MET**

### Participation in the Maternal and Child Health Service (%)

Source: Child Development Information System.



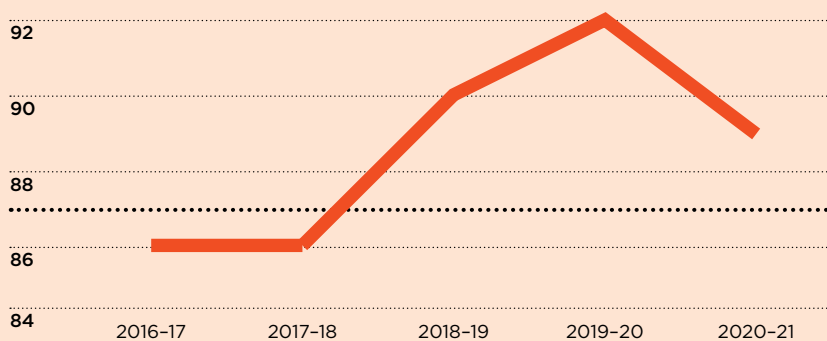
**TARGET:** Increase from 2016-2017 baseline

**STATUS:** ▶ **OFF TRACK**

The Maternal and Child Health Service has continued to support families during the COVID pandemic by offering a range of options to conduct assessments. They ranged from face to face, using an online platform and telephone. The parents in consultation with the nurse decided on the best approach. The approach was also directed by the COVID pandemic climate.

### Satisfaction with aged care services (%)

Source: Internal Council survey.



**TARGET:** 85% year-on-year

**STATUS:** ▶ **TARGET MET**

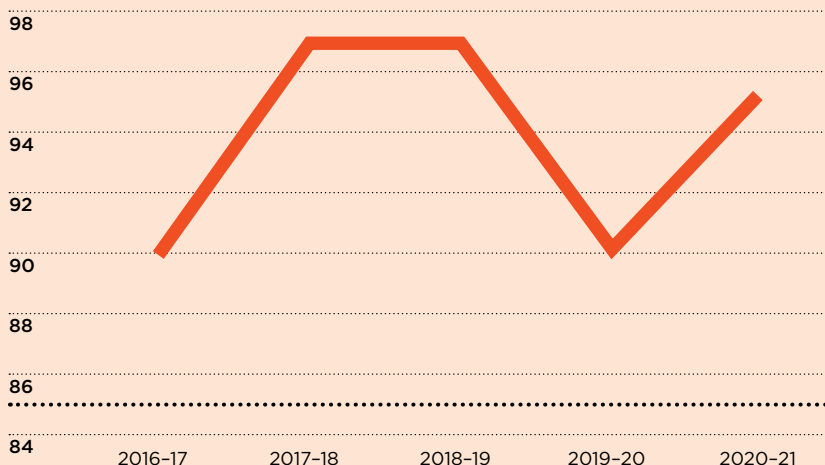


## GOAL 2

# Performance indicators and results

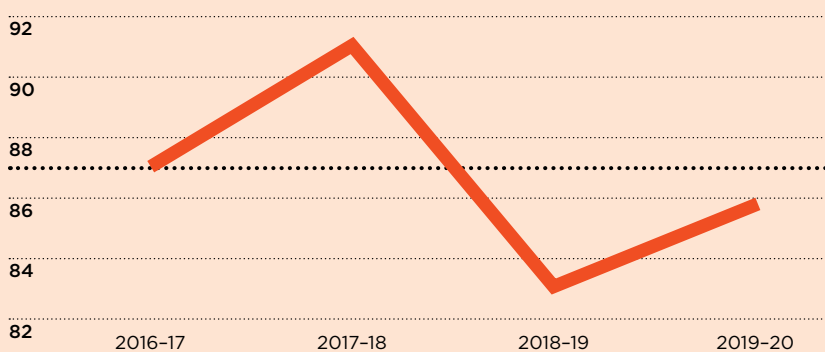
### Satisfaction with Council's festivals and events (%)

Source: Darebin City Council Community Satisfaction Survey.



### Kindergarten participation rate (%)

Source: Department of Education and Training



This is the most recent data available on the DET website





## Looking forward

- ▶ Awarding the Northcote Aquatic and Recreation Centre contract and building one of the first 6-star Green Star, gas-free aquatic centres in Australia.
- ▶ Delivering an expanded, activity centres-focused program to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres.
- ▶ Expanding our place-based community development in East Reservoir and East Preston. As a significant focus of the 2021–25 Council Plan, this provides a further opportunity to work with the community to support resilience and recovery. It also provides an opportunity to engage with public housing residents across both neighbourhoods.
- ▶ Extending opening hours at the Reservoir Library to include Sundays and one late night per week for the Libraries After Dark Program.
- ▶ Ongoing implementation of Age Friendly Darebin initiatives and the expansion of trials following evaluation to become new programs/services where appropriate.
- ▶ Reopening our venues and facilities to full capacity. Designing and delivering events and festivals that bring our community back together after a long year of lockdown, disruption and limitations.
- ▶ Supporting Early Childhood Services to provide funded three-year-old kindergarten in Darebin from 2022 onwards and collaborating to create additional kindergarten capacity through infrastructure projects.
- ▶ The continued involvement of young people in the design and delivery of initiatives that directly support young people's recovery from the pandemic. This includes initiatives that continue to address young people's mental health and employment. Also, the establishment of support, in partnership with schools, to connect students with Darebin Youth Services and our staff, supports and programs.
- ▶ Volunteering is a crucial aspect of our Darebin community. It contributes to the community's social wellbeing through connection, participation, and by supporting community services delivered by Council. In the year ahead we will be delivering a coordinated approach to volunteering with Council across our diverse communities to ensure our commitment to volunteer participation and engagement is articulated and delivered through a shared vision, planning, transparent processes, appropriate resourcing, fairness and equity.

A detailed Council Plan Action Plan for 2021–2022 can be found at:

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



## 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 41 actions listed under Goal 3 in the Council Plan Action Plan for 2020–2021. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on the 41 actions relating to this goal can be found at:

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



### Budget allocated to Goal 3

NET COST	2020-21 \$'000
Budget	27,163
Actual	22,756
Variance	4,407



## 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 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

### A liveable city

SERVICE AREA	DESCRIPTION	NET COST 2020–21 \$'000	
<b>City development and health</b>	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 <i>Food Act</i> , <i>Health Act</i> , <i>Tobacco Act</i> and <i>Environmental Protection Act</i> and associated regulations).	Budget	<b>6,861</b>
		Actual	<b>5,318</b>
		Variance	<b>1,543</b>
<b>Creative culture and events</b>	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality. Management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall Arts Centre and community venues.	Budget	<b>5,962</b>
		Actual	<b>5,629</b>
		Variance	<b>333</b>
<b>Civic compliance</b>	Responsible for Council's animal management, local laws, planning enforcement, traffic enforcement and School Crossings Supervision Service.	Budget	<b>2,723</b>
		Actual	<b>2,231</b>
		Variance	<b>492</b>
<b>Facilities and infrastructure management and maintenance</b>	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as the network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the capital works program including the delivery of major infrastructure projects.	Budget	<b>11,617</b>
		Actual	<b>9,578</b>
		Variance	<b>2,039</b>



## GOAL 3

# Big Actions

- Completed
- Delayed, delivery will be complete in 2021
- Will not be delivered in 2021

### Big Action 12 ► ●

#### Expand our land subdivision levy

Council has nearly finalised a draft implementation and enhancement plan for the Open Space Strategy. This will support the planning scheme amendment to increase the levy that developers contribute towards public open space. This project has required additional work that was not originally expected to give it the best chance of success. This follows recent Planning Panel feedback on similar projects at other councils. The timeline for this project has therefore extended by 12 to 18 months. In 2021-22, the final stages of the planning scheme amendment process are expected to take place including Planning Panel consideration and then final consideration by Council to seek approval from the Minister for Planning.

### Big Action 13 ► ●

#### Create a Developer Contributions Scheme

Council has prepared a municipal Development Contributions Plan (DCP) to allow Council to collect funds from new development to contribute to the costs of infrastructure. The proposed plan was exhibited for community and stakeholder consultation in 2020, through Planning Scheme Amendment C170dare. At its meeting of 22 March 2021, Council considered all submissions and decided to refer the amendment to an independent Planning Panel. A Panel hearing was held in May 2021 and a report will be provided to Council in early 2021-2022. The Panel report will make recommendations about the amendment for Council's consideration and, at that stage, Council can decide to adopt the amendment with or without changes before submitting it to the Minister for Planning for approval.

### Big Action 14 ► ● [Discontinued]

#### Create a new suburb for Northland

Progress on the Northland Urban Renewal Precinct planning has been disrupted due to significant changes in State Government policy in early 2020, which prioritises industrial uses in this area. Considering this change, and that slower population growth is now expected as a result of COVID-19, Council decided to put this project on hold in 2020-2021 and will reconsider it at a later date.

### Big Action 15 ► ●

#### Use the opportunity created by the Government's removal of road and rail crossings

Major works for the removal of four level crossings in the Bell to Preston Level Crossing Removal Project (LXRP) have started. Council continues to advocate for several key changes, particularly to the design of the commuter car park at Bell Station (to be relocated to the west entirely, or access provided from the west via Bell Street at a minimum) and a safer design for pedestrians and cyclists at Cramer Street, near the Preston Market. Council's clear advocacy position is outlined in our adopted advocacy document, Preston Reconnected. As major works for the project progress, Council will continue to engage with the LXRP to improve outcomes for Darebin residents.

### Big Action 16 ► ●

#### Develop a plan for the revitalisation of central Preston

Major projects underway in central Preston, particularly the Level Crossing Removal Project and the State Government review of planning controls for the Preston Market precinct, create a once-in-a-generation opportunity to plan for Preston into the future. Council decided to focus its effort on these significant opportunities and continue the structure plan update more slowly than initially anticipated. Council officers continued to strongly advocate for Council's objectives in these two projects. Council is also developing a structure plan to strengthen town planning controls relating to land use, development, transport and public space, to enhance the Preston High Street centre. Substantial preparatory work has been undertaken for the structure plan, including background studies, a transport plan and a built form framework, which is nearing completion. The structure plan itself will be prepared following community engagement in the 2021-2022 financial year.



## Highlights and achievements

# \$20k

### Arts Recovery Partnership Grant received by eight organisations

- ▶ Ageing electrical infrastructure was an unacceptable risk for Bundoora Farm, Bridge Darebin, Operations Centre workshops, and Merrilands Community Centre. Updates increased reliable power supply with reductions in lost time due to outages.
- ▶ Community engagement on the Heidelberg Road Corridor proposed plans to introduce built form and heritage controls and consider rezoning to support more local jobs.
- ▶ Completed Bundoora Park Flood Mitigation, including: 140 linear metres of drainage pipes and box culverts; seven stormwater pits and three end walls; 155m<sup>2</sup> of footpath poured; and 80m of retaining wall built.
- ▶ Eight organisations received a \$20,000 Arts Recovery Partnerships Grant and each has been assigned a Council officer. The grants are part of Darebin's COVID-19 Community and Local Business Resilience and Recovery Package. The grants were designed to help Darebin's creative businesses, arts organisations and live music venues to test and adapt their operations in a COVID-safe way and support artists as they return to practice.
- ▶ Endorsement of Council's advocacy plan for the level crossing removal project (Preston Reconnected) to ensure the delivery of well-designed new open spaces and pathways along the rail corridor and provision of disruption support to traders and community.
- ▶ Endorsement of Council's submission to the Victorian Planning Authority's draft planning framework for the Preston Market Precinct, advocating for the protection of the Preston Market's social, cultural and heritage values, along with high standards for design excellence and sustainability.
- ▶ Implemented Bituminous Resurfacing Program for a total spend of \$1.7 million. Council annually invests funds to protect its road network by resurfacing, prioritising by age, condition and traffic volumes.
- ▶ Improvements to Maryborough and Blake Street Kindergarten cost \$200,000 and included: LED light fitting replacement; patching and painting; kitchen replacement; anti-slip vinyl replacement; child-friendly bathroom fittings; front gate; and higher fencing.
- ▶ Increased morning and afternoon Animal Ranger park patrols to provide education and awareness of *Domestic Animal Act* and on-lead areas and reduce the number of dog attacks as a result of a greater presence in the parks.
- ▶ Installed new rainwater tanks at the Operations Centre, providing total storage of 65,000L. Rainwater can be used to flush toilets and fill vehicle tanks to water plants throughout the municipality.
- ▶ Removal of gas appliances and asbestos at the following facilities: Blake Street Kindergarten; Keon Park Tennis Club; Darebin Brass Band Hall; Mayer Park Reserve Pavilion; Kingsbury Youth Club; and Leinster Grove Community Hall.
- ▶ Renewal of the Darebin Brass Band Hall (Cramer Street, Preston) at a cost of \$180,000 included: Colorbond® steel roof, gutters, downpipes and fascias; structure and plaster repairs, internal and external painting; and kitchen and amenities upgrade.
- ▶ Replacement of the fire indicator panel at City Hall and Solaris buildings at a cost of \$40,000 and included: installing external warning devices; ensuring Council meets legislative obligations; and ensuring that building users were safe.

- ▶ Substantial progress was made on the Development Contributions Plan planning scheme amendment and further work was done on the open space levy to ensure developers are paying their fair share of providing infrastructure to support a growing city.
- ▶ Under the Working for Victoria initiative, Council was funded for 110 FTE six-month positions to be filled by eligible candidates who had lost their jobs due to the impacts of COVID. The work included: cleaning of buildings and public spaces; planting and parks improvement works; IT and digitisation service improvement works; website communications; community support services to neighbourhood houses; and support roles for other small organisations and local business.
- ▶ The upgrade of Bundoora Homestead's heating and cooling cost \$200,000, providing a better amenity for staff and visitors, lowering the daily electricity and gas consumption, and reducing the facility's carbon emissions.
- ▶ The upgrade of the Darebin North East Community Hub direct digital control cost \$50,000, facilitating best practice energy efficient controls, reporting and asset management.

### Challenges

- Although improved during this year, the ongoing recruitment of suitable school crossing supervisors remains a challenge.
- Balancing enforcement actions and community expectations during COVID continues to be a challenge to service delivery.
- Delays in time frames for some of our planning projects due to the need for various actions and approvals from the State Government.
- The ongoing and unknown impact the COVID pandemic might have on planning for our city and demand on open spaces.



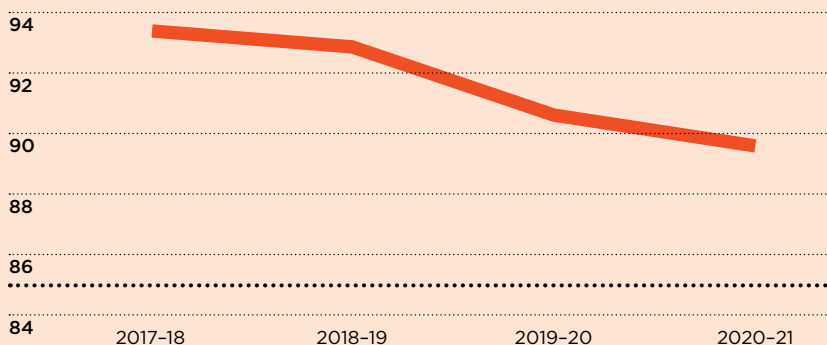


## GOAL 3

# Performance indicators and results

## Satisfaction with public arts and cultural infrastructure (%)

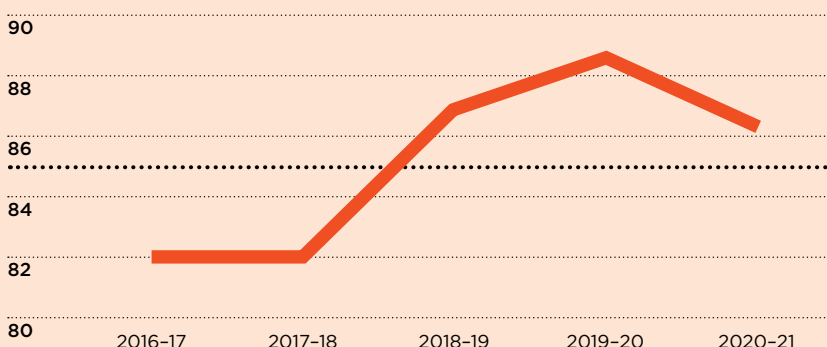
Source: Darebin City Council  
Community Satisfaction Survey.



**TARGET:** 85% year-on-year  
**STATUS:** ▶ **TARGET MET**

## Satisfaction with condition of sealed local roads (%)

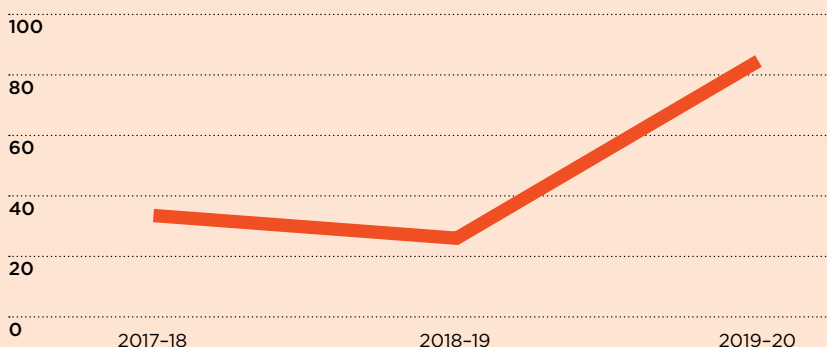
Source: Darebin City Council  
Community Satisfaction Survey.



**TARGET:** 85% year-on-year  
**STATUS:** ▶ **TARGET MET**

## Reduction in number of crashes on speed-reduced roads

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



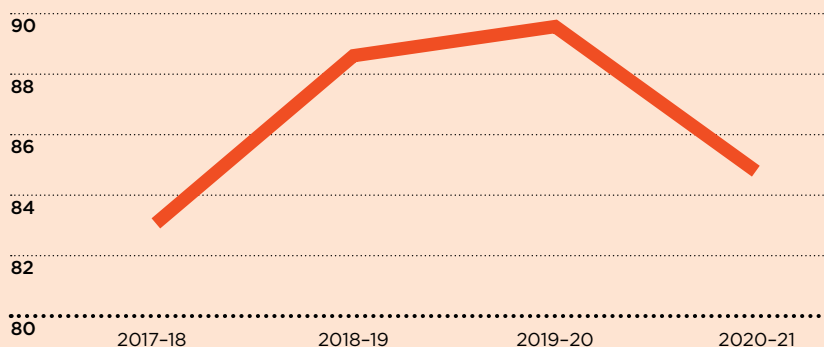
**TARGET:** Reduce  
**STATUS:** ▶ **TARGET MET**

Data for 2020-21 was not available at the time of writing. Data available in 2019-2020 for almost 50km of Darebin roads that have had a speed reduction showed there were 82 fewer crashes than measured crash rates prior to the change. This was a 193% improvement on the previous year, largely due to an increase in the total length of speed-reduced roads and the safety benefits of roads with lower speed limits



### Satisfaction with public spaces (%)

Source: Darebin City Council  
Community Satisfaction Survey.

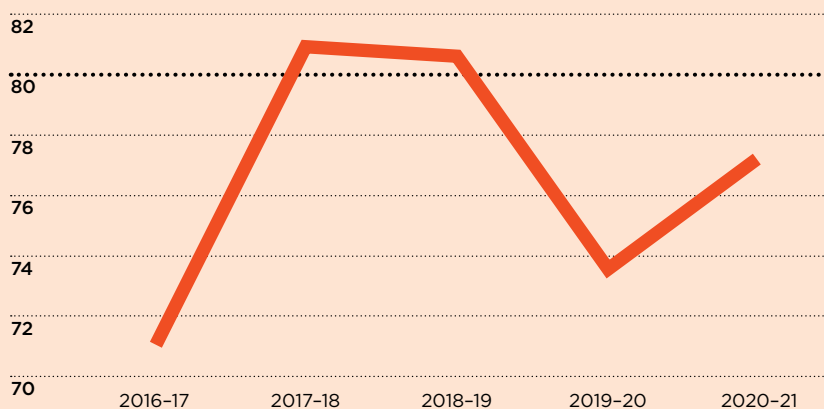


TARGET: 80% year-on-year

STATUS: ▶ TARGET MET

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

Source: Darebin City Council  
Community Satisfaction Survey.



TARGET: 80% year-on-year

STATUS: ▶ GETTING THERE

Council has been addressing last year's low scores on perceived safety at night with public infrastructure projects designed to improve activation and safety in specific public spaces.

## Looking forward

- ▶ Complete the review and submission of Council's four-year Domestic Animal Management Plan.
- ▶ Continue to look at the way technology can improve how we engage with our community on the key issues dealt with by Council.

A detailed Council Plan Action Plan for 2021-2022 can be found at:

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



## 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 11 actions listed under Goal 4 in the Council Plan Action Plan for 2020–2021. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on all 11 actions relating to this goal can be found at:

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



### Budget allocated to Goal 4

NET COST	2020-21 \$'000
Budget	4,116
Actual	3,271
Variance	845



## 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 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

### A strong economy

SERVICE AREA	DESCRIPTION	NET COST 2020-21	
			\$'000
<b>Economic recovery/development</b>	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.	Budget	<b>4,116</b>
		Actual	<b>3,271</b>
		Variance	<b>845</b>

## Big Actions

- Completed
- Delayed, delivery will be complete in 2021
- Will not be delivered in 2021

### Big Action 10 ► ●

#### Reinvigorate the Darebin Arts Centre

An upgrade to the Darebin Arts Centre's HVAC (heating, ventilation, air-conditioning) was completed in June 2020. This upgrade significantly improved the service delivery and experience of patrons and artists at the venue, while also providing environmentally sustainable improvements. Workforce planning has concluded as part of the new business model, which is in line with Council's endorsed five-year strategy of transforming the facility into a dedicated arts centre.



## GOAL 4

# Highlights and achievements

120 \$745

businesses were provided  
with a health check

savings per business  
per year from Light\$mart  
upgrades

700+

business were provided  
with general recovery  
information

### COVID response: business support

- ▶ 18 businesses participated in a Business Recovery Program. Each received tailored business development and growth strategy support.
- ▶ 120 businesses were provided with a 'health check', including reviewing online marketing and guidance on funding and government supports.
- ▶ 700+ business visitations were undertaken, providing general business recovery information and linking through to support.
- ▶ 1,400+ businesses were listed and promoted on the Darebin Business Map.
- ▶ 2,354 calls were received on the Business Support Line. Information provided included grant information, outdoor dining and connection to other forms of support and assistance with permits.

### COVID response: outdoor dining

- ▶ 120 businesses received support through an extended outdoor dining project.
- ▶ 1,300+ additional seats were provided to local cafes, restaurants and bars.
- ▶ 25 parklets and laneways were transformed. This was equivalent to opening between 30 and 40 seated cafes on our footpaths and laneways.
- ▶ Funded a job-matching program for hospitality businesses.

### COVID response: COVID recovery

- ▶ Council has scaled up its apprentice and trainee program as part of its community employment and job pathway commitments, leveraging new and existing state and federal government funding. We have partnered with local enterprise Intowork and the Brotherhood of St Laurence's 'Given a Chance' program. The program is a social enterprise designed to support disadvantaged job seekers into paid employment.
- ▶ Forty-two LED Light\$mart upgrades were implemented with Darebin businesses and organisations. The average saving per business was \$745 per year and the total annual CO<sup>2</sup> abatement for this year's retrofits was 147 tonnes. In total, we now have upgraded lights in 281 Darebin businesses/organisations through Light\$mart, changing 18,862 lights and saving businesses \$542,000 in electricity costs each year and abating 3,675 tonnes of CO<sup>2</sup>.

### Challenges

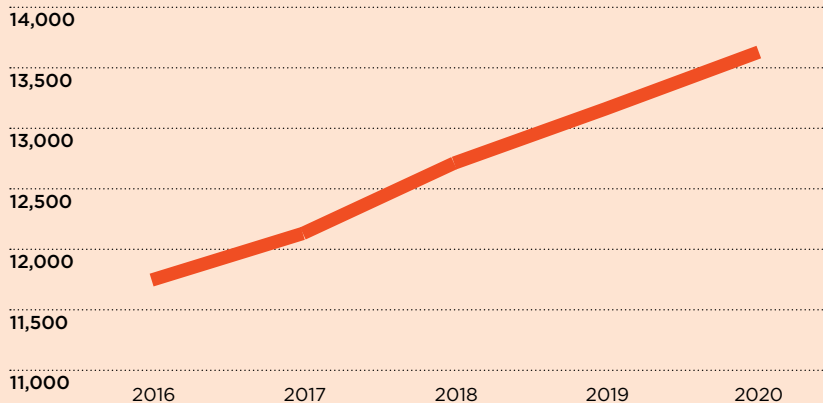
— Supporting Darebin's business community through the various rounds of COVID restrictions, especially due to the impact on those experiencing disadvantage or from multicultural backgrounds and frontline sectors such as retail and hospitality.





## Performance indicators and results

### Number of registered local businesses of all kinds



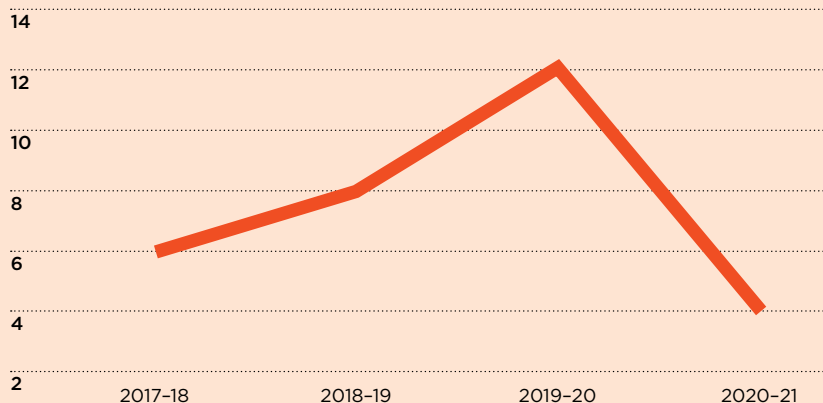
Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, Cat. No. 8165.0.

**TARGET:** Increase

**STATUS:** ▶ **TARGET MET**

Data for this indicator is collected in June and released the following February, so there is a long delay between collection and release.

### Number of reactivated vacant shopfronts



Source: Darebin City Council's internal records.

**TARGET:** Increase

**STATUS:** ▶ **OFF TRACK**

The reduced number of shop front reactivations was due to the impacts of the pandemic and lockdowns on local businesses and landlords.

## Looking forward

- ▶ Community engagement on where housing and development should be located and strengthening our neighbourhood character provisions.
- ▶ Develop an Economic Development Strategy to attract new industries and investment in sectors such as food, health, renewables, creative, circular economy and digital industries.
- ▶ Invest \$6.3 million in initiatives to support existing and new industries to ensure that Darebin's economy is robust and resilient; job creation at scale and job creation and industry sector partnerships to attract new industries and investment.

A detailed Council Plan Action Plan for 2021-2022 can be found at:

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



## 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 29 actions listed under Goal 5 in the Council Plan Action Plan for 2019-2020. The following section shows progress against the Big Action from the Council Plan and provides highlights from the Action Plan. Progress comments on all 29 actions relating to this goal can be found at:

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



### Budget allocated to Goal 5

NET COST	2020-21 \$'000
Budget	11,397
Actual	10,908
Variance	489



## 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 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

### Involving our diverse communities

SERVICE AREA	DESCRIPTION	NET COST 2020–21 \$'000	
<b>Communication, advocacy and engagement</b>	Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	Budget	<b>2,423</b>
		Actual	<b>2,007</b>
		Variance	<b>416</b>
<b>Customer service</b>	This service 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.	Budget	<b>2,564</b>
		Actual	<b>2,468</b>
		Variance	<b>96</b>
<b>Equity and wellbeing</b>	This service develops policy and implements community development and community-led projects that address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents.	Budget	<b>3,104</b>
		Actual	<b>3,202</b>
		Variance	<b>(98)</b>
<b>People and development</b>	Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development.	Budget	<b>3,306</b>
		Actual	<b>3,232</b>
		Variance	<b>74</b>

## Big Actions

- Completed
- Delayed, delivery will be complete in 2021
- Will not be delivered in 2021

### Big Action 10 ► ●

#### Advocate for better public transport\*

Following Council's advocacy, the State Government announced additional tram services between Docklands and Preston in response to COVID-19. Additional trains were also implemented on the Mernda and Hurstbridge lines. Council has worked on implementing new advocacy positions for an

electric bus between the Route 11 terminus and Reservoir Station as an interim solution until the Route 11 tram is extended, and to bring forward the northern section of the Suburban Rail Loop. Other ongoing public transport advocacy to the State Government includes accessible tram stops and bus network reform.

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



## GOAL 5

# Highlights and achievements

- ▶ 'Be Kind' and 'Love Local' campaigns on social media have had a favourable response.
- ▶ Council adopted a Community Engagement Policy before the legislative due date, with close to 690 community members engaged during four consultation meetings, three drop-in sessions, five workshops, and through telephone, online and hardcopy surveys.
- ▶ Council continued to be responsive and respectful to the aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities. The Darebin Aboriginal Advisory Committee (DAAC) guided and participated in the development of Ganbul Gulin, a film documenting the story of Council's decision to end national celebrations on 26 January. Further to this, Council advertised 18 Aboriginal and Torres Strait Islander-identified positions and 371 staff members completed Aboriginal cultural awareness training.
- ▶ Council continued to support the rights and wellbeing of refugees and people seeking asylum. Council welcomed 26 men released from immigration detention into the Darebin community after a long period of advocacy with local partners. Council celebrated Refugee Week with an exhibition of tapestries made by women and girls from refugee and asylum-seeker backgrounds, a joint statement from Northsiders with Refugees and Refugee Action Collective, along with a statement from Mayor Cr Lina Messina in support of refugees and people seeking asylum.
- ▶ Council launched a new Workforce Diversity and Inclusion Strategy to support our people to recognise and remove systemic barriers and work inclusively together right across our organisation.

- ▶ Council launched the Women and Leadership 2020 program to give women and non-binary people from across sectors the opportunity to expand their knowledge, skills and confidence. Thirty participants from across Darebin's business and community sectors and Council developed skills and knowledge to support and enable one of Council's key goals – to lead on equity and recognise our diverse community as our greatest asset for solving future challenges.
- ▶ Public Space Jam is a new monthly program initiative that is delivered in public spaces to connect with young people in a post-lockdown environment. Public Space Jams aim to connect young people with Darebin Youth Services through fun and engaging activities while providing quick and timely support and referrals to young people in a welcoming space. Four events have been delivered since December 2020, with positive engagement and feedback from young people, partners and the community.
- ▶ The community engagement undertaken for the Darebin 2041 Community Vision, 2021–2025 Council Plan (incorporating the Municipal Public Health and Wellbeing Plan) and Financial Plan 2021–2031 captured the voices of almost 3,000 community members.
- ▶ The Darebin Intercultural Centre project's cyclical consultative process allowed for a constant flow of input, discussion and feedback between each of the parties and has ensured that the concept design delivered on community aspirations for the centre. The co-design process was an excellent investment for the project design, resulting in superior design outcomes and strong community advocacy for the Intercultural Centre and its future programs. It demonstrated the commitment required from Council and design teams to honour the approach of 'with us, not for us'.

▶ The third Darebin Schools Yarning conference was delivered online, celebrating the 2020 NAIDOC theme 'Always Was Always Will Be'. Eighteen schools and more than 700 students and teachers participated. The students shared their reflections and poems in response to the Darebin Aboriginal Advisory Committee (DAAC) Statement 'Our Black Lives Matter'. Highlights of the conference included Uncle Bill Nicholson's Welcome to Country, sharing his thoughts about the meaning of 'Always Was, Always Will Be' and the smoking ceremony.

## Challenges

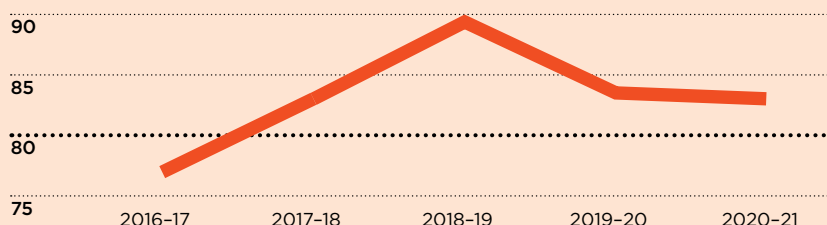
- COVID-reactive communications on top of 'business as usual' and adjusting to not being able to print *Darebin Community News* and no longer having local Leader newspapers (closed down permanently due to the pandemic).
- Ensuring that equity and diversity considerations were applied to projects and events that moved into an online format due to COVID-19 restrictions. This required new and innovative ways to ensure equity and diversity lenses continued to be applied in online formats.
- Supporting the needs of the community throughout lockdowns, especially due to the exacerbated impact on communities experiencing disadvantage, including East Preston and East Reservoir. For many, including those living in public housing, their limited access to online services, programs and digital resources reduced their ability to participate in the community and to connect with their friends and family.
- The cumulative impact of COVID-19 and the implementation of a principles-based *Local Government Act*, which included deliberative engagement legislative requirements for Council strategic plans.



## Performance indicators and results

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

Source: Darebin City Council Community Satisfaction Survey.

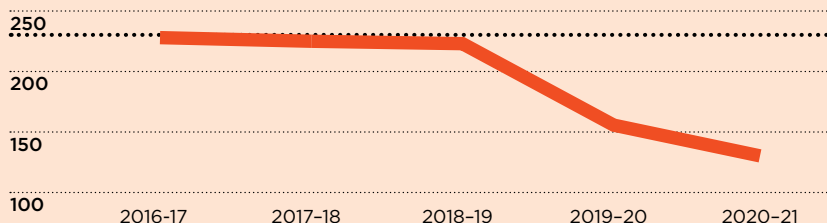


TARGET: Above 80% year-on-year

STATUS: TARGET MET

### Electronic gambling machine losses in Darebin (\$'000s/day)

Source: Victorian Commission for Gambling and Liquor Regulation.



TARGET: Reduce below \$231,000

STATUS: TARGET MET

Due to pandemic restrictions, venues closed on 23 March 2020 and stayed closed until October 2020.

## Looking forward

- ▶ An Intercultural Centre Programming Think Tank from September 2021 to February 2022.
- ▶ Implement our responsibilities under the *Gender Equality Act 2020* with the development of a Gender Equality Action Plan. The Plan will align with our existing work as part of Council's Workforce Diversity and Inclusion Strategy.
- ▶ Implementation of a Community Engagement Policy that will put the community at the heart of our decision-making.
- ▶ Implementation of the Darebin Access and Inclusion Plan.
- ▶ Increasing opportunities for children and young people to influence decisions about the issues that matter to them.
- ▶ Ongoing work to be responsive and respectful to the current and emerging aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities. This will include development of a memorandum of understanding with Aboriginal Housing Victoria and the Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation, and ongoing implementation of the Aboriginal and Torres Strait Islander Employment Strategy actions in order to achieve a minimum of 5% employment of Aboriginal and Torres Strait Islander people by Council.
- ▶ Telling the story of our diverse community, with an overarching communications plan in place.
- ▶ The construction phase of the Intercultural Centre project.

A detailed Council Plan Action Plan for 2021-2022 can be found at:

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





## 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 28 actions listed under Goal 6 in the Council Plan Action Plan for 2020–2021. There are no Big Actions for this goal. The following section provides highlights from the Action Plan. Progress comments on all 28 actions relating to this goal can be found at: ► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)



### Budget allocated to Goal 6

NET COST	2020-21 \$'000
Budget	21,622
Actual	22,368
Variance	(746)



## 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 in the table align with the 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

### A well-governed Council

SERVICE AREA	DESCRIPTION	NET COST 2020–21 \$'000	
<b>Mayor and Council</b>	The Mayor and Councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation.	Budget	<b>1,857</b>
		Actual	<b>2,007</b>
		Variance	<b>(150)</b>
<b>Corporate governance</b>	This service includes direct administrative support to the Mayor and Councillors and coordination of Council and committee meetings. It also includes the Chief Executive Officer, Executive Management team, administration of Council business, policy support and corporate risk.	Budget	<b>4,719</b>
		Actual	<b>5,579</b>
		Variance	<b>(860)</b>
<b>Digital services</b>	This service provides Council with digital platforms to improve business performance and allows timely and informed decision-making. This service enables and enhances improved service provision to Council and the community.	Budget	<b>7,423</b>
		Actual	<b>7,246</b>
		Variance	<b>177</b>
<b>Financial services</b>	Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties.	Budget	<b>4,354</b>
		Actual	<b>4,097</b>
		Variance	<b>257</b>
<b>Fleet services</b>	Responsible for oversight of the fleet required to support Council's service provision.	Budget	<b>3,269</b>
		Actual	<b>3,440</b>
		Variance	<b>(171)</b>



## GOAL 6

# Highlights and achievements

50k

spent on trees, plants and  
grasses planted during  
Council's Redeployment  
Program

\$3.2m

financial assistance  
package in the form of  
local spending vouchers

► A review of risk management and compliance services resulted in a new risk management and fraud prevention framework, strengthening our risk management and fraud and corruption approach.

► Adopted a \$3.2 million financial assistance package featuring \$50 and \$30 spend local vouchers for residential ratepayers and a \$50 shop local voucher for eligible job seekers.

► Council developed a 20-year Community Vision through a Deliberative Panel that was representative of the Darebin community. The Darebin 2041 Community Vision was adopted by Council on 28 June 2021. The vision will guide Council's work across its services and programs, including planning, growth and development. The Community Vision and underpinning pillars were incorporated into the 2021–2025 Council Plan (along with the Municipal Public Health and Wellbeing Plan), which was also adopted on 28 June.

► Council renewed 13 insurance policies to safeguard Council activities and assets.

► Council's Redeployment Program continued through 2021. The program aimed, where possible, to redeploy those staff whose usual jobs had been negatively affected by COVID-19 to suitable temporary assignments. Our redeployed staff helped plant more than 50,000 trees, plants and grasses to reward Darebin's parks and gardens; serviced the Rates Support Hotline; took part in City Clean-Up; were part of a full review of Council's policies and procedures; and provided support with the rollout of Darebin's Community and Business Resilience and Recovery Package.

► Development of a draft Asset Management Strategy and Plan to support and guide the long-term planning for Council's assets.

► Digitisation of Council forms continued, with more than 50 forms digitised in 2020–2021.

► Implementation of the new principles-based *Local Government Act 2020*, including adoption of governance rules for Council meetings and other key practice and process changes.

► Invested \$6.3 million towards an ongoing economic recovery package that included investment in economic development and COVID recovery, namely job creation and industry sector partnerships to attract new industries and investment such as food, health, renewables, creative, circular economy and digital industries.

► Key customer experience initiatives were launched, including 'Customer Commitments' and a new complaints handling process and procedure.

► Large customer service call volumes and customer support due to COVID.

► Reviewed and updated internal-facing policies including associated process and procedure mapping.

► Reviewed Council's unused and underutilised properties to inform planning for future years.

► Successful induction of a new Council in November 2020.

► The Budget 2021–2022, Financial Plan 2021–2031 and Revenue and Rating Plan 2021–2025 were all adopted unanimously.

► The Darebin Change Journey, Council's flagship workplace and culture change program, delivered 28 projects and initiatives that focused on creating a great place to work; putting the community at the heart of everything we do; making our everyday work easier by streamlining our systems; and achieving community goals in our Council Plan. All these combine to ensure Council has a modernised and skilled workforce able to cohesively deliver on Council's key services and projects. Ten are still in progress to be completed through to mid-2022.

► The Darebin Toy Library was reviewed to ensure the service continued to be contemporary, accessible, affordable and responsive to Darebin's diverse community, particularly those most vulnerable and/or experiencing disadvantage. The findings of this review will shape the future service model and delivery to a diverse community.

► The objectives of the Social and Sustainable Procurement Policy have resulted in a significant increase in the number of contracts awarded to local businesses.

► The outlook over the four-year budget indicates Council will rebound and remain financially sustainable despite the challenges created by COVID and rate capping.

► Three hundred Council processes were examined, improved and mapped in Promapp.



## Challenges

— Ensuring operational continuity and team building in the COVID/working-from-home environment.

— Ensuring the health, wellbeing and connection of our workforce during continued uncertainty caused by COVID-19, particularly those staff providing frontline services and support.

— Implementing changes arising from the new *Local Government Act 2020*, which had consequences across the organisation and the way we engaged with the community, while at the same time inducting a new Council in very short time frames.

— Increased demand and community expectations linked to increased usage of parks and open spaces as a result of the COVID pandemic.

— The management of the cash reserve balance throughout the year as ratepayers choose to defer their rate instalment payments to June 2022.

— The ongoing and unknown impact the COVID pandemic might have on Council's financial sustainability in the short-to medium-term.

## Looking forward

- ▶ Developing Council's 10 Year Asset Plan.
- ▶ Establishment of a Corporate Plan and Unit Work Plans to underpin the delivery of the 2021-2025 Council Plan.
- ▶ Finalisation of the Townhall Avenue lease to provide for social and affordable housing.
- ▶ Go-live of the new corporate website will improve accessibility to up-to-date information.
- ▶ Implementation of the 2021-2025 Council Plan.
- ▶ Ongoing embedding of the *Local Government Act 2020* to continue to refine and improve our governance practices.
- ▶ Review Council's land holdings with a view to informing long-term strategic decisions relating to acquisitions, disposals and use of assets.
- ▶ Setting direction for service reviews to support and enhance the organisation.
- ▶ The new Integrated Finance System went live on 1 July. The Oracle Cloud solution will provide a contemporary finance platform that facilitates automation and future expansion and provide a single source of truth for financial reporting, planning and forecasting data.
- ▶ Undertake a review on a proposed separation of waste charges and the rating of public and social housing.

A detailed Council Plan Action Plan for 2021-2022 can be found at:

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

**Note:** There are no Big Actions or Performance Indicators for Goal 6





## Governance and corporate information







# Overview

## 01—An overview of our governance in 2020–2021

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

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

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

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

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

## 02—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 the mayors and councillors in Victoria is based on a three-level structure of councils. The three categories are determined on the basis of Council population and recurrent revenue.

Pursuant to section 39 of the *Local Government Act 2020* (2020 Act), allowances for the Mayor, Deputy Mayor and Councillors are provided in accordance with a Determination of the Victorian Independent Remuneration Tribunal (Remuneration Tribunal) under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*. Until the Remuneration Tribunal makes its first determination on allowances, the allowances framework under the *Local Government Act 1989* (1989 Act) continues to apply, despite the repeal of those provisions.

As a determination of the Remuneration Tribunal was not made before 30 June 2021, Council was required to undertake a review of the allowances in accordance with section 74 of the 1989 Act.

This process started in April 2021 and concluded on 28 June 2021 when Council resolved to set the Mayoral and Councillor allowances for the 2020–2024 term at \$31,444 a year for Councillors and up to \$100,434 a year for the Mayor. Mayoral and Councillor allowances are also subject to the addition of the equivalent of the superannuation guarantee, which is 9.5% and scheduled to increase to 10% from 1 July 2021.

On 23 November 2020, Councillor Messina was elected to serve as Mayor of Darebin Council for a one-year term.



## GOVERNANCE AND CORPORATE INFORMATION

### 03—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 2020*. A quarterly summary of Councillor expenses is published at [www.darebin.vic.gov.au/Governance](http://www.darebin.vic.gov.au/Governance) and presented to the Audit and Risk Committee twice per annum. Please refer to the table on the next page.

### 04—Conflict of interest declaration

In accordance with the *Local Government Act 2020*, Councillors and Council officers are required to disclose conflicts of interest and leave the meeting, including Council meetings, delegated committee or briefings/advisory committee meetings, before discussions about the matter they have disclosed an interest in start. During 2020–2021, there were eight conflicts of interest declared by Councillors, which included five conflicts of interest declared in Council meetings, one in a Planning Committee meeting and two conflicts of interest were declared at Councillor briefing sessions.

There were no conflicts of interest declared by Council officers in the 2020–2021 year.

### 05—Advisory committees, Councillor briefings and other informal meetings of Councillors

In accordance with Council's Governance Rules (July 2020), a written record (summary) of each Advisory Committee, Councillor briefing or other informal meeting of Councillors is required to be kept and reported on at the next practicable Council Meeting and recorded in the minutes of that Council Meeting.

### Definition pursuant to governance rules

*A summary of any informal meetings of Councillors/briefings/advisory committees (however titled) means a planned or scheduled meeting involving at least half of the Councillors and one member of Council staff which considers matters intended or likely to be the subject of a Council decision, or subject to the exercise of a function, duty, or power of the Council under delegation by a Delegated Committee or a member of Council staff.*

*It does not include a meeting of the Council, a Delegated Committee of the Council, a club, association, peak body, political party or other organisation.*

In 2020–2021, there were 60 meetings that were categorised as requiring a written record (summary) to be kept and reported to the next practicable Council Meeting and recorded in the minutes of that Council Meeting.

### 06—Council meetings

Council meetings were held every three weeks from 1 July 2020, moving to monthly from December 2021. The times and venues of Council meetings are fixed annually and advertised at [www.darebin.vic.gov.au/About-Council/Councillors-and-meetings/Council-and-Committee-Meetings/Council-meetings](http://www.darebin.vic.gov.au/About-Council/Councillors-and-meetings/Council-and-Committee-Meetings/Council-meetings)

Council meetings are generally open to the public. During this reporting period, due to COVID-19 health restrictions, Council has held some of its Council meetings and Planning Committees meetings virtually. These meetings were held pursuant to section 395 of the Act. The record of Councillor attendance at Ordinary Meetings of Council and Special Council Meetings held during 2020–2021 is shown in the table on page 95. This table additionally provides data on the number of reports presented to Council (including confidential reports) and Notice of Motions.

At these meetings, the community is invited to ask or submit questions during public question time. In 2020–2021, there were 247 questions submitted.



## Councillor expenses, 1 July 2020 to 30 June 2021

	Councillor allowances	Mobile (usage and data plan)	Internet	Travel (Cabcharge / misc. travel expenses)	Family care	Mayoral Vehicle	Conferences/ Training (incl. all related costs / travel/ meals/accom)	Functions/ events	Total net expenses (\$)
Cr Amir*	10,594	157	44	0	0	0	0	0	10,795
Cr Dimitriadis**	23,837	261	107	0	0	0	1,901 <sup>†</sup>	0	26,106
Cr Greco	34,431	520	320	0	0	0	2,434	0	37,705
Cr Hannan**	23,837	262	107	0	0	0	12	0	24,218
Cr Laurence	34,431	368	147	0	0	0	0	0	35,015
Cr Le Cerf*	10,594	84	54	0	0	0	0	0	10,732
Cr McCarthy	34,431	581	347	0	0	0	12	0	35,371
Cr Messina	83,825	376	215	309	0	0	3,010	0	87,735
Cr Newton	34,431	434	206	0	0	0	2,526	0	37,597
Cr Rennie	57,675	538	359	0	0	3,397 <sup>^</sup>	1,823	0	63,792
Cr Williams	34,431	486	616	0	0	0	0	0	35,533
<b>Total</b>	<b>382,517</b>	<b>4,067</b>	<b>2,522</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,718</b>	<b>0</b>	<b>404,599</b>

\*ceased 24/10/2020 \*\*elected 24/10/2020

<sup>^</sup>These costs represent the expenses incurred to provide Mayor Susan Rennie (Mayor for the period 1 July 2020 – 24 October 2020) with a motor vehicle in accordance with Council policy. The current Mayor Lina Messina elected not to be provided with a motor vehicle during the period 23 November 2020 – 30 June 2021.

<sup>†</sup>These expenses incurred by Council and allocated to Cr Dimitriadis include \$1501 associated with the ALGA Conference, which Cr Dimitriadis did not attend due to unforeseen personal circumstances. These costs have been recouped in part through credits for air travel and reimbursement in line with the conference organisers' cancellation policy.

## Councillor attendance at meetings, 1 July 2019 to 30 June 2020

Date	Ordinary Meeting	Special Meeting	Number of reports	Confidential items	Questions from the gallery	Notices of motion	Cr Rennie	Cr Greco	Cr Laurence	Cr Williams	Cr McCarthy	Cr Messina	Cr Newton	Cr Amir*	Cr Le Cerf*	Cr Dimitriadis	Cr Hannan
15/7/2020		1	2	0	0	0	1	1	1	1	1	1	1	1	1		
20/7/2020	1		10	1	15	3	1	1	1	1	1	1	1	Ap	1		
17&18/8/2020	1		13	3	14	5	1	1	1	1	1	Ap	1	1	1		
7/9/2020	1		11	2	15	3	1	1	1	1	1	1	1	1	1		
19/10/2020	1		4	0	0	0	1	1	1	1	1	1	1	1	1		
23/11/2020		1	3	0	0	0	1	1	1	1	1	1	1			1	1
7/12/2020	1		10	0	18	1	1	1	1	1	1	1	1			1	1
21/12/2020	1		5	1	10	5	1	1	1	1	1	1	1			1	1
27/1/2021	1		3	0	14	2	1	1	1	1	1	1	1			1	1
22/2/2021	1		14	0	22	4	1	1	1	1	1	1	1			1	1
22/3/2021	1		19	1	54	8	1	1	1	1	1	1	1			1	1
8/4/2021	1		5	0	22	1	1	1	1	1	1	1	1			1	1
26/4/2021	1		11	0	21	1	1	1	1	1	1	1	1			1	1
10/5/2021		1	1	0	0	0	1	1	1	1	1	1	1			Ap	1
24/5/2021	1		5	1	19	1	1	1	1	1	1	1	1			1	1
15/6/2021		1	1	1	0	0	1	1	1	1	1	1	1			1	1
28/6/2021	1		9	0	23	2	1	1	1	1	1	1	1			1	1
<b>Total</b>	<b>13</b>	<b>4</b>	<b>126</b>	<b>10</b>	<b>247</b>	<b>36</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>16</b>	<b>17</b>	<b>4</b>	<b>5</b>	<b>11</b>	<b>12</b>

\*Cr Steph Amir and Cr Kim Le Cerf ceased being Councillors of the City of Darebin on 24/10/2020.

Ap: Apology



## GOVERNANCE AND CORPORATE INFORMATION

### 07—Our Council Committees

Darebin Council has two Standing Committees, known as Delegated Committees. These committees make decisions on behalf of Council on a specific area of Council's functions or responsibilities.

Our Delegated Committees are the Planning Committee and the Hearing of Submissions Committee.

Council also has a range of community advisory committees that provide specialist advice and/or recommendations to Council. Council undertook a review of the Terms of Reference that governed its advisory committees during the reporting period and adopted a model terms of reference in June 2021. More information about our committees can be read at [www.darebin.vic.gov.au/About-Council/Councillors-and-meetings/Governance-and-transparency](http://www.darebin.vic.gov.au/About-Council/Councillors-and-meetings/Governance-and-transparency)

### 08—Hearing of Submissions Committee

The Hearing of Submissions Committee is a Delegated Committee appointed pursuant to section 63 of the *Local Government Act 2020* 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 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 2020-2021

From 1 July 2020 to 30 June 2021

	Hearing of Submissions Committee	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr Messina	Cr McCarthy	Cr Newton	Cr Rennie	Cr Williams
29/3/2021	1	Ap	1	1	1	1	Ap	1	1	1
19/5/2021	1	1	1	1	Ap	1	1	1	1	1
31/5/2021	1	1	1	1	1	1	1	1	1	Ap

Ap: Apology

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

Three meetings were held in 2020-2021 to hear submissions in relation to:

- proposed discontinuance of the right of way/road adjoining the rear of 1 to 11 Merrilands Road, 4 to 10 Hughes Parade and 12 Asquith Street, Reservoir (heard on 29 March 2021).
- proposed road declaration at rear of 137-143 Station Street, 100-104 Arthur Street and adjoining 2 Duncan Street, Fairfield (heard on 29 March 2021).

- 2021-2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) priorities (heard on 19 May 2021).
- 2021-2022 Annual Budget (heard on 19 May 2021).
- proposed sale of the discontinued right of way/road at the rear of 127 to 133 Crookston Road, 10 and 12 White Street and adjoining 28 and 29 Macartney Street, Reservoir (heard on 31 May 2021).



## 09—Planning Committee

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

### 9.1 Planning Committee membership and attendance 2020-2021

From 1 July 2020 to 30 June 2021

All Councillors were members of the Committee with the Mayor chairing the Committee. Councillor attendance at Planning Committee meetings is shown in the accompanying table.

Council general elections were held on 24 October 2020 and new Councillors Tom Hannan and Emily Dimitriadis were elected.

	Planning Committee meeting	Number of reports	Cr Amir#	Cr Le Cerf#	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
13/7/2020	1	4	1	1	-	1	-	Ap	1	1	1		
12/10/2020	1	1	1	1	-	1	-	1	1	1	1		
14/12/2020	1	2	-	-	1	1	1	1	1	1	1	1	1
8/2/2021	1	2	-	-	1	1	1	1	1	1	1	1	1
9/3/2021	1	3	-	-	1	1	1	1	1	Ap	1	1	1
12/4/2021	1	4	-	-	Ap	1	Ap	1	1	Ap	1	Ap	1
10/5/2021	1	2	-	-	Ap	1	1	1	1	1	1	1	1
15/6/2021	1	1	-	-	1	1	1	1	1	1	1	1	1

# Cr Steph Amir and Cr Kim Le Cerf ceased being Councillors of the City of Darebin on 24 October 2020.

Ap: Apology





## GOVERNANCE AND CORPORATE INFORMATION

### 9.2 The year in review for the Planning Committee

The Planning Committee considered reports on 19 planning applications and 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 2020–2021

The Planning Committee dealt with several large and complex planning applications including refusal of the 25-storey mixed use proposal at Northcote Plaza.

### 9.4 Challenges

- Ensuring negotiations between applicants and objectors were facilitated whenever possible for applications coming to Planning Committee meetings so Councillors had confidence that residents' concerns were considered.
- Increasing the percentage of Planning Committee decisions being upheld by VCAT.

Work to address these challenges will be undertaken as part of a broader transformation program to improve the quality of Council's statutory planning service.

## 10—Audit Committee

The Audit and Risk Committee meets four times a year. The internal and external auditors, the Chief Executive Officer, the General Manager Governance and Engagement, the Manager Property and Business Improvement, and the Manager Finance attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports. In 2020–21, meetings occurred on the following dates:

- 31 August 2020
- 14 December 2020
- 22 March 2021
- 29 June 2021.

In accordance with Division 8 of Part 2, section 54 of the *Local Government Act 2020*, Council endorsed a new charter for the Audit and Risk Committee on 20 July 2020.

The Audit and Risk Committee comprises five members appointed by Council, made up of three independent members and two Councillors:

#### Lisa Tripodi

June 2020 – December 2022  
(independent member)

#### Craig Geddes

March 2020 – March 2022  
(independent member)

#### Dr Marco Bini

November 2017 – December 2021  
(independent member)

#### Cr Lina Messina

December 2020 – ongoing  
(Councillor representative)

#### Cr Tom Hannan

December 2020 – ongoing  
(Councillor representative)

Previous Councillor representatives in 2020–21:

#### Cr Kim Le Cerf

October 2016 – October 2020

#### Cr Susan Rennie

October 2016 – October 2020.



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

In accordance with the *Local Government Act 2020*, Council receives bi-annual reports on matters considered by the Audit and Risk Committee. In accordance with the Governance Rules 2020 relating to advisory committees, Council receives attendance records and summary minutes for each meeting of the Audit and Risk Committee.

The Audit and Risk Committee has established its first annual report to improve transparency of the work that the Committee undertakes. The 2020–2021 Audit and Risk Committee Performance Report is available in the minutes of the Council Meeting held on 23 August 2021 as Appendix F in the Governance report at:

► [darebin.vic.gov.au/About-Council/Council-and-Committee-Meetings/Council-meetings/Meeting-agendas-and-minutes/2021-Council-meeting-agendas-and-minutes](https://darebin.vic.gov.au/About-Council/Council-and-Committee-Meetings/Council-meetings/Meeting-agendas-and-minutes/2021-Council-meeting-agendas-and-minutes)

## 11—Darebin community advisory committees

Council currently draws upon 15 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 its advisory committee regime in the six months after a general election, with this occurring in December 2020 when it re-established the committees in conjunction with appointing Councillor representatives for the coming year.

The model Terms of Reference review completed in June 2021 caused each advisory committee to undertake a recruitment process for community members for a two-year period. 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.



## GOVERNANCE AND CORPORATE INFORMATION

### Advisory Committee

### Appointments for 2020–2021

#### Active and Healthy Ageing Community Board

Cr Gaetano Greco (Chair)  
Cr Susan Rennie (Deputy)  
Cr Julie Williams (proxy)

#### Arts and Heritage Advisory Panel

Cr Newton (Delegate)  
Cr Messina (proxy)

#### Climate Emergency Darebin Advisory Committee

Cr Trent McCarthy (Chair)  
Cr Susan Rennie (Deputy)

#### Darebin Aboriginal Advisory Committee

Cr Lina Messina (Chair)  
Cr Gaetano Greco (Deputy)  
Cr Susan Rennie (proxy)  
Cr Tim Laurence (proxy)  
Cr Susanne Newton (proxy)

#### Darebin Community Awards Advisory Committee

Cr Lina Messina (Chair)

#### Darebin Disability Advisory Committee

Cr Julie Williams (Chair)  
Cr Tim Laurence (Proxy)

#### Darebin Domestic Animal Management Reference Group

Cr Julie Williams (Chair)  
Cr Tim Laurence (proxy)

#### Darebin Education Network

Cr Susan Rennie (Chair)  
Cr Emily Dimitriadis (proxy)

#### Darebin Interfaith Council

Cr Gaetano Greco (Chair)

#### Darebin Nature Trust

Cr Trent McCarthy (Chair)  
Cr Tim Laurence  
Cr Gaetano Greco  
Cr Tom Hannan

#### Darebin Women's Advisory Committee

Cr Emily Dimitriadis (Chair)

#### Sexuality, Sex and Gender Diversity Advisory Committee

Cr Susan Newton

#### Welcoming Cities Community Reference Group

Cr Gaetano Greco

#### Intercultural Centre Community Reference Group

This advisory committee does not have a Councillor representative and was established for a limited period.

#### Youth Jury

This advisory committee does not have a Councillor representative.

This information is also available at [darebin.vic.gov.au/About-Council/Council-and-Committee-Meetings/Community-Advisory-committees](https://darebin.vic.gov.au/About-Council/Council-and-Committee-Meetings/Community-Advisory-committees)

Six-monthly progress reports from the committees for 2020–2021 can be accessed in the Council minutes for 22 February 2021 and 26 July 2021 at [darebin.vic.gov.au/About-Council/Council-and-Committee-Meetings/Council-meetings/Meeting-agendas-and-minutes/2021-Council-meeting-agendas-and-minutes](https://darebin.vic.gov.au/About-Council/Council-and-Committee-Meetings/Council-meetings/Meeting-agendas-and-minutes/2021-Council-meeting-agendas-and-minutes)



## 12—Community Grants Program

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

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.

In May 2020 Council approved the following budget for the 2020–2021 Community Grants Program:

- Small Grants with a total pool of \$125,000
- Medium Grants with a total pool of \$190,000
- Venue Support Grants with a pool of \$79,000 (in-kind)
- Three Year Partnership Grants – Year Two with a pool of \$424,000
- Youth Projects Grants with a pool of \$25,000.

### Summary of applications received and approved for the 2020–2021 funding round

Annual grants program	Received	Amount requested	Budget allocated	Recommended	Amount approved
Small Grants	67	\$180,128	\$125,000	54	\$120,344
Medium: Environment and Sustainability	5	\$66,503	\$55,000	3	\$36,503
Medium: Equity, Inclusion and Wellbeing	14	\$150,374	\$75,000	9	\$75,000
Medium: Creative Projects – Artist Led Initiatives	25	\$233,648	\$75,000	8	\$75,000
Youth Projects	3	\$26,500	\$25,000	3	\$26,500
	<b>114</b>	<b>\$657,153</b>	<b>\$355,000</b>	<b>77</b>	<b>\$333,347</b>

### Summary of three-year partnership – year two approved

Three-Year Grants Program	Received	Amount requested	Budget allocated	Amount recommended
Youth Partnerships	11	\$260,445	\$50,000	\$50,000
Environment and Sustainability	9	\$313,124	\$80,000	\$80,000
Equity, Inclusion and Wellbeing	30	\$1,330,698	\$230,000	\$230,000
Key Cultural Organisations	7	\$55,200	\$64,000	\$55,200
	<b>57</b>	<b>\$1,959,467</b>	<b>\$424,000</b>	<b>\$415,200</b>

### Summary of 2020–2021 venue hire support grants applications received and approved

Venues	Applications received	Budget	Applications recommended	Amount requested	Amount recommended
Community hubs	14	\$17,800	14	\$22,611	\$19,266
City and shire halls	16	\$28,800	16	\$37,659	\$31,800
Library meeting rooms	10	\$13,800	10	\$17,625	\$13,795
Northcote Town Hall and Darebin Arts Centre	5	\$18,900	5	\$11,125	\$11,125
Intercultural Centre	10	\$20,700	10	\$26,449	\$22,200
	<b>55</b>	<b>\$100,000</b>	<b>55</b>	<b>\$115,469</b>	<b>\$98,186</b>

Note: A total of \$8,000 was provided in the form of emergency grants through the Community Grants Program in 2020–2021. In addition, \$213,126 of emergency relief was provided separately via the COVID-19 Emergency Relief Boost project.

Further information about the community support program is available at [www.darebin.vic.gov.au/about-council/darebin-grants](http://www.darebin.vic.gov.au/about-council/darebin-grants)



## GOVERNANCE AND CORPORATE INFORMATION

### 13—Documents available for inspection

Under Council's Public Transparency Policy (adopted in July 2020), the following documents and information are required to be made available for inspection:

- Agendas and Minutes of Council meetings and delegated committees
- Local laws and governance rules
- Council Plan and Annual Plan
- Council Budget and Strategic Resource Plan
- Code of Conduct – Councillors
- Summary of Election Campaign Donation Returns
- Summary of Personal Interest Returns
- Project and service plans
- Adopted Council policies, plans and strategies
- Terms of reference or charters for Council advisory committees and groups
- Consultations and community engagement processes undertaken by Council
- Reporting from advisory committees and reference groups to Council
- Audit and Risk Committee performance reporting
- Relevant technical reports and/or research that informs decision-making
- Practice notes and operating procedures
- Guidelines and manuals
- Application processes for approvals, permits, grants and access to Council services
- Submissions made by Council
- Register of planning permits and applications
- Register of Building Permits, Occupancy Permits and temporary approvals
- FOI Part II Statement
- Registers of Delegation
- Register of gifts, benefits and hospitality offered to Councillors or Council staff
- Register of overseas and interstate travel undertaken by Councillors or Council staff

- Register of conflicts of interest disclosed by Councillors or Council staff
- Register of donations and grants made by Council
- Register of leases entered into by Council, as lessor and lessee
- Register of authorised officers
- Submissions received under section 223 of the *Local Government Act 1989* until its repeal or received through a community engagement process undertaken by Council (if those submissions are not part of a Council report)
- Any other registers or records required to be made available for public inspection under legislation or determined to be in the public interest.

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

### 14—Statutory information

#### 14.1 Best Value Report 2020–2021

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

The principles are based on:

- quality and cost standards
- responsiveness to community needs
- accessibility
- continuous improvement
- community consultation
- reporting to the community.

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





Achievements within the Continuous Improvement Framework for 2020–2021 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 2020–2021 were presented to Council and posted on the website.

The organisational Continuous Improvement Framework continued to be implemented across the organisation in the past financial year. The framework encourages staff to change the way they go about their work and to turn problems into solutions. Through its capacity-building component, more than 74 staff have been trained in applying continuous improvement techniques and tools such as lean and process mapping. As part of improvements, digitisation of processes was also implemented to facilitate access to services both externally and internally. Improved processes were documented electronically and shared via a process library. The program objective was to empower staff to create more value for customers with fewer resources. The approach provided ongoing improvements to service provision.

Some of the improvement activities included:

- organisational processes for staff in response to business continuity during COVID
- mapping of procedures relating to a whole-of-Council policy review including Finance, People and Culture, Risk and Audit, Property, Assets, Leisure Services, Children and Family Services, Aged and Disability, Sustainable Transport and City Works
- review of the OHS quality management system with the mapping and improvement of 33 processes
- development and digitisation of refund processes for customers across Council aligned with the introduction of the new finance system.

In addition, there were numerous programs and projects that addressed the best value principles.

- A new approach to local area place making was included in the new Council Plan. This will support accessibility of services for those who need them, services being responsive to community needs, continuous improvement of services, and embedding community consultation in design and delivery.
- A review of access to Council services via PDFs and hardcopy forms on the Council website and intranet is leading to the conversion of forms to an electronic format, providing a more accessible and responsive approach to contact and submit information to Council and/or internal areas.
- A review of immunisation policies and procedures has resulted in quality improvements in access and responsiveness, providing a better immunisation program for community and staff.
- A review of the Toy Library Service involved extensive community consultation to understand the community's perspective on the current service and ideas for the future. This included informal pop-sessions at parks and markets, an online survey completed by 142 adults, and activities at early childhood services that engaged 35 three and four-year-olds. The findings of this review are yet to be finalised.
- A whole-of-organisation review of policies and procedures ensured that quality, access and responsiveness were improved and that continuous improvement and legislative compliance were built into the new approach via templates.
- An Intercultural Centre Community Reference Group (CRG) process has informed new ways of ongoing consultation on significant community projects. The cyclical nature of the consultation between the CRG, Wurundjeri and the architects has allowed the time and space for all members to build trust, engage in a meaningful dialogue and for all voices to be heard. It should be considered best practice for Council projects. The co-design process was an excellent investment for the project design, resulting in superior design outcomes and strong community advocates for the Intercultural Centre and its future programs. It demonstrated the commitment required from Council and design teams to honour the approach of 'with us, not for us'.



## GOVERNANCE AND CORPORATE INFORMATION

- Changes to the delivered meals service included change of the contracted meals provider, delivery of meals and the introduction of the cafe meals program.
- Council participated in the Victorian Energy Collaboration, which involved 46 councils coming together to purchase renewable energy. It achieved: energy services that delivered against quality and cost standards; energy services that were more responsive to changing community needs, where we need to reduce carbon emissions while supporting local communities; and a step-change in how energy is purchased for Council operations.
- Creation of a Property Assessment Committee has provided for a more transparent and collaborative way of reviewing buildings that are seeking a new tenant and reviewing existing agreements to ensure fairness and equity were provided across a range of stakeholders.
- Implementation of new programs at the Reservoir Leisure Centre has provided a change in approach to produce a better outcome for the clients, including accessibility, responsiveness and quality. New programs included: a community gym program, free online exercise classes, the shower program for people experiencing homelessness and the Aboriginal preschool swim and yarn program.
- In support of Darebin being a Child Safe Organisation, the People and Culture Department reviewed and updated the Safeguarding Children Policy and Code of Conduct, expanded and trained Child Safe Officers, introduced and trained Child Safe Contact Officers, ensured mandatory training of all staff on Council being a Child Safe Organisation and provided further training to senior management and front-facing staff working with children. Working with Children Checks were implemented for all staff across Council.
- The change to more digital communication during the COVID pandemic, creating and publishing *Your Darebin*, running cohesive campaigns across social media and through electronic newsletters, ensuring diversity with stories and images, and ensuring content was accessible.
- The community consultation on the draft 2021-2025 Council Plan in 2021, which included the Municipal Public Health and Wellbeing Plan, was designed to specifically engage communities that are usually under-represented in community consultation processes, such as people from culturally and linguistically diverse communities or people from lower socio-economic backgrounds.
- The Equity, Wellbeing and Economic Development Department used existing networks and relationships, and ensured accessible and inclusive consultation practices, as demonstrated in a drop-in session at the East Reservoir Birds and the Beans Cafe, a community dinner at the East Preston Community Centre, as well as several focused engagement sessions with culturally and linguistically diverse communities and organisations.
- The People and Culture Department has reshaped Council's Learning and Development Program to enable and support staff in serving and supporting the Darebin community. This included mandatory compliance training to meet legal and regulatory requirements, mandatory foundation training to meet Council strategy and policy requirements, a group learning program focused on organisational capability and skill development informed by the new Darebin Capability Framework, tailored learning to meet local area needs, and a new Darebin Leadership Program.
- The People and Culture Department reviewed and redeveloped a new suite of People and Culture policies and practice to best support leaders and staff while ensuring compliance with legislation and regulation. Every new and reviewed policy has undergone consultation and an Equity Impact Assessment.
- The Property and Business Improvement Unit has started formal bi-annual operational risk reviews with departments to identify and manage those key risks that could have a strategic bearing on operations. These reviews aim to address continuous improvement, responsiveness and quality standards.
- We have built our new facilities to a standard that will drive down operational costs and maximise accessibility for our community.



## 14.2 Carers recognition

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

- The Support for Carers Program is focused on support for those who care for older people. Staff provide information, practical and general support and assistance.
- Our Carer Support Group focuses on social connection for those in a caring role. The group offers a safe place for carers to talk with and support other carers. Guest speakers are also invited to talk about things that are important to carers. During 2020 and the first half of 2021, our Carer Support Group was suspended due to COVID-19 service closure.
- Council supports those needing care to access flexible respite in the home and in the community. Social Support Groups operate from our Northcote facility, Yanada House, and offer activity programs for people needing care so that their carers can have a break. While our Social Support Groups were closed from March 2020 to June 2021 (due to COVID-19), our flexible respite services continued to be delivered in ways that could safely meet the needs of carers and those they care for.
- Council ensures that its staff, agents and volunteers are informed about the principles and obligations of the *Carers Recognition Act* by including information on the care relationship in induction and training programs for staff working in home and community care, and other frontline positions with the community.

## 14.3 Charter of Human Rights and Responsibilities

The *Victorian Charter of Human Rights and Responsibilities Act 2006* (the Charter) 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 2020–2021, activities that occurred under the Charter included:

- the implementation of Towards Equality, Council's equity, inclusion and human rights framework. Towards Equality is a direct expression of Council's legal obligations under the Charter and seeks to embed a human rights culture in our organisation, services, programs, facilities and community
- the application (as part of the Towards Equality implementation) of the Equity Impact Assessment (EIA) to 50 key Council policies, programs, facilities and services to ensure planning and implementation included human rights considerations. The EIA is Council's mechanism to implement a 'Charter check' process to ensure any potential restriction of protected Charter rights are lawful and meet the requirements of the Act
- more prominent promotion of the Victorian Human Rights and Equal Opportunity Commission's Community Reporting Tool on Council's website to encourage residents to use it to make quick and anonymous (if preferred) reports of racism and other forms of harassment and discrimination
- commitments in the new Council Plan 2021–2025 reaffirming Council's determination to address racism and discrimination and combat homophobia, biphobia and transphobia
- roll-out of a compulsory Diversity and Inclusion training module to all staff, including a focus on the responsibilities that the Charter places on staff to protect, promote and uphold rights in their everyday work



## GOVERNANCE AND CORPORATE INFORMATION

- continuation of an advocacy strategy under the COVID-19 Community and Business Recovery and Resilience Package, which has been guided by human rights principles, concepts and language. It has focused on areas such as food security, international students and Medivac refugees who were detained in the municipality
- development and launch of a new Workforce Diversity and Inclusion Strategy (WDIS), which aims to remove systemic discrimination and barriers and build an inclusive, safe and welcoming workplace and a diverse workforce. The WDIS contains human rights values and themes in its commitments
- inclusion of a specific human rights-based capability in Council's new Darebin Capability Framework. The framework sets out the desired capabilities of all Darebin staff to 1) Promote human rights: promote dignity, equality and freedom from discrimination, focus on community needs, and advance social justice and human rights. Related capabilities with a human rights focus include 2) Value diversity and inclusion: demonstrate inclusive behaviour with people from diverse backgrounds, genders, experiences and perspectives; and 3) Justice for Aboriginal people: work towards justice, respect, understanding, truth-telling and the elimination of disadvantages and barriers for Aboriginal people.

In 2020-2021, there was one complaint 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. Council subsequently appeared at a Conciliation Conference for the Human Rights Commission on 24 May 2021. It was regarding Council's refusal of a vehicle crossover. The matter was closed out as unresolved. The matter may eventually proceed to a Tribunal hearing.

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

### 14.4 Disability Access and Inclusion Plan

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

#### Highlights for 2020-2021

- The Darebin Access and Inclusion Plan 2021-2026 was drafted and a Disability Action Plan for 2021-2022 compiled. These documents provide a framework for Council to reduce barriers to persons with a disability accessing goods, services and facilities and obtaining and maintaining employment. It also promotes inclusion and participation in the community of persons with a disability and seeks to achieve tangible changes in attitudes and practices that discriminate against persons with a disability.
- Council completed a 12-month partnership with Job Access through our Employer Partnership Program. Job Access provided tailored disability employment consultancy, resources and training to strengthen our capacity to attract, recruit and retain people with disability in our workforce. Council is now a Job Access alumni partner.
- We received funding from the Municipal Association of Victoria to develop the 'You Am I' inclusive work experience project. The project was designed for seven women with a disability to participate in short-term work experience placements across diverse Council departments. In response to COVID restrictions, the project was redesigned and delivered online through training, workshops and one-to-one meetings with participating officers.
- 'See the Person' online disability awareness training has been launched for all Council staff. Job Access also provided two sessions of disability awareness training for more than 60 staff regarding recruitment and employment.



- International Day of People with Disability was celebrated online on 3 December. Two online workshops were led by Darebin-based artists and community groups with lived experience of disability. They included an art workshop with the Northern Artist T and a dance session with Dance'N'Roll.
- Darebin Libraries curated and promoted a selection of accessible digital materials to celebrate International Day of People with Disability and continued to deliver the At Home Library Service to community members who were unable to access services.
- The Darebin Disability Advisory Committee met throughout the year to review projects and strategies and provide advice. The Committee has been supported to meet virtually throughout the pandemic.
- Ongoing support was provided to community networks during the pandemic, including compiling accessible COVID-19 information and resources on the Darebin website and in the monthly access e-newsletter.
- Council continued to support people with disability under the age of 65 and their carers through the Home and Community Care Program (HACC PYP) and the Support for Carers Program (SCP). Supports included Living at Home assessments, provision of personal care, domestic assistance, delivered and cafe meals, shopping, transport, respite care and home maintenance.
- The second Changing Places facility was opened at Edwardes Lake Park in December 2020. The facility has an adult-sized changing table, ceiling hoist and shower.
- A new process was developed to enable community members with a disability to apply for an accessible parking bay to be installed near their place of residence if appropriate.
- We performed Equity Impact Assessments, which consider *Disability Discrimination Act* requirements as well as other equity considerations, for many projects across Council.

For further information about Darebin's Access and Inclusion Plan, contact the Aged and Disability Department.

## 14.5 Domestic Animal Management Plan

The Domestic Animal Management Plan 2017–2021, adopted by Council on 17 October 2017, guides 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 2020–2021

- Following community support, Council introduced a dusk-till-dawn cat curfew on 1 January 2021 to minimise the impact cats have on wildlife. The implementation of this initiative was supported by communications promoting responsible cat ownership.
- Council recorded a total of 14,780 animals registered within the municipality, an 11% increase from the previous 12 months. The higher registration rates allow for more pets to be returned to their owners.
- In collaboration with our rescue groups and animal welfare partners, such as Maneki Neko Cat Rescue and Forever Friends, Council was able to move a total of 64 cats directly to rescue programs. Of this total, 37 were neonatal kittens (below 400 grams in weight) that would otherwise have been euthanised.
- COVID-19 lockdowns saw an increase in complaints to Council regarding anti-social dog behaviour with Victorians doing their daily exercise. Council undertook a responsible dog owner education program through social media with a focus on off-leash areas. This was further supported with daily park patrols in our larger reserves as restrictions eased for permitted work.
- Of the 223 dogs that were impounded at the Epping Animal Welfare Facility, 153 were reclaimed and 40 were adopted. A total of 532 cats were impounded, with 60 reclaimed and 244 adopted.
- Council began public consultation in preparation for the 2022–2025 Domestic Animal Management Plan to ensure the plan meets the needs and wants of the community.





## GOVERNANCE AND CORPORATE INFORMATION

### 14.6 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 Ministerial Directions were received in 2020–2021.

### 14.7 Infrastructure and development contributions

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

#### **Infrastructure contributions**

In 2020–2021, no levies were received, no works-in-kind were accepted, and there was no expenditure of funds from Infrastructure Contributions Plans.

#### **Development contributions**

In 2020–2021, no levies were received and no works-in-kind were accepted under Development Contributions Plans (DCPs). Expenditure of DCP levies is detailed below.

### 14.8 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](http://www.darebin.vic.gov.au)

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

Freedom of Information Officer  
Darebin City Council  
PO Box 91, PRESTON VIC 3072  
or [foi@darebin.vic.gov.au](mailto:foi@darebin.vic.gov.au)

### Land, works, services or facilities delivered in 2020–2021 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	3,939,533	0	0	0	3,939,533	95%



## FOI requests received

	2017-2018	2018-2019	2019-2020	2020-2021
New requests	39	44	40	35
Access granted in full	9	3	0	2
Access granted in part	19	21	30	26
Access denied in full	5	1	2	3
Requests not finalised at the end of the reporting period	1	3	1	0
Withdrawn	0	2	0	1
Requests outside the Act	1	3	0	0
Requests, no documents existed	1	0	0	0
Others: not processed, not proceeded with, Act did not apply	3	1	7	4
Application fees collected	\$787.50	\$924.80	\$947.20	\$729.60
Charges collected	\$910.60	\$644.50	\$847.60	\$725.60

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

Darebin City Council received four privacy complaints and five privacy breaches in 2020-2021.

### 14.10 Public interest disclosures

The *Public Interest Disclosures Act 2012* facilitates disclosures of improper conduct or detrimental action and provides the appropriate level of protection for people who make disclosures. Darebin City Council fully supports the Act, having a high regard for transparency and accountability. The Public Interest Disclosure Policy was established in December 2020 and is available at [www.darebin.vic.gov.au/about-council/councillors-and-meetings/governance-and-transparency/public-interest-disclosures](http://www.darebin.vic.gov.au/about-council/councillors-and-meetings/governance-and-transparency/public-interest-disclosures)

Further information about the application of the *Public Interest Disclosures Act 2012*, including how to make a disclosure, is available on our website at: [www.darebin.vic.gov.au/about-council/councillors-and-meetings/governance-and-transparency](http://www.darebin.vic.gov.au/about-council/councillors-and-meetings/governance-and-transparency)

During 2020-2021, Council received one public interest disclosure. No public interest disclosures were referred to Council by the Independent Broad-based Anti-Corruption Commission (IBAC).



## GOVERNANCE AND CORPORATE INFORMATION

### 14.11 Contracts

Compliance with the *Local Government Act* requirements remained strong in 2020–2021.

Council has determined that three contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works were entered into without first giving public notice and engaging in a competitive process of a kind specified in section 186 of the *Local Government Act 1989*.

### 14.12 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 through a coordinated approach and a legal framework for the management of public roads.

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

The Road Management Plan:

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

Council adopted its initial Road Management Plan in 2004 and revised it in 2009, 2013 and 2017. The 2017 version was reviewed internally by all stakeholders before 30 June 2021 and drafted ready to proceed to public consultation in late July 2021. Under section 54(5) of the *Road Management Act 2004*, 'a road authority must in accordance with the regulations conduct a review of its Road Management Plan at prescribed intervals'. *Road Management (General) Regulations 2016*, Part 3, requires Council to complete its review of the Road Management Plan by no later than 31 October 2021.

Council uses mobile devices to collect the data that results 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 repair works request and the permanent repair work orders in real time and within the time frames set out in the 2017 Plan. As part of the review, Council Officers have reviewed the timeframes and intervention levels throughout the Plan.

In accordance with section 22 of the *Road Management Act 2004* we are required to publish a copy or summary of any Ministerial Directions received during the financial year. No Ministerial Directions were received during the financial year.



---

## 15—Climate change governance

Darebin City Council considers climate change to be a critical strategic risk. Council is addressing this risk through a declaration of a climate emergency and mitigation and adaptation actions within the Climate Emergency Plan. Council is striving to continuously improve its approach to climate change governance, to help embed it within Council's operations through improved procedures and Council oversight that strengthens accountability. Council continues to define roles, responsibilities and procedures at every level of its operations from its Open Space staff to the Council itself. The Executive oversees the organisational response to climate change risks and opportunities, led by the Climate Emergency team. Council has committed to taking action on climate change through its Climate Emergency Plan.

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

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

Under current governance arrangements:

- The Executive Management team oversees the organisational response to climate change risks and opportunities, led by the Climate Emergency and Sustainable Transport Department.
- All 2021-2022 Unit Work Plans were developed to incorporate actions to drive the organisation-wide effort to respond to the climate emergency.
- Governance and Corporate Strategy and Climate Emergency and Sustainable Transport departments are driving the visibility of climate-related risks and strengthening governance arrangements.
- The Climate Emergency Unit provided expertise to integrate climate emergency thinking and actions across Council operations and the municipality.

---

## 16—Task Force on Climate-related Financial Disclosures

Council supports the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which has developed voluntary, consistent, climate-related financial disclosures for organisations and is committed to providing the local community and customers with information in relation to how Council is managing climate change risks. Council recognises that it is on a journey to progressively improve its disclosures in line with the TCFD's recommended framework for voluntary and consistent climate-related reporting.



## GOVERNANCE AND CORPORATE INFORMATION

### 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.

CODE	Service measure	2017-18 results	2018-19 results	2019-20 results	2020-21 results	Comments
<b>Aquatic facilities</b>						
AF2	<b>Service standard</b> Health inspections of aquatic facilities  [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	3.50	4.00	2.00	<b>1.00</b>	Council aquatic facilities were closed for much of the second half of the reporting period, resulting in fewer inspections from previous years.
AF6	<b>Utilisation</b> Utilisation of aquatic facilities  [Number of visits to aquatic facilities/Municipal population]	5.25	5.33	3.34	<b>1.93</b>	Currently two leisure centres operate within the City of Darebin: Northcote Aquatic and Recreation Centre, which is managed externally by YMCA Victoria, and Reservoir Leisure Centre, which is managed in-house. During this period, there were significant impacts as a direct result of closures due to COVID-19.
AF7	<b>Service cost</b> Cost of aquatic facilities  [Direct cost of aquatic facilities less income received/Number of visits to aquatic facilities]			\$2.47	<b>\$10.08</b>	The 2020-21 period continued to have challenges with COVID closures and restrictions on operations due to limited occupancy numbers permitted in the facilities. The COVID challenges and a community reluctance to return to using shared facilities have all contributed to a decline in attendance.
<b>Animal management</b>						
AM1	<b>Timeliness</b> Time taken to action animal management requests  [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]	2.12	2.09	1.71	<b>2.16</b>	Council is committed to delivering a high-quality risk-based animal management service, with request response times averaging less than two days.
AM2	<b>Service standard</b> Animals reclaimed  [Number of animals reclaimed/Number of animals collected] x100	37.15%	40.10%	28.76%	<b>49.66%</b>	Council has actively sought to offer a return-to-owner service for any registered animal it encounters at large. This service has helped significantly reduce the number of lost and at-large animals entering the shelter.
AM5	<b>Service standard</b> Animals rehomed  [Number of animals rehomed/Number of animals collected] x100			46.20%	<b>52.38%</b>	The increase in rehoming rates can be attributed to the COVID-19 lockdowns and the demand for adoption that occurred with people being isolated and working from home.





CODE	Service measure	2017-18 results	2018-19 results	2019-20 results	2020-21 results	Comments
AM6	<b>Service cost</b> Cost of animal management service per population  [Direct cost of the animal management service/Population]	\$8.11	\$8.48	\$8.89	<b>\$8.95</b>	Most of Council's animal management functions were essential throughout lockdowns and total costs were about the same. During lockdowns some non-essential services paused, but with more dog walking at these times Council responded to more reports of aggressive dogs. Council increased patrols of off-leash areas as a preventative measure.
AM7	<b>Health and safety</b> Animal management prosecutions  [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100			0.00%	<b>0.00%</b>	Council has taken a more educational approach to animal management enforcement during the COVID-19 outbreak. While Council did not take any animal management prosecutions to court, some particularly dangerous animals were surrendered to Council and others declared "menacing" or "dangerous" required the dog to wear a muzzle and/or a lead when outside of the owner's property. Note: the one prosecution lodged in 2020-21 is pending an outcome.

### Food safety

FS1	<b>Timeliness</b> Time taken to action food complaints  [Number of days between receipt and first response action for all food complaints/Number of food complaints]	2.14	2.14	3.11	<b>2.73</b>	The time taken to action food complaints has reduced since last year, even in the challenging period with lockdowns. Supporting businesses to keep operating at this time has been a Council priority.
FS2	<b>Service standard</b> 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 <i>Food Act 1984</i> /Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ] x100	98.39%	95.39%	89.96%	<b>71.88%</b>	Council completed 71.9% of scheduled food safety assessments in the reporting period. The significant decrease from last year's result of 89.96% can be attributed to disruptions due to COVID-19 and it is not expected to be a long-term issue. In this context, Council prioritised high-risk matters and supporting businesses.
FS3	<b>Service cost</b> Cost of food safety service  [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]	\$530.59	\$512.14	\$541.69	<b>\$501.77</b>	This result is a slight decrease from the previous year and more in line with the result for 'All Councils' last year. The result is consistent with Council's commitment to support business recovery after COVID.
FS4	<b>Health and safety</b> Critical and major non-compliance outcome notifications  Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/ Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	<b>100.00%</b>	Darebin's commitment to addressing non-compliance in food safety has been demonstrated by achieving 100% for this indicator over consecutive years.



## GOVERNANCE AND CORPORATE INFORMATION

CODE	Service measure	2017-18 results	2018-19 results	2019-20 results	2020-21 results	Comments
<b>Governance</b>						
G1	<b>Transparency</b> Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a Special Committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a Special Committee consisting only of Councillors] x100	4.11%	3.07%	4.75%	<b>5.41%</b>	In accordance with Council's Public Transparency Policy and the <i>Local Government Act 2020</i> , Council managed all possible decisions in open Council meetings, with the exception of some decisions relating to the awarding of contracts and legal advice. The result is consistent with our 2019/20 result and compares favourably to similar councils and the sector more broadly.
G2	<b>Consultation and engagement</b> Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	68.00	70.80	69.10	<b>65.00</b>	Council adopted a Community Engagement Policy in February 2021 that aims to put the community at the heart of our decision-making. This policy will improve our community engagement approach.
G3	<b>Attendance</b> Councillor attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting/(Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	95.24%	97.08%	93.12%	<b>98.04%</b>	This result represents an improvement on the 2019-20 result — from 93% to 98% attendance. This compares favourably with similar councils and the sector more broadly. The capacity to conduct meetings virtually during periods of COVID-19 restrictions was a positive initiative that supported Councillors to perform this component of their role.
G4	<b>Service cost</b> Cost of governance [Direct cost of the governance service/Number of Councillors elected at the last Council general election]	\$53,774.22	\$54,342.78	\$55,189.33	<b>\$59,002.89</b>	The increase in average cost per Councillor from \$55,189 in 2019-20 to \$59,002 in 2020-21 was primarily associated with two areas. First, increased costs associated with relocating a significant number of our Council and Planning Committee Meetings from the Council Chamber to the Preston Town Hall. Second, costs associated with the induction of the newly elected Council after the October 2020 elections.
G5	<b>Satisfaction</b> Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	67.00	70.80	69.00	<b>68.00</b>	This result compares very favourably with that of similar councils last year and the sector more broadly.



CODE	Service measure	2017-18 results	2018-19 results	2019-20 results	2020-21 results	Comments
<b>Libraries</b>						
LB1	<b>Utilisation</b> Physical library collection usage [Number of library collection item loans/Number of library collection items]	5.71	5.64	4.47	<b>2.43</b>	The closure of library branches due to the COVID-19 pandemic has had a significant impact. Resources were redirected to our digital collection to support stay-at-home measures.
LB2	<b>Resource standard</b> Recently purchased library collection [Number of library collection items purchased in the past five years/Number of library collection items] x100	71.29%	65.65%	64.92%	<b>62.32%</b>	Management of our physical collection has been difficult during the pandemic with attention focused on ongoing service delivery adjustments. In response to the COVID-19 restrictions, Darebin redirected collections spending to digital collection purchases to support stay-at-home measures, most of which are not able to be included in this measure.
LB4	<b>Participation</b> Active library borrowers in municipality [Number of active library borrowers in the past three years/The sum of the population for the past three years] x100	14.68%	15.60%	14.32%	<b>12.32%</b>	The closure of library branches and community lifestyle changes due to the pandemic have had a significant impact. Many existing customers made good use of digital library collections during the stay-at-home measures; however, the number of new members dropped during the closure and some customers prefer to access physical collections only.
LB5	<b>Service cost</b> Cost of library service per population [Direct cost of the library service/Population]	\$33.47	\$33.15	\$33.10	<b>\$31.67</b>	Darebin Libraries significantly increased its digital collection spending to support customers and operational costs were reduced due to changes to service provision in response to restrictions. Compared with the previous year, digital collection performance improved by between 20% and 62%.
<b>Maternal and Child Health (MCH)</b>						
MC2	<b>Service standard</b> Infant enrolments in the MCH Service [Number of infants enrolled in the MCH Service (from birth notifications received)/Number of birth notifications received] x100	102.88%	102.73%	101.61%	<b>100.81%</b>	The Maternal and Child Health Service receives birth notifications from hospitals and contacts families within 24 hours to introduce the service and organise a home visit.
MC3	<b>Service cost</b> Cost of the MCH Service [Cost of the MCH Service/Hours worked by MCH nurses]	\$77.41	\$77.38	\$76.76	<b>\$78.11</b>	The service employed additional staff to provide support to vulnerable families and children.
MC4	<b>Participation</b> Participation in the MCH Service [Number of children who attended the MCH Service at least once (in the year)/Number of children enrolled in the MCH Service] x100	81.40%	79.99%	76.91%	<b>71.51%</b>	Due to the COVID-19 pandemic a higher number of families chose not to attend a face-to-face assessment and consulted with the nurse over the telephone.



## GOVERNANCE AND CORPORATE INFORMATION

CODE	Service measure	2017-18 results	2018-19 results	2019-20 results	2020-21 results	Comments
MC5	<b>Participation</b> Participation in the MCH Service by Aboriginal children [Number of Aboriginal children who attended the MCH Service at least once (in the year)/Number of Aboriginal children enrolled in the MCH Service] x100	90.91%	90.80%	84.11%	<b>76.56%</b>	Due to the COVID-19 pandemic some families chose not to attend the MCH service for a face-to-face consultation but did consult with the nurse via the telephone.
MC6	<b>Satisfaction</b> Participation in four-week key age and stage visit [Number of four-week key age and stage visits/Number of birth notifications received] x100			94.19%	<b>91.26%</b>	The Maternal and Child Health Service provided a flexible service to ensure all infants and vulnerable children attended the centre for a physical assessment at four weeks.
<b>Roads</b>						
R1	<b>Satisfaction</b> Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads] x100	19.92	43.59	43.12	<b>115.80</b>	The result this year is more in line with the result for similar councils last year. The apparent increase in the result compared with last year is largely due to a correction in the calculation — namely, the length of roads, which was incorrectly reported for this indicator last year.
R2	<b>Condition</b> 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	99.94%	99.57%	99.28%	<b>97.26%</b>	Last year, road length was miscalculated by including the length of kerb and channel. This year the kerb and channel length has been excluded and the sealed road length has been corrected. However, the length of road above the level of service is still within the acceptable limit compared with similar councils.
R3	<b>Service cost</b> Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$103.35	\$249.65	\$342.33	<b>\$157.93</b>	Last year's figure incorrectly included works other than road works, such as kerb and channel. This resulted in a relatively high figure. Non-road reconstruction items have not been included in calculating the rate per sqm this year. On the other hand, this year a larger volume of work was undertaken, consequently lower costs per sqm were achieved.
R4	<b>Service cost</b> Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$24.74	\$23.44	\$25.12	<b>\$20.89</b>	This year a larger volume of work was undertaken, consequently lower costs per sqm were achieved.
R5	<b>Satisfaction</b> Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	70.00	71.50	72.00	<b>70.00</b>	In 2020-21, 27,700 sqm of Darebin's local roads were resealed using asphalt containing a recycled product from steel slag, line marking and reinstating speed humps and traffic loops. The resurfacing works prolongs the life of the road, thereby avoiding more costly road rehabilitation works.



CODE	Service measure	2017-18 results	2018-19 results	2019-20 results	2020-21 results	Comments
<b>Statutory planning</b>						
SP1	<b>Timeliness</b> Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	127.00	124.50	113.00	<b>93.50</b>	This is a significant improvement on the previous year and reflects ongoing service improvements Council is implementing. Council aims to further improve both the quality and timeliness of service provision.
SP2	<b>Service standard</b> 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	31.23%	27.70%	34.57%	<b>41.74%</b>	This is a significant improvement on the previous year and reflects ongoing service improvements. Council is committed to continuing to increase the percentage of planning applications determined within the required time frames.
SP3	<b>Service cost</b> Cost of statutory planning service [Direct cost of the statutory planning service/Number of planning applications received]	\$3,246.35	\$3,413.72	\$3,734.41	<b>\$3,732.25</b>	Despite reduced application numbers and increased resourcing costs this year, the cost of the service has stayed consistent with the previous year. This is a result of significant operational efficiencies introduced as part of a broader ongoing service improvement program.
SP4	<b>Decision making</b> Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	46.05%	44.90%	41.18%	<b>47.83%</b>	The increase is the result of process and governance improvements to Council's management of VCAT applications. Ongoing improvements are planned and Council is aiming for further performance improvements at VCAT.





## GOVERNANCE AND CORPORATE INFORMATION

CODE	Service measure	2017-18 results	2018-19 results	2019-20 results	2020-21 results	Comments
<b>Waste collection</b>						
WC1	<b>Satisfaction</b> Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x1,000	99.78	63.64	97.94	<b>127.40</b>	The increase in the number of kerbside bin requests is largely explained by: 1) An approach to standardise the size of Council's kerbside bins; 2) Many of Darebin's bins being at 'end of life' and have been damaged or replaced this year; and 3) COVID resulted in an increase in bin requests as more people were working from home.
WC2	<b>Service standard</b> Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	7.70	7.80	8.63	<b>12.10</b>	The increase is partly explained by the introduction of a new collections contractor for Council's kerbside recycling bins and an improvement in the way that missed bins are being reported by the community.
WC3	<b>Service cost</b> Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$94.70	\$96.07	\$98.11	<b>\$95.37</b>	This result can be attributed to the shift towards the food organic and garden organics (FOGO) service, which is recycling green waste resulting in lower volumes and weight going to landfill.
WC4	<b>Service cost</b> Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$22.30	\$26.82	\$40.88	<b>\$48.04</b>	The increase in the cost per bin for this service is largely due to: 1) Council entering into a new contract with a collection contractor where costs rose significantly; and 2) Rising gate fees with Council's receiving and sorting contractor. However, the cost is still relatively low compared with similar councils.
WC5	<b>Waste diversion</b> Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	49.10%	46.39%	50.81%	<b>63.64%</b>	The increased diversion from landfill rate since last year is due to an increase in the number of FOGO bins being serviced by Council's green waste contractor. This diverts more FOGO away from landfill.



## 18—Governance and Management Checklist

Governance and management items	Assessment
<b>1. Community Engagement Policy</b> (policy under section 55 of the <i>Local Government Act 1989</i> outlining Council's commitment to engaging with the community on matters of public interest)	<b>Policy</b> Adopted in accordance with section 55 of the Act Date of adoption: 22 February 2021
<b>2. Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	<b>No guidelines</b> Reason for no guidelines: Rollout of the new Community Engagement Guidelines in line with the Darebin Community Engagement Policy will commence in August 2021
<b>3. Financial Plan</b> (a plan under section 126 of the <i>Local Government Act 1989</i> [the Act] outlining the financial and non-financial resources required for at least the next four financial years)	<b>Plan</b> Adopted in accordance with section 91 of the Act Date of adoption: 28 June 2021
<b>4. Asset Plan</b> (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	<b>No plan</b> Reason for no plan: Council currently has an Asset Management Strategy and Policy. Under the <i>Local Government Act 1989</i> , Council is required to produce a 10-year asset plan. Council is in the process of drafting an asset plan by June 2022. Currently, individual asset plans for various asset classes are in place. However, they are all required to be reviewed as part of this process
<b>5. Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	<b>Plan</b> Adopted in accordance with section 93 of the Act Date of adoption: 28 June 2021
<b>6. Annual Budget</b> (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	<b>Budget</b> Adopted in accordance with section 94 of the Act Date of adoption: 28 June 2021
<b>7. Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<b>Policy</b> Date of commencement of current policy: 29 June 2021
<b>8. Fraud Policy</b> (a policy outlining Council's commitment and approach to minimising the risk of fraud)	<b>Policy</b> Date of commencement of current policy: 29 June 2021
<b>9. Municipal Emergency Management Plan</b> (a plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	<b>Plan</b> Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 14 October 2019



## GOVERNANCE AND CORPORATE INFORMATION

Governance and management items	Assessment
<b>10. Procurement Policy</b> (a policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by Council)	<b>No policy (overdue for review)</b> Reason for no policy: The Social and Sustainable Procurement Policy 2021-25 was scheduled to be adopted on 28 June 2021; however, it was deferred by Council. The policy was subsequently adopted on 23 August 2021.
<b>11. Business Continuity Plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	<b>Plan</b> Date of operation of current plan: 15 April 2020
<b>12. Disaster Recovery Plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	<b>Plan</b> Date of operation of current plan: 25 June 2021
<b>13. Risk Management Framework</b> (framework outlining Council's approach to managing risks to its operations)	<b>Framework</b> Date of commencement of current framework: 29 June 2021
<b>14. Audit and Risk Committee</b> (an advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of establishment: 20 July 2020 and 21 December 2020.
<b>15. Internal audit</b> (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	<b>Engaged</b> Date of engagement of current provider: 16 April 2019
<b>16. Performance Reporting Framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> )	<b>Framework</b> Date of operation of current framework: 19 October 2020
<b>17. Council Plan report</b> (report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	<b>Report</b> Date of reports: 2019-20 Q4 7 September 2020 2020-21 Q1 7 December 2020 2020-21 Q2 22 February 2021 2020-21 Q3 24 May 2021
<b>18. Financial reporting</b> (quarterly statements to Council under section 138(1) of the <i>Local Government Act 1989</i> , comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 138(1) of the <i>Local Government Act 1989</i> Date reports presented: 2019-20 Q4 7 September 2020; 2020-21 Q1 7 December 2020; 2020-21 Q2 22 Feb 2021; 2020-21 Q3 24 May 2021



Governance and management items	Assessment
<b>19. Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	<b>No report</b> Reason for no report: Bi-annual (six-monthly) risk reviews undertaken: September/October 2020 and reported to Executive team in November 2020; and March/April 2021 and reported to Executive team in August 2021.
<b>20. Performance reporting</b> (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> )	<b>No report</b> Reason for no report: Annual reporting completed on 15 September 2020.
<b>21. Annual report</b> (annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> containing a report of operations and audited financial and performance statements)	<b>Report</b> Presented at a Council Meeting in accordance with section 134 of the Act Date statements presented: 19 October 2020
<b>22. Councillor Code of Conduct</b> (a code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date adopted: 21 January 2021
<b>23. Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: 17 August 2020
<b>24. Meeting procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 20 July 2020

## 19—Certification of the Governance and Management Checklist

### Certification of Governance and Management Arrangements

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

**Sue Wilkinson**  
**Chief Executive Officer**

Dated: 27 September 2021

**Cr Lina Messina**  
**Mayor**

Dated: 27 September 2021





# Annual financial report and performance statement







# Guide to the Financial Statements

For the year ended 30 June 2021

**This guide provides an overview of each of the statements including the 2020–2021 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 36 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 2021 and shows the value of revenues, such as rates, that Council earned and the value of expenses, such as employee costs and materials and services, Council incurred in delivering services. These expenses only relate to the operations of Council and do not include the costs associated with the purchase, renewal, upgrade or expansion of Council assets.

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

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

For the 2020–21 year the Darebin City Council recorded a surplus of \$6.18 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 2021. It details Council's net worth and discloses details about assets such as cash, investment, building, land, parks, roads and drains that it owns, and liabilities such as amounts owed to creditors and employees, and the equity. The bottom line of this statement is net assets (total assets less total liabilities). This is the net worth of Council built up over many years.



## ANNUAL FINANCIAL REPORT

# Guide to the Financial Statements

For the year ended 30 June 2021

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 2021 the Balance Sheet shows Council to be in a healthy financial position, with \$64.58 million in cash and financial assets and net assets of \$1.49 billion. Council's liquidity or current ratio is 1.72:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$1.72 of current assets to settle these liabilities. This demonstrates that the Darebin City Council has adequate funds on hand to pay current liabilities as they fall due.

### Statement of Changes in Equity

The Statement of Changes in Equity 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 2021 the Statement of Changes in Equity shows a decrease in equity, or net worth, of \$31.96 million during the 2020-21 financial year, representing the recorded comprehensive result for the year which has been impacted by the net asset revaluation decrement of \$38.14 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 2020-21 Council generated a \$36.84 million cash inflow from operating activities. A cash outflow of \$31.95 million was incurred on investing activities and financing activities incurred \$89,000 cash outflow. Total cash balances increased by \$4.81 million during the year to \$47.73 million at 30 June 2021.

### 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 2020-21, \$44.67 million was expended on capital works.



## Notes to the Financial Statements

The Financial Statements contain 36 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. Most notable for 2020–21 is the continued impact of the COVID-19 pandemic on Council's operations and the results reported in the annual financial report.

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

## Performance Statement

The Victorian Government developed a performance reporting framework to ensure that all councils across Victoria measure and report their performance in a consistent way. The framework became mandatory from 1 July 2014 and this Performance Statement is a required part of all councils' 2020–21 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.



## CONTENTS

# Financial Report

For the year ended 30 June 2021

### Financial report

Certification of Financial Statements	128
Victorian Auditor-General's Office Audit Report	129

### Financial Statements

Comprehensive Income Statement	131
Balance Sheet	132
Statement of Changes in Equity	133
Statement of Cash Flows	134
Statement of Capital Works	135

<b>Overview</b>	<b>136</b>
-----------------	------------

### Notes to the financial report

<b>Note 1 Performance against budget</b>	<b>137</b>
1.1 Income and expenditure	137
1.2 Capital works	139
<b>Note 2 Analysis of Council results by program</b>	<b>141</b>
<b>Note 3 Funding for the delivery of our services</b>	<b>142</b>
3.1 Rates and charges	142
3.2 Statutory fees and fines	142
3.3 User fees	143
3.4 Funding from other levels of government	144
3.5 Contributions	146
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	146
3.7 Other income	146
<b>Note 4 The cost of delivering services</b>	<b>147</b>
4.1 Employee costs	147
4.2 Materials and services	148
4.3 Depreciation	148
4.4 Amortisation – intangible assets	148
4.5 Amortisation – right of use assets	149
4.6 Bad and doubtful debts	149
4.7 Finance costs – leases	149
4.8 Other expenses	149



## Notes to the financial report (continued)

<b>Note 5 Our financial position</b>	<b>150</b>
5.1 Financial assets	150
5.2 Non-financial assets	152
5.3 Payables	153
5.4 Provisions	154
5.5 Financing arrangements	155
5.6 Commitments	156
5.7 Leases	157
<b>Note 6 Assets we manage</b>	<b>159</b>
6.1 Property, infrastructure, plant and equipment	159
6.2 Investment property	167
<b>Note 7 People and relationships</b>	<b>168</b>
7.1 Council and key management remuneration	168
7.2 Related party disclosure	170
<b>Note 8 Managing uncertainties</b>	<b>171</b>
8.1 Contingent assets and liabilities	171
8.2 Change in accounting standards	171
8.3 Financial instruments	172
8.4 Fair value measurement	174
8.5 Events occurring after balance date	175
<b>Note 9 Other matters</b>	<b>176</b>
9.1 Reserves	176
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	179
9.3 Superannuation	180





## Certification of the Financial Statements

For the year ended 30 June 2021

### Darebin City Council

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.

**Srini Vasan CPA**

Principal Accounting Officer

Melbourne

27 September 2021

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2021 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.

**Lina Messina**

Councillor

**Tom Hannan**

Councillor

**Sue Wilkinson**

Chief Executive Officer

Melbourne

27 September 2021



# Independent Auditor's Report

For the year ended 30 June 2021



## Independent Auditor's Report

### To the Councillors of Darebin City Council

<b>Opinion</b>	<p>I have audited the financial report of Darebin City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>balance sheet as at 30 June 2021</li> <li>comprehensive income statement for the year then ended</li> <li>statement of changes in equity for the year then ended</li> <li>statement of cash flows for the year then ended</li> <li>statement of capital works for the year then ended</li> <li>notes to the financial statements, including significant accounting policies</li> <li>certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Level 31 / 35 Collins Street, Melbourne Vic 3000  
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au



# Independent Auditor's Report

For the year ended 30 June 2021

---

**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  
12 October 2021

Sanchu Chummar

as delegate for the Auditor-General of Victoria



# Comprehensive Income Statement

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
<b>Income</b>			
Rates and charges	3.1	135,161	133,221
Statutory fees and fines	3.2	5,599	8,094
User fees	3.3	5,684	7,971
Grants - operating	3.4	21,095	16,373
Grants - capital	3.4	6,309	2,252
Contributions	3.5	6,003	9,659
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	648	566
Fair value adjustments for investment property	6.2	(76)	(20)
Other income	3.7	2,177	3,126
<b>Total Income</b>		<b>182,600</b>	<b>181,242</b>
<b>Expenses</b>			
Employee costs	4.1	92,175	86,244
Materials and services	4.2	52,921	57,637
Depreciation	4.3	23,391	22,560
Amortisation - intangible assets	4.4	452	526
Amortisation - right of use assets	4.5	96	125
Bad and doubtful debts	4.6	579	1,821
Finance costs - leases	4.7	6	8
Other expenses	4.8	6,798	6,125
<b>Total expenses</b>		<b>176,418</b>	<b>175,046</b>
<b>Surplus/(deficit) for the year</b>		<b>6,182</b>	<b>6,196</b>
<b>Other comprehensive income</b>			
<b>Items that will not be classified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	9.1	(38,141)	70,850
<b>Total comprehensive result</b>		<b>(31,959)</b>	<b>77,046</b>

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



# Balance Sheet

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1 (a)	47,727	42,920
Trade and other receivables	5.1 (c)	19,938	17,175
Other financial assets	5.1 (b)	16,852	30,606
Inventories	5.2 (a)	58	60
Other assets	5.2 (b)	2,212	2,528
<b>Total current assets</b>		<b>86,787</b>	93,289
<b>Non-current assets</b>			
Trade and other receivables	5.1 (c)	3,995	4,387
Other financial assets	5.1 (b)	6	236
Property, infrastructure, plant and equipment	6.1	1,447,095	1,464,388
Right-of-use assets	5.7	154	237
Investment property	6.2	2,714	2,790
Intangible assets	5.2 (c)	969	1,086
<b>Total non-current assets</b>		<b>1,454,933</b>	1,473,124
<b>Total assets</b>		<b>1,541,720</b>	1,566,413
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3 (a)	15,004	17,491
Trust funds and deposits	5.3 (b)	5,123	4,527
Unearned income	5.3 (c)	8,044	29
Provisions	5.4	22,227	21,107
Lease liability	5.7	74	97
<b>Total current liabilities</b>		<b>50,472</b>	43,251
<b>Non-current liabilities</b>			
Provisions	5.4	1,981	1,876
Lease liability	5.7	84	144
<b>Total non-current liabilities</b>		<b>2,065</b>	2,020
<b>Total liabilities</b>		<b>52,537</b>	45,271
<b>Net assets</b>		<b>1,489,183</b>	1,521,142
<b>Equity</b>			
Accumulated surplus		564,636	560,464
Reserves	9.1	924,547	960,678
<b>Total equity</b>		<b>1,489,183</b>	1,521,142

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





# Statement of Changes in Equity

For the year ended 30 June 2021

	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021</b>					
Balance at beginning of the financial year		1,521,142	560,464	936,646	24,032
<b>Adjusted opening balance</b>		<b>1,521,142</b>	560,464	936,646	24,032
Surplus/(deficit) for the year		6,182	6,182	0	0
Net asset revaluation increment/(decrement)	9.1 (a)	(38,141)	0	(38,141)	0
Transfers to other reserves	9.1 (b)	0	(7,612)	0	7,612
Transfers from other reserves	9.1 (b)	0	5,602	0	(5,602)
<b>Balance at end of financial year</b>		<b>1,489,183</b>	<b>564,636</b>	<b>898,505</b>	<b>26,042</b>
<b>2020</b>					
Balance at beginning of the financial year		1,444,101	551,832	865,796	26,473
Impact of change in accounting policy - AASB 16 Leases		(5)	(5)	0	0
<b>Adjusted opening balance</b>		<b>1,444,096</b>	551,827	865,796	26,473
Surplus/(deficit) for the year		6,196	6,196	0	0
Net asset revaluation increment/(decrement)	9.1 (a)	70,850	0	70,850	0
Transfers to other reserves	9.1 (b)	0	(8,340)	0	8,340
Transfers from other reserves	9.1 (b)	0	10,781	0	(10,781)
<b>Balance at end of financial year</b>		<b>1,521,142</b>	<b>560,464</b>	<b>936,646</b>	<b>24,032</b>

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



# Statement of Cash Flows

For the year ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		132,293	127,703
Statutory fees and fines		5,428	6,911
User fees (inclusive of GST)		7,246	10,275
Grants - operating		29,555	16,047
Grants - capital		6,309	2,252
Contributions - monetary		5,720	9,186
Interest received		548	2,040
Net trust funds and deposits		569	(71)
Other receipts		1,367	1,295
Net GST refund/(payment)		8,391	9,495
Employee costs		(90,936)	(86,624)
Materials and services (inclusive of GST)		(69,376)	(73,751)
Short-term, low value and variable lease payments		(297)	(211)
Net FSPL receipt/(payment)		27	27
<b>Net cash provided by/(used in) from operating activities</b>	9.2	<b>36,844</b>	24,574
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.1	(47,436)	(41,014)
Proceeds from sale of property, infrastructure, plant and equipment		1,381	892
Proceeds from sale of investments		13,984	3,095
Repayment of loans and advances		123	9
<b>Net cash provided by/(used in) investing activities</b>		<b>(31,948)</b>	(37,018)
<b>Cash flows from financing activities</b>			
Interest paid - lease liability		(6)	(8)
Repayment of lease liabilities		(83)	(27)
<b>Net cash provided by/(used in) financing activities</b>		<b>(89)</b>	(35)
Net increase/(decrease) in cash and cash equivalents		4,807	(12,479)
Cash and cash equivalents at the beginning of the financial year		42,920	55,399
<b>Cash and cash equivalents at the end of the financial year</b>	5.1	<b>47,727</b>	42,920
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 2021

	Note	2021 \$'000	2020 \$'000
<b>Property</b>			
Buildings		22,991	15,182
Building improvements		118	1,342
<b>Total buildings</b>		<b>23,109</b>	16,524
<b>Total property</b>		<b>23,109</b>	16,524
<b>Plant and equipment</b>			
Plant, machinery and equipment		2,021	3,303
Fixtures, fittings and furniture		75	327
Computers and telecommunications		1,074	1,811
Library books		366	399
<b>Total plant and equipment</b>		<b>3,536</b>	5,840
<b>Infrastructure</b>			
Roads		5,061	4,452
Bridges		716	2,165
Footpaths and cycleways		6,288	6,896
Drainage		1,206	2,114
Land improvements		3,668	2,901
Recreation, leisure and community facilities		337	0
Parks, open space and streetscapes		748	3,156
<b>Total infrastructure</b>		<b>18,024</b>	21,684
<b>Total capital works expenditure</b>		<b>44,669</b>	44,048
<b>Represented by:</b>			
New asset expenditure		17,377	10,888
Asset renewal expenditure		20,703	23,537
Asset expansion expenditure		1,462	1,401
Asset upgrade expenditure		5,127	8,222
<b>Total capital works expenditure</b>		<b>44,669</b>	44,048

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



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

# Overview

## Introduction

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

## Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with 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 Australian Accounting Standards that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 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)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with AASB 16 *Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- other areas requiring judgments

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

### (b) Impact of COVID-19 crisis on Darebin City Council operations and 2020/21 financial report

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. Council's operations and consequentially its financial results were significantly impacted by COVID-19 during the 2020/21 financial year which are noted below:

- As a result of the COVID-19 pandemic, many services and facilities were temporarily closed during varying levels of restrictions such as the leisure centres, golf courses, arts venues, libraries and community centres. These closures in service resulted in a decrease in Council user fee revenue by \$6.7 million and also decreased associated expenses by \$2.1 million.
- Council received grant funding from the Department of Jobs, Precincts and Regions for the Working for Victoria program \$4.5 million and a further \$0.4 million for Economic Recovery
- Council activated its COVID-19 Resilience and Recovery Plan in response to this crisis. This resulted in an increase in expenses of \$3.8 million.
- Council adopted a COVID-19 Financial Hardship Policy that enables ratepayers to defer the payment of the 2020/21 rates. The financial impact to date from deferral of rates revenue and interest free period is \$3.1 million which has resulted in an increase in the rates debtor balance as at 30 June 2021.



## 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 percent or \$1.8 million 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 15 July 2020. 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*.

### 1.1 Income and Expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
<b>Income</b>					
Rates and charges	135,560	135,161	(399)	0%	
Statutory fees and fines	5,739	5,599	(140)	-2%	
User fees	5,464	5,684	220	4%	
Grants - operating	15,727	21,095	5,368	34%	I1
Grants - capital	4,570	6,309	1,739	38%	I2
Contributions	3,500	6,003	2,503	72%	I3
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	612	648	36	6%	
Fair value adjustments for investment property	0	(76)	(76)	+100%	
Other income	2,614	2,177	(437)	-17%	I4
<b>Total income</b>	<b>173,786</b>	<b>182,600</b>	<b>8,814</b>	<b>5%</b>	
<b>Expenses</b>					
Employee costs	88,339	92,175	(3,836)	-4%	
Materials and services	46,723	52,921	(6,198)	-13%	E1
Bad and doubtful debts	1,320	579	741	56%	E2
Finance costs - leases	0	6	(6)	+100%	
Depreciation	23,815	23,391	424	2%	
Amortisation - intangible assets	508	452	56	11%	
Amortisation - right of use assets	0	96	(96)	+100%	E3
Other expenses	7,410	6,798	612	8%	E4
<b>Total expenses</b>	<b>168,115</b>	<b>176,418</b>	<b>(8,303)</b>	<b>-5%</b>	
<b>Surplus/(deficit) for the year</b>	<b>5,671</b>	<b>6,182</b>	<b>511</b>	<b>9%</b>	



**NOTES TO THE FINANCIAL REPORT** For the year ended 30 June 2021**Note 1—Performance against budget (continued)****(i) Explanation of material variations**

Var Ref	Item	Explanation
I1	Grants - operating	Grants- operating were favourable to budget by \$5.4 million due to Darebin City Council participating in the Victorian Government funded Working for Victoria initiative (\$4.5 million) and also Business support for the Outdoor Dining program (\$0.4 million).
I2	Grants - capital	Grants- capital were favourable to budget by \$1.7 million due to funding received for Local Roads and Community Infrastructure which was not budgeted to be received in 2020/21 (\$2.6 million). Council also received additional grant funding for the KP Hardiman Reserve hockey field resurfacing project (\$0.5 million).
I3	Contributions - monetary	Contributions - monetary were exceeded by \$2.2 million due to an increase on Public Open Space contributions for development projects (\$0.9 million) received during the year. These funds are committed to be spent on eligible open space projects. There was also an increase in external contributions received for the Local Government Power Purchasing Agreement project (\$0.3 million), funding received for strategic water outcomes (\$0.15 million) and receipt of contributions for the construction of the Beavers Rd bridge (\$0.4 million) and Darebin Creek Trail bridge (\$0.122 million).
I4	Other income	Other income is unfavourable to budget by \$0.42 million due to the fall in deposit interest rates which has resulted in lower interest income received (\$0.7 million) for 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 (\$0.9 million), minor building works (\$0.8 million), library resources (\$0.5 million) and IT Software as a Service purchases (Saas) (\$1.3 million).
E2	Bad and doubtful debts	Bad and doubtful debts were favourable to budget by \$0.7 million mainly due to a lower provision amount required as a result of the reduced traffic fines and Local Law infringements issued in 2020/21.
E3	Amortisation - Right of Use assets	Some property and equipment previously captured under an operating lease are now required to be amortised over the life of that lease under AASB 16 Leases. Amortisation of right of use assets was not budgeted for in 2020/21.
E4	Other expenses	Other expenses were favourable by \$0.6 million mainly due to contributions and community support funding provided under Council's COVID-19 community and business resilience and recovery package and are offset in the Materials and services and Employee costs line.



## Note 1 Performance against budget (continued)

### 1.2 Capital Works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
<b>Property</b>					
Buildings	19,859	22,991	3,132	16%	CW1
Building improvements	200	118	(82)	-41%	CW2
<b>Total Buildings</b>	20,059	23,109	3,050	15%	
<b>Total Property</b>	20,059	23,109	3,050	15%	
<b>Plant and Equipment</b>					
Plant, machinery and equipment	2,375	2,021	(354)	-15%	CW3
Fixtures, fittings and furniture	100	75	(25)	-25%	
Computers and telecommunications	2,964	1,074	(1,890)	-64%	CW4
Library books	800	366	(434)	-54%	CW5
<b>Total Plant and Equipment</b>	6,239	3,536	(2,703)	-43%	
<b>Infrastructure</b>					
Roads	3,675	5,061	1,386	38%	CW6
Bridges	480	716	236	49%	CW7
Footpaths and cycleways	2,343	6,288	3,945	168%	CW8
Drainage	1,093	1,206	113	10%	
Land improvements	3,312	3,668	356	11%	CW9
Recreational, leisure and community facilities	303	337	34	11%	
Parks, open space and streetscapes	2,584	748	(1,836)	-71%	CW10
<b>Total Infrastructure</b>	13,790	18,024	4,234	31%	
<b>Total Capital Works Expenditure</b>	40,088	44,669	4,581	11%	
<b>Represented by:</b>					
New asset expenditure	11,835	17,377	5,542	47%	
Asset renewal expenditure	16,493	20,703	4,210	26%	
Asset expansion expenditure	4,442	1,462	(2,980)	-67%	
Asset upgrade expenditure	7,318	5,127	(2,191)	-30%	
<b>Total Capital Works Expenditure</b>	40,088	44,669	4,581	11%	



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 1—Performance against budget (continued)

#### (i) Explanation of material variations

Var Ref	Item	Explanation
<b>CW1</b>	Buildings	The budget for buildings was exceeded largely due to the advance in works undertaken at the new Narrandjeri Stadium (\$6.5 million), offset by delays completing works on the Bill Lawry Oval pavilion (\$0.6 million).
<b>CW2</b>	Building improvements	The budget for building improvements was not achieved largely due to works undertaken that were not recognised as assets (\$0.1 million) in accordance with Council's policy (see Note 6).
<b>CW3</b>	Plant, machinery and equipment	The budget for plant, machinery and equipment was not achieved due to delays in the delivery of several heavy vehicles purchased late in the reporting period (\$0.2 million) and several purchases not recognised as assets (\$0.1 million) in accordance with Council's policy (see Note 6).
<b>CW4</b>	Computers and telecommunications	The budget for computers and telecommunications was not achieved mainly due to the Oracle cloud solution Software as a Service (SaaS) project that was not recognised as a physical asset (\$1.3 million) in accordance with Council's policy (see Note 6).
<b>CW5</b>	Library books	The budget for library books was not achieved due to several purchases not recognised as assets (\$0.5 million) in accordance with Council's policy (see Note 6).
<b>CW6</b>	Roads	The budget for roads was exceeded due to additional funding received under the Local Roads and Community Infrastructure Program allocated to roads resurfacing (\$0.7 million) and the Main Drive lighting (\$0.4 million).
<b>CW7</b>	Bridges	The budget for bridges was exceeded due to additional works to complete the Beavers Road cable stay bridge (\$0.3 million) and the urgent works required to replace guard rails on the Leamington Street bridge (\$0.2 million).
<b>CW8</b>	Footpaths and cycleways	The budget for footpaths and cycleways was exceeded due to additional funding received under the Local Roads and Community Infrastructure Program allocated to footpath renewal (\$3.9 million).
<b>CW9</b>	Land improvements	The budget for land improvements was exceeded due to additional works required to complete the Sport and Recreation Victoria funded Inner City Netball program (\$0.3 million).
<b>CW10</b>	Parks, open space and streetscapes	The budget for parks, open space and streetscapes was not achieved largely due to several purchases that were not recognised as assets (\$1.4 million) in accordance with Council's policy (see Note 6), this included tree planting under the urban forest strategy.



## Note 2—Analysis of Council results by program

### 2 (a) Council delivers its functions and activities through the following programs

#### 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; Economic Recovery & Resilience; Equity and Wellbeing; Families, Youth and Children; and Recreation and Libraries.

#### Governance and Engagement

The Governance and Engagement Division's role is to act as a business partner by understanding the organisation's needs, risks and limitations and to provide timely specialist advice as well as smart, agile, customer oriented support. The Governance and Engagement Division includes the following departments: Communications and Engagement; Finance; Information Services; People and Culture; Governance and Corporate Strategy and Property & Business Improvement. 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.

### 2 (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
<b>2021</b>					
City Sustainability and Strategy	8,996	28,581	(19,585)	1,023	190,071
Operations and Capital	9,525	63,573	(54,048)	5,929	845,106
Community	15,805	50,364	(34,559)	11,786	271,382
Governance and Engagement	148,274	33,900	114,374	8,666	170,582
Non-attributable	0	0	0	0	64,579
	<b>182,600</b>	<b>176,418</b>	<b>6,182</b>	<b>27,404</b>	<b>1,541,720</b>
<b>2020</b>					
City Sustainability and Strategy	15,163	34,554	(19,391)	1,565	190,229
Operations and Capital	4,687	62,989	(58,302)	939	862,146
Community	18,391	49,424	(31,033)	11,570	271,499
Governance and Engagement	143,001	28,079	114,922	4,551	169,013
Non-attributable	0	0	0	0	73,526
	<b>181,242</b>	<b>175,046</b>	<b>6,196</b>	<b>18,625</b>	<b>1,566,413</b>



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 3—Funding for the delivery of our services

	2021 \$'000	2020 \$'000
<b>3.1 Rates and charges</b>		
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 2020/21 was \$61,333,178,005 (2019/20: \$55,463,427,066).		
General rates	131,044	127,405
Cultural and recreational properties	22	38
Green waste services	2,705	2,630
Special rates and charges	611	1,703
Supplementary rates and rate adjustments	779	770
Interest on rates and charges	0	675
<b>Total rates and charges</b>	<b>135,161</b>	<b>133,221</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation was first applied in the rating year commencing 1 July 2020.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Council adhered to the The Fair Go Rates System (FGRS) maximum amount increase rates set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

### 3.2 Statutory fees and fines

Animal registration	1,094	822
Building services	888	802
Environmental health	31	798
Statutory planning	1,543	1,537
Traffic enforcement	1,250	2,477
Infringement court recoveries	434	1,284
Other statutory fees and fines	359	374
<b>Total statutory fees and fines</b>	<b>5,599</b>	<b>8,094</b>

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.





### Note 3 Funding for the delivery of our services (continued)

	2021 \$'000	2020 \$'000
<b>3.3 User fees</b>		
Aged and health services	844	929
Arts and culture	201	715
Family, children and community programs	212	166
Golf course attendance	1,178	984
Leisure centres and recreation	1,264	2,949
Library	29	134
Registrations and other permits	1,762	1,800
Other fees and charges	194	294
<b>Total user fees</b>	<b>5,684</b>	<b>7,971</b>
<b>User fees by timing of revenue recognition</b>		
User fees recognised over time	518	668
User fees recognised at a point in time	5,166	7,303
<b>Total user fees</b>	<b>5,684</b>	<b>7,971</b>

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 3—Funding for the delivery of our services (continued)

	2021 \$'000	2020 \$'000
--	----------------	----------------

#### 3.4 Funding from other levels of government

Grants were received in respect of the following:

##### Summary of grants

Commonwealth funded grants	14,025	11,778
State funded grants	13,380	6,847
<b>Total grants</b>	<b>27,405</b>	<b>18,625</b>

##### (a) Operating Grants

##### Recurrent - Commonwealth Government

Diesel fuel rebate scheme	95	89
Centre based care	333	328
General home care	6,227	6,106
Financial assistance grant - general purpose	3,229	3,636
Financial assistance grant - local roads	917	914

##### Recurrent - State Government / other

Centre based care	52	13
Disability resource	185	180
Family support	512	510
General home care	736	723
Health and safety	122	120
Immunisation	117	139
Libraries	1,051	1,045
Maternal and child health	1,585	1,513
Metro access	0	25
Playgroup initiatives	252	132
School crossings	513	500
Youth services	43	42
Other programs	0	8
<b>Total recurrent operating grants</b>	<b>15,969</b>	<b>16,023</b>

##### Non-recurrent - Commonwealth Government

##### Non-recurrent - State Government / other

Working for Victoria	4,500	0
Economic Recovery	420	0
City development	80	0
Arts	52	57
Child care / kindergartens	0	94
Talking back	24	63
Other programs	50	136
<b>Total non-recurrent operating grants</b>	<b>5,126</b>	<b>350</b>

<b>Total operating grants</b>	<b>21,095</b>	<b>16,373</b>
-------------------------------	---------------	---------------



### Note 3—Funding for the delivery of our services (continued)

	2021 \$'000	2020 \$'000
<b>3.4 Funding from other levels of government (continued)</b>		
<b>(b) Capital Grants</b>		
<b>Recurrent – Commonwealth Government</b>		
Roads to Recovery	582	706
<b>Recurrent – State Government / Other</b>		
<b>Total recurrent capital grants</b>	<b>582</b>	<b>706</b>
<b>Non-recurrent – Commonwealth Government</b>		
Local roads and community infrastructure program	2,643	0
<b>Non-recurrent – State Government / Other</b>		
Blackspot funding	0	259
Cycling facilities	0	619
E-waste facility	0	100
KP Hardiman Reserve	724	0
Mayer Park lighting	0	15
Minor works	82	40
Multi-Sports Stadium	1,800	0
Pavilion upgrades	20	35
Public safety infrastructure	90	300
Safe travel	368	130
Inner City Netball program	0	48
<b>Total non-recurrent capital grants</b>	<b>5,727</b>	<b>1,546</b>
<b>Total capital grants</b>	<b>6,309</b>	<b>2,252</b>
<b>Total grants</b>	<b>27,404</b>	<b>18,625</b>
<b>(c) Unspent grants received on condition that they be spent in a specific manner</b>		
<b>Operating Grants</b>		
Balance at start of year	2,987	3,270
Received during the financial year and remained unspent at balance date	2,385	2,879
Received in prior years and spent during the financial year	(2,694)	(3,162)
<b>Balance at end of year</b>	<b>2,678</b>	<b>2,987</b>
<b>Capital Grants</b>		
Balance at start of year	265	2,228
Received during the financial year and remained unspent at balance date	7,979	265
Received in prior years and spent during the financial year	(265)	(2,228)
<b>Balance at end of year</b>	<b>7,979</b>	<b>265</b>

Grant income is recognised at the point in time when Council satisfies its performance obligations as specified in the underlying agreement.



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 3—Funding for the delivery of our services (continued)

	2021 \$'000	2020 \$'000
<b>3.5 Contributions</b>		
<b>(a) Monetary</b>		
Drainage and open space	4,353	5,353
Small-scale technology certificates	278	1,878
Other operating	505	803
Other capital and minor works	584	1,152
<b>Monetary</b>	<b>5,720</b>	<b>9,186</b>
<b>Non-monetary</b>	<b>283</b>	<b>473</b>
<b>Total contributions</b>	<b>6,003</b>	<b>9,659</b>

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

Land under roads	53	79
Roads	23	57
Drainage	207	337
<b>Total non-monetary contributions</b>	<b>283</b>	<b>473</b>

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

### 3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale - right of ways	531	522
Proceeds of sale - other assets	830	364
Write down value of assets disposed	(378)	(266)
Write-off of property, infrastructure and plant and equipment	(335)	(54)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>648</b>	<b>566</b>

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

### 3.7 Other income

Interest on investments, loans and advances	472	1,232
Property rental and leases	338	599
Workers' compensation insurance recovery	735	276
Insurance recovery	12	149
Other recovery of costs	620	870
<b>Total other income</b>	<b>2,177</b>	<b>3,126</b>

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

	2021 \$'000	2020 \$'000
<b>4.1</b>		
<b>(a) Employee costs</b>		
Wages, salaries and related on-costs	76,981	68,970
Casual staff	4,661	6,788
Superannuation	8,720	8,294
Personal gratuity leave	140	117
WorkCover	1,378	1,773
Fringe benefits tax	295	302
<b>Total employee costs</b>	<b>92,175</b>	<b>86,244</b>
<b>(b) Superannuation</b>		
Council made contributions to the following funds:		
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	566	653
	<b>566</b>	<b>653</b>
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,623	4,643
Employer contributions - other funds	3,531	2,998
	<b>8,154</b>	<b>7,641</b>
<b>Employer contributions payable at reporting date</b>	<b>640</b>	<b>820</b>

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 2021

### Note 4—The cost of delivering services (continued)

	2021 \$'000	2020 \$'000
<b>4.2 Materials and services</b>		
Advertising, marketing and promotions	474	646
Apprentices and trainees	379	337
Banking fees and charges	321	393
Building repairs and maintenance	3,773	5,770
General repairs and maintenance	2,147	3,329
Consultants	3,326	3,338
Contract payments for goods and services	13,585	18,249
Facility rental and hire	360	396
Fleet parts, consumables and registration	833	930
Fuel and oil	756	930
Insurances and excess	1,735	1,812
Information technology	5,625	3,669
Licence fees	284	123
Materials and consumables	2,019	2,247
Memberships and subscriptions	412	314
Minor equipment purchases	1,024	379
Office administration	769	958
Waste management and tipping	9,817	8,902
Other supplies and services	1,796	856
Utilities	3,486	4,059
<b>Total materials and services</b>	<b>52,921</b>	<b>57,637</b>

### 4.3 Depreciation

Property	6,623	6,283
Plant and equipment	4,020	4,101
Infrastructure	12,748	12,176
<b>Total depreciation</b>	<b>23,391</b>	<b>22,560</b>

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

### 4.4 Amortisation - intangible assets

Intangibles	452	526
<b>Total amortisation - intangible assets</b>	<b>452</b>	<b>526</b>



## Note 4—The cost of delivering services (continued)

	2021 \$'000	2020 \$'000
<b>4.5 Amortisation - right of use assets</b>		
Property	22	22
Other equipment	74	103
<b>Total amortisation - right of use assets</b>	<b>96</b>	<b>125</b>

Refer to Note 5.7 for further information relating to Council's right of use assets.

## 4.6 Bad and doubtful debts

Parking fine debtors	101	112
Parking-related debtors - Fines Victoria	178	1,398
Other debtors	300	311
<b>Total bad and doubtful debts</b>	<b>579</b>	<b>1,821</b>

### Movement in provision for doubtful debts

Balance at the beginning of the year	9,848	8,148
New provisions recognised during the year	649	2,030
Amounts already provided for and written off as uncollectible	(321)	(330)
<b>Balance at end of year</b>	<b>10,176</b>	<b>9,848</b>

## 4.7 Finance costs - leases

Interest - lease liability	6	8
<b>Total finance costs - leases</b>	<b>6</b>	<b>8</b>

## 4.8 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	76	75
Auditors' remuneration - internal audit	111	170
Community grants and other contributions	4,041	3,551
Councillor allowances	367	384
Fire Services Property levy	144	124
Short-term, low value lease payments	380	232
Legal expenses	1,029	1,023
Fines Victoria processing costs	58	185
Special rate payments	362	381
Write-off of other financial assets	230	0
<b>Total other expenses</b>	<b>6,798</b>	<b>6,125</b>



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 5—Our financial position

	2021 \$'000	2020 \$'000
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
Cash on hand	13	11
Cash at bank	4,190	12,979
Money market call accounts	37,204	23,124
Term deposits	6,320	6,806
	<b>47,727</b>	<b>42,920</b>

#### Restrictions

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

- Developer contribution scheme	0	3,940
- Drainage development reserve	23	23
- Public resort and recreation reserve	19,541	15,188
- Fire Services Property Levy payable	68	42
- Contractor and security deposits (see Note 5.3 (b))	5,054	4,485
<b>Total restricted funds</b>	<b>24,686</b>	<b>23,678</b>

<b>Total unrestricted cash and cash equivalents</b>	<b>23,041</b>	<b>19,242</b>
---	---------------	---------------

#### 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	2,570	4,642
- Car park development reserve	227	227
- Capital grant funding	7,979	0
- Unspent conditional grants	2,679	3,252
<b>Total funds subject to intended allocations</b>	<b>13,455</b>	<b>8,121</b>

#### (b) Other financial assets

##### Current

Term deposits	16,852	30,606
---------------	--------	--------

##### Non-current

Unlisted shares in corporations at cost	6	236
---	---	-----

<b>Total other financial assets</b>	<b>16,858</b>	<b>30,842</b>
-------------------------------------	---------------	---------------

<b>Total financial assets</b>	<b>64,585</b>	<b>73,762</b>
-------------------------------	---------------	---------------

Council invested in floating rate notes (FRN) and deposits that have a maturity profile ranging from 60 days to 5 years.

These investments are classified as current as at 30 June due to:

- Investments will be redeemed based on cash requirements at any point in time
- Council's sizeable capital works program and the deferral of rate payments is expected to impact on short to medium cash requirements
- FRNs and deposits have a guaranteed margin over the 90 Day Bank Bill Swap Rate (90D BBSW) and can be redeemed without break penalty
- FRN and deposits coupon rates are reset every 90 days



## Note 5—Our financial position (continued)

	2021 \$'000	2020 \$'000
--	----------------	----------------

### 5.1 Financial assets (continued)

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

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

The shares in unlisted corporations reflect Council's holdings in Maps Group Limited and Regional Kitchen Pty Ltd. Council's shareholding in Regional Kitchen Pty Ltd was transferred to Western Health on 7 August 2020. Pursuant to the Share Sale Agreement dated 16 July 2020, a purchase price of \$1 was paid to each shareholder.

#### (c) Trade and other receivables

##### Current

##### Statutory receivables

Rates debtors	14,769	11,699
Special rate assessment	682	606
Infringement debtors	10,191	10,020
GST receivable	1,769	1,608
Less: Provision for doubtful debts - infringements	(9,507)	(9,257)

##### Non statutory receivables

Other debtors	2,694	3,082
Less: Provision for doubtful debts - other	(669)	(592)
Loans and advances	9	9

<b>Total current trade and other receivables</b>	<b>19,938</b>	<b>17,175</b>
--	---------------	---------------

##### Non-current

##### Statutory receivables

Special rate assessment	3,959	4,229
-------------------------	-------	-------

##### Non statutory receivables

Loans and advances	36	158
--------------------	----	-----

<b>Total non-current trade and other receivables</b>	<b>3,995</b>	<b>4,387</b>
--	--------------	--------------

<b>Total trade and other receivables</b>	<b>23,933</b>	<b>21,562</b>
--	---------------	---------------

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 Council's trade and other receivables (excluding statutory receivables) was:

Current (not yet due)	0	0
Past due by up to 30 days	529	1,275
Past due between 31 and 60 days	808	678
Past due between 61 and 90 days	73	13
Past due above 90 days	1,284	1,116
<b>Total trade and other receivables</b>	<b>2,694</b>	<b>3,082</b>



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 5—Our financial position (continued)

	2021 \$'000	2020 \$'000
--	----------------	----------------

#### 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 \$1,284,000 (2020: \$1,116,000) were impaired. The amount of the provision raised against these debtors was \$669,000 (2020: \$592,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due between 31 and 180 days	669	592
<b>Total trade and other receivables</b>	<b>669</b>	<b>592</b>

#### 5.2 Non-financial assets

##### (a) Inventories

Inventories held for distribution	36	34
Inventories held for sale	22	26
<b>Total inventories</b>	<b>58</b>	<b>60</b>

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

##### (b) Other assets

Accrued income	70	130
Prepayments	2,142	2,398
<b>Total other assets</b>	<b>2,212</b>	<b>2,528</b>

##### (c) Intangible assets

Software and system development costs	842	959
Water-use licences	127	127
<b>Total intangible assets</b>	<b>969</b>	<b>1,086</b>

	Software \$'000	Water rights \$'000	Total \$'000
<b>Gross carrying amount</b>			
Balance at 1 July 2020	6,412	127	6,539
Other additions	336	0	336
<b>Balance at 30 June 2021</b>	<b>6,748</b>	<b>127</b>	<b>6,875</b>
<b>Accumulated amortisation and impairment</b>			
Balance at 1 July 2020	(5,454)	0	(5,454)
Amortisation expense	(452)	0	(452)
<b>Balance at 30 June 2021</b>	<b>(5,906)</b>	<b>0</b>	<b>(5,906)</b>
<b>Net book value at 30 June 2020</b>	<b>959</b>	<b>127</b>	<b>1,086</b>
<b>Net book value at 30 June 2021</b>	<b>842</b>	<b>127</b>	<b>969</b>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight-line basis at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate. Water-use licences entitle Council to irrigate specific parcels of land within the municipality. Current licences are valued at historical cost.





## Note 5—Our financial position (continued)

	2021 \$'000	2020 \$'000
<b>5.3 Payables</b>		
<b>(a) Trade and other payables</b>		
Trade payables	13,438	15,194
Employee costs - (payable)	12	0
Accrued expenses	1,554	2,297
<b>Total trade and other payables</b>	<b>15,004</b>	<b>17,491</b>
<b>(b) Trust funds and deposits</b>		
Contractor and security deposits	4,978	4,286
Fire Services Property Levy payable	69	42
Retention amounts	76	199
<b>Total trust funds and deposits</b>	<b>5,123</b>	<b>4,527</b>
<b>(c) Unearned income</b>		
Unspent capital grants	7,979	0
Unearned income	65	29
<b>Total unearned income</b>	<b>8,044</b>	<b>29</b>

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.

**Unearned Income** - In accordance with the introduction of the revenue recognition requirements under Australian Accounting Standards, Council has recorded revenue received during the year that has associated performance obligations that are yet to be met as unearned income. Income will be recognised as these obligations are met.



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 5—Our financial position (continued)

#### 5.4 Provisions

	Employee \$'000	Other \$'000	Total \$'000
<b>2021</b>			
Balance at beginning of the financial year	22,982	0	<b>22,982</b>
Additional provisions	8,177	0	<b>8,177</b>
Amounts used	(6,680)	0	<b>(6,680)</b>
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(271)	0	<b>(271)</b>
<b>Balance at the end of the financial year</b>	<b>24,208</b>	<b>0</b>	<b>24,208</b>

<b>2020</b>			
Balance at beginning of the financial year	22,059	45	22,104
Additional provisions	7,239	0	7,239
Amounts used	(6,665)	(45)	(6,710)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	349	0	349
<b>Balance at the end of the financial year</b>	<b>22,982</b>	<b>0</b>	<b>22,982</b>

	2021 \$'000	2020 \$'000
--	----------------	----------------

#### (a) Employee provisions

##### Current employee provisions expected to be wholly settled within 12 months

Annual leave	5,242	4,812
Long service leave	1,744	1,779
Personal gratuity	258	277
	<b>7,244</b>	<b>6,868</b>

##### Current employee provisions expected to be wholly settled after 12 months

Annual leave	3,093	2,842
Long service leave	9,867	9,474
Personal gratuity	2,023	1,922
	<b>14,983</b>	<b>14,238</b>

<b>Total current employee provisions</b>	<b>22,227</b>	<b>21,106</b>
--	---------------	---------------

##### Non-current

Long service leave	1,981	1,876
<b>Total non-current employee provisions</b>	<b>1,981</b>	<b>1,876</b>

<b>Current</b>	<b>22,227</b>	<b>21,106</b>
----------------	---------------	---------------

<b>Non-current</b>	<b>1,981</b>	<b>1,876</b>
--------------------	--------------	--------------

<b>Total aggregate carrying amount of employee provisions</b>	<b>24,208</b>	<b>22,982</b>
---	---------------	---------------



## Note 5—Our financial position (continued)

### 5.4 Provisions (continued)

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.

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

	2021 %	2020 %
Weighted average rates of increase in employee costs	2.8	3.0
Weighted average discount rates	0.7	0.5
<b>Weighted average settlement period</b>	<b>Years</b>	<b>Years</b>
Long service leave	4.3	3.8
Annual leave	2.3	2.3

### 5.5 Financing arrangements

	2021 \$'000	2020 \$'000
Credit card facility	45	45
Used facilities	19	18
Unused facilities	26	27

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



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 5—Our financial position (continued)

#### 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
<b>2021</b>					
<b>Operating</b>					
Animal welfare services	411	411	1,234	308	<b>2,364</b>
Information systems and technology	3,086	0	0	0	<b>3,086</b>
Internal audit	188	188	574	0	<b>950</b>
Collection/processing of recyclable waste (i)	4,834	4,833	9,803	4,357	<b>23,827</b>
Cleaning contracts for council buildings	414	0	0	0	<b>414</b>
Delivered meals	1,012	0	0	0	<b>1,012</b>
Insurance	1,986	0	0	0	<b>1,986</b>
Traffic signal maintenance	99	0	0	0	<b>99</b>
Waste disposal	3,442	0	0	0	<b>3,442</b>
<b>Total</b>	<b>15,472</b>	<b>5,432</b>	<b>11,611</b>	<b>4,665</b>	<b>37,180</b>

#### Capital

Construction works	15,766	0	0	0	<b>15,766</b>
<b>Total</b>	<b>15,766</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,766</b>

#### 2020

##### Operating

Animal welfare services	411	411	1,645	342	2,809
Information systems and technology	1,792	0	0	0	1,792
Internal audit	182	182	198	0	561
Collection/processing of recyclable waste (i)	3,513	519	0	0	4,032
Insurance	1,772	0	0	0	1,772
Traffic signal maintenance	81	83	0	0	164
Waste disposal	3,605	0	0	0	3,605
<b>Total</b>	<b>11,355</b>	<b>1,195</b>	<b>1,843</b>	<b>342</b>	<b>14,735</b>

#### Capital

Construction works	3,813	0	0	0	3,813
<b>Total</b>	<b>3,813</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,813</b>

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



## Note 5—Our financial position (continued)

### 5.7 Leases

At inception of a contract, Council would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 5—Our financial position (continued)

#### 5.7 Leases (continued)

	Property \$'000	Other P&E \$'000	Total \$'000
<b>Right-of-use assets</b>			
Balance at 1 July 2020	81	156	237
Additions	0	13	13
Amortisation charge	(22)	(74)	(96)
<b>Balance at 30 June 2021</b>	<b>59</b>	<b>95</b>	<b>154</b>

	2021 \$'000	2020 \$'000
--	----------------	----------------

#### Lease Liabilities

##### Maturity analysis – contractual undiscounted cash flows

Less than one year	74	97
One to five years	84	144
More than five years	0	0
<b>Total undiscounted lease liabilities as at 30 June</b>	<b>158</b>	<b>241</b>

##### Lease liabilities included in the Balance Sheet at 30 June

Current	74	97
Non-current	84	144
<b>Total lease liabilities</b>	<b>158</b>	<b>241</b>

#### Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

#### Expenses relating to:

Short-term leases	4	0
Leases of low value assets	376	232
<b>Total</b>	<b>380</b>	<b>232</b>

Variable lease payments (not included in measurement of lease liabilities)

#### Non-cancellable lease commitments – short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable within one year	399	348
Payable later than one year but not later than five years	396	737
<b>Total lease commitments</b>	<b>795</b>	<b>1,085</b>





## Note 6—Assets we manage

### 6.1 Property, infrastructure, plant and equipment

#### Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfer \$'000	At Fair Value 30 June 2021 \$'000
Land	713,995	0	53	0	0	0	0	0	714,048
Buildings	214,687	4,432	0	0	(6,623)	0	(275)	2,940	215,161
Plant and equipment	17,624	3,536	0	0	(4,020)	(377)	(60)	0	16,703
Infrastructure	501,652	17,513	230	(38,141)	(12,748)	0	0	8,125	476,631
Work in progress	16,430	19,187	0	0	0	0	0	(11,065)	24,552
	1,464,388	44,668	283	(38,141)	(23,391)	(377)	(335)	0	1,447,095

#### Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write-offs \$'000	Closing WIP \$'000
Buildings	11,280	18,677	(6,332)	0	23,625
Infrastructure	5,149	510	(4,732)	0	927
<b>Total</b>	<b>16,430</b>	<b>19,187</b>	<b>(11,064)</b>	<b>0</b>	<b>24,552</b>



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### 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 2020	672,540	41,455	<b>713,995</b>	47,100	342,813	15,268	11,280	<b>416,461</b>	<b>1,130,456</b>
Accumulated depreciation at 1 July 2020	0	0	<b>0</b>	(28,355)	(154,464)	(7,676)	0	<b>(190,495)</b>	<b>(190,495)</b>
	672,540	41,455	<b>713,995</b>	18,745	188,349	7,592	11,280	<b>225,966</b>	<b>939,961</b>

##### Movements in fair value

Additions	0	0	<b>0</b>	599	3,833	0	18,677	<b>23,109</b>	<b>23,109</b>
Contributed assets	53	0	<b>53</b>	0	0	0	0	<b>0</b>	<b>53</b>
Revaluation increments/ decrements	0	0	<b>0</b>	0	0	0	0	<b>0</b>	<b>0</b>
Fair value of assets disposed	0	0	<b>0</b>	0	0	0	0	<b>0</b>	<b>0</b>
Write-off	0	0	<b>0</b>	0	(1,773)	0	0	<b>(1,773)</b>	<b>(1,773)</b>
Transfers	0	0	<b>0</b>	23	2,918	0	(6,332)	<b>(3,391)</b>	<b>(3,391)</b>
	53	0	<b>53</b>	622	4,978	0	12,345	<b>17,945</b>	<b>17,998</b>

##### Movements in accumulated depreciation

Depreciation and amortisation	0	0	<b>0</b>	(300)	(6,030)	(293)	0	<b>(6,623)</b>	<b>(6,623)</b>
Accumulated depreciation of disposals	0	0	<b>0</b>	0	1,498	0	0	<b>1,498</b>	<b>1,498</b>
Revaluation increments/ decrements	0	0	<b>0</b>	0	0	0	0	<b>0</b>	<b>0</b>
Impairment losses recognised in operating result	0	0	<b>0</b>	0	0	0	0	<b>0</b>	<b>0</b>
Transfers	0	0	<b>0</b>	0	0	0	0	<b>0</b>	<b>0</b>
	0	0	<b>0</b>	(300)	(4,532)	(293)	0	<b>(5,125)</b>	<b>(5,125)</b>

At fair value 30 June 2021	672,593	41,455	<b>714,048</b>	47,722	347,791	15,268	23,625	<b>434,406</b>	<b>1,148,454</b>
Accumulated depreciation at 30 June 2021	0	0	<b>0</b>	(28,655)	(158,996)	(7,969)	0	<b>(195,620)</b>	<b>(195,620)</b>
	672,593	41,455	<b>714,048</b>	19,067	188,795	7,299	23,625	<b>238,786</b>	<b>952,834</b>



## 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 & historical collections \$'000	Other \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2020	18,503	24,143	8,211	10,056	1,914	7,055	0	69,882
Accumulated depreciation at 1 July 2020	(10,734)	(20,920)	(7,240)	(8,130)	0	(5,234)	0	(52,258)
	7,769	3,223	971	1,926	1,914	1,821	0	17,624
<b>Movements in fair value</b>								
Additions	1,518	1,206	75	366	0	371	0	3,536
Contributed assets	0	0	0	0	0	0	0	0
Revaluation increments/ decrements	0	0	0	0	0	0	0	0
Fair value of assets disposed	(1,725)	(107)	0	0	0	0	0	(1,832)
Write-off	(201)	0	0	0	0	0	0	(201)
Transfers	0	0	0	0	0	0	0	0
	(408)	1,099	75	366	0	371	0	1,503
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	(1,717)	(1,271)	(172)	(542)	0	(318)	0	(4,020)
Accumulated depreciation of disposals	1,348	107	0	0	0	0	0	1,455
Accumulated depreciation of write-off	141	0	0	0	0	0	0	141
	(228)	(1,164)	(172)	(542)	0	(318)	0	(2,424)
At fair value 30 June 2021	18,095	25,242	8,286	10,422	1,914	7,426	0	71,385
Accumulated depreciation at 30 June 2021	(10,962)	(22,084)	(7,412)	(8,672)	0	(5,552)	0	(54,682)
	7,133	3,158	874	1,750	1,914	1,874	0	16,703



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### 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 2020	311,511	133,755	10,971	189,210	55,702	44,416	8,352	5,149	<b>759,066</b>
Accumulated depreciation at 1 July 2020	(80,222)	(43,451)	(1,432)	(80,835)	(18,479)	(23,274)	(4,572)	0	<b>(252,265)</b>
	231,289	90,304	9,539	108,375	37,223	21,142	3,780	5,149	<b>506,801</b>

##### Movements in fair value

Additions	5,061	6,288	716	1,205	3,665	578	0	510	<b>18,023</b>
Contributed assets	23	0	0	207	0	0	0	0	<b>230</b>
Revaluation increments/ decrements	(9,022)	(15,187)	(2,972)	(265)	1,676	0	(145)	0	<b>(25,915)</b>
Fair value of assets disposed	0	0	0	0	0	0	0	0	<b>0</b>
Write-off	0	0	0	0	0	0	0	0	<b>0</b>
Transfers	1,049	63	2,861	238	3,504	410	0	(4,732)	<b>3,393</b>
	(2,889)	(8,836)	605	1,385	8,845	988	(145)	(4,222)	<b>(4,268)</b>

##### Movements in accumulated depreciation

Depreciation and amortisation	(4,494)	(2,181)	(176)	(1,586)	(1,372)	(2,834)	(105)	0	<b>(12,748)</b>
Revaluation increments/ decrements	(2,569)	(8,211)	(1,473)	(1,307)	(678)	0	2,012	0	<b>(12,226)</b>
	(7,063)	(10,392)	(1,649)	(2,893)	(2,050)	(2,834)	1,907	0	<b>(24,974)</b>

At fair value 30 June 2021	308,622	124,919	11,576	190,595	64,547	45,404	8,207	927	<b>754,797</b>
Accumulated depreciation at 30 June 2021	(87,285)	(53,843)	(3,081)	(83,728)	(20,529)	(26,108)	(2,665)	0	<b>(277,239)</b>
	221,337	71,076	8,495	106,867	44,018	19,296	5,542	927	<b>477,558</b>



## 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 \$
<b>Land and land improvements</b>		
land	-	5,000
land improvements	50 years	5,000
<b>Buildings</b>		
heritage buildings	50 - 80 years	5,000
buildings	50 - 80 years	5,000
building improvements	50 - 80 years	5,000
leasehold improvements	Life of lease	5,000
<b>Plant and equipment</b>		
vehicles	3 to 10 years	5,000
plant, machinery and parks equipment	5 - 20 years	3,000
fixtures, fittings and furniture	10 years	3,000
computers and telecommunications	3 - 5 years	3,000
library books, tapes, videos and DVDs	3 - 8 years	All
<b>Infrastructure</b>		
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
<b>Intangible assets</b>		
software and system development costs	3 - 5 years	1,000
<b>Right-of-use assets</b>		
land	Life of lease	5,000
plant, machinery and equipment	Life of lease	5,000



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 6—Assets we manage (continued)

#### 6.1 Property, infrastructure, plant and equipment (continued)

##### Land under roads

Council recognises land under roads it controls at fair value.

##### Depreciation and amortisation

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

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

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight-line depreciation is charged based on the residual useful life as determined each year.

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

##### Repairs and maintenance

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

##### Leasehold improvements

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

##### Valuation of land and buildings

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 2020. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. A full revaluation of these assets will be conducted in 2021/22.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

Assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
Land	0	41,455	672,593	714,048	June 2020
Buildings	0	7,299	207,862	215,161	June 2020
	0	48,754	880,455	929,209	

No transfers between levels occurred during the year.





## Note 6—Assets we manage (continued)

### 6.1 Property, infrastructure, plant and equipment (continued)

#### Valuations of infrastructure

Infrastructure includes road surface and substructures, footpaths, kerbs and channels, traffic devices parking bays, off-street car parks, drainage pipes, pits, gross pollutant traps and bridges. The valuations for infrastructure assets were determined by Mr P Shah, B Eng (Civil), Co-ordinator Infrastructure Planning. The valuations were performed as at 30 June 2021 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

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

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

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

Land improvements are valued using the 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 P Shah, B Eng (Civil), Co-ordinator Infrastructure Planning. The valuations were performed as at 30 June 2021 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

The next scheduled full revaluation for this purpose will be conducted in 2023/24.

There were no changes in valuation techniques throughout the period to 30 June 2021.

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 2021 are as follows:

Assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
Roads	0	0	221,337	<b>221,337</b>	June 2021
Footpaths and cycleways	0	0	71,076	<b>71,076</b>	June 2021
Bridges	0	0	8,495	<b>8,495</b>	June 2021
Drainage	0	0	106,867	<b>106,867</b>	June 2021
Land improvements	0	0	44,018	<b>44,018</b>	June 2021
Parks, open spaces and streetscapes	0	0	19,296	<b>19,296</b>	June 2021
Off-street carparks	0	0	5,542	<b>5,542</b>	June 2021
	0	0	476,631	<b>476,631</b>	

No transfers between levels occurred during the year.



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### 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 are valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$20 and \$5,324 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 are calculated on a square metre basis and range from \$500 to \$10,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 50 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

##### Infrastructure assets

Infrastructure assets are valued based on the 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 10 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets. Current replacement cost for infrastructure is calculated as follows:

- Roads and off-street car parks range between \$47 to \$507 per square metre.
- Shared paths and cycleways range between \$49 to \$244 per square metre.
- Drainage assets range between \$92 to \$5,273 per unit.
- Bridge assets range varies depending on construction type.

	2021 \$'000	2020 \$'000
<b>Reconciliation of specialised land</b>		
Land under roads	1,258	1,205
Community facilities	62,217	62,217
Council administration and depots	27,145	27,145
Off-street car parks	14,371	14,371
Parks and reserves	567,602	567,602
<b>Total specialised land</b>	<b>672,593</b>	<b>672,540</b>



## Note 6—Assets we manage (continued)

### 6.2 Investment property

	2021 \$'000	2020 \$'000
Balance at beginning of financial year	2,790	2,810
Fair value adjustments	(76)	(20)
<b>Balance at end of financial year</b>	<b>2,714</b>	<b>2,790</b>

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the Comprehensive Income Statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

#### Valuation of investment property

The valuation of investment property has been determined by Mr A Lee, AAPI (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 2021

### 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 (1/7/2020 - 23/10/2020)  
Gaetano Greco (1/7/2020 - current)  
Tim Laurence (1/7/2020 - current)  
Trent McCarthy (1/7/2020 - current)  
Susanne Newton (1/7/2020 - current)  
Susan Rennie (Mayor 1/7/2020 - 23/10/2020)  
Susan Rennie (23/10/2020 - current)  
Emily Dimitriadis (9/11/2020 - current)  
Tom Hannan (9/11/2020 - current)  
Kim Le Cerf (1/7/2020 - 23/10/2020)  
Lina Messina (1/7/2020-23/10/2020)  
Lina Messina (Mayor 9/11/2020 - current)  
Julie Williams (1/7/2020 - current)

##### Chief Executive Officer

Sue Wilkinson (1/7/2020 - current)

##### Other key management personnel

GM City Sustainability and Strategy  
Rachael Ollivier (1/7/2020 - current)  
GM Operations and Capital  
Sam Hewett (29/7/2020 - current)  
GM Community  
Kerry McGrath (10/2/2020 - current)  
GM Governance and Engagement  
Ingrid Bishop (1/7/2020 - 31/7/2020)  
Jodie Watson (1/10/2020 - current)

	2021 Number	2020 Number
Total number of councillors	11	9
Chief Executive Officer and other key management personnel	6	6
<b>Total key management personnel</b>	<b>17</b>	<b>15</b>

##### (c) Remuneration of key management personnel

Total remuneration of key management personnel was as follows:

	2021 \$'000	2020 \$'000
Short-term benefits	1,639	1,740
Long-term benefits	40	41
Post-employment benefits	116	122
<b>Total</b>	<b>1,795</b>	<b>1,903</b>



## Note 7—People and relationships (continued)

### 7.1 Council and key management remuneration (continued)

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

	2021 Number	2020 Number
\$10,000 - \$19,999	2	0
\$20,000 - \$29,999	3	0
\$30,000 - \$39,999	5	8
\$50,000 - \$59,999	1	0
\$70,000 - \$79,999	1	0
\$100,000 - \$109,999	0	1
\$110,000 - \$119,999	0	1
\$150,000 - \$159,999	0	1
\$190,000 - \$199,999	1	0
\$220,000 - \$229,999	1	0
\$240,000 - \$249,999	0	1
\$280,000 - \$289,999	2	1
\$300,000 - \$309,999	0	1
\$360,000 - \$369,999	1	0
\$380,000 - \$389,999	0	1
	17	15

#### (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; or
- b) whose total annual remuneration exceeds \$151,000.

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

	2021 Number	2020 Number
< \$151,000	0	2
\$151,000 - \$159,999	7	7
\$160,000 - \$169,999	5	2
\$170,000 - \$179,999	4	8
\$180,000 - \$189,999	7	2
\$190,000 - \$199,999	2	2
\$200,000 - \$209,999	1	3
\$220,000 - \$229,999	0	2
\$230,000 - \$239,999	0	1
\$270,000 - \$279,999	0	1
<b>Total</b>	<b>26</b>	<b>30</b>

	\$'000	\$'000
<b>Total remuneration for the year for senior officers included above amounted to:</b>	<b>4,497</b>	<b>5,314</b>



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### 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 30 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:

	2021 \$'000	2020 \$'000
Not later than one year	310	362
Later than one year and not later than five years	1,680	1,512
Later than five years	2,838	1,741
	<b>4,828</b>	<b>3,615</b>

#### (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 \$54,000 during the 2020/21 year (2019/20 \$45,000). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are \$470,000.

##### 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 buildings that may require rectification works as a result of flammable building cladding. Council is currently working with the Victorian Building Authority and Cladding Safety Victoria on monitoring and potential remediation of non-compliant cladding.

##### Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### 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.



## Note 8—Managing uncertainties (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 0.74%.

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



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 8 Managing uncertainties (continued)

#### 8.4 Fair value measurement

##### Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, rather, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

**Level 1** — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

**Level 2** — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; 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.



## Note 8 Managing uncertainties (continued)

### Revaluation

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

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

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

### Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared with the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

## 8.5 Events occurring after balance date

The COVID-19 lockdowns have resulted in the closure of Council facilities and services which will reduce revenue and to a lesser extent expenses. As such, Management will undertake an in depth review at the end of September to re-forecast figures to reflect the impact of these closures.



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 9—Other matters

#### 9.1 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Balance at end of reporting period \$'000
<b>(a) Asset revaluation</b>			
<b>2021</b>			
<b>Property</b>			
Land	581,533	0	581,533
Land improvements	5,894	998	6,892
Buildings	95,205	0	95,205
	682,632	998	683,630
<b>Plant and equipment</b>			
Other	6,143	0	6,143
<b>Infrastructure</b>			
Roads	139,478	(9,724)	129,754
Footpaths and cycleways	29,403	(23,398)	6,005
Drainage	72,614	(1,572)	71,042
Bridges	6,376	(4,445)	1,931
	247,871	(39,139)	208,732
<b>Total asset revaluation reserves</b>	<b>936,646</b>	<b>(38,141)</b>	<b>898,505</b>
<b>2020</b>			
<b>Property</b>			
Land	513,318	68,215	581,533
Land improvements	5,894	0	5,894
Buildings	92,570	2,635	95,205
	611,782	70,850	682,632
<b>Plant and equipment</b>			
Other	6,143	0	6,143
<b>Infrastructure</b>			
Roads	139,478	0	139,478
Footpaths and cycleways	29,403	0	29,403
Drainage	72,614	0	72,614
Bridges	6,376	0	6,376
	247,871	0	247,871
<b>Total asset revaluation reserves</b>	<b>865,796</b>	<b>70,850</b>	<b>936,646</b>

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





## 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>(b) Other reserves</b>				
<b>2021</b>				
Car park development	228	0	0	228
Capital works	1,775	0	0	1,775
Developer Contribution Scheme	3,940	0	3,940	0
Drainage development	23	0	0	23
Information technology	1,422	0	0	1,422
Plant replacement	559	2,107	764	1,902
Public open space and recreation	15,187	4,354	0	19,541
Unspent grants and contributions	898	1,151	898	1,151
<b>Total other reserves</b>	<b>24,032</b>	<b>7,612</b>	<b>5,602</b>	<b>26,042</b>
<b>2020</b>				
Car park development	228	0	0	228
Capital works	1,775	0	0	1,775
Developer Contribution Scheme	5,070	0	1,130	3,940
Drainage development	23	0	0	23
Information technology	1,422	0	0	1,422
Plant replacement	753	2,089	2,283	559
Public open space and recreation	13,525	5,353	3,691	15,187
Unspent grants and contributions	3,677	898	3,677	898
<b>Total other reserves</b>	<b>26,473</b>	<b>8,340</b>	<b>10,781</b>	<b>24,032</b>



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 9—Other matters (continued)

#### 9.1 Reserves (continued)

##### Nature and purpose of reserves

##### Statutory and discretionary reserves:

##### Car park development

The Car Park Development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

##### Capital works

The Capital Works reserve was established with effect from 19 March 2018 by Council resolution for the purpose of financing future capital works projects. Funding is derived from identified capital works project savings. Council may expend funds from the reserve for the purposes of major capital works.

##### Developer Contribution Scheme

The Developer Contribution Scheme reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

##### Drainage development

The Drainage Development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which 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.

##### Information technology

The Information Technology reserve was established by Council resolution for the purpose of financing Council's IT strategy over the coming years. Funding is derived from identified IT-related capital works project savings. Council may expend funds from the reserve for the purposes of information technology development and implementation projects.

##### Plant replacement

The Plant Replacement reserve was established to ensure adequate funds are available to purchase plant at the optimum replacement point. Transfers to and from the reserve are based upon plant depreciation or replacement charges less the net plant purchases as per the approved plant replacement program.

##### Public open space and recreation

The Public Open Space and Recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space that are initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

##### Unspent grant and contributions funding

The Unspent Grant and Contributions reserve is used to fund future grant funded projects. Grant funding is received in advance from both federal and state government authorities to fund projects. Revenue from grants and 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.



## Note 9— Other matters (continued)

### 9.2 Reconciliation of cash flows from operating activities to surplus

	2021 \$'000	2020 \$'000
<b>Surplus / (Deficit) for the year</b>	<b>6,182</b>	<b>6,196</b>
Depreciation and amortisation	23,939	23,211
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(983)	(620)
Bad and doubtful debts	579	1,821
Fair value adjustments for investment property	76	20
Contributions – non-monetary assets	(283)	(473)
Write-off of property, plant and equipment	335	54
Write-off of other financial assets	230	0
Finance costs – leases	6	8
	<b>23,899</b>	<b>24,021</b>
<b>Change in operating assets and liabilities</b>		
Decrease (increase) in trade and other receivables	(3,089)	(5,808)
Decrease (increase) in inventories	2	34
Decrease (increase) in accrued income	57	435
Decrease (increase) in prepayments	256	(298)
Decrease (increase) in other assets	83	21
Increase (decrease) in trade and other payables	7,659	(879)
Increase (decrease) in trust funds and deposits	569	(71)
Increase (decrease) in provisions	1,226	923
	<b>6,763</b>	<b>(5,643)</b>
<b>Net cash provided by/(used in) operating activities</b>	<b>36,844</b>	<b>24,574</b>



## NOTES TO THE FINANCIAL REPORT For the year ended 30 June 2021

### Note 9—Other matters (continued)

#### 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 2021, this was 9.5% as required under Superannuation Guarantee legislation).

##### Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

##### Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.7%. The financial assumptions used to calculate the VBI were:

- Net investment returns 6.5% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.0% pa

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

Vision Super has advised that the VBI for the LASF Defined Benefit sub-plan is 109.7% as at 30 June 2021.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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 2020 triennial 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

##### Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, 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.



### 9.3 Superannuation (continued)

#### The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020 (Triennial) \$m	2021 (Interim) \$m
A VBI surplus	\$100.0	\$151.3
A total service liability surplus	\$200.0	\$233.4
A discounted accrued benefits surplus	\$217.8	\$256.7

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 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2021 VBI during August 2021. (2020: August 2020)

#### The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

#### Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision super	Defined benefit	9.50%	566	653
Vision super	Accumulation fund	9.50%	4,623	4,643
Other funds	Accumulation fund	9.50%	3,531	2,998

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$54,000 paid during the 2020/21 year (2019/20 \$45,000).

There were \$640,000 of contributions outstanding and nil loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$470,000.



# Performance Statement

For the Year Ended 30 June 2021

## 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 164,181, which is projected to increase to 192,142 over the next 20 years. Darebin is home to one of the largest, most diverse communities in Victoria in terms of cultures, languages (148 languages are spoken), religions, socio-economic backgrounds, employment status, occupation and housing needs. Darebin's largest industries include education, training, retail trade, health care and social assistance.

The COVID-19 lockdowns experienced in 2020/21 have impacted on some of the results reported in the Performance Statement. The subsequent closure of Council facilities has impacted the participation rates of some of the services measured in the service performance indicators.





# Sustainable Capacity Indicators

For the year ended 30 June 2021

**Key:** ■ Indicator ■ Measure

		Results				Material variations
		2018	2019	2020	2021	
Population						
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,013	\$1,035	\$1,066	\$1,060	No material variation from the previous year
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$4,552	\$4,499	\$4,571	\$4,405	No material variation from the previous year
C3	Population density per length of road [Municipal population / Kilometres of local roads]	311	318	323	314	No material variation from the previous year
Own-source revenue						
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$936	\$973	\$932	\$896	No material variation from the previous year
Recurrent grants						
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$104	\$98	\$102	\$99	No material variation from the previous year
Disadvantage						
C6	Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	7.0	7.0	7.0	7.0	The Commonwealth Government calculates an index of relative socio-economic disadvantage which outlines an overall measure of disadvantage across the municipality.
Workforce turnover						
C7	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.0%	14.2%	10.5%	13.4%	This financial year (20/21), departures from Council included a small number of retirements and redundancies, with the majority departing due to resignations (approx. 79%). Of that 79%, most left Darebin post January 2021, with one-third departing in Q4. These departures were evenly distributed over the organisation. After analysis, this is not identified as a concern. From what we know about the job market post the COVID lockdowns of 2020, the employment market was in a state of recovery and growth with a number of key industries booming. Departures from Darebin during this period are reflective of an open job market with a number of highly visible opportunities for job seekers to engage with.

## Definitions

**adjusted underlying revenue** means total income other than —  
(a) non-recurrent grants used to fund capital expenditure; and  
(b) non-monetary asset contributions; and  
(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)  
**infrastructure** means non-current property, plant and equipment excluding land  
**local road** means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*  
**population** means the resident population estimated by Council

**own-source revenue** means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

**relative socio-economic disadvantage**, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

**SEIFA** means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website



# Service Performance Indicators

For the year ended 30 June 2021

**Key:** ■ Service ■ Indicator ■ Measure

		Results				Material variations
		2018	2019	2020	2021	
<b>Aquatic Facilities</b>						
Utilisation						
AF6	<b>Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	5.3	5.3	3.3	1.9	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. As with many facilities during this period, impacts were felt as a direct result of closures due to COVID-19.
<b>Animal Management</b>						
Health & safety						
AM4	<b>Animal management prosecutions</b> [Number of successful animal management prosecutions]	3	2	N/A	N/A	As of 1 July 2019, AM4 has been replaced by AM7
AM7	<b>Animal management prosecutions</b> [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	N/A	N/A	0	0.0%	Council has taken a more educational approach to animal management enforcement during the COVID-19 outbreak. While Council did not take any animal management prosecutions to court, some particularly dangerous animals were surrendered to Council and others declared "menacing" or "dangerous" requiring the dog to wear a muzzle and/or a lead whilst outside of the property. Note: the one prosecution lodged in 2020-21 is pending an outcome.
<b>Food Safety</b>						
FS4	<b>Critical and major non-compliance notifications</b> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100.0%	100.0%	100.0%	100.0%	Darebin's commitment to addressing high risk, non-compliant premises in food safety is demonstrated by achieving 100% in consecutive years.
<b>Governance</b>						
Satisfaction						
G5	<b>Satisfaction with Council decisions</b> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	66.7	70.8	69.0	68.0	This result compares very favourably with that of similar councils last year and the sector more broadly.



# Service Performance Indicators

For the year ended 30 June 2021

**Key:** ■ Service ■ Indicator ■ Measure

		Results				Material variations
		2018	2019	2020	2021	
<b>Libraries</b>						
Participation						
LB4	<b>Active library borrowers in municipality</b> [Number of active library borrowers in the past three years / The sum of the population for the past three years] x100	14.7%	15.6%	14.3%	12.3%	The closure of library branches and community lifestyle changes due to the pandemic has had a significant impact. Many existing customers made good use of digital library collections during the stay at home measures. However, the number of new members dropped during the closure and some customers prefer to access physical collections only.
<b>Maternal &amp; Child Health</b>						
Participation						
MC4	<b>Participation in the MCH Service</b> [Number of children who attend the MCH Service at least once (in the year) / Number of children enrolled in the MCH Service] x100	81.4%	80.0%	76.9%	71.5%	Due to COVID-19 pandemic a higher number of families chose not to attend a face-to-face assessment and consulted with the nurse over the telephone.
MC5	<b>Participation in the MCH Service by Aboriginal children</b> [Number of Aboriginal children who attend the MCH Service at least once (in the year) / Number of Aboriginal children enrolled in the MCH Service] x100	90.9%	90.8%	84.1%	76.6%	Due to COVID 19 pandemic some families chose not to attend the MCH service for a face to face consultation but did consult with the nurse via the telephone.
<b>Roads</b>						
Satisfaction						
R5	<b>Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	69.9	71.5	72.0	70.0	In 2020/21, 27,700 sqm of Darebin's local roads were resealed using asphalt containing a recycled product from steel slag, line marking and reinstating speed humps and traffic loops. The resurfacing works prolongs the life of the road, avoiding more costly road rehabilitation works.
<b>Statutory Planning</b>						
Decision making						
SP4	<b>Council planning decisions upheld at VCAT</b> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	46.1%	44.9%	41.2%	47.8%	The number of VCAT outcomes that uphold Council's decision has increased this year, from 41 per cent to 48 per cent. The increase is the result of process and governance improvements to Council's management of VCAT applications. Ongoing resource and process improvements are planned and Council is aiming for further performance improvements at VCAT.
<b>Waste Collection</b>						
Waste diversion						
WC5	<b>Kerbside collection waste diverted from landfill</b> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	49.1%	46.4%	50.8%	63.6%	The increase since last year in waste diverted from landfill is due to more Food Organic and Garden Organics (FOGO) bins being out in the Darebin community now.



# Service Performance Indicators

For the year ended 30 June 2021

## Definitions

**Aboriginal child** means a child who is an Aboriginal person

**Aboriginal person** has the same meaning as in the *Aboriginal Heritage Act 2006*

**active library member** means a member of a library who has borrowed a book from the library

**annual report** means an annual report prepared by a council under sections 131, 132 and 133 of the Act

**CALD** means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

**class 1 food premises** means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

**class 2 food premises** means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

**Community Care Common Standards** means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

**critical non-compliance outcome notification** means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

**food premises** has the same meaning as in the *Food Act 1984*

**local road** means a sealed or unsealed road for which 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 2021

**Key:** ■ Dimension ■ Indicator ■ Measure

		Results				Forecasts				Material variations
		2018	2019	2020	2021	2022	2023	2024	2025	
■	<b>Efficiency</b>	\$				\$				
	Revenue level									
E1	<b>Average residential rate per residential property assessment</b> [Residential rate revenue / Number of residential property assessments]	1,519	1,553	N/A	N/A	N/A	N/A	N/A	N/A	As of 1 July 2019, E1 has been replaced by E4.
■	<b>Expenditure level</b>	\$				\$				
E2	<b>Expenses per property assessment</b> [Total expenses / Number of property assessments]	2,290	2,344	2,413	2,418	2,492	2,409	2,487	2,540	No material variation from the previous year
■	<b>Revenue level</b>	\$				\$				
E4	<b>Average rate per property assessment</b> [Total rate revenue / Number of property assessments]	N/A	N/A	1,756	1,806	1,850	1,910	1,954	1,999	Increase in-line with The Fair Go Rates System (FGRS) maximum amount increase for rates set at 2.0% for 2020/21
■	<b>Working capital</b>	%				%				
L1	<b>Current assets compared to current liabilities</b> [Current assets / Current liabilities] x100	242.0	261.8	215.7	172.0	143.4	132.1	129.9	128.6	Current assets impacted by decreased cash and cash equivalents arising mainly from completion of the planned capital works program and measures provided under Council's COVID-19 Community and Business Resilience and Recovery Package. Future years will be impacted by the capital expenditure for the Narrandjeri Stadium, Northcote Aquatic and Recreation Centre, and Reservoir Leisure Centre.
■	<b>Unrestricted cash</b>	%				%				
L2	<b>Unrestricted cash compared to current liabilities</b> [Unrestricted cash / Current liabilities] x100	127.0	130.7	97.0	68.6	39.0	31.2	32.4	30.5	Greater completion rate of the planned capital works program and Council's COVID-19 Community and Business Resilience and Recovery Package has impacted unrestricted cash. Future years are impacted by the planned capital expenditure for the Narrandjeri Stadium, Northcote Aquatic and Recreation Centre, and Reservoir Leisure Centre.



# Financial Performance Indicators

For the year ended 30 June 2021

**Key:** ■ Dimension ■ Indicator **Measure**

		Results				Forecasts				Material variations
		2018	2019	2020	2021	2022	2023	2024	2025	
■	<b>Obligations</b>									
	Loans & Borrowings	%				%				
	O2 <b>Loans and borrowings compared to rates</b> [Interest bearing loans and borrowings / Rate revenue] x100	0.00	0.00	0.00	0.00	5.74	23.25	30.88	27.21	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
■	O3 <b>Loans and borrowings repayments compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.00	0.00	0.00	0.00	0.05	0.82	2.78	3.77	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
	Indebtedness	%				%				
	O4 <b>Non-current liabilities compared to own source revenue</b> [Non-current liabilities / Own source revenue] x100	1.3	1.2	1.3	1.4	5.8	19.2	24.9	21.7	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
■	Asset renewal and upgrade	%				%				
	O5 <b>Asset renewal and upgrade compared to depreciation</b> [Asset renewal and upgrade expense / Asset depreciation] x100	N/A	N/A	140.8	110.4	132.4	173.2	174.6	121.0	Expenditure on asset renewal and upgrade has decreased by \$5.9 million from previous year. Prior year included significant spending on buildings within the municipality.
	■ <b>Operating Position</b>									
■	Adjusted underlying result	%				%				
	OPI <b>Adjusted underlying surplus (or deficit)</b> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	6.2	7.9	1.7	-0.2	-2.6	6.8	5.7	6.0	Adjusted underlying surplus has decreased by \$3.5 million from previous year due to the COVID -19 impact on the reduction in discretionary revenue items such as user fees and statutory fees and fines.
	■ <b>Stability</b>									
■	Rates concentration	%				%				
	S1 <b>Rates compared to adjusted underlying revenue</b> [Rate revenue / Adjusted underlying revenue] x100	71.5	69.6	73.8	76.4	78.1	75.4	75.5	75.4	No material variation from the previous year
	Rates effort	%				%				
■	S2 <b>Rates compared to property values</b> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.26	0.21	0.23	0.22	0.22	0.23	0.24	0.24	Municipal Capital Improved Value (CIV) has increased by \$7.3 billion (13.2 %) since 1 Jan 2019. Rate revenue has increased by \$3.0 million (2.3%) from prior year.





# Financial Performance Indicators

For the year ended 30 June 2021

## Definitions

**adjusted underlying revenue** means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

**adjusted underlying surplus (or deficit)** means adjusted underlying revenue less total expenditure

**asset renewal expenditure** means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

**current assets** has the same meaning as in the AAS

**current liabilities** has the same meaning as in the AAS

**non-current assets** means all assets other than current assets

**non-current liabilities** means all liabilities other than current liabilities

**non-recurrent grant** means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by Council's Strategic Resource Plan

**own-source revenue** means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

**population** means the resident population estimated by Council

**rate revenue** means revenue from general rates, municipal charges, service rates and service charges

**recurrent grant** means a grant other than a non-recurrent grant

**residential rates** means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

**restricted cash** means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which 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 2021

### 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 Council's Strategic Resource Plan. The *Local Government Act 1989* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its Strategic Resource Plan on 28 June 2021 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.



## Certification of performance statement

For the year ended 30 June 2021

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*.

**Srini Vasan CPA**

Principal Accounting Officer

Melbourne  
27 September 2021

In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2021 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.

**Lina Messina**

Councillor

**Tom Hannan**

Councillor

**Sue Wilkinson**

Chief Executive Officer

Melbourne  
27 September 2021



# Independent Auditor's Report

For the year ended 30 June 2021



## Independent Auditor's Report

*To the Councillors of Darebin City Council*

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of the municipality for the year ended 30 June 2021</li> <li>• sustainable capacity indicators for the year ended 30 June 2021</li> <li>• service performance indicators for the year ended 30 June 2021</li> <li>• financial performance indicators for the year ended 30 June 2021</li> <li>• other information and</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<b>Auditor's responsibilities for the audit of the performance statement</b>	<p>As required by the <i>Audit Act 1994</i>, 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.</p>

Level 31 / 35 Collins Street, Melbourne Vic 3000  
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au



# Independent Auditor's Report

For the year ended 30 June 2021

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 performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE  
12 October 2021

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



## Glossary of financial terms

Term	Definition
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next 12 months.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other revenue income	Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources.
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice – a system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Prepaid income	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment assets	Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register.
Provisions	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
Rate and charges income	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Reserves	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 '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.



Term	Definition
Right-of-way	Former laneway no longer required for access to surrounding properties.
Share of net profits (losses) of associates and joint ventures accounted for by the equity method	Council's share of the net profit/loss recognised in its joint venture partnerships.
Statutory fees and fines income	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities/individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
Underlying operating surplus/(deficit)	Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, childcare/ children's program fees, debt collection recovery charges, election fines, parking meter fees, ticket machine fees, leisure centre and recreation fees, library fines and other charges and tow-away charges.



# Index

## A

Aboriginal and Torres Strait Islander	(flap), 5, 14, 22, 34, 84, 86, 87
Advisory Committees	94, 96, 99, 100, 102
Advocacy	3, 9, 12, 21, 38, 58, 60, 61, 76, 77, 85, 86, 106
Age Friendly Darebin	13, 69, 73
Arts recovery	24, 77
Audit Committee	98
Auditor-General	17, 51, 125, 129-130, 192-193
Awards	21, 40, 100

## B

Balance sheet	123, 124, 132, 136, 156, 158, 171, 173, 174, 194
Best Value report	102-104
Biodiversity	12, 15, 60, 61
Budget	7, 13, 15, 16, 20, 25, 28, 29, 38, 55, 56, 58, 59, 61, 66, 67, 74, 75, 80, 81, 84, 85, 88, 89, 90, 96, 101, 102, 119, 137, 138, 139, 140, 173, 174
Bundoora Park Farm	23, 69
Business continuity	46, 103, 120
Business planning	55, 56, 102
Business recovery	4, 82, 106, 113,

## C

Capital works	2, 12, 13, 16, 17, 21, 27, 28-29, 47, 56, 61, 65, 75, 111, 135, 136, 138, 139, 141, 150, 177, 178, 187, 189
Carbon emissions	61, 104
Carers recognition	105
Cash flows	124, 134, 136, 158, 173, 179
Certification of Financial Statements	128
Certification of Governance and Management Checklist	121
Certification of Performance Statement	191
Changes in equity	133, 136
Chief Executive Officer	7, 14, 15, 19, 39, 45, 46, 47, 89, 98, 121, 125, 128, 169, 191
Child safety	28, 52,
Circular economy	2, 4, 65, 83, 90,
Climate change governance	111
Climate emergency	41, 45, 57, 59, 60, 61, 65, 100, 111
Climate-related financial disclosures	111
Community grants	101, 149, 196
Community Navigation Service	11
Community survey	19, 26

## C continued

Complaints	5, 50, 90, 107, 109, 113
Conflict of interest	94
Contracts	11, 61, 90, 110, 114, 136, 156, 157
Council committees	7, 96-100
Council meetings	5, 7, 24, 38, 39, 90, 94, 95, 99, 102, 114,
Council Plan	2, 6, 7, 8, 13, 15, 17, 20, 28, 38, 55, 56, 57, 58, 59, 65, 66, 67, 73, 74, 75, 79, 80, 81, 83, 84, 85, 86, 87, 88, 89, 90, 91, 96, 101, 102, 103, 104, 105, 120, 190
Councillor allowances	93, 96, 149,
Councillor attendance	6, 94, 96, 97, 114,
Councillor expenses	94, 95
Councillors	7, 8, 13, 23, 38, 39, 41-43, 51, 89, 93, 94, 95, 96, 97, 98, 99, 100, 102, 114, 121, 125, 168
COVID-19 pandemic	11, 15, 18, 19-25, 39, 52, 60, 61, 63, 69, 70, 71, 73, 76, 77, 82, 85, 86, 90, 91, 94, 101, 103, 104, 105, 106, 107, 112, 113, 114, 115, 116, 118, 125, 136, 138, 175, 182, 183, 184, 185, 187, 188, 200

## D

Darebin Arts Centre	23, 24, 29, 75, 81, 101
Disability Access and Inclusion Plan	106
Diversity	(flap), 13, 14, 43, 50, 51, 80, 86, 87, 100, 104, 105, 106
Domestic Animal Management Plan	3, 79, 107

## E

Emergency food relief	11
Economic and other factors	18
Engagement	5, 9, 13, 19, 45, 46, 48, 49, 56, 73, 76, 77, 83, 85, 86, 87, 98, 102, 104, 114, 119, 141, 168,
Environment	9, 17, 27, 51, 59, 61, 70, 80, 86, 91, 101, 108, 141
Executive Management team	46, 89, 111

## F

Financial report	7, 17, 122-181
Financial summary	7, 16-17
Food Act Ministerial Directions	108
Food security	106
Footpaths	13, 17, 23, 31, 69, 75, 82, 135, 140, 163, 164, 166, 176, 196
Freedom of Information	108
FUSE Festival	11, 22, 69



## G

Gaming machines	4, 5, 36, 87
Good governance	8, 38, 93
Governance and Management Checklist	119-121
Guide to the Financial Statements	123-125

## H

Health and safety	51, 52, 113, 144, 186,
Hearing of Submissions Committee	96
Highlights	2-5, 7, 11, 15, 57, 60, 61, 69-70, 77, 82, 86, 90, 106, 107,
Human rights	105, 106

## I

Incident Control team	19, 23, 25, 52
Income statement	123, 124, 125, 131, 136, 165, 167, 175, 178, 180, 195
Industrial relations	50
Information privacy	109
Infrastructure and development contributions	108

## L

Learning and development	50, 51, 104
Local businesses	4, 9, 11, 13, 20, 24, 55, 80, 83, 90

## M

Mayer Park	77, 145
Mission	8, 15, 55
Multi-sports stadium	3, 13, 20, 68, 108, 145

## N

Neighbourhood houses	77
----------------------	----

## O

Occupational health and safety	52-53
Open space	2, 3, 12, 15, 17, 21, 25, 29, 31, 45, 59, 60, 61, 64, 70, 74, 76, 77, 111, 136, 138, 139, 140, 141, 146, 164, 177, 178, 194
Organisation structure	45, 49

## P

Parking	9, 24, 75, 107, 142, 149, 166, 197
Performance statement	7, 125, 149, 182-190
Planning Committee	94, 96, 97-98, 114
Playspaces	9, 70
Preston Market	13, 76, 77
Public interest disclosures	109
Purpose of the annual report	7

## R

Rail crossing removals	3, 13, 76, 77
Rates	16, 18, 19, 20, 27, 89, 90, 119, 123, 125, 126, 131, 134, 136, 137, 138, 141, 142, 150, 151, 155, 165, 166, 173, 174, 180, 187, 188, 189, 195, 196
Redeployment	5, 15, 20, 21, 24, 70, 90
Refugees	(flap), 5, 9, 19, 22, 86, 106
Renewable energy	11, 12, 61, 104
Rewilding	2, 12, 14, 15, 24, 25, 60, 61, 68, 69
Road Management Act 2004	110, 183, 186
Road resurfacing	29
Ruthven Primary School site	68, 69

## S

Schools Yarning Conference	23, 86
Service performance indicators	112-118
Solar power	2, 11, 60, 61, 62
Statutory information	102-110
Sustainability	9, 16, 17, 38, 45, 47, 48, 49, 59, 77, 80, 88, 91, 101, 111, 125, 141, 168, 190

## T

Transport	2, 9, 21, 41, 45, 47, 58, 59, 60, 61, 65, 67, 69, 74, 76, 85, 103, 107, 111, 141, 196
-----------	---

## U

Urban forest	29, 59, 60, 64, 138, 140
--------------	--------------------------

## V

Values	(flap), 12, 24, 29, 46, 61, 77, 106, 125
Victorian Energy Collaboration	11, 61, 104
Violence against women	9
Volunteers	53, 105

## W

Ward map	40
Waste and recycling	9, 14
WorkCover	53, 147, 186, 194
Workplace report	48-53
Workplace diversity profile	50



## CONTACT US

### Corporate Strategy Unit

PO Box 91  
Preston, Victoria 3072

Telephone: 8470 8888  
Facsimile: 8470 8877  
After hours: 8470 8889

[mailbox@darebin.vic.gov.au](mailto: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–5pm Monday to Friday

#### Northcote Customer Service Centre

Northcote Library Complex  
32–38 Separation Street, Northcote  
Hours: 8.30am–5pm Monday to Friday

#### Reservoir Customer Service Centre

Community and Learning Centre  
23 Edwardes Street, Reservoir  
Hours: 10am–5pm Monday to Friday

---

Please note that, during COVID-19 restrictions, customer service centres may be closed to walk-ins; however, the call centre remains open from 8.30am–5pm each day, and you can contact us on 8470 8888 or send us a message via email: [▶ mailbox@darebin.vic.gov.au](mailto:mailbox@darebin.vic.gov.au)





This report contains a summary of the performance of Darebin City Council over the 2020—2021 financial year. If you would like a section of this report translated, please call our Multilingual Telephone Line (03) 8470 8470.

#### English

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

#### Arabic

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

#### Chinese

本报告包含戴瑞宾市议会整个财政年度的绩效概要。

#### Greek

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

#### Hindi

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

#### Italian

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

#### Macedonian

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 ڈیربن (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](mailto:mailbox@darebin.vic.gov.au)  
[darebin.vic.gov.au](http://darebin.vic.gov.au)



**National Relay Service**  
[relayservice.gov.au](http://relayservice.gov.au)

If you are deaf, or have a  
hearing or speech impairment,  
contact us through the  
National Relay Service.



**Speak Your Language**  
T 8470 8470

العربية	Italiano	Soomalii
繁體中文	Македонски	Español
Ελληνικά	नेपाली	اردو
हिंदी	ਪੰਜਾਬੀ	Tiếng Việt