



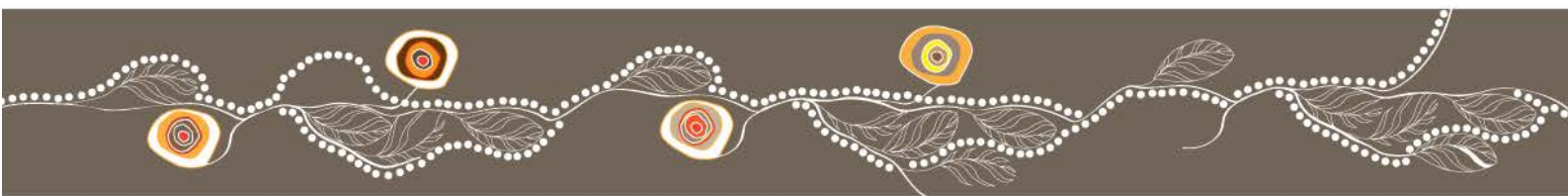
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## AGENDA

Council Meeting to be held  
at Darebin Civic Centre,  
350 High Street Preston  
on Monday, 16 October 2017  
at 6.00 pm.

Public question time will  
commence shortly after 6.00 pm.





## **ACKNOWLEDGEMENT OF TRADITIONAL OWNERS AND ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES IN DAREBIN**

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

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

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

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





**Italian**

Questo è l'ordine del giorno della riunione del Consiglio Comunale di Darebin per la data che compare sulla prima pagina di questo documento. Se desiderate informazioni in lingua italiana sugli argomenti dell'ordine del giorno, siete pregati di chiamare la Linea Telefonica Multilingue del Comune al 8470 8888.

**Greek**

Αυτή είναι η ημερήσια διάταξη για τη συνεδρίαση του Δημοτικού Συμβουλίου Darebin, για την ημερομηνία που φαίνεται στο εξώφυλλο αυτού του εγγράφου. Αν θα θέλατε πληροφορίες στα Ελληνικά σχετικά με τα θέματα σ' αυτή την ημερήσια διάταξη, παρακαλούμε καλέστε την Πολυγλωσσική Τηλεφωνική Γραμμή του Δήμου στον αριθμό 8470 8888.

**Chinese**

這是一份戴瑞濱市議會議程表，其開會日期顯示於此文件之封面。如果您欲索取有關此議程表的中文資料，敬請致電 8470 8888 聯絡市議會的多語種電話專線。

**Arabic**

هذا هو جدول أعمال اجتماع مجلس بلدية داربيبن والذي سيحدد في التاريخ الوارد في الصفحة الأولى من هذه الوثيقة. إذا أردت الحصول على مزيد من المعلومات في اللغة العربية حول المواضيع المذكورة في جدول الأعمال، فيرجى الاتصال برقم هاتف البلدية المتعدد اللغات  
8470 8888

**Macedonian**

Ова е дневниот ред за состанокот на Општината на Градот Даребин, која ќе биде на датумот покажан на предната корица од овој документ. Ако Вие сакате некои информации на Македонски јазик, за предметите на овој дневен ред, Ве молиме повикајте ја Општинската Повеќејазична Телефонска Линија на 8470 8888.

**Vietnamese**

Đây là nghị trình cho cuộc họp của Hội đồng Thành phố Darebin; ngày họp có ghi ở trang bìà tài liệu này. Muốn biết thêm về chương trình nghị sự bằng Việt ngữ, xin gọi cho Đường dây Điện thoại Đa Ngôn ngữ của Hội đồng Thành phố qua số 8470 8888.

**Bosnian**

Ovo je dnevni red za sastanak Gradske općine Darebin čiji je datum održavanja naznačen na prvoj strani ovog dokumenta. Ako želite više informacija o tačkama ovog dnevnog reda na bosanskom jeziku, molimo nazovite općinsku višjejezičnu telefonsku službu na 8470 8888.

**Croatian**

Ovo je dnevni red sastanka u Darebin City Council za dan koji je naveden na prednjem ovitku ovog dokumenta. Ako želite informacije o tačkama ovog dnevnog reda na hrvatskom jeziku, molimo da nazovete Council Multilingual Telephone Line (Višjejezičnu telefonsku liniju) na 8470 8888.

**Portuguese**

Esta é a pauta para a reunião da Câmara Municipal de Darebin a ser realizada na data que consta na capa deste documento. Se você deseja informação em Português sobre os itens desta pauta, por favor ligue para a Linha Telefônica Multilíngue da Câmara no 8470 8888.

**Serbian**

Ово је дневни ред за састанак Darebin City Council-а (Градско веће Darebin) који ће се одржати на дан који је наведен на насловној страни овог документа. Ако желите информације на српском о тачкама дневног реда, молимо вас да назовете Council Multilingual Telephone Line (Вишејезичку телефонску линију Већа), на 8470 8888.

**Somali**

Kuwani waa qodobada shirka lagaga wada hadli doono ee Degmada Degaanka Darebin ee taariikhda lagu xusey boga ugu sareeya ee qoraalkan. Haddii aad doonysid wararka ku saabsan qodobadan oo ku qoran Af-Somali, fadlan ka wac Khadka Taleefanka Afafka ee Golaha oo ah 8470 8888.



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# Table of Contents

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Item Number	Page Number
<b>1. MEMBERSHIP .....</b>	<b>1</b>
<b>2. APOLOGIES .....</b>	<b>1</b>
<b>3. DISCLOSURES OF CONFLICTS OF INTEREST .....</b>	<b>1</b>
<b>4. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS .....</b>	<b>1</b>
<b>5. QUESTION AND SUBMISSION TIME .....</b>	<b>2</b>
<b>6. PETITIONS .....</b>	<b>1</b>
<b>7. URGENT BUSINESS .....</b>	<b>1</b>
<b>8. CONSIDERATION OF REPORTS .....</b>	<b>2</b>
8.1 ANNUAL REPORT 2016/2017 .....	2
8.2 DOMESTIC ANIMAL MANAGEMENT PLAN 2017-2021 .....	238
8.3 PROPOSED DISCONTINUANCE AND SALE OF ROAD ADJOINING 800 PLENTY ROAD, RESERVOIR .....	293
8.4 NEEDS ANALYSIS - DAREBIN INTERCULTURAL CENTRE .....	300
8.5 AMENDMENT TO THE 2017/2018 FEES AND CHARGES SCHEDULE .....	370
8.6 RESCHEDULING PLANNING COMMITTEE MEETING FOR NOVEMBER 2017 .....	373
<b>9. CONSIDERATION OF RESPONSES TO PETITIONS, NOTICES OF MOTION AND GENERAL BUSINESS .....</b>	<b>376</b>
NIL	
<b>10. NOTICES OF MOTION .....</b>	<b>376</b>
NIL	
<b>11. REPORTS OF STANDING COMMITTEES .....</b>	<b>376</b>
NIL	
<b>12. RECORDS OF ASSEMBLIES OF COUNCILLORS .....</b>	<b>377</b>
12.1 ASSEMBLIES OF COUNCILLORS HELD .....	377
<b>13. REPORTS BY MAYOR AND COUNCILLORS .....</b>	<b>382</b>
<b>14. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL .....</b>	<b>382</b>
NIL	
<b>15. CLOSE OF MEETING .....</b>	<b>382</b>

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# Agenda

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## 1. MEMBERSHIP

Cr. Kim Le Cerf (Mayor) (Chairperson)

Cr. Steph Amir

Cr. Gaetano Greco (Deputy Mayor)

Cr. Trent McCarthy

Cr. Lina Messina

Cr. Susanne Newton

Cr. Susan Rennie

Cr. Julie Williams

## 2. APOLOGIES

Cr. Tim Laurence is on an approved leave of absence.

## 3. DISCLOSURES OF CONFLICTS OF INTEREST

## 4. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

<b>Recommendation</b>
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**That** the Minutes of the Ordinary Meeting of Council held on 2 October 2017 be confirmed as a correct record of business transacted.



## 5. QUESTION AND SUBMISSION TIME

Members of the public can lodge questions for Council to answer or make a Comment or Submission prior to a specific item listed on the Agenda of an Ordinary Council meeting.

### **QUESTIONS**

Members of the public can ask up to two (2) questions at an Ordinary Council meeting.

Questions submitted online will be responded to in the first instance. If you are not present at the meeting, the Chairperson will read the question and provide a response. The Chairperson may then take questions from members in the gallery.

Any question not answered at the meeting will be taken on notice and a written response will be provided to the person asking the question.

In accordance with the Darebin Governance Local Law, the Chairperson may disallow a question if it:

- is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance; or
- deals with a subject matter already answered; or
- is aimed at embarrassing a Councillor or an officer.

If you are unable to submit your question prior to the Ordinary Council meeting, the Chairperson may take questions from the floor.

### **SUBMISSIONS OR COMMENTS**

Members of the public may make a comment or 2 minute submission on a matter listed on the Agenda prior to the item being debated.

A person who is unable to stay at the meeting until the Agenda item is heard, may make their comment or submission during Question Time.

### **HOW TO SUBMIT YOUR QUESTION OR MAKE A COMMENT OR SUBMISSION**

Members of the public who wish to ask a question, or make a comment or submission to an agenda item, at an Ordinary Council meeting are encouraged to do so in one of the following ways:

- (a) online at [darebin.vic.gov.au/questionsandsubmissions](http://darebin.vic.gov.au/questionsandsubmissions) by 3pm on the day of the meeting; or
- (b) by email to [Q&S@darebin.vic.gov.au](mailto:Q&S@darebin.vic.gov.au); by 3pm on the day of the meeting; or
- (c) in person at the Preston Customer Service Centre, 274 Gower Street, Preston; or
- (d) by mail to PO Box 91, Preston 3072; or
- (e) with a Council officer prior to a Council meeting.

Council meetings can be viewed at the Watch Council and Planning Committee meetings page.

Agenda's will be available for viewing on Council's website at the 'Meeting Agendas and Minutes' page by 5pm, up to 6 days prior to the date of the meeting. Copies are also available at Customer Service centres and libraries.

**6. PETITIONS**

**7. URGENT BUSINESS**

## 8. CONSIDERATION OF REPORTS

### 8.1 ANNUAL REPORT 2016/2017

**Author:** Coordinator Council Plan and Performance

**Reviewed By:** Director Civic Governance and Compliance

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#### Report Background

The *Local Government Act 1989* and regulations require each Council in Victoria to prepare an Annual Report for each financial year containing a report of operations and audited standard, financial and performance statements.

The Minister for Local Government was provided a copy of the Annual Report on Thursday 28 September 2017. Within one month of providing the Minister with a copy of the Annual Report, Council must present their Annual Report at a Council meeting. Council resolved 'in principle' to endorse the Statements and authorised two Councillors to sign the statements post audit committee – Council Meeting 18 September 2017.

#### Previous Council Resolution

There are no previous Council resolutions relating to this item.

#### Previous Briefing(s)

Councillor Briefing – 25 September 2017

#### Council Plan Goal/Endorsed Strategy

Goal 6 - A well governed Council

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

#### Summary

The 2016/2017 Annual Report includes information relating to:

- Council's progress against the goals, priority actions and performance indicators contained in the Council Plan 2013 – 2017, over the course of 2016/2017.
- Council's financial performance for the 2016/2017 financial year, which is documented in the audited standard, financial and performance statements.
- Council's performance against the performance measures included in the Local Government Performance Framework.
- A comprehensive review of Council's operations carried out during the financial year.
- Information about the City of Darebin Councillors and committees.
- Corporate governance and other statutory information.

<b>Recommendation</b>
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**That Council:**

- (1) Notes the City of Darebin Annual Report 2016/2017, attached as **Appendix A** to this report.
  - (2) Notes the Annual Report was submitted to the Minister for Local Government on 28 September 2017.
  - (3) Notes a copy of the Annual Report 2016/2017 was made available for public inspection at the Customer Service Centre two weeks prior to this meeting, compliant with 133(2) of the *Local Government Act 1989*.
  - (4) Notes in compliance with 134(2)(b) of the *Local Government Act 1989* a Public Notice featured in The Age, 2 October 2017, Preston Leader, 3 October 2017, and Northcote Leader 4 October 2017, advising the Annual Report will be discussed at the Council meeting of 16 October 2017 and the place where copies of the Annual Report can be obtained.
  - (5) Notes the Annual Report has been presented to Council within one month of providing the Annual Report to the Minister for Local Government, satisfying Section 134(2)(a) of the *Local Government Act 1989*, and Section 22(1) of the Local Government (Planning and Reporting) Regulations 2014.
  - (6) Notes this report was prepared in accordance with all relevant legislation including the *Local Government Act 1989*, the *Local Government Amendment (Performance Reporting and Accountability) Act 2014*, and the Local Government (Planning and Reporting) Regulations 2014.
- 

**Introduction**

The 2016/2017 City of Darebin Annual Report (including audited financial and performance statements) is being presented for noting.

**Issues and Discussion**

A Public Notice alerting the community to the completion of the Annual Report appeared in The Age newspaper on Monday 2 October 2017, the Preston Leader on 3 October 2017 and the Northcote Leader 4 October 2017. The Annual Report has been available for inspection at Darebin's Preston customer service centre since Monday 2 October 2017.

A summary of the information contained within the 2016/2017 Annual Report is provided below:

- Highlights summary that provides a list of achievements of 2016/2017 organised by Council Plan goal.
- Introduction – explains the purpose of the Annual Report, describes our Charter of Good Governance and our Values, includes a summary of rates expenditure, a brief financial summary and details about three major projects that were completed in 2016/2017.
- The Year in Review – Includes messages from the Mayor and the Chief Executive Officer, information about the services offered by Council, a sustainability report and a calendar of 2016/2017 events.

- Our city – provides an overview of the key demographic and statistical features of the City of Darebin and includes information about Darebin's Councillors and the wards they represent.
- Our people – includes the organisation structure, introduces the Executive Management Team, and includes the Workplace report, which outlines Darebin's workforce and workplace policies and procedures.
- Our performance – outlines Council performance against the six Council Plan goals, priority actions and performance indicators for 2016/2017. This section also contains speciality reports on the environment, diversity, technology, consultation and engagement, and advocacy.
- Governance and Corporate Information – provides comprehensive corporate information on a number of areas including Councillors, committees, audits, documents for inspection and freedom of information. This section also contains the Governance and Management Checklist and the results of our performance in accordance with the Local Government Performance Reporting Framework. Statutory reports are also in this section. They contain prescribed information that is required by Parliamentary Acts, Regulations and Ministerial directions.
- Financial and Performance Statements – details Council's financial situation, contains statements audited by the Victorian Auditor General and a copy of his audit opinion.

The City of Darebin Annual Report 2016/2017 is currently being graphically designed and professionally printed and will be available from late October 2017.

### **Options for Consideration**

### **Financial and Resource Implications**

Production and printing of the City of Darebin Annual Report 2016/2017 will be completed within the Civic Governance and Compliance operational budget.

### **Risk Management**

Much of the content, as well as the submission date, of the Annual Report is prescribed in the *Local Government Act 1989*. The attached document has been checked as compliant with the required regulations as part of general risk management process.

### **Policy Implications**

Nil

### **Economic Development**

The Annual Report 2016/2017 reports on economic development activities undertaken by Council during the financial year. In particular, Council Plan 2013-2017 Goal One 'Vibrant city and innovative economy' comprehensively summarises economic development activities and achievements during 2016/2017.

### **Environmental Sustainability**

Some Local Governments choose not to print their Annual Report for environmental reasons. Darebin Council has chosen to print the Annual Report 2016/2017 in an attempt to keep the document accessible to the whole community. This also enables us to provide hard copies upon request, as is preferred by the Municipal Association of Victoria. The Annual Report will be printed on recycled paper and print runs will be limited to reduce waste.

The preferred method of distribution for the Annual Report 2016/2017 is via our website, where the final, designed document will be available for download in late October.

### **Human Rights, Equity and Inclusion**

Language translations, Multilingual Telephone Line details, Speak your language, and National Relay Service information is listed on the back cover of the Annual Report. The Annual Report is available in hardcopy and electronic format in an attempt to make it accessible to Councillors and all members of the Darebin community.

The Equity and Inclusion Planning and Audit Tool (EIPAT), which considers accessibility for various population groups, was applied to this document.

### **Other**

The Annual Report 2016/2017 fulfils the requirements of the *Local Government Act 1989*, the *Local Government Amendment (Performance Reporting and Accountability) Act 2014*, and the Local Government (Planning and Reporting) Regulations 2014.

### **Future Actions**

Council officers have commissioned a graphic designer to work on preparing a public version of the Annual Report document and it is planned to promote the report more widely (i.e. post it on internet, the graphically designed document made available at Customer Service Centres, promoted through Council's social media channels, etc.)

A letter will be sent to the Minister for Local Government advising when the graphically designed and printed report is available.

### **Consultation and Advocacy**

- Please see each individual report for the staff consulted. Each report was compiled by the relevant responsible officer, department manager and director.

### **Related Documents**

- Council Meeting Minutes – 5 September 2017 (financial and performance statements)

### **Attachments**

- City of Darebin Annual Report 2016/2017 (**Appendix A**)

### **Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

**CITY OF DAREBIN**  
**ANNUAL REPORT 2016/2017**



**Our vision:**

**A greener, bolder, more connected city.**

**Our mission:**

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



## Contents

1. Introduction .....	8
Welcome .....	8
The purpose of the Annual Report.....	9
Charter of good governance .....	10
Our values .....	11
Our stakeholders.....	12
A summary of how we spent your rates in 2016/2017 .....	14
2016/2017 financial summary.....	15
Major projects.....	17
2. The year in review.....	20
Draft Climate Emergency Plan 2017-2022 .....	20
Message from the Mayor.....	22
Message from the Chief Executive Officer .....	24
Our services.....	25
Sustainability .....	26
Outstanding achievements .....	28
Calendar of events .....	29
3. Our City .....	30
About Darebin .....	30
Who we are .....	32
Our Council.....	33
Darebin map.....	34
Our Councillors.....	35
Council meetings.....	40
4. Our people .....	41
Organisation structure .....	41
Our Executive Management Team.....	42
Workplace report .....	44
Celebrating Darebin’s volunteers.....	55
5. Our performance .....	56
Goal 1 – Vibrant city and innovative economy .....	58
Goal 2 – Healthy and connected community .....	68
2.1 Diversity report .....	78
Goal 3 – Sustainable and resilient neighbourhoods.....	82
3.1 Environmental report .....	89
Goal 4 – Thriving and creative culture .....	92
Goal 5 – Excellent service.....	99
5.1 Technology report .....	106
Goal 6 – Open and accountable democracy .....	107
6.1 Consultation and engagement summary.....	114
6.2 Advocacy in Darebin .....	115
6. Governance and corporate information.....	117
7. Annual Financial Report and Performance Statement .....	157

2016/2017 Highlights from the final year of our Council Plan 2012-2017

	HIGHLIGHTS	RESULTS	LOOKING AHEAD
<p><b>GOAL 1</b>  <b>Vibrant city and innovative economy</b>                      (pages 59-68)</p>	<ul style="list-style-type: none"> <li>Darebin’s first Tourism Strategy was launched in September 2016 and the first Darebin Tourism Network meeting was held in May 2017.</li> <li>We helped 3 local businesses gain State and Federal funding, which resulted in commitments to employ 100 staff.</li> <li>We hosted 45 business events that were attended by more than 1,900 people.</li> </ul>	<p>% of bins collected on the scheduled day                      Target: &gt;99%</p> <p><b>Result: 99.9%</b> <input checked="" type="checkbox"/></p> <p>Number of new jobs within the City of Darebin annually</p> <p>Target: &gt;333  <b>Result: 499</b> <input checked="" type="checkbox"/></p>	<ul style="list-style-type: none"> <li>In 2017/2018 a Development Contributions Plan will be developed to help fund new infrastructure to support future population growth.</li> <li>Work will continue on the Oakover Village Precinct Concept Plan. We are preparing to transform this precinct from vacant and underutilised industrial land into a small mixed-use neighbourhood centre.</li> <li>The Darebin Planning Scheme will be reviewed in 2017/2018.</li> </ul>
<p><b>GOAL 2</b>  <b>Healthy and connected community</b>                      (pages 69-82)</p>	<ul style="list-style-type: none"> <li>We helped 86 Aged and Disability clients transition to the National Disability Insurance Scheme (NDIS).</li> <li>The Darebin Child Friendly City Framework, which acknowledges Darebin as a child friendly city and supports the rights of children, was endorsed by Council on 4 July 2016.</li> <li>More than 75% of Darebin sporting clubs applied for fee subsidies through the Fees, Charges and Occupancy Policy. More than \$35,000 in subsidies was provided. This had a direct impact on local participation in sport.</li> </ul>	<p>% of community survey respondents who were satisfied with our Aged and Disability services.</p> <p>Target: <math>\geq</math>60%  <b>Result: 86.1%</b> <input checked="" type="checkbox"/></p> <p>% of sports grounds delivered ready for competition use on time.</p> <p>Target: <math>\geq</math>95%  <b>Result: 100%</b> <input checked="" type="checkbox"/></p>	<ul style="list-style-type: none"> <li>We will continue to support National Disability Insurance Scheme (NDIS) eligible clients as they transition to the Scheme.</li> <li>Our Health and Wellbeing Plan 2017-2021, the Equity, Diversity and Inclusion Framework 2017-2021, and their associated Action Plans, will be developed in 2017/2018.</li> <li>We will be supporting early childhood services in Darebin through new education reforms (Federal and State) that will increase service accessibility for families. Implementation of an online portal will help parents apply for kindergarten and child care.</li> </ul>

	HIGHLIGHTS	RESULTS	LOOKING AHEAD
<p><b>GOAL 3</b> Sustainable and resilient neighbourhoods (pages 83-92)</p>	<ul style="list-style-type: none"> <li>143 businesses upgraded to LED lights as part of our LightSmart program. 12,000 lights were changed and businesses saved an average of \$3,000 per year in electricity.</li> <li>184 solar systems were installed on pensioner and social housing homes through our award-winning Solar Saver program, which enables low income households to install solar through a special rates scheme.</li> <li>We constructed 390m of new bike lanes and completed 4 projects that improved safety and conditions for cyclists.</li> <li>Over 2,000 trees were planted in streetscapes and parks as part of the Urban Forest Strategy and the GreenStreets Strategy.</li> </ul>	<p>% of community survey respondents who were satisfied with our maintenance of parks, reserves and open spaces</p> <p>Target: <math>\geq 75\%</math> <b>Result: 87.5%</b> <input checked="" type="checkbox"/></p> <p>% of community survey respondents who were satisfied with our overall environmental performance</p> <p>Target: <math>\geq 75\%</math> <b>Result: 86.9%</b> <input checked="" type="checkbox"/></p>	<ul style="list-style-type: none"> <li>In 2017/2018, we will host a Climate Emergency Conference to promote Darebin as leaders in local responses to the climate emergency.</li> <li>Our Solar Saver program will be extended to ensure 2,000 kilowatts solar is committed for installation in the following year.</li> <li>In the coming year, we will develop a policy and action plan to eliminate single-use plastic items at Council events/activities and Council sites. We will encourage the community, traders, schools and others to minimise single-use plastic and advocate to the State Government and larger retailers to implement plastic bans.</li> </ul>
<p><b>GOAL 4</b> Thriving and creative culture (pages 93-99)</p>	<ul style="list-style-type: none"> <li>Bundoora Homestead Art Centre presented <i>Closing the Distance</i>, an exhibition of works by Chinese and Australian-Chinese artists.</li> <li>Darebin Arts Speakeasy presented Northcote comedian Sammy J in his new work <i>Hero Complex</i> as part of the Melbourne Fringe Festival. The show won Best Comedy Show and was nominated for Best Show at the Melbourne International Comedy Festival and a Helpmann Award.</li> <li>The 20th Anniversary of the Darebin Music Feast in October 2016 featured increased programming and support for local artists, including a closing party at Preston Market featuring local talent Alex Lahey, Dorsal Fins and Clairy Browne.</li> </ul>	<p>% of community survey respondents who were satisfied with our festivals and events</p> <p>Target: <math>\geq 75\%</math> <b>Result: 90.3%</b> <input checked="" type="checkbox"/></p> <p>Number of street art projects completed</p> <p>Target: up to 10 <b>Result: 18</b> <input checked="" type="checkbox"/></p>	<ul style="list-style-type: none"> <li>The refurbishment of the Darebin Arts and Entertainment centre will be completed in 2017/2018.</li> <li>The overall direction of Darebin’s events and festivals will be reviewed and renewed to ensure that we are supporting the aspirations and needs of the Darebin community.</li> <li>We will develop a portfolio of affordable and accessible working spaces in Darebin-owned facilities for artists and companies and create a Cultural Infrastructure Framework that will ensure consideration of creative spaces in new buildings, Master Plans and developments.</li> </ul>

	HIGHLIGHTS	RESULTS	LOOKING AHEAD
<p><b>GOAL 5</b> <b>Excellent service</b> <b>(pages 100-107)</b></p>	<ul style="list-style-type: none"> <li>We implemented CareLink+, which centralised client information and enabled us to improve our services.</li> <li>The Darebin Planet Library app was launched in January 2017. The app helps improve the literacy of young people by encouraging a love of reading and making it fun and easy to access resources.</li> <li>We delivered a community focused, financially responsible Budget for 2017/2018. It maintains all services and infrastructure from the previous year and delivers projects and services that are valued by our community.</li> <li>The introduction of online animal registrations made it easier for residents to register new pets.</li> </ul>	<p>Reduce WorkCover premium from current levels after allowing for government adjustments and health CPI increases</p> <p>Target: &lt;2% <b>Result: Premium reduced by 40%</b> <input checked="" type="checkbox"/></p> <p>% of respondents who contacted us in the previous 12 months who rated our performance in ease of contact, helpfulness of staff, speed of response and attitude of staff at six or more on a 10-point scale.</p> <p>Target: ≥75% <b>Result: 82.2%</b> <input checked="" type="checkbox"/></p>	<ul style="list-style-type: none"> <li>A Digital Transformation Strategy will be implemented to dramatically improve the community’s experience of transacting with Council. Apps will allow customers to complete financial transactions with Council anywhere, anytime, on any device.</li> <li>We will undertake service reviews to ensure that service delivery aligns with community needs, services are being delivered as efficiently as possible, and that Council is able to maintain service delivery standards while ensuring long-term financial sustainability.</li> <li>New technology will enable us to queue inbound emails, social media communications and web chat via the Darebin website.</li> </ul>

	HIGHLIGHTS	RESULTS	LOOKING AHEAD
<p><b>GOAL 6</b>  <b>Open and accountable democracy</b>                      (pages 108-117)</p>	<ul style="list-style-type: none"> <li>We successfully advocated to the Level Crossing Removal Authority for a greater level of urban realm works alongside the level crossing removals that will start in 2018.</li> <li>Our 2015/2016 Annual Report received a gold award from the Australasian Reporting Awards.</li> <li>The Council Plan 2017-2021 was adopted on 22 June 2017. It contains a detailed Action Plan for 2017/2018. The plan was developed over many months through consultation with almost 1,000 residents, businesses and other stakeholders. <a href="http://www.darebin.vic.gov.au/CouncilPlan">www.darebin.vic.gov.au/CouncilPlan</a></li> </ul>	<p>% of community survey respondents who were satisfied with our advocacy on behalf of the community</p> <p>Target: ≥75%  <b>Result: 78.6%</b> <input checked="" type="checkbox"/></p> <p>% of community survey respondents who were satisfied with our communication</p> <p>Target: ≥75%  <b>Result: 80.4%</b> <input checked="" type="checkbox"/></p>	<ul style="list-style-type: none"> <li>In preparation for ongoing Aged Care reforms, we will consult with at least 500 older residents about how to make Darebin a more Age Friendly City.</li> <li>We will consult our community about how we can better manage parking, walking, cycling and improve road safety, which will culminate in the development of strategies for each.</li> <li>An Advocacy Strategy that identifies priority issues, partners, strategies, goals, actions and timelines will be developed.</li> </ul>

For more details about our performance in 2016/2017 go to page 57.  
 You can read the Council Plan on our website [www.darebin.vic.gov.au/CouncilPlan](http://www.darebin.vic.gov.au/CouncilPlan)

## 1. Introduction

### Welcome

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

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

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

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

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

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

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

The City of Darebin is home to people of diverse races, ethnicities, faiths and beliefs, abilities, talents and aspirations, sexualities, sex and gender identities, ages, occupations, incomes and lifestyles.

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

### **Photo competition**

This year we ran an online competition asking people to share photos of their favourite outdoor places in Darebin. Entries were submitted via Facebook, Instagram and Twitter under our #discoverdarebin hashtag. The winning photos are included throughout the Annual Report.

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

## The purpose of the Annual Report

The Annual Report reviews our strategic, operational and financial performance for the financial year 1 July 2016 to 30 June 2017. It is an important document that tells our community how we performed and whether we did what we promised we would. This report compares our achievements with our strategic objectives and the goals we set out in our Council Plan 2013-2017. [www.darebin.vic.gov.au/CouncilPlan](http://www.darebin.vic.gov.au/CouncilPlan)

Along with keeping Darebin's residents and ratepayers up to date, this report provides important information to our stakeholders including local businesses, non-government organisations, our partners, and other government departments and agencies. It also provides valuable feedback to our staff so they can see how their efforts are helping us to meet our goals.

The Annual Report also provides specific information that the Victorian Government requires from us.

**The year in review (page 21)** provides a general overview of our operations throughout 2016/2017. It includes messages from our Mayor and Chief Executive Officer, along with information about our services, our achievements, sustainability, and a calendar of events.

**Our city (page 31)** has information about the City of Darebin, introduces our Councillors and explains how local government works.

**Our people (page 42)** tells the story of our organisation and the people who lead it. It also provides a snapshot of our employees and workplace culture, and acknowledgement of the work done by our fantastic volunteers.

**Our performance (page 57)** sets out how we performed against the goals stated in our Council Plan 2013-2017. You can also read about the technology we are using, our diversity, our environmental work, and the different ways we interacted with our community.

**Governance and corporate information (page 118)** provides information about our governing processes, Council meetings, Council committees, privacy, and information required by the Victorian Government.

**Annual financial report and performance statement (page 158)** contains the audited performance and financial statements that we are required by law to provide.

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

## Charter of good governance

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

The Charter outlines six principles of good governance that are central to the way we do business. The principles (outlined below) are embedded in the culture of our organisation and are evident within all the services and leadership we provide to our community.

### **Transparency**

Information relating to Council decisions and actions is freely available, easily understood and accessible, especially to those who are most affected by such decisions, and is respectful of privacy principles.

### **Accountability**

Council takes responsibility for the outcomes of the decisions it makes and actions it takes.

### **Equity and inclusion**

Council's actions and decision-making are proactively responsive to and inclusive of Darebin's diverse community needs and aspirations. Council's services and resources are equitably distributed and accessed by those that need them the most.

### **Effectiveness and efficiency**

Council plans and delivers services that achieve their intended outcomes, are sustainable and make the most of available resources.

### **Community engagement**

Council meaningfully involves the community in its decision-making processes and in shaping the future vision and aspirations of the city.

### **Ethical decision making**

Decisions made by Council are based on clearly defined rules and regulations, with consideration of community impact and feedback and in the best interest of the Darebin community.



**Our values**

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

**Collaboration**

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

**Accountability**

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

**Respect**

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

**Integrity**

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

## Our stakeholders

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

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

In the table below, we identify our stakeholders, why they are important to us, why we are important to them, and the ways we engage with them.

Stakeholders	They are important to us because they...	We are important to them because we...	We engage with this group via...
Community groups and volunteers	connect us with our community; encourage community participation; help with planning and advocacy; contribute to the development of strategies, policies and programs.	provide support and resources; develop services, strategies, policies and programs in response to advice; build social inclusion and environmental sustainability; enhance the wellbeing of Darebin residents.	advisory committees and reference groups; workshops; community meetings; forums; face-to-face meetings; online.
Government – State, Federal and other councils	provide resources, guidance, legislation and regulations; support, partnerships, networks, and economies of scale.	provide local services; drive local economic growth; reduce unemployment; create networks; stimulate tourism; provide local data and information.	formal legislative reporting; partnerships; meetings; briefings; networking events; correspondence.
Ratepayers	provide funding for local services and infrastructure; give feedback about local issues; guide our values; use the services we provide.	provide services and infrastructure; encourage local economic growth; consult widely to find out what is most important to them.	rates notices; community forums; publications; our website; the Annual Report; mail outs; consultation sessions; customer service centres; face-to-face meetings; telephone.
Residents	give feedback about local services and infrastructure; guide our values; use the services we provide; tell us which issues are most important to them.	provide services, infrastructure, leadership and representation; encourage local economic growth and links to local jobs; and welcome and encourage diversity.	Council meetings; forums; community surveys; our website; publications; social media; the Annual Report; mail-outs; consultation sessions; customer service centres; and door-to-door interviews.

12

Local businesses	invigorate the local economy and create jobs.	support job creation; encourage new businesses; run development and education sessions; host networking events; and issue permits.	our Business Development Unit; our business incubator; trade associations; consultation sessions; networking events; surveys; and face-to-face meetings.
Visitors to Darebin	invigorate the local economy by visiting, shopping and studying in Darebin.	provide good quality products, services and facilities.	events; publications; and our website.
Suppliers	provide goods and services.	purchase their goods and services.	contract management; face-to-face visits; public notices; networking groups; and our online tender and quotation process.
Media	help us to communicate with our community and raise awareness of services, facilities and events.	provide local data and information.	press releases; briefings; interviews; social media; Council meetings and briefings with Cultural and Linguistically Diverse (CALD) media.
Customers	use our services and facilities and provide feedback for improvement.	provide services and facilities and host events.	customer surveys; face-to-face customer service; our website; publications; and our telephone call centre.
Partners	share their knowledge, innovation, experience and resources and allow for economies of scale.	provide leadership; share knowledge, innovation, experience and resources; and create local jobs.	networking; meetings; and contract management.
Employees and their representatives	are crucial to our delivery of services and bring experience and knowledge to the organisation.	provide a challenging and rewarding work environment; training; career progression; equal opportunity employment; and work/life balance.	newsletters; staff intranet; email; meetings; surveys; performance reviews; events, and meetings with union representatives.

**A summary of how we spent your rates in 2016/2017**

Each year your rates go towards providing important services, programs and infrastructure for the benefit of our growing and diverse community. In 2016/2017, our \$164 million budget enabled us to deliver over 100 services, along with capital works and special projects. We always strive to strike a balance between services costs, quality and value to our ratepayers, working within the Victorian Government’s rate cap of 2.5 per cent.

Each \$100 of Council expenditure was allocated to:



2016/2017 financial summary

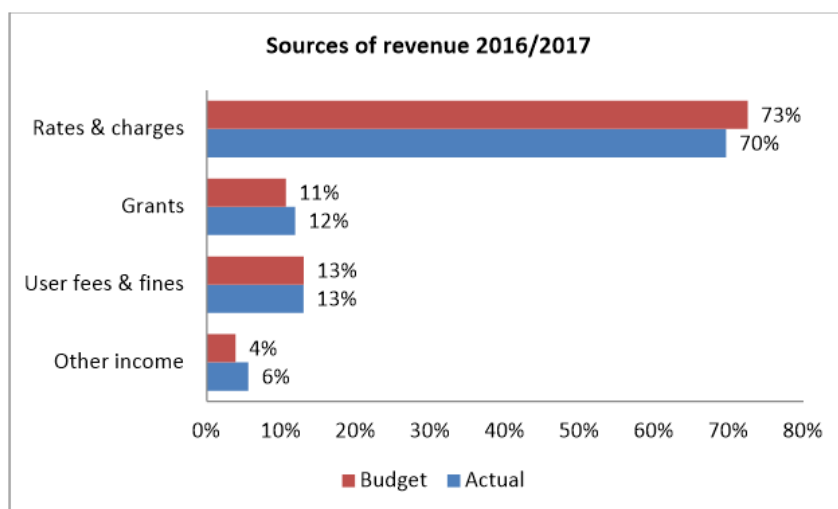
Darebin is a place where the community’s present needs are met without compromising the similar needs of future generations. Our community expects and deserves an efficient and productive administration that can deliver excellent service and value for money. We must deliver the basics well and ensure that all of our diverse community has access to, and inclusion in, high-quality and excellent services.

We must also demonstrate social inclusion, fairness and equity in the way revenue is raised and the way it is allocated to the services we deliver and to the community infrastructure of which we are custodians.

- Income \$171.59 million
- Expenses \$149.97 million
- Surplus \$21.63 million

**In brief**

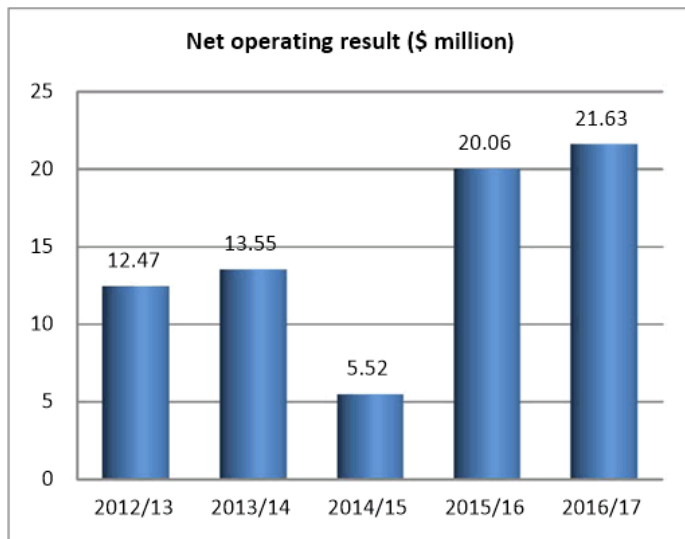
- \$171.59 million revenue with 70 per cent coming from rates and charges.
- \$149.97 million expenditure with 52 per cent attributable to employee costs and 30 per cent for materials and services.
- \$21.63 million surplus.
- \$1.30 billion net assets, comprising community facilities and infrastructure.
- \$74.88 million holdings of cash and other financial assets, \$10.28 million more than last year.



**Operating result**

The operating result is a key figure used to assess our financial performance. It is calculated by deducting the total expenses for the year from total revenues. While we are a not-for-profit organisation, we should generate a surplus to ensure future financial sustainability.

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



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

## Major projects

### **East Preston Community Centre**

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

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

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

Total Investment: \$865,000

Darebin Contribution: \$865,000



### Inner-city Netball Program



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

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

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

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

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

Total Investment: \$732,000

Darebin Contribution: \$385,000

Victorian Government: \$347,000



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



**Slope Remediation Project**

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

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

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

Total Investment: \$850,000

Darebin Contribution: \$350,000

Australian Government: \$500,000



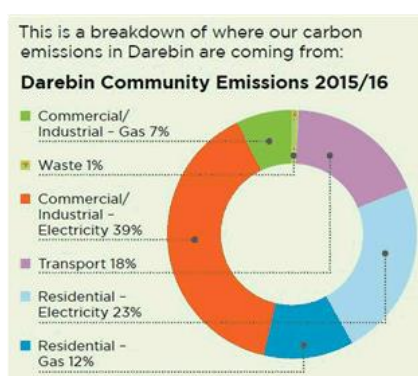
## 2. The year in review

### Draft Climate Emergency Plan 2017-2022

At the first meeting of the newly elected Council in 2016, it was unanimously recognised that we are in a state of climate emergency. Unless we restore a safe climate at emergency speed, dramatic and negative changes will impact our community. We are already seeing more intense and frequent heatwaves, heavy rainfall and flooding, and extreme fire weather leading to bushfires.

#### Reducing emissions

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



#### Responding to the Climate Emergency

Council has already taken action by:

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

We have prepared an ambitious plan that includes:

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

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

We identified nine key directions to increase action:

- 1. Climate Emergency mobilisation and leadership.**  
The scale and speed of transformation needed to change our energy markets, our economy, our legislation, and our behaviour to reduce and draw down greenhouse emissions requires an emergency nationwide and global response.
- 2. Energy efficiency**  
This is the first step in reducing emissions and has the added benefit of saving money and making homes and workplaces more comfortable.
- 3. Renewable energy and fuel switching**  
Getting our energy from sources that don't produce emissions when energy is produced is crucial.
- 4. Zero emissions transport**  
Eighteen per cent of Darebin's emissions come from transport.
- 5. Consumption and Waste Minimisation**  
The rapid depletion of the earth's resources and our waste problem are two sides of one coin: unsustainable consumption. Additionally, waste sent to landfill is a small but important source of greenhouse gases.
- 6. Fossil fuel divestment**  
Removing investment from companies involved in extracting fossil fuels and the institutions who provide funding to these companies lets your money do the talking.
- 7. Adaptation and resilience**  
Supporting communities to adapt and become resilient to the changes in the climate we know are already happening.
- 8. Engaging the community**  
Council is working more broadly to raise awareness of climate change and the actions the community can take to make a difference.
- 9. Darebin Energy Foundation**  
Council is establishing the Darebin Energy Foundation to accelerate sustained and meaningful action with the community (residents, businesses, education and other organisations) to reduce Darebin's greenhouse emissions and embed community resilience to climate change.

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

The Draft Climate Emergency Plan 2017-2022 was developed in collaboration with the Darebin community. We invited contributions and feedback a number of ways: via an online survey on [yoursaydarebin.com.au/climateaction](http://yoursaydarebin.com.au/climateaction); three forums held in June 2017; and a Q&A section on our website.

Read more about our climate and energy initiatives at [www.darebin.vic.gov.au/climate](http://www.darebin.vic.gov.au/climate)

## Message from the Mayor

I am pleased to present the 2016/2017 Annual Report, which highlights the achievements and challenges we met throughout the previous financial year. I'd also like to acknowledge and thank outgoing Councillors from the previous term for their contributions to the City of Darebin from 2012-2016.

### **Council elections**

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

### **Climate emergency**

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

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

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

See pages 21-22 for more information about our Draft Climate Emergency Plan 2017-2022 and the action we will take to secure our future.

### **Council Plan 2017-2021**

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

### **Responding to demographic change**

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

### **Women and girls' participation in sport**

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

Darebin City Council was proud to partner with the Victorian Government to deliver three new netball/multi-purpose sports courts, which were the first of 64 pledged for Melbourne's northern suburbs under the \$9.6million Inner City Netball Program. See page 19 for more information. We welcome the higher participation rate and we're keen to see this number continue to grow.

**Multi-Sports Stadium**

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

**Our community**

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

**A more open Council**

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

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

**CEO appointment**

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

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

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

**Kim Le Cerf**  
**MAYOR**

### Message from the Chief Executive Officer

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

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

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

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

There are many more achievements outlined in this report. Darebin Council can be proud of its advocacy (page 116), sustainability and environmental programs (page 27, page 90), governance and financial performance (page 118, page 158), and diversity (page 79).

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

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

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

## Our services

### For older people and people with disabilities

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

### For businesses

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

### For families

- Maternal and child health services
- Parent education sessions and open days
- Kindergartens
- Immunisation
- Youth engagement programs

### For the whole community

- Pet registration
- Building and planning permits
- Libraries
- Maintain parks, gardens and play equipment
- Local law enforcement
- Parking permits
- Information about pests and pollution
- Arts events, programs and festivals
- School crossing supervisors
- Publications including Darebin Community News
- Street lighting and signage
- Sporting facilities
- Collection of waste and recycling
- Citizenship ceremonies
- Maintain local amenities and plant trees
- Provide education and lead the way on environmental sustainability
- Provide training and education to encourage more local businesses and jobs
- Road and footpath maintenance
- Provide leisure facilities
- Raise awareness of gender equity and violence against women
- Actively engage with newly arrived populations, migrants and refugees
- Support sustainable food and environment initiatives
- Graffiti removal and prevention
- Encourage and provide increased opportunities for sustainable transport
- Community events and festival

## Sustainability

At Darebin City Council, we integrate sustainability into all aspects of our work. Along with acting in an environmentally sustainable way, we consider the social and financial impacts of our activities and ensure that they are also sustainable.

### **Social Sustainability**

To be socially sustainable, we aim to develop processes and infrastructure that meet the current needs of our community and those of future generations. We are fostering a socially sustainable community that is equitable, diverse, connected and democratic and provides good quality of life.

We offer a range of initiatives to support the health and wellbeing of the Darebin community. Policies, strategies and programs are in place to help our ageing population, address disadvantage, increase physical activity (page 74), ensure public health, improve food security, and prevent violence against women and children. These activities are supported by our Advisory Committees (you can read more about them from page 130) and our Community Support Program (page 133). You can find out more about how we are building a safe, inclusive and equitable community in our Diversity Report on page 79 and on our website [www.darebin.vic.gov.au/HealthandWellbeing](http://www.darebin.vic.gov.au/HealthandWellbeing)

Providing a safe and healthy environment for our staff is also crucial. We aim to provide a good work/life balance and offer flexible work options. Policies and procedures are in place for topics such as health and wellbeing, learning and development, human rights, diversity and inclusion, equal employment opportunity, and codes of conduct. Our Workplace Report on page 45 has more information.

### **Environmental Sustainability**

We have maintained a strong position on environmental issues since 1998. Back then, we were focused on reducing greenhouse emissions and addressing climate change. Now, our goals are the same but we have a lot more research, technology and experience to ensure we always take environmental sustainability into account.

We embed sustainability principles into all areas of our work. This includes sustainable planning, transport, design, food production, handling of waste, and the way we do business.

Our Environmental Report on page 90 details our many environmental sustainability initiatives.

### **Economic Sustainability**

We are consistently working towards building a healthy and resilient local economy. Part of this involves leading by example and ensuring the financial sustainability of our own organisation.

To support economic sustainability and the resilience of the Darebin economy we have developed a range of strategies and programs. They encompass issues of sustainable growth, infrastructure, housing and business development.

The Darebin Digital Strategy [[www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)], in particular, is designed to prepare and guide us and our community so we can get the most out of participating in the rapidly expanding national digital economy.

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



a dynamic economic environment and our plans and strategies are designed to help existing industries cope with change, and encourage new-economy industries to secure jobs for current and future generations.

As well as our focus on the external economy, we pay a lot of attention to our own financial sustainability. We apply sustainability principles to procurement, financial planning, and asset management, and implement strategies and policies to ensure the organisation's long-term viability. Information about the work we are doing to ensure financial sustainability is contained in our Financial Report, which starts on page 158.

A full list of our strategies is on our website [www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)

**Council Plan 2017-2021**  
**Goal 1 – a sustainable city**

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

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

**How will we do it?**

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

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

**How will we do it?**

- Reduce private vehicle use by 10% to an average of 13 kilometres per day per person by 2020.
- Increase car share bays from 20 to 100.
- Dramatically increase opportunities for walking and cycling – with our biggest ever single investment of \$6 million in the first year of this plan – including converting some roads into shared streets where green space, walking and cycling take priority.
- Reduce the speed limit to 40 kilometres across 30% of the municipality.
- Increase cycling by 12%.
- Replace \$5.6m of damaged footpaths and increase satisfaction with footpath maintenance to above 80%.
- Implement our commitments under the NORTH Link Regional Trails Strategy to ensure walking and cycling routes connect throughout the north of Melbourne.
- Advocate to the Victorian Government to:
  - increase the frequency of train, tram and bus services
  - fast-track the Clifton Hill metro upgrade to improve train services to South Morang
  - extend the number 11 tram route to Edwardes Street
  - upgrade 14 tram stops on tram route 86 to accessible "super stops".

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

**How will we do it?**

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

Go to [www.darebin.vic.gov.au/CouncilPlan](http://www.darebin.vic.gov.au/CouncilPlan) to read the full Council Plan 2017-2021.

## Outstanding achievements

### Hero Complex

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

### The Museum of Me

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

### Social media

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

### 2015/2016 Annual Report

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



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

## Calendar of events

2016					
July	August	September	October	November	December
3-10 NAIDOC* Week	1-7 Wurundjeri Week	10 Ganesh Festival	Darebin Seniors' Month	17 Darebin Citizenship Ceremony	10 Carols in All Nations
7 Darebin Pitch IT Grand Final	11 Darebin Citizenship Ceremony	14 Tourism Strategy launch at Welcome to Thornbury	12 Ride2Work Day	19-27 Backyard Harvest Festival	
21 Darebin Young Women's Leadership Program		17 National Citizenship Day and Darebin Citizenship Ceremony	13 Reservoir Village Festive Day for Seniors	25 White Ribbon Day	
21 Colour of Youth 2			15 Great Edwardes Lake Park walk to say NO to violence against women	26 Launch of Sylvester Hive Community Garden in East Preston	
			23 Jobs for Youth Expo		
			27 Oct - 6 Nov Darebin Music Feast		
2017					
January	February	March	April	May	June
15 Jan-5 Feb Midsumma Carnival	1-7 World Interfaith Harmony Week	1 Three new netball/multi-purpose sports courts opened at the Darebin Community Sports Stadium	6 Sustainability Matters - with award-winning Australian environmentalist, Tanya Ha	8 Launch of East Preston Community Centre	6 Connect: Darebin's Big Night of Business
23 Jan-1 Feb Summer Jamboree	11 Vietnamese Cultural Night	8 International Women's Day	12 Koorie Pride Youth Festival	15 Darebin Children's Day	8 Mayor's Writing Award 2017
25 Australia Day Awards presentation night. Darebin Citizen of the Year, Youth and Community Group Awards.	20 World Day of Social Justice	9 Molly Hadfield Social Justice Oration	14 Thai Cultural Night	17 The rainbow flag was raised at a community event for IDAHOBIT* Day	14 World Elder Abuse Awareness Day
26 Darebin Citizenship Ceremony	24 Darebin Citizenship Ceremony	16 Cultural Diversity Week Morning Tea	15 Women in Business networking lunch	22 First Darebin Tourism Network Meeting	18-24 Refugee Week
28 Midsumma Pride March		16 Green Business Networking Event	19 Darebin Citizenship Ceremony	23 & 30 Meet your local councillors – La Trobe & Cazaly Wards	28 Darebin Citizenship Ceremony
		19 Melbourne Tomato Festival	29 Community Planting Day	27 May - 3 June Reconciliation Week	29 Meet your local councillors – Rucker Ward
		26 Darebin Community & Kite Festival		29 May-4 June Homemade Food and Wine Festival	

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

\*IDAHOBIT – International Day Against Homophobia, Biphobia, and Transphobia.

### 3. Our City

#### About Darebin

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

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

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

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

Our largest industries include education and training, retail, manufacturing, health care and social assistance.

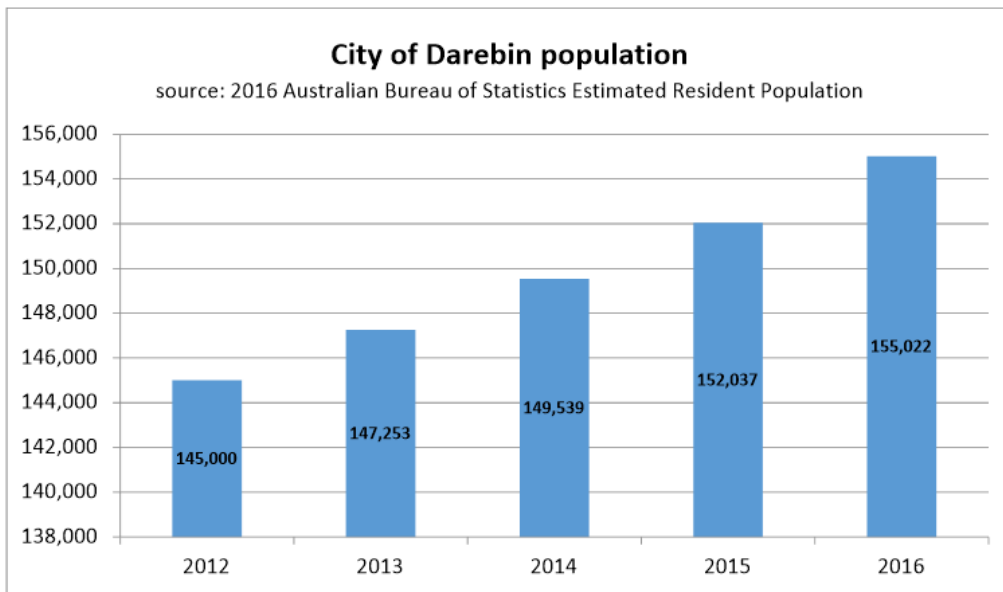
While the social and economic prosperity of Darebin is changing and more residents are earning higher incomes, there are many people in Darebin who experience disadvantage. In March 2017, Darebin's unemployment rate was 6.3 per cent, which was higher than the Greater Melbourne figure of 5.9 per cent and the Victorian figure of 6.1 per cent.

The 2014 Darebin Household Survey indicated that 5.8 per cent of respondents aged 16 years and over identified as bisexual, gay, lesbian or 'other' sexuality. This represents only a fraction of the Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) community in Darebin as it is likely that there is under-reporting of same-sex relationships.

Darebin has one of the largest populations of Aboriginal and Torres Strait Islander (ATSI) residents of the 31 local government areas in metropolitan Melbourne, and Darebin's Aboriginal community is among the largest in Victoria. 2.4 per cent of all ATSI Victorians live in the City of Darebin. This equates to a total of 1,167 ATSI residents who make up 0.8 per cent of our total population.

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

This is just a snapshot of the diversity that exists within the City of Darebin. More detailed information can be found in our Diversity Report on page 79.



Further research and statistics can be found at [www.darebin.vic.gov.au/Overview](http://www.darebin.vic.gov.au/Overview)

## Who we are

59% were born in Australia  
41% were born overseas

59% speak English at home  
7% Italian  
6% Greek  
4% Mandarin  
3% Arabic  
2% Vietnamese  
19% other  
**148 languages in total**

48% are Christian  
35% have no religion  
5% are Muslim  
3% are Buddhist  
3% are Hindu  
**37 religions in total**

64% live in families  
28% live alone  
8% live in group houses

16% are children 0–14  
13% are young people 15–24  
57% are working age 25–64  
14% are older (65+)

1% are Aboriginal or Torres Strait Islander  
(5% of all Indigenous people in Melbourne)

6% are lesbian, gay, bisexual, transgender, intersex or queer<sup>2</sup>

6,000 are international students

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

### Sources:

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

## Our Council

Government in Australia is made up of three levels: federal, state and local. Darebin is one of 79 local councils that represent more than 5.5 million people in Victoria. Local governments manage local issues and plan for the needs of their communities.

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

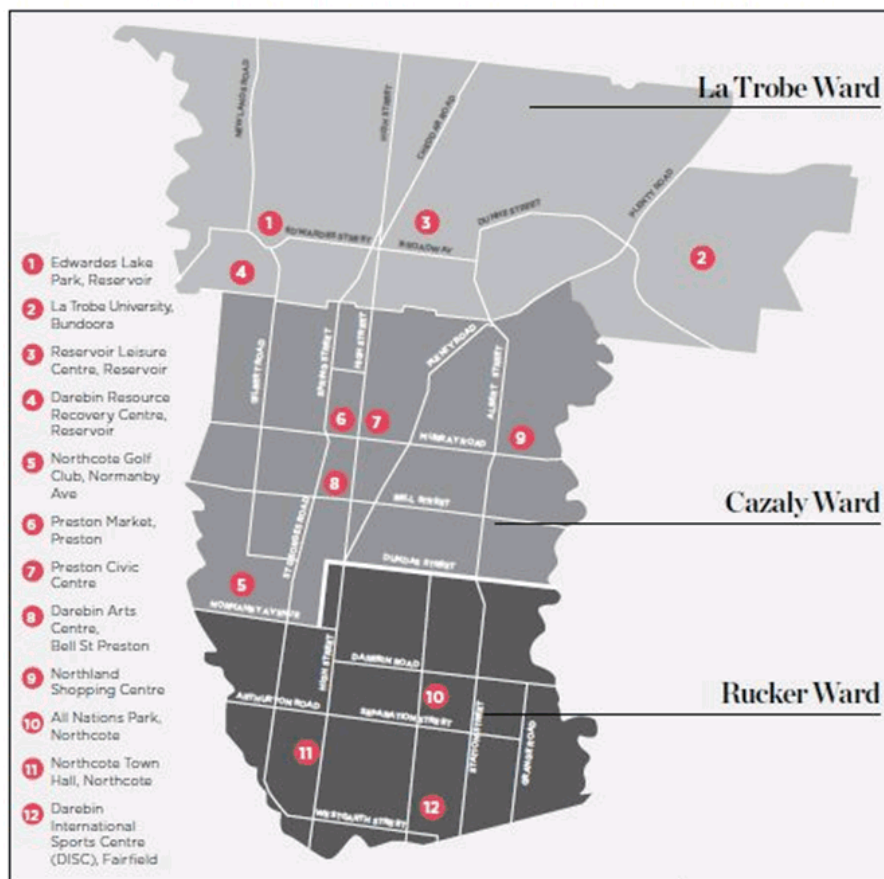
Councillors are bound by a Code of Conduct that outlines the legislative requirements and expectations of Councillors when representing their Council and in their dealings with the community, Council staff and each other.

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

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

Darebin map

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



The City of Darebin includes the following suburbs:

- Alphington
- Bundoora
- Coburg
- Fairfield
- Kingsbury
- Macleod
- Northcote
- Preston
- Reservoir
- Thornbury



## Our Councillors

### Rucker Ward



#### Cr Kim Le Cerf

0419 750 457

Kim-LeCerf@cr.darebin.org

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

#### Committees

Planning Committee (Chair)

Hearing of Submissions Committee (Chair)

Audit Committee

Darebin Australia Day Committee (Chair)

Darebin Domestic Animal Management Reference Group (Co-Chair)

Darebin Education Committee (Co-Chair)

Darebin Environmental Reference Group (Co-Chair)

Darebin Women's Advisory Committee (Co-Chair)

Municipal Emergency Management Planning Committee (Chair)

#### Terms as Councillor

2016-2020

#### Terms as Mayor

2016-2017



#### Cr Trent McCarthy

0419 750 604

Trent-McCarthy@cr.darebin.org

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

#### Committees

Planning Committee

Hearing of Submissions Committee

Darebin Environmental Reference Group (Co-Chair)

#### Terms as Councillor

2008-2012, 2012-2016, 2016-2020

**Cr Susan Rennie**

0419 750 035

Susan-Rennie@cr.darebin.org

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

**Committees**

Planning Committee

Hearing of Submissions Committee

Audit Committee

Darebin Aboriginal Advisory Committee (Co-Chair)

Darebin Bicycle Advisory Committee (Co-Chair)

Darebin Interfaith Council (Co-Chair)

Darebin Youth Advisory Group (Proxy)

**Terms as Councillor**

2016-2020

**Cazaly Ward****Cr Steph Amir**

0419 750 192

Steph-Amir@cr.darebin.org

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

**Committees**

Planning Committee

Hearing of Submissions Committee

Darebin Arts Ambassadors (Co-Chair)

Darebin Bicycle Advisory Committee (Co-Chair)

Darebin Youth Advisory Group (Chair)

Northland Urban Renewal Precinct Steering Committee (Co-Chair)

Sexuality, Sex and Gender Diversity Advisory Committee (Chair)

**Terms as Councillor**

2016-2020

**Cr Lina Messina**

0419 750 504

Lina-Messina@cr.darebin.org

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

**Committees**

Planning Committee

Hearing of Submissions Committee

Active and Healthy Ageing Community Advisory Board

Northland Urban Renewal Precinct Steering Committee (Co-Chair)

Preston Business Advisory Committee (Chair)

**Terms as Councillor**

2016-2020

**Cr Julie Williams**

0419 750 152

Julie-Williams@cr.darebin.org

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

**Committees**

Planning Committee

Hearing of Submissions Committee

Darebin Disability Advisory Committee (Co-Chair)

Darebin Domestic Animal Management Reference Group (Co-Chair)

Northland Urban Renewal Precinct Steering Committee (Co-Chair)

Preston Business Advisory Committee (Proxy)

**Terms as Councillor**

2012-2016, 2016-2020

**La Trobe Ward****Cr Gaetano Greco**

0419 750 214

Gaetano-Greco@cr.darebin.org

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

**Committees**

Planning Committee

Hearing of Submissions Committee

Bundoora Homestead Board of Management Committee

Active and Healthy Ageing Community

Advisory Board

Darebin Aboriginal Advisory Committee (Co-Chair)

Darebin Arts Ambassadors (Co-Chair)

Darebin Education Committee (Co-Chair)

Darebin Housing Committee (Co-Chair)

Darebin Interfaith Council (Co-Chair)

Edwardes Lake Park Reference Group Committee

Reservoir Structure Plan Community

Reference Group (Co-Chair)

**Terms as Councillor**

2008-2012, 2012-2016, 2016-2020

**Terms as Mayor**

2013-2014

**Cr Tim Laurence**

0419 750 234

Tim-Laurence@cr.darebin.org

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

**Committees**

Planning Committee

Hearing of Submissions Committee

Bundoora Homestead Board of Management Committee

Edwardes Lake Park Reference Group Committee

Reservoir Structure Plan Community

Reference Group (Co-Chair)

**Terms as Councillor**

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

**Terms as Mayor**

2000-2001, 2012-2013

**Cr Susanne Newton**

0419 764 245

Susanne-Newton@cr.darebin.org

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

**Committees**

Planning Committee

Hearing of Submissions Committee

Bundoora Homestead Board of Management Committee

Active and Healthy Ageing Community Advisory Board

Darebin Aboriginal Advisory Committee (Co-Chair)

Darebin Disability Advisory Committee (Co-Chair)

Darebin Housing Committee (Co-Chair)

Darebin Women's Advisory Committee (Co-Chair)

Edwardes Lake Park Reference Group Committee

Reservoir Structure Plan Community Reference Group (Co-Chair)

Sexuality, Sex and Gender Diversity Advisory Committee (Proxy)

**Terms as Councillor**

2016-2020

**Local Government election 2016**

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

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

### Council meetings

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

Information about Councillor attendance at meetings is available in the Governance and Corporate Information section of this report, which starts on page 118. To see the schedule of Council meetings or watch meetings live online go to our website [www.darebin.vic.gov.au/Meetings](http://www.darebin.vic.gov.au/Meetings)

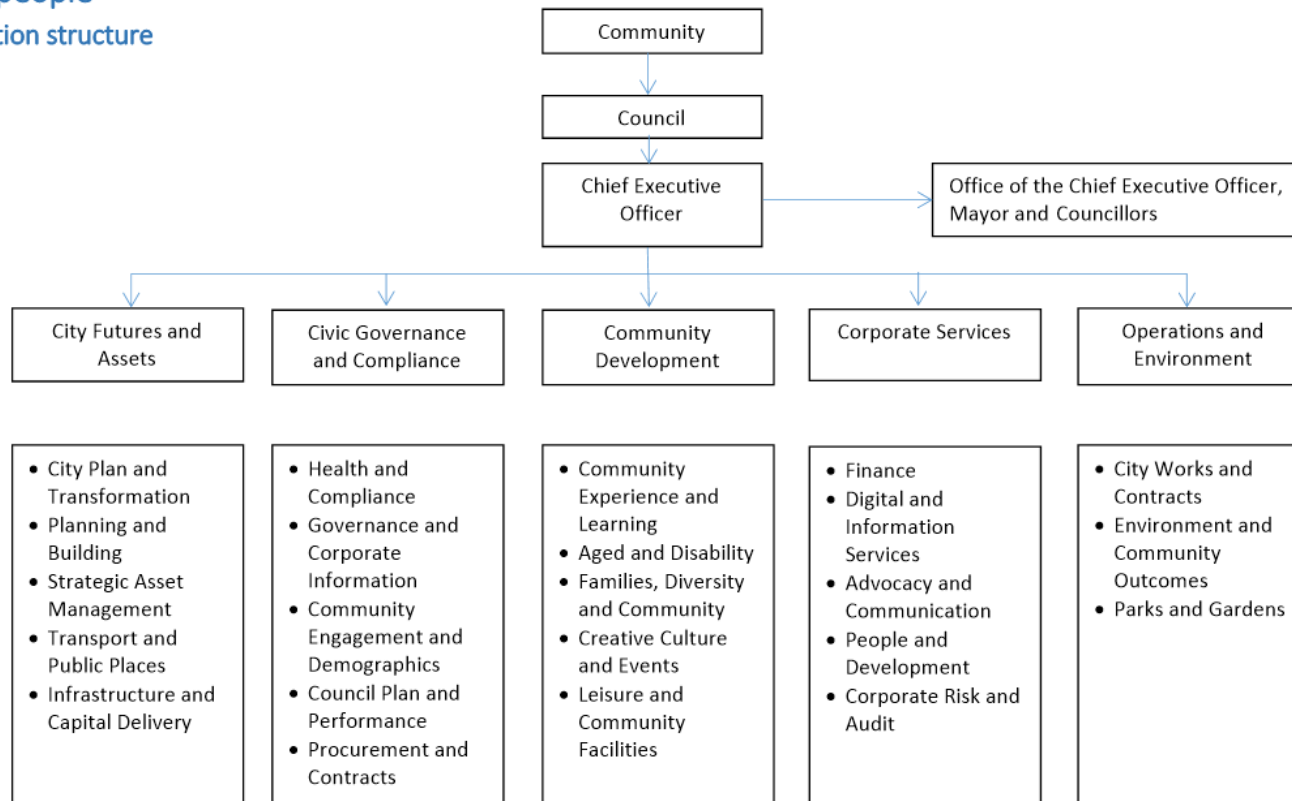
### Briefing sessions

In addition to regular meetings, Council holds briefing sessions where Council staff make presentations on important issues.

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

You can read more about Council meetings on page 121. For more information about how Council works, see our website [www.darebin.vic.gov.au/HowCouncilWorks](http://www.darebin.vic.gov.au/HowCouncilWorks)

4. Our people  
Organisation structure



[www.darebin.vic.gov.au/Organisation](http://www.darebin.vic.gov.au/Organisation)

## Our Executive Management Team

Darebin City Council is managed by an experienced Executive Management Team (EMT), which is led by the Chief Executive Officer. The EMT meets weekly to plan, coordinate and monitor the progress of Council's strategic direction and goals. Guided by the Charter of Good Governance, the EMT operates in accordance with our values of accountability, respect, integrity and collaboration.

### Chief Executive Officer (CEO)

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

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

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

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

### Directors

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



**Steve Hamilton**

**Director, City Futures and Assets**

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

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



**Jacinta Stevens**

**Director, Civic Governance and Compliance**

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

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





**Katrina Knox**  
**Director, Community Development**

Diploma of Librarianship, Master of Business Administration, Graduate Member – Australian Institute of Company Directors

Katrina was appointed Director of Community Development in August 2013. Prior to this, she was the Group Manager of Community Services and the Manager of Darebin's Library Service. The Community Development portfolio includes: Aged and Disability; Community Experience and Learning; Creative Culture and Events; Families, Diversity and Community; and Leisure and Community Facilities.



**Andrew McLeod**  
**Director, Corporate Services**

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

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



**Oliver Vido**  
**Director, Operations and Environment**

Bachelor of Engineering (Civil Engineering with Distinction)

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

### Workplace report

All figures below are correct as at 30 June 2017.

#### The Darebin City Council workforce at a glance

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

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

<b>Total number of Darebin City Council employees (includes part-time, casual and temporary staff)</b>	
Permanent full-time employees	492
Permanent part-time employees	385
Temporary employees	47
Casual employees	355
<b>Total</b>	<b>1,279</b>

	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>
<b>FTE employees</b>	715	701	698	684

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

<b>Total number of Darebin City Council employees (includes part-time, casual and temporary staff)</b>				
	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>
Darebin City Council employees	1,268	1,254	1,283	1,279

<b>Number of permanent Darebin City Council employees by gender (full-time, part-time and FTE)</b>				
	<b>Full-time</b>	<b>Part-time</b>	<b>Total</b>	<b>FTE</b>
Female	196	335	531	375
Male	276	70	346	309
<b>Total permanent workforce at 30 June 2017</b>	<b>472</b>	<b>405</b>	<b>877</b>	<b>684</b>

An organisational restructure took effect on 1 September 2016. For more detail, see page 48. The tables below show our employee count for the past three years of the old structure and for the first year of the new structure (at 30 June 2017).

<b>Employee count by directorate (includes part-time, casual and temporary staff) – old structure</b>			
	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>
Assets and Business Services	178	249	118
Community Development	520	490	494
Corporate Governance and Performance*	N/A	N/A	38
Corporate Services	187	99	236
Culture, Leisure and Works	380	392	393
Office of the Chief Executive	3	24	4
<b>Total</b>	<b>1,268</b>	<b>1,254</b>	<b>1,283</b>

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

<b>Employee count by directorate (includes part-time, casual and temporary staff) – new structure</b>	
	<b>2016/2017</b>
Office of the Chief Executive, Mayor and Councillors*	5
Corporate Services	95
City Futures and Assets	131
Civic Governance and Compliance	163
Community Development	687
Operations and Environment	198
<b>Total</b>	<b>1,279</b>

Note: the new structure took effect on 1 September 2016. See page 48.

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

<b>Number of FTE staff by directorate at 30 June 2017</b>	
	<b>2016/2017</b>
City Futures and Assets	87
Civic Governance and Compliance	70
Community Development	281
Corporate Services	69
Office of the Chief Executive, Mayor and Councillors	4
Operations and Environment	173
<b>Total</b>	<b>684</b>

<b>Number of permanent staff (part-time and full-time only) by directorate – old structure</b>			
	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>
Assets and Business Services	136	185	102
Community Development	392	381	381
Corporate Governance and Performance	N/A	N/A	19
Corporate Services	139	75	170
Cultures, Leisure and Works	220	220	218
Office of the Chief Executive	3	20	4
<b>Total</b>	<b>890</b>	<b>881</b>	<b>894</b>

<b>Number of permanent staff (part-time and full-time only) by directorate – new structure</b>	
	<b>2016/2017</b>
City Futures and Assets	111
Civic Governance and Compliance	125
Community Development	404
Corporate Services	71
Office of the Chief Executive, Mayor and Councillors	4
Operations and Environment	162
<b>Total</b>	<b>877</b>

<b>Casual employees of Council in 2016/2017 by directorate – new structure</b>			
	<b>Males</b>	<b>Females</b>	<b>Total</b>
City Futures and Assets	6	6	12
Civic Governance and Compliance	8	27	35
Community Development	93	161	254
Corporate Services	5	15	20
Office of the Chief Executive, Mayor and Councillors	0	0	0
Operations and Environment	11	23	34
<b>Total</b>	<b>123</b>	<b>232</b>	<b>355</b>

## Number of staff by salary classification in 2016/2017

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

<b>Employees by classification (all employees, including part-time, casual and temporary staff)</b>			
<b>Classification</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
Band 1	54	37	91
Band 2	25	18	43
Band 3	276	188	464
Band 4	91	47	138
Band 5	122	63	185
Band 6	98	53	151
Band 7	43	37	80
Band 8	21	15	36
Immunisation Nurse Level 1	4	0	4
Immunisation Nurse Level 2	1	0	1
Immunisation Nurse Level 3	5	0	5
Maternal and Child Health Nurses 1 <sup>st</sup> year	3	0	3
Maternal and Child Health Nurses 2 <sup>nd</sup> year	1	0	1
Maternal and Child Health Nurses 3 <sup>rd</sup> year	10	0	10
Maternal and Child Health Nurses 4 <sup>th</sup> year	4	0	4
Maternal and Child Health Nurses 5 <sup>th</sup> year	15	0	15
Senior Executive Officer	10	13	23
Senior Officer	11	14	25
<b>Total</b>	<b>794</b>	<b>485</b>	<b>1,279</b>

<b>FTE employees by classification</b>			
<b>Classification</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
Band 1	9	9	18
Band 2	3	3	5
Band 3	86	95	181
Band 4	47	36	83
Band 5	72	49	121
Band 6	70	43	113
Band 7	31	34	64
Band 8	17	12	28
Immunisation Nurse Level 1	0	0	0
Immunisation Nurse Level 2	1	0	1
Immunisation Nurse Level 3	2	0	2
Maternal and Child Health Nurses 1 <sup>st</sup> year	0	0	0
Maternal and Child Health Nurses 2 <sup>nd</sup> year	0	0	0
Maternal and Child Health Nurses 3 <sup>rd</sup> year	3	0	3
Maternal and Child Health Nurses 4 <sup>th</sup> year	2	0	2
Maternal and Child Health Nurses 5 <sup>th</sup> year	10	0	10
Senior Executive Officer	14	13	27
Senior Officer	11	14	25
<b>Total</b>	<b>377</b>	<b>307</b>	<b>684</b>

#### **Changes to our structure in 2016/2017**

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

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

Several departments were also realigned:

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

The organisation structure at 30 June 2017 is on page 42.

**Understanding employees**

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

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

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

**Social inclusion and employment programs**

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

We also provided career information tours to local primary and secondary schools, facilitated formal employability skills training to two secondary schools in Darebin, and coordinated 15 employees to volunteer at a mock interview program hosted by the Inner Northern Local Learning and Employment Network (INLLEN) and delivered to approximately 250 Darebin students.

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

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

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

We worked closely with Croxton School and implemented a structured work placement program that supported eight Victorian Certificate of Applied Learning (VCAL) students with a disability to undertake placements across Council.

**Industrial relations**

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

**Equal employment opportunity (EEO)**

We strive to provide a workplace where employees are valued, respected and free from all forms of discrimination, harassment, bullying, occupational violence and victimisation. The diversity of our workforce is recognised as a key factor that enables us to meet the needs of our community. During 2016/2017, we provided EEO training to employees across Council.

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

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

**Learning and development**

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

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

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

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

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

**Our workplace diversity profile**

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

Year	2014	2015	2016	2017
Percentage	1.7%	1.5%	0.9%	0.8%

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

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

Year	2014	2015	2016	2017
Percentage	23.1	14.0%	14.5%	14.6

**Darebin City Council staff countries of birth**

Country of birth	%	Country of birth	%
Australia	58	Greece	1
Italy	1.5	China	1
Britain	1.5	Not disclosed	23
India	1	Other	12
Macedonia	1		

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

**Health, safety and wellbeing**

We take the health, safety and wellbeing of our employees seriously and significant resources have been committed to provide strategic, operational and procedural advice and support to create a safe workplace free from harm.

Our health, safety and risk compliance standards are at the highest level and are achieved through programs and activities that empower employees to take control of their health and wellbeing. In 2016/2017 we provided education and support to develop occupational health and safety (OHS) and implemented injury prevention and risk management systems to meet our legal obligations.

**OHS training provided**

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

**Health and safety committees**

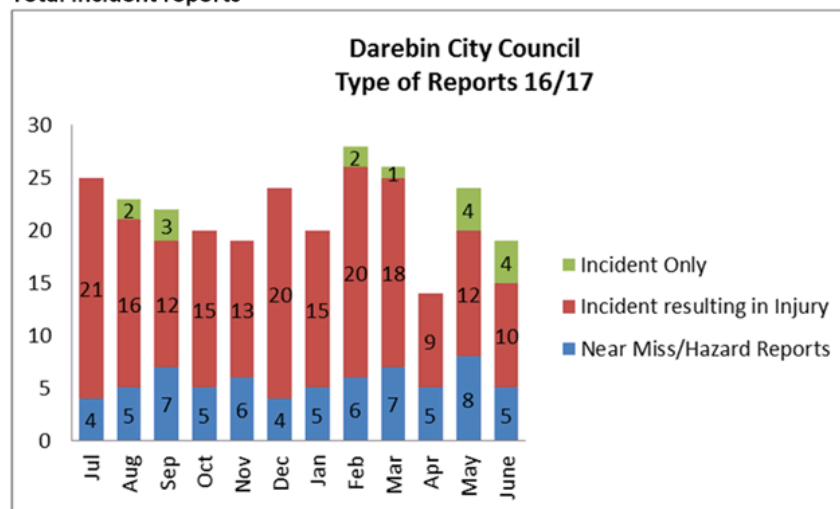
The foundation of our proactive safety culture is our team of elected Health and Safety Representatives (HSRs). HSRs form part of four OHS Committees that meet monthly together with management representatives in accordance with the *Occupational Health and Safety Act 2004*. In addition to the OHS Committees, we run a Safety Leadership Forum made up of management, HSRs and key stakeholders from across Council. The Forum reviews and monitors our OHS Strategy, key preventative programs, high-level policies, statistical data and performance. Throughout 2016/2017 we reviewed our OHS committee structure and realigned our Designated Working Groups (DWGs) into their reporting structures. We also reviewed the working groups and, in some instances, joined or separated groups to make them more relevant and appropriate to the work, location and risks.



What we achieved:

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

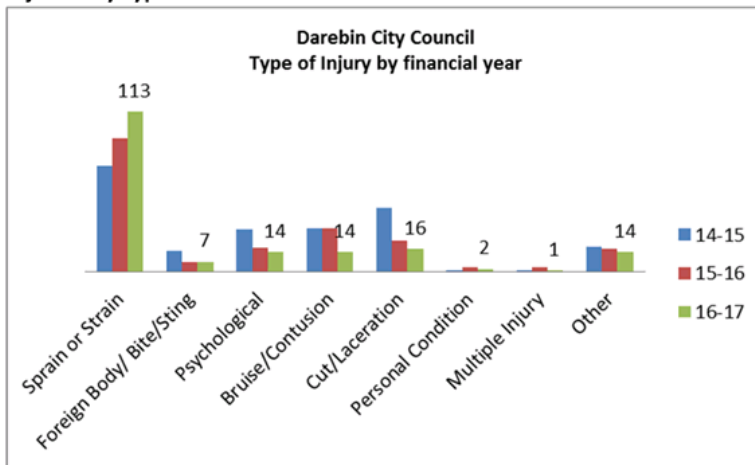
**Total incident reports**



**Types of incidents/near misses/hazards by year**

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

**Injuries by type**



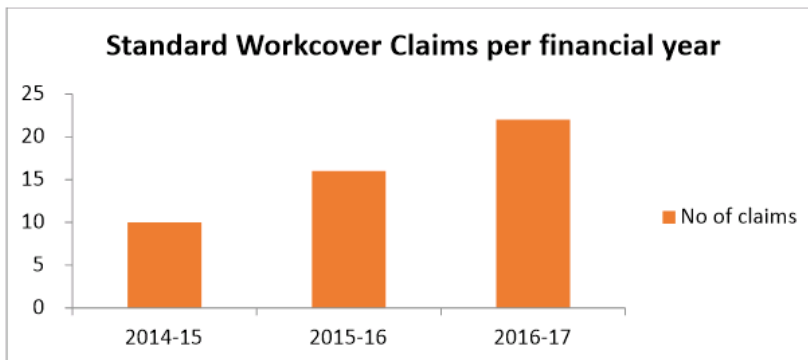
Note: 'Other' includes burns, headaches, dislocations, needle-stick injuries, and non-categorisable.

**Health and wellbeing programs**

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

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

**WorkCover claims**



The graph above displays the number of standard claims that were lodged and accepted by the Victorian WorkCover Authority claims agent CGU.

**WorkCover premium**

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

**WorkCover premium and performance rating**

Year	Premium (ex. GST)	Employer Performance Rating (<1 indicates better than the industry)
2014/2015	\$1,970,172 (reduced by \$916,869)	1.64
2015/2016	\$1,314,763 (reduced by \$656,209)	1.02
2016/2017	\$803,917 (reduced by \$510,846)	0.56
2017/2018	\$989,909 (increased by \$185,992)	0.98

**Risk management**

The Corporate Risk department raised awareness of enterprise risk management across the organisation through an increased presence and proactive involvement at high-level project planning meetings, event planning, leadership forums and high-risk departmental meetings.

Regular reporting of risk exposures, claims management, performance and strategies improved as a result of presentations to the Executive Management Team, the Audit Committee, the Governance, Risk and Corporate Performance Committee, and the Business Continuity Committee.

**Business Continuity**

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

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

**Audit Manager**

An Audit Manager module was purchased from CAMMS Software towards the end of the last financial year to improve the way internal and external audits were managed. It allows us to register and track any type of review activity in an interactive and real-time environment.

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

**Appointment of Insurance Broker**

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

In December 2016, we engaged Procurement Australia to review and evaluate our insurance program and manage a tender process for the provision of insurance broking and risk management

services. In early May, Council resolved to appoint Aon as our insurance broker for the 2017/2018 renewal period with the expectation of premium savings.

#### **Loss Limits Validation Assessment**

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

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

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

#### **Looking ahead to 2017/2018**

##### **Enterprise Risk Management Strategy**

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

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

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

##### **Strategic and Operational Risk Review**

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

##### **Motor Fleet Awareness Program**

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

##### **In-house Allied Health Professional services**

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

## Celebrating Darebin's volunteers

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

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

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

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

### **Darebin Information Volunteer Resource Service (DIVRS)**

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

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

The L2P Learner Driver Mentor Program at DIVRS helps disadvantaged young people gain their provisional licences. Volunteer mentors are recruited, trained and matched with learner drivers to undertake supervised experience. The Program makes it easier for young people to get a job, access education and training, or care for family members. Darebin was one of the first Councils to take up funding from the Transport Accident Commission (TAC) and, together with DIVRS, deliver the L2P program.

### **Community Groups and Advisory Committees**

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

In 2016/2017 more than 65 people volunteered their time to Council's 19 Advisory Committees and Community Groups. Our groups and committees are listed on page 130.

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

## 5. Our performance

The Report of Operations measures our 2016/2017 performance against the six goals, 58 priority actions and 38 performance indicators that we committed to in the Council Plan 2013-2017. It also shows our progress with the Major Initiatives outlined in the Council Budget.

### **Reporting on the City of Darebin Council Plan 2013-2017**

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

#### **Goal 1 (page 59)**

Vibrant city and innovative economy

#### **Goal 2 (page 69)**

Healthy and connected community

#### **Goal 3 (page 83)**

Sustainable and resilient neighbourhoods

#### **Goal 4 (page 93)**

Thriving and creative culture

#### **Goal 5 (page 100)**

Excellent service

#### **Goal 6 (page 108)**

Open and accountable democracy

We monitor our Council Plan priority actions and performance indicators quarterly and the results are presented in this Report of Operations.

For each goal we have included:

- Highlights and achievements.
- Services provided and their costs.
- The Council Plan priority actions and our progress.
- The Council Plan performance indicators and our results.
- Major initiatives from the Council Budget.
- The challenges we encountered in 2016/2017.
- Future plans.

There is more information about the Council Plan on our website [www.darebin.vic.gov.au/CouncilPlan](http://www.darebin.vic.gov.au/CouncilPlan)

### **Priority Actions reporting legend**

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

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

**How does the Annual Report integrate with the Council Plan?**

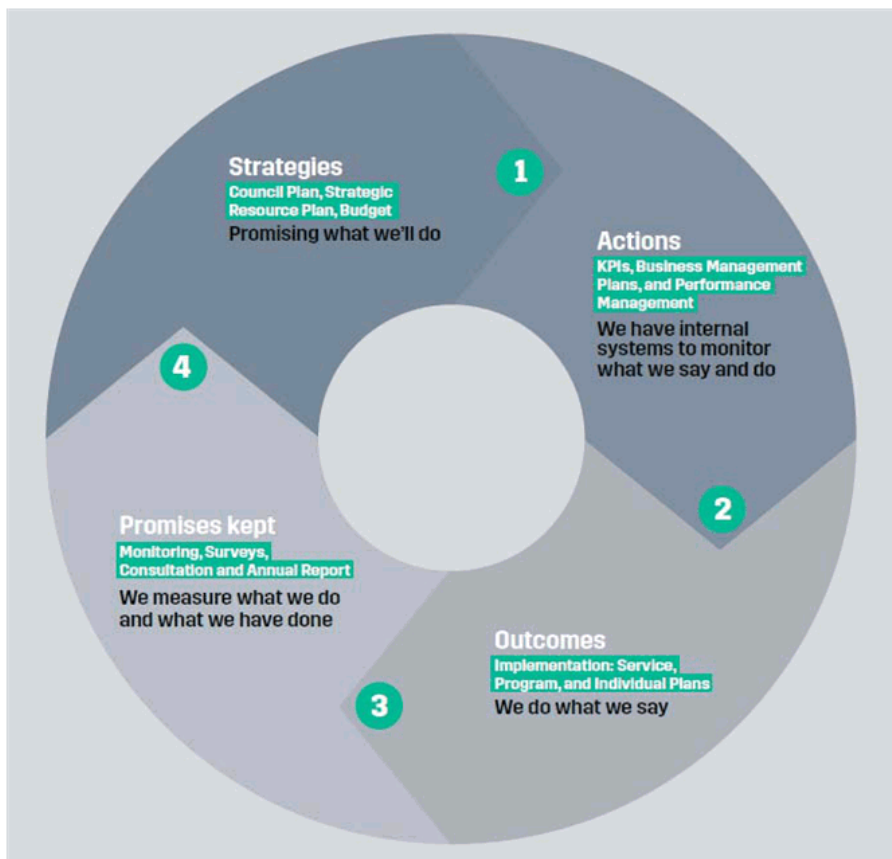
The diagram below illustrates how the Annual Report and the Council Plan are integrated with our business planning cycle.

The **Council Plan** describes the vision, mission, goals (strategic objectives) and actions that guide our work for a four-year period. It is reviewed annually. The **Strategic Resource Plan** describes how the key actions and objectives for the year will be resourced. The **Annual Budget** sets out funding for projects and services to be undertaken throughout the year. It also outlines the **Major Initiatives** for the year. The Major Initiatives directly contribute to the achievement of our Council Plan goals. **Service Plans** include business management plans and set out key performance indicators. The **Annual Report** shows our progress in achieving goals and reports the results at the end of each financial year.

**Our performance in the final year of the Council Plan 2013-2017**

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

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



### Goal 1 – Vibrant city and innovative economy

Our goal is to promote an innovative, vibrant and thriving economy with physical infrastructure that is both well maintained and appropriately regulated.

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

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

#### Highlights and achievements

- Darebin's first Tourism Strategy was launched at Welcome to Thornbury on 14 September 2016. The launch event included a pop-up market of local businesses and a presentation of the history of Darebin tourism by Andrew Mansfield, owner of the Northcote Social Club.
- The first Darebin Tourism Network meeting was held on 22 May 2017. It was attended by representatives from key Darebin destinations and businesses including Northland Shopping Centre, Melbourne City Football Club, Palace Cinema Westgarth, Northern Blues Football Club, Salta/Preston Market, Mantra Bell City, Welcome to Thornbury and Westside Circus.
- We delivered a hands-on Export Program for 20 local businesses that led to the creation of more than 40 jobs.
- We helped three local businesses apply for and successfully gain State and Federal funding, which resulted in commitments to employ 100 staff.
- We settled and won several Victorian Civil and Administrative Tribunal (VCAT) cases and advanced the cause for improved liveability, sustainability and design of residential apartments.
- We hosted 45 business events that were attended by more than 1,900 people.
- The domestic waste collection again exceeded the Council Plan Indicator for bin collection. We collected 27,139 tonnes of garbage and 11,070 tonnes of green waste from approximately 63,600 households.
- The Annual Hard Waste service collected 2,506 tonnes of material, of which 19 per cent (476 tonnes) was recycled.
- Preston Central was upgraded as part of a Victorian Government Public Safety Infrastructure grant. The upgrade included safety improvements, increased lighting, street art and CCTV surrounding the Preston Library.
- We established a Creative Industries Network to provide a platform for creative entrepreneurs to share ideas and experiences.
- The introduction of online footpath trading permits made it easier for businesses to lodge applications.
- After four years of advocacy, the Minister for Planning approved larger developments along St Georges Road and Plenty Road. This provides mandatory heights along the corridor and incorporates best practice urban design.
- We responded to 2,630 service enquiries in 2016/2017. They included provision of legal points of discharge, engineering comments on planning permits, retention system compliance assessments and drainage infrastructure approvals.

58



- We worked closely with the Level Crossing Authority on the design for the Grange Road Alphington level crossing and continue to seek ways to minimise the impact of construction on the local community.
- We constructed or improved 11 road crossings and intersections for pedestrians. This included kerb build-outs at Bracken Ave on Miller Street Preston.

**Trend data**

	2014/2015	2015/2016	2016/2017
Investment in infrastructure (roads, drains and bridges) \$million	6.27	6.30	7.84
Planning permit application decisions issued	1,340	1,362	1,402
Sealed local roads swept (km)	6,120	6,120	6,120

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

		Net cost of providing this service in 2016/2017 Actual Budget Variance \$'000
<b>Economic Development</b>	Develop and implement strategies and activities to foster and promote a sustainable business sector to provide local employment. Work with local trader and business associations to help improve business performance. Work with neighbouring municipalities to develop and implement regional economic growth.	1,250 <u>1,175</u> 75
<b>Civic Compliance</b>	Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protection Act), Animal Management, Local Laws, Planning Enforcement, Traffic Enforcement and the School Crossings Supervision Service.	541 <u>651</u> (110)
<b>Assets and Properties</b>	Responsible for improving the way the City's assets are managed. Activities include planning and management of roads, drains and bridges, property management, and implementation and ongoing management of the Asset Management System.	5,737 <u>6,697</u> (960)
<b>City Development</b>	Provides support and advice to Council with respect to the Darebin Planning Scheme, ensures compliance with Building Legislation and industry standards, and administers the Darebin Planning Scheme. The Building Services Unit enforces statutory requirements for the built form and public safety.	4,509 <u>3,297</u> 1,212
<b>Major Projects, Engineering and Transportation</b>	Policy development and project management services across areas including activity centres, transport management and safety, major facility development, engineering, facilities maintenance and the management of capital works projects. Responsibility for engineering and infrastructure project management services. Capital works budget management. Advice and policy on all traffic management and transport planning matters, including development of transport strategies and initiatives.	2,684 <u>2,204</u> 480

59

<b>City Works</b>	Responsible for collecting domestic garbage and recyclables, green waste and dumped rubbish, street and right-of-way cleansing, hard waste collection, and management of the contract for the operation of the waste transfer station in Reservoir. Responsible for purchase and maintenance of Council's vehicles, plant and equipment. Ongoing maintenance of roads, footpaths, drains and Council's extensive network of street, directional, parking, regulatory and advisory signs.	18,617 <u>17,496</u> 1,121
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#### Four-year priority actions – what we committed to in the Council Plan 2013-2017

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

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

**Incomplete** – Item partially completed.

ACTION	STATUS	HIGHLIGHTS
1. Invest in the City of Darebin's leisure and recreation activities, venues and open spaces, including the renewal of Council's extensive network of off-road bicycle paths, pedestrian spaces and networks; and upgrade various sportsgrounds and playgrounds.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- In line with our strategies, the nominated upgrades and beautification projects were completed.</li> <li>- 5,248m<sup>2</sup> of shared paths were completed at a cost of \$709,515 and 8,833m<sup>2</sup> of footpaths were completed at a cost of \$964,459.</li> <li>- The Open Space Strategy will be reviewed in 2017/2018.</li> </ul>
2. Continue to implement and monitor the roll-out of internet accessibility in the City of Darebin.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- 1,471,351 unique sessions of Darebin Free WiFi were used in shopping precincts.</li> <li>- The NBN rollout dates were confirmed*:               <ul style="list-style-type: none"> <li>o Reservoir, Kingsbury, Preston will be completed by June 2018.</li> <li>o Preston, Thornbury will be completed by December 2018.</li> <li>o Northcote, Alphington will be completed by December 2018.</li> <li>o Mont Park, Kingsbury will be completed by July 2019.</li> </ul> </li> </ul> <p>*NBN Co presented this information at the Business Leaders' Lunch in March 2016.</p>
3. Undertake regular reviews of land use planning policies of the City of Darebin Planning Scheme to ensure that they continue to support local manufacturing, commercial activity and affordable housing. Ensure that they are consistent with all relevant Supporting Strategies.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The approval of Amendment C138 (Darebin Planning Scheme Review) completed this Priority Action.</li> <li>- A Planning Scheme review is due in 2018.</li> <li>- Work on the Cultural Infrastructure Framework Plan started. The Plan will provide a detailed understanding of the existing cultural infrastructure and enable Council to provide support for various artists.</li> </ul>

ACTION	STATUS	HIGHLIGHTS
<p>4. Complete, implement and monitor the Darebin Integrated Housing Strategy and the Darebin Economic Land Use Strategy. Complete or update land use structure plans and action plans for all major activity centres located in the city. Implement a revised Municipal Strategic Framework Plan. Develop and implement a strategic planning framework that supports the introduction of the State Government's new residential, business and commercial zones, while respecting local amenity and character.</p>	<p><b>Complete</b></p>	<p><b>Darebin Integrated Housing Strategy</b></p> <ul style="list-style-type: none"> <li>- This Strategy was adopted and incorporated into the Darebin Planning Scheme. Darebin's projected population increase means the Strategy needs to be reviewed earlier than expected. This will start in 2017/2018.</li> </ul> <p><b>Darebin Economic Land Use Strategy</b></p> <ul style="list-style-type: none"> <li>- The Darebin Economic Land Use Strategy was adopted in 2014.</li> <li>- The Strategy is being monitored and referred to on a regular basis for the rezoning of underutilised or redundant industrial sites.</li> <li>- An Economic and Employment Study is underway to determine a framework for future economic activity in the Northland Urban Renewal Precinct (NURP). The study will inform the NURP Structure Plan.</li> </ul>
<p>5. Develop, implement, monitor and/or review (where appropriate) the Parking Management Strategic Framework and the Road Management Plan. Consider further policies to promote the allocation of appropriate and safe road space for all modes of transport, including cycling and pedestrian movement.</p>	<p><b>Complete</b></p> <p><b>Incomplete (progress – 90%)</b></p>	<p><b>Road Management Plan</b></p> <ul style="list-style-type: none"> <li>- The Road Management Plan review was adopted on 19 June 2017.</li> </ul> <p><b>Policies within the Parking Management Strategic Framework include:</b></p> <ul style="list-style-type: none"> <li>- Narrow Streets Report – adopted in April 2016.</li> <li>- Vehicle Crossover Policy – currently under review.</li> <li>- Springthorpe Parking Policy – in development.</li> <li>- Review of parking restrictions in Fairfield.</li> <li>- In 2017/2018 we will consult the community on a broader parking strategy to provide long-term guidance and consistency on how we manage parking across the Municipality.</li> </ul>

ACTION	STATUS	HIGHLIGHTS
6. Implement and monitor Going Places – the Darebin Transport Strategy 2007-2027, the Safe Travel Strategy 2010-2015, the Darebin Cycling Strategy 2013-2018 and all associated Action Plans.	<b>Complete</b>	<p><b>DAREBIN TRANSPORT STRATEGY</b></p> <p><b>Safe Travel Strategy 2010-2015</b></p> <ul style="list-style-type: none"> <li>- This Strategy was completed and a new one is being developed.</li> <li>- Projects delivered in 2016/2017 included: <ul style="list-style-type: none"> <li>o Audited 10 safe travel to school routes for primary schools.</li> <li>o Constructed 3 school crossings.</li> <li>o 3 speed limit reductions approved by VicRoads.</li> <li>o 2 roundabouts upgraded.</li> </ul> </li> </ul> <p><b>Darebin Cycling Strategy 2013-2018</b></p> <ul style="list-style-type: none"> <li>- This Strategy was completed and a new one is being developed.</li> <li>- Projects delivered in 2016/2017 included: <ul style="list-style-type: none"> <li>o Upgraded 6 on-road cycling facilities, 5 off-road facilities and conducted a best practice evaluation of our shimmy network.</li> <li>o Safer pedestrian crossing facilities installed at 24 locations, including through the Broadway Safer Pedestrian Project and the JUMP Masterplan implementation.</li> <li>o New footpath constructed along Aberdeen St, Reservoir.</li> </ul> </li> <li>- A new Walking Strategy will be developed in 2017/2018.</li> <li>- 4 disabled bays and 7 car share vehicles were installed.</li> </ul>
7. Work with major institutional stakeholders to develop land use master plans where expansion is considered likely, including La Trobe University, Northland Shopping Centre and the Preston Market.	<b>Incomplete (this is a multi-year project)</b>	<ul style="list-style-type: none"> <li>- We are working with the Victorian Planning Authority on the Latrobe Employment Cluster, which incorporates La Trobe University and Northland Shopping Centre. This includes consideration of a new housing mix for the Northland Urban Renewal Precinct area incorporating high and medium-density housing.</li> <li>- A review of the cultural and historical significance of Preston Market is underway. Council is tracking the application before the Victorian Civil and Administrative Tribunal for stages 1B and 1C. Discussions with the State Government are underway to ensure the current planning provisions can best protect the open space character of the market.</li> </ul>
8. Review Council's Asset Management Strategy 2005 and Asset Management Policy 2003. Implement and monitor a centralised capital works project management system.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The Asset Management Strategy 2005 and Asset Management Policy 2003 were reviewed and are current.</li> </ul>

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

## Council Plan performance indicators/targets – how we measured up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
<b>Traffic Management</b>	The percentage of respondents who rate Council's performance in traffic management at 6 or more on a 10-point scale.	≥75%	75.8%	73.7%	73.9%	69.5%
<b>Comments</b>	<b>Target not met</b> The population to the north of Darebin grew by 30% in the last 5 years, which means more cars are travelling through the municipality. Many large construction and development projects have disrupted traffic on arterial and local roads this year. Council has committed over \$1 million in 2017/2018 to help manage traffic issues on local roads and successfully advocated to the State Government for the removal of 3 railway crossings by 2019.					
<b>Asset Renewal</b>	The amount of capital expenditure budgeted for asset renewal projects (excluding carry-forward works), expressed as a percentage of depreciation, as reported in the most recently published Budget report.	> 69%	62%	62.6%	91.2%	98.6%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/> The asset renewal budget addresses assets requiring renewal as identified through condition assessments.					
<b>Employment</b>	Number of new jobs within the City of Darebin annually.	Net increase in number of jobs by >333 per annum	573	516	485	499
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/> The majority (83%) of jobs created were from businesses that required health and/or food registration.					
<b>Completed Capital Works Projects within Budget</b>	Percentage of Capital Works Projects completed within +/- 10% of approved budget.	95%	53%	63%	62%	64%
<b>Comments</b>	<b>Target not met</b> Any project that was completed over or under budget by more than 10% was not considered met under this indicator. While a small number of projects went over budget by more than 10%, most were well under budget and generated considerable savings. If this indicator included all projects that came in under budget the success rate would be 98%.					
<b>Completed Capital Works</b>	Percentage of Capital Works Projects completed by the end of each financial year.	90%	85%	92%	92%	80%

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
<b>Comments</b>	<b>Target not met</b> Council completed 109 out of 137 (80%) capital works projects for the year. In addition, there were multi-year projects and projects delayed due to external circumstances, such as storm damage. Council's portfolio management team continues to develop initiatives and governance frameworks that will help to ensure a higher rate of success in this area.					
<b>Bin Collection</b>	Percentage of bins collected on the scheduled day.	>99%	99.9%	99.9%	99.9%	99.9%
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b> This result again exceeded the target.					
<b>Housing</b>	Percentage of social and affordable housing included in new development.	Up to 10%	0%	0%	0%	0%
<b>Comments</b>	<b>Target not met</b> Council advocacy efforts have not resulted in any increase to social housing in the municipality. However, we are not alone. Despite Council's investment of land for social housing, the State Government has not provided matching capital resources to realise development. This situation may change with Council's advocacy effort seeing a shift in the State Government's attitude to Inclusionary Zoning for increasing social housing.					

**Major initiatives from our Annual Budget**

Program	Description	Progress
<b>Traffic and Transport Management</b>	This program addresses traffic and transport priorities in a strategic manner across the municipality and constructs traffic management and road safety works to address concerns and priorities raised by the community. Projects include further advance works regarding grade separations, road safety programs, maintenance works, speed reduction programs, and partnership works with key transport stakeholders.	<b>90%</b> Delays were experienced in procuring civil construction suppliers. A new civil construction works panel was established and projects not completed will be finished in 2017/2018 as this is a recurring program.
<b>Cycling Initiatives</b>	Delivery of actions from the Darebin Cycle Strategy 2013-2018, which aims to create a culture of cycling in Darebin. Projects include the improvement and construction of shared paths, extension to the shimmy bicycle network and on-road cycle facilities.	<b>88%</b> Unexpected delays were experienced both waiting for the sole provider to modify lighting infrastructure and in procuring a civil construction supplier. Relationships with electricity companies continued to be built, a new civil works panel was established and projects not completed will be finished in 2017/2018 as this is a recurring program.

Program	Description	Progress
<b>Footpath Renewal Program</b>	Provision for footpath renewal works throughout the entire city to make walking safer and to meet the standards set out in the Road Management Plan. Locations are selected based on footpath condition and level of use.	<b>97%</b> This program progressed according to schedule until a principal contractor was discontinued late in the financial year. The missing proportion of the program will be completed in 2017/2018.
<b>Walking Initiative</b>	This program delivers key projects prioritised within the Walking Technical Report that was completed for the development of the Walking Strategy. Actions aim to improve the safety and amenity of walking in Darebin, to address issues faced by an ageing and diverse community and to reduce car dependency.	<b>79%</b> Unexpected delays were experienced both waiting for the sole provider to modify lighting infrastructure and in procuring a civil construction supplier. Relationships with electricity companies continue to be built, a new civil works panel has been established and projects not completed will be finished in 2017/2018 as this is a recurring program.
<b>Shopping Strip Infrastructure and Business Support</b>	Provision for beautification, upgrade and improvement works in minor and major shopping strips across the municipality. Works include strategic review of retail centres and their infrastructure, repairs to street infrastructure and assets, bill postering bollards in shopping strips, signage and branding, and intensive cleaning of footpaths, rubbish bins and recycling stations.	<b>70%</b> Physical works were broken into two packages. The first package was tendered and contract awarded. Works were partially completed as Council cancelled the contract. A second package was tendered and contract not awarded as the costs returned were high due to the time of year.



## Challenges

### **Managing Development Pressures and Community Expectations**

Darebin's population is forecast to increase 224,213 by 2041 (2016 Australian Bureau of Statistics Estimated Resident Population). This equates to almost 3,000 new residents and a requirement for more than 1,300 new dwellings each year. This is translating into a shift in the types of housing being built in Darebin, with new dwellings increasingly being apartments.

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

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

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

### **Grange Road Level Crossing Removal**

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

### **Hazardous Materials**

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

### **Future plans**

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

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

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

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

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

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

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

## Goal 2 – Healthy and connected community

Our goal is to: develop a strong physical, social and economic environment that supports and enhances the health and wellbeing of all Darebin residents.

Build a safe, inclusive and equitable community where all feel socially well connected, respected and valued.

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

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

### Highlights and achievements

- We helped 86 Aged and Disability clients transition to the National Disability Insurance Scheme (NDIS).
- The Darebin Child Friendly City Framework, which acknowledges Darebin as a child friendly city and supports the rights of children, was endorsed by Council on 4 July 2016.
- 165 food handlers attended free Safe Food Handler Information Sessions aimed at improving the knowledge of food handlers in food businesses and industries.
- More than 75 per cent of Darebin sporting clubs applied for fee subsidies through the Fees, Charges and Occupancy Policy. More than \$35,000 in subsidies was provided. This had a direct impact on local participation in sport.
- Funding from the Victorian Government was used to deliver Say No to Racism training to young people. More than 220 people attended 11 sessions at the Intercultural Centre. Sessions were also held at Northcote High School, East Preston Islamic College, The Pavilion and Melbourne Polytechnic.
- Our Aged and Disability department supported 3,479 individual clients, and 30 clubs and groups with 3,901 members.

### Trend data

	2014/2015	2015/2016	2016/2017
Attendances at Get Active in Darebin	790	1,200	1,200
English as a Second Language classes offered at the Intercultural Centre	103	328	227
Children fully vaccinated by the age of 5 (%)	91	93	93

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

		Net cost of providing this service in 2016/2017 Actual <u>Budget</u> Variance \$'000
<b>Aged and Disability</b>	Provides a range of services to help older people and people with a disability and their carers who wish to live independently and remain active in the community. Services and activities include general home care, personal care, respite care, home maintenance, housing support, dementia care, meals and community transport.	8,287 <u>6,747</u> 1,540
<b>Community Planning</b>	Responds to the diverse needs and aspirations of the Darebin community by providing strategic policy and planning expertise.	2,599 <u>2,718</u> (119)
<b>Family and Children</b>	Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children and their families. Includes management of primary school holiday programs, early childhood resource and liaison, help for services to include children with additional needs, a pre-school enrolment service, centralised child care waiting list, support to play groups, a toy library, maternal and child health services, and an immunisation program. This department also includes a family services team that works with families in need across Darebin.	5,046 <u>4,127</u> 919
<b>Leisure and Public Realm</b>	Provides a range of leisure and recreation facilities, programs, projects and services. Undertakes recreation policy, planning and programming; facility management; sports development and liaison; specialist recreation programming for disadvantaged groups and individuals; and information provision. Plans and develops Darebin's open space and provides landscape and urban design advice. Responsible for recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre, and the Reservoir Leisure Centre.	918 <u>999</u> (80)
<b>Libraries, Learning and Youth</b>	Responsible for the libraries at Fairfield, Northcote, Preston and Reservoir and our virtual library ( <a href="http://www.darebinlibraries.vic.gov.au">www.darebinlibraries.vic.gov.au</a> ). This department also operates a youth service that manages programs through the Northland Youth Centre, Darebin Youth Resource Centre and Decibels Youth Music Centre. They also manage Yute, which is a mobile youth outreach program that aims to improve safety and social and economic disadvantage in East Reservoir and East Preston, and an African access program delivering health promotion programs and after school holiday and summer camping program.	5,269 <u>4,947</u> 322

**Four-year priority actions – what we committed to in the Council Plan 2013-2017**

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

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

**Incomplete** – Item partially completed.

ACTION	STATUS	HIGHLIGHTS
1. Develop, implement, monitor and review the Community Health and Wellbeing Plan.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The annual report was completed and submitted to the Department of Health and Human Services.</li> <li>- A new Health and Wellbeing Plan is in consultation phase.</li> <li>- Health and wellbeing programs were implemented at the East Preston Community Centre.</li> </ul>
2. Develop services for the Lancaster Gate site to provide a range of innovative early years services and programs for the community. Complete the redevelopment of Reservoir Library and Reservoir Civic Centre and realise the Keon Park Children's Hub.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Keon Park Children's Hub and Darebin North East Community Hub (formerly known as Lancaster Gate) were completed and operational in 2014/2015.</li> <li>- The Reservoir Community and Learning Centre (previously Reservoir Library) opened in 2015/2016.</li> </ul>
3. Conduct and evaluate expos, exhibitions and events that support community health and wellbeing goals.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- We set up a stall promoting Health and Wellbeing activities at the Darebin Community and Kite Festival.</li> <li>- A smoothie making and health literacy workshop was conducted at the East Preston Islamic College family day.</li> </ul>
4. Continue to provide and support equitable access to community facilities, including to local neighbourhood houses, sporting grounds and venues, leisure and recreation facilities and libraries across Darebin.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- We will continue to review the allocation of sports grounds for local clubs that provide junior and female participation opportunities.</li> <li>- Work continues to encourage clubs to increase participation, particularly through our Sporting Fees and Charges Policy.</li> </ul>
5. Strengthen the capacity of the Darebin Intercultural Centre (DIC) to meet community needs for intercultural engagement and anti-racism initiatives.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Office of Multicultural Affairs funding was used to run Say No to Racism training for school and community groups.</li> </ul>
6. Support initiatives that: (1) encourage language learning opportunities for new settlers and members of the community who are not proficient in English; (2) support the learning of languages other than English (LOTE) within the wider community; (3) encourage residents and visitors to appreciate our diversity; (4) provide learning opportunities for disadvantaged groups within our community with the aim of increasing their knowledge base, skills and employability.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The Intercultural Centre offered English classes, one-to-one tutorials, pronunciation classes and opportunities for diverse community members to gather and learn about mental health, harmony day, older adult health and wellbeing.</li> <li>- A successful year of initiatives saw an 11% increase in attendance at programs catering for diversity.</li> <li>- There was strong participation in Conversation Cafés for newly arrived communities.</li> </ul>
7. Develop, monitor, review or implement (where appropriate) all Supporting Strategies and Action Plans, including the Home and	<b>Complete</b>	<p><b>Library Strategy</b></p> <ul style="list-style-type: none"> <li>- The Library Strategy Action Plan was completed. Furniture and facilities were</li> </ul>

70

ACTION	STATUS	HIGHLIGHTS
<p>Community Care (HACC) Diversity Plan, the Food Security Strategy, the Leisure Strategy, the Community Safety Strategy, the Graffiti Management Action Plan, the Library Strategy, the Lifelong Learning Strategy, the Early Years and Middle Years Strategies and various local Neighbourhood Renewal Plans.</p>		<p>upgraded at Northcote and Preston. Our interactive Darebin Planet Library app, designed for children to access our catalogues, was launched.</p> <p><b>Graffiti Management Action Plan</b></p> <ul style="list-style-type: none"> <li>- 19,948m<sup>2</sup> of graffiti was removed at a cost of \$196,000.</li> </ul> <p><b>Food Security and Nutrition Action Plan</b></p> <ul style="list-style-type: none"> <li>- 4 Emergency Relief Network meetings were held. The East Preston and East Reservoir Community Food Alliance Project started.</li> </ul> <p><b>Northland Precinct Action Group</b></p> <ul style="list-style-type: none"> <li>- 4 meetings were held with a focus on supporting youth engagement and employment to deter antisocial behaviour. The Annual Action Plan was updated.</li> </ul> <p><b>East Reservoir Community Group</b></p> <ul style="list-style-type: none"> <li>- Community Safety Audit actions were started. The Community Learning Skills Program was implemented.</li> </ul> <p><b>Walker Street and East Preston Neighbourhood Action Plans</b></p> <ul style="list-style-type: none"> <li>- 6 East Preston Community Action Group meetings were held and 6 Walker Street Housing Estate Group meetings were held. The East Preston Community Centre opened. MOUs were established with partner organisations including community health and legal services.</li> </ul> <p><b>Community Safety Strategy</b></p> <ul style="list-style-type: none"> <li>- 4 meetings were held. Department of Justice Public Safety Infrastructure Grant funding was provided for CCTV, and amenity upgrades around Preston Central were completed with 3 street art murals, CCTV installation and street furniture.</li> </ul> <p><b>Leisure Strategy</b></p> <ul style="list-style-type: none"> <li>- Continued implementation of the Integrated Management System, including casual sports ground bookings. This system captures all participation data at grounds.</li> <li>- There was a significant increase in Get Active in Darebin participation. There was promotional reach of more than 10,000 social media views per post.</li> </ul> <p><b>Lifelong Learning Strategy</b></p> <ul style="list-style-type: none"> <li>- A new Lifelong Learning Strategy is currently under development</li> </ul>
<p>8. Develop, monitor, review or implement (where appropriate) Action Plans stemming from the Equity and Inclusion Policy, including but not limited to: the Human Rights Action Plan; the Multicultural Strategy; the</p>	<p><b>Complete</b></p>	<p><b>Human Rights Action Plan</b></p> <ul style="list-style-type: none"> <li>- Provided advice to departments across Council, including a workshop for new Customer Service staff and specialist support to Batman Park and Batman</li> </ul>

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

72



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

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

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

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

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

[www.darebin.vic.gov.au/getactive](http://www.darebin.vic.gov.au/getactive)



Council Plan performance indicators/targets – how we measured up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Aged and Disability services	Percentage of service user respondents who are satisfied or very satisfied with our Aged and Disability services.	≥60%	87.7%	88.4%	86.2%	86.1%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/> 86.1% is a positive achievement for the department, which is responsible for helping over 3,000 people annually through the Community Home Support Program.					
Family Support services	Percentage of service user respondents who are satisfied or very satisfied with our services for families.	>49%	87.1%	78.3%	82.2%	76.6%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					
Response to Cultural Diversity	Difference in overall satisfaction between respondents from households that speak “English Only” and other households (on a 100-point scale).	<5	0.5	1.7	0.7	1.2
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					
Response to Locational Disadvantage	Difference in overall satisfaction between respondents from the highest scoring precinct and those from the lowest scoring precinct (on a 100-point scale).	<5	7.8	7.2	8.5	7.2
<b>Comments</b>	<b>Target not met</b> The purpose of this indicator is to ensure that we meet the needs of the most disadvantaged parts of the community. While the target has not been met, satisfaction has actually been higher in the parts of Darebin (northern precincts) with greater disadvantage, which suggests that the general intent of the measure has been met. We will continue to work to solve the concerns of all Darebin residents.					
Maternal and Child Health	Percentage of children attending Maternal and Child Health Service at two-year-old key ages and stages visit.	>75%	73%	72.4%	Unavailable	75%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					
Sports Grounds	Percentage of sports grounds delivered ready for competition use on time.	95%	96.5%	100%	100%	100%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					



Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Address Cultural and Linguistically Diverse (CALD) needs for Literacy and Learning	Percentage of Library Budget allocated to Language Other Than English (LOTE) resources.	20%	19%	20%	23%	22%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/> Darebin Libraries provide extensive community language collections in physical and digital formats. The physical collection increased by 7% with a focus on expanding the bilingual children’s book collection, and the digital magazine collection expanded significantly.					
Equity in Sport	Percentage of Council-funded sporting groups that make a public commitment to support and increase the participation of children, young women, migrants and persons of all physical abilities in their club’s sporting and social activities.	100%	26%	40.4%	53%	52.0%
<b>Comments</b>	<b>Target not met</b> 52% of clubs displayed a public commitment to support and increase the participation of children, young women, migrants and persons of all physical abilities in their club’s sporting and social activities. As part of this voluntary scheme, participating clubs receive a fee subsidy if they make such a commitment. This policy will continue in future years.					
LGBTIQ access to Council services	The percentage of respondents who rate at six or more on a ten-point scale Council’s efforts to provide services that are inclusive of lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) residents.	≥70%	89.3%	92.4%	85.5%	86.6%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					

## Major initiatives from our Annual Budget

Program	Description	Progress
<b>Multi-Sports Stadium</b>	Development of an indoor/outdoor high ball facility to support the provision and participation of women's sports within the City. The project will include indoor and outdoor courts, including an indoor show court, amenities and facilities, car parking and lighting. External funding to be sought from Netball Victoria, Basketball Victoria and the State Government. Total anticipated cost of the project is \$12.4m over a three-year period covering consultation, design and construction.	<b>40%</b> <b>(against 2016/2017 targets)</b> Drawn-out negotiations regarding the site and stadium locations were resolved and the State Government supported the location. Concept design planning continues. Request for Quote to be sought regarding principal design consultant. Application completed for the Better Stadiums Grant with Sport and Recreation Victoria.
<b>Play Spaces: Minor Neighbourhood Design and Implementation</b>	The Play Space Strategy notes that at least two major play spaces will be designed and consulted each financial year in preparation for implementation in the following financial year. Design and construct over two years so that the community has ample time to be involved in all stages of design. Priorities for 2016/2017 included Woolhouse, All Nations Park East, Greswell Grange Estate and Merrilands Community Centre.	<b>95%</b> One Play Space will be constructed next year due to contractor unavailability.
<b>Darebin Library Resources</b>	Purchase of books, audio visual, magazines, newspapers, online, e-books and downloadable products in English and languages other than English across the four branches of Darebin Libraries, for the Darebin community.	<b>100%</b>
<b>Pocket Parks Renewal Program</b>	Renewal and upgrade of park infrastructure in Council's smallest parks. Locations in 2016/2017 included Horton Reserve, Susan Walsh Reserve, and Ludeman Reserve.	<b>60%</b> These incomplete works were tendered and will be awarded in 2017/2018.

**Challenges**

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

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

**Future plans**

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

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

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

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

We will support early childhood services in Darebin through new education reforms (Federal and State) that will increase service accessibility for families. An online portal will help parents apply for kindergarten and child care.

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

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

A Youth Services Strategy will be developed and enacted.

## 2.1 Diversity report

We are well known for our diversity in Darebin and our community is characterised by great cultural and linguistic diversity, as well as diversity in religion, age, gender, socio-economic background, employment status, housing needs and sexual orientation.

We demonstrate our commitment to diversity by implementing inclusive and equitable policies and strategies and by ensuring that our programs and services are accessible and responsive to our community's needs.

We are proud of our diversity as a community and as an organisation. In recognising and embracing such diversity we support a more equitable, healthy and harmonious community for all.

### **Equity and Inclusion Policy**

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

The Policy is underpinned by six principles: (1) social justice, (2) human rights, (3) accountability, (4) participation, (5) empowerment, and (6) diversity. Diversity is considered through the application of the Equity and Inclusion Planning and Audit Tool (EIPAT) across all our work.

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

- Disability Access and Inclusion Plan 2015-2019
- Community Health and Wellbeing Plan 2013-2017
- City of Darebin Responding to Housing Stress: A Local Action Plan 2013-2017
- Darebin Food Security and Nutrition Action Plan 2016-2020
- Darebin Active and Healthy Ageing Strategy 2011-2021
- Darebin Early Years Strategy 2011-2021
- Youth Engagement Strategy 2013-2017
- Multicultural Action Plan 2012-2015\*
- Darebin Anti-Racism Strategy 2012-2015\*
- Sexuality, Sex and Gender Diversity Action Plan 2012-2015\*
- Women's Equity Strategy 2012-2015\*
- Aboriginal Action Plan 2012-2015\*
- Human Rights Action Plan 2012-2015\*
- Community Engagement Framework 2012-2017
- Community Safety Strategy 2012-2015\*
- The Darebin Inclusive Communications Charter [www.darebin.vic.gov.au/CommunicationsCharter](http://www.darebin.vic.gov.au/CommunicationsCharter)

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

Some of the communities our work supports include:

### **Aboriginal and Torres Strait Islander Community**

Approximately 1,162 people (0.8 per cent of the Darebin population) are of an Aboriginal and Torres Strait Islander background.

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

**Culturally and Linguistically Diverse (CALD) Community**

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

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

Darebin City Council maintained an active role in fostering intercultural and interfaith collaboration through engaging with community and religious leaders. This collaboration supported our commitments on diversity and building social cohesion. The Darebin Intercultural Centre is an important arena for interaction between Darebin's diverse groups.

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

**Low income community**

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

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

**Homeless people and housing stress**

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

The Darebin Responding to Housing Stress Action Plan 2013-2017 is on our website [www.darebin.vic.gov.au/Housing](http://www.darebin.vic.gov.au/Housing)

**Children**

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

**Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ)**

Darebin is home to a significant LGBTIQ community. Nearly six per cent of our population identifies as LGBTIQ but this figure is likely to be an underestimate. The LGBTIQ community, while strong and resilient, is subject to higher than average levels of violence, harassment and discrimination. We recognise that action to address exclusionary practices and discriminatory attitudes within our organisation, services and the community is necessary.

Council developed and implemented a Sexuality, Sex and Gender Diversity (SSGD) Action Plan 2012-2015 (extended to 2017) ([www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)). For information about the work of our SSGD Advisory Committee see page 130.

**Gender equity**

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

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

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

#### **People with a disability and their carers**

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

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

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

Find out more about our Disability Access and Inclusion Plan on our website [www.darebin.vic.gov.au/strategies](http://www.darebin.vic.gov.au/strategies)

#### **Aged and disability services delivered**

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

Year	2014/2015	2015/2016	2016/2017
Total hours	182,000	170,507	139,094

#### **A diverse workforce**

Darebin strives to employ a workforce that reflects our diverse community. A 2014 census of Council employees indicated that our staff were born in 30 different non-English speaking countries and that 12.5 per cent of permanent staff spoke a language other than English at home. For more information see our Workplace Report on page 45.

#### **Total number of calls received by the multilingual telephone line**

Year	2014/2015	2015/2016	2016/2017
Number	1,635	760	1457

#### **Library loans of non-English speaking books and materials**

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

Year	2014/2015	2015/2016	2016/2017
Number of loans	85,271	85,792	76,819

**Large Print or Audio Library Loans**

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

Year	2014/2015	2015/2016	2016/2017
Number of loans	58,202	105,586	117,454

**Home Library Service Patronage**

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

Year	2015	2016	2017
Number of patrons	71	61	57*

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

**Projects and initiatives to support diversity**

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

### Goal 3 – Sustainable and resilient neighbourhoods

Our goal is to lead and work with our community and partners to achieve a rapid transition to an environmentally sustainable city.

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

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

#### Highlights and achievements

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

82



- We constructed 390m of new bike lanes and completed four projects that improved safety and conditions for cyclists. They included realigning and widening the St Georges Road shared path across the tram tracks south of Arthurton Road Northcote, and providing a new refuge for bike riders and walkers crossing Darebin Road at St David Street Thornbury.

**Trend data**

	2014/2015	2015/2016	2016/2017
Number of plants and trees given away to residents and community groups	3,000	3,000	2,400
Length of off-road shared bicycle paths (km)	26.3	30.1	30.6
Total volume of recyclables collected (tonnes)	14,458	14,180	14,034

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

		Net cost of providing this service in 2016/2017 Actual <u>Budget</u> Variance \$'000
<b>Parks and Vegetation</b>	Responsible for the management and maintenance of approx. 930ha of open space including 90 playgrounds, 60 sporting facilities, several wetlands, landscaped areas, pathways, seating, garden beds, 700 traffic management devices, waterways, bridges, catchments, dams and more than 65,000 street trees and 100,000 trees in parks and reserves. Management of bushland conservation and parkland areas along approx. 40km of waterways. Maintenance of Bundoora Park and the Northcote and Bundoora Golf Courses.	10,062 <u>10,544</u> (482)
<b>Environment and Natural Resources</b>	Develops and implements policies and programs that contribute to sustainability within Council operations and the community. Responsible for the Climate Change Action Plan, Sustainable Water Strategy, Stormwater Management Plan, Sustainable Water Use Plan and the Waste Management Strategy.	1,491 <u>1,126</u> 365

**Four-year priority actions – what we committed to in the Council Plan 2013-2017**

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

**Incomplete** – Item partially completed.

ACTION	STATUS	HIGHLIGHTS
1. Review the Darebin Waste Management Strategy with a focus on the reduction and recovery of food waste and improvements to the hard waste collection program that will increase recycling and reuse.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The Darebin Waste and Litter Strategy was adopted in 2015/2016.</li> </ul>
2. Develop, implement and monitor, in a way that is consistent with risk management principles, the Darebin Urban Forest Strategy to increase tree coverage on public lands by 25% or more over 15 years. Develop, implement and monitor a Natural Heritage Strategy to protect, enhance or improve biodiversity and cultural heritage assets.	<p><b>Incomplete (progress – 90%)</b></p> <p><b>Complete</b></p>	<p><b>Darebin Urban Forest Strategy</b></p> <ul style="list-style-type: none"> <li>- Data collection on our 48,000 street trees was completed. The data will be analysed in 2017/2018.</li> <li>- Additional 100 infill plantings of vacant street tree sites completed.</li> <li>- Plants were provided to groups including the Dennis Stationeers, Croxton School and Merri Stationeers for community planting.</li> </ul> <p><b>Natural Heritage Strategy</b></p> <ul style="list-style-type: none"> <li>- The Natural Heritage Strategy was adopted in October 2015 and is being implemented.</li> <li>- A Natural Heritage short film highlighting important sites in Darebin will be completed in 2017/2018.</li> </ul>
3. Implement, monitor and evaluate energy efficiency and education programs to businesses and households. Investigate the feasibility of improving the energy efficiency of local street lighting, in partnership with other levels of government, to reduce greenhouse emissions and costs.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Under the Solar Saver scheme 183 households, including 20 rental properties from a social housing cooperative, installed solar. A total of 366 kW of solar PV was installed. An additional 117kw was installed on 10 Council buildings operated by childcare centres, kindergartens and neighbourhood houses.</li> <li>- Through the Solar Bulk Buy Program, 48 households installed 184kW and 11 businesses installed 261kW.</li> <li>- The 2016/2017 solar programs – Solar Saver and Solar Bulk Buy – resulted in 252 systems being installed with a generation capacity of 928 kW.</li> </ul>
4. Deliver, support and evaluate public engagement and education programs that promote sustainable behaviour and suggest ways in which the public can influence wider environmental aims.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- 6 Darebin Environmental Reference Group meetings were held.</li> <li>- Over 2,700 people participated in programs and events including: Sustainable Homes, Solar Saver, Waterwatch, climate change consultations, Backyard Harvest Festival and Sustainability Awards.</li> <li>- More than 2,500 people subscribe to the Sustainability News email newsletter.</li> </ul>

ACTION	STATUS	HIGHLIGHTS
5. Promote Environmentally Sustainable Design (ESD) in land use planning while advocating for effective State Government controls in Planning Schemes through strategic alliances with groups such as the Council Alliance for a Sustainable Built Environment (CASBE).	<b>Incomplete (progress – 90%)</b>	- Amendment GC 42 to the Darebin Planning Scheme was developed to encourage targeted ESD measures to be applied to new planning permit applications. Council adopted the amendment on 15 August 2016 and it was lodged with the Minister for Planning for approval on 19 September 2016. Council anticipates that the amendment will be approved in 2017.
6. Help to promote pedestrian and cycling initiatives by providing bike parking facilities and/or by encouraging local businesses to supply on-street bike facilities, spaces and connecting networks, where appropriate. Encourage large businesses to promote cycle commuting and fleet bikes for work-related journeys.	<b>Complete</b>	- 55 new bicycle hoops installed.
7. Implement, review, evaluate or monitor (where appropriate) all Local Laws, Supporting Strategies and Action Plans, including the Sustainable Water Strategy, the Food Security Strategy, the Domestic Animal Management Plan 2013-2015, Local Laws 2015, the Green Business Strategy and the Environment Policy.	<p><b>Complete</b></p> <p><b>Incomplete (will be completed August 2017)</b></p> <p><b>Complete</b></p>	<p><b>Local Laws</b></p> <ul style="list-style-type: none"> <li>- Footpath Activity Policy circulated and street patrols conducted for education and enforcement.</li> <li>- Achieved greater compliance in fire hazards in 2016/2017 due to increased community awareness about our fire prevention program.</li> <li>- New Local Law implemented.</li> </ul> <p><b>Sustainable Water Strategy, the Food Security Strategy and the Environment Policy</b></p> <ul style="list-style-type: none"> <li>- The following strategies are being implemented: Waste and Litter Strategy, Watershed Sustainable Water Strategy, Natural Heritage Strategy, Urban Food Production Strategy.</li> <li>- The draft Climate Emergency Strategy was released for consultation in May 2017.</li> </ul> <p><b>Domestic Animal Management (DAM) Plan</b></p> <ul style="list-style-type: none"> <li>- Preparation of the new DAM Plan started. 60 people attended a stakeholder and community engagement workshop in May 2017.</li> <li>- A review of the 2013-2017 DAM Plan was completed and submitted to the Department of Economic Development, Jobs, Transport and Resources in accordance with the <i>Domestic Animals Act 1994</i>. We achieved exceptional results in relation to euthanasia rates, which decreased from 85% in 2012 to 16%, which betters the state average of 73%.</li> <li>- RSPCA appointed service provider for the management of the Epping Animal Welfare Facility.</li> </ul>

ACTION	STATUS	HIGHLIGHTS
8. Review the Sustainable Water Strategy with a focus on the development of a Water Sensitive City, including water sensitive urban design (WSUD).	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Watershed: Towards a Water Sensitive Darebin 2015-2025 strategy was adopted in 2015.</li> <li>- Work is underway on key strategic water projects including: a stormwater diverter education program and prioritisation of stormwater projects, due for completion in August 2017.</li> <li>- The TW Blake water sensitive design was completed.</li> <li>- A major project at John Cain Memorial Park is underway and will deliver significant stormwater harvesting as part of a flood mitigation project. Designs and geotechnical planning are complete.</li> </ul>

#### Council Plan performance indicators/targets – how we measured up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Environmental Performance	The percentage of respondents who rate their personal level of satisfaction with our overall environmental performance at six or more on a 10-point scale.	≥75%	91.6%	91.2%	91.1%	86.9%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					
Reduction in Greenhouse Emissions	The percentage of respondents who rate our performance in supporting a reduction in community greenhouse emissions at six or more on a 10-point scale.	≥75%	82.3%	82.5%	81.5%	73.2%
<b>Comments</b>	<b>Target not met</b> Significant consultation was carried out over the year to inform development of the Climate Emergency Plan to be adopted this year. The draft plan focuses on community mobilisation and engagement, and ambitious Council action.					
Parks and Open Space	The percentage of respondents who rate their personal level of satisfaction with our maintenance of parks, reserves and open spaces at six or more on a 10-point scale.	≥75%	91.1%	89.7%	88.5%	87.5%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					
Waste Diversion	The percentage of waste collected diverted from landfill.	50%	48%	48.3%	47.4%	48%

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
<b>Comments</b>	<b>Target not met</b> This is a slight improvement on last year's overall diversion from landfill (47.4%). The largest change was an increase in the amount of recycled green waste by 1,266 tonnes – a 12% growth on the previous year. Food is a significant component of waste that is sent to landfill and work will be undertaken in the coming year to trial food waste being diverted to green waste recycling.					
Bicycle Paths, Shared Routes and New Facilities	Increase length of bike and shared paths to improve cycling and pedestrian facilities.	> the length of paths of the previous year	25.78km	26.3km	30.1km	30.6km
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b> Following the upgrading of the Bracken Avenue path between Miller Street and Harold Street from granitic sand to sealed shared path, Darebin now has 30.6km, an increase of 498m from last year's figures.					

**Major initiatives from our Annual Budget**

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

**Challenges**

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

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

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

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

**Future plans**

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

Employment of a new cleansing team will better integrate our services with business owners at various shopping precincts. We will increase graffiti removal by 6,000m<sup>2</sup> in 2017/2018.

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

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

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

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

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

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

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

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

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

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

### 3.1 Environmental report

#### **Our commitment**

We are committed to action that moves our City, community and services towards environmental sustainability and influencing and inspiring other governments and communities with our action. We aim to make Darebin a great place to live, work and play, both now and in the future.

#### **Climate emergency**

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

#### **Highlights of 2016/2017**

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

#### **Waste, recycling and litter**

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

#### **Key actions in 2016/2017**

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

#### **Sustainable planning and transport**

Increased development and its associated transport demands are fundamental issues for sustainable communities. Darebin's population is increasing, with greater density, smaller households and a growth in car ownership.

The transport sector accounts for approximately 15 per cent of Australia's emissions so we promote alternate transport options to encourage a shift from private vehicles to sustainable transport. We spent approximately \$2.5 million on programs and projects designed to promote and improve access to walking, cycling and public transport, and to improve the sustainability of our roads and paths.

We encourage the best possible environmental standards in development and use Environmentally Sustainable Design (ESD) assessment tools to assess and guide planning decisions. Council adopted the Environmentally Sustainable Development Local Planning Policy (Amendment GC42) in August 2016 for submission to the Planning Minister.

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

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

#### **Highlights from sustainable transport programs in 2016/2017**

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

#### **Water and waterways**

The two key environmental issues concerning water use in cities are:

- Conserving and using water efficiently to prevent wastage, maintain adequate water supply and avoid the construction of new dams.
- Ensuring the quality and quantity of water that enters our drains does not have a negative impact on our creeks, the bay and the oceans or the plants and animals they support.

Our Water Strategy, Watershed: Towards a Water Sensitive Darebin 2015-2025 continued to be implemented. The Strategy ensures that Darebin develops as a water sensitive city that values and manages water wisely to enhance liveability, support a healthy environment, and build resilience to drought and climate change.

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

#### **Green space and biodiversity**

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

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

Approximately 14 per cent of land in Darebin is open space and almost half of this is conservation reserve ranging from wetlands to protected bushland, grasslands and creeks. Council committed to the policy principle of a net increase in green open space in Darebin and to form the Darebin Nature Trust to ensure that green space provision parallels Darebin's growth and achieves best practice outcomes for our environment and growing community.

#### **Sustainable Food**

Implementation of the Urban Food Production Strategy continued to guide and support the food growing and preparation culture in Darebin to result in better sustainable food outcomes. The popular Darebin Backyard



Harvest Festival hosted 22 private food garden tours and workshops in November and other highlights included:

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

#### **Community and engagement**

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

- The ongoing Sustainable Homes and Communities Program, which includes the Community Leaders in Sustainability Course.
- Over 2,700 participants in environmental sustainability programs and events.
- The Darebin and Banyule Sustainability Awards were attended by over 200 people and recognised the extraordinary environmental leadership in our communities with winners and runners up in six award categories.
- The Darebin Environmental Reference Group continued to provide excellent advice to improve our community engagement.

#### **Green Business**

We adopted a Green Business Attraction strategy in September 2012 and we support businesses via the Green Business Network, the Greening Our Business Program and the Green Business Directory.

#### **Key highlights in 2016/2017 included:**

- 17 businesses retrofitted their lights through the LightSmart Program.
- 17 businesses were supported to install solar through bulk buys.
- Green business network events continued and the Sustainability Matters Event was attended by over 100 people and showcased local business environmental sustainability.

#### Goal 4 – Thriving and creative culture

Our goal is to: foster inspiration, celebrations, innovation, creativity and diversity in Darebin’s arts and culture and encourage it to thrive, entertain, challenge and delight.

Promote initiatives that support the economic prosperity of local creative industries.

Support arts and culture festivals that enhance social connection and inclusion, pride of place, a sense of belonging and cultural tourism.

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

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

##### Highlights and achievements

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

**Trend data**

	2014/2015	2015/2016	2016/2017
Box office sales (\$)	1,254,283	1,253,654	\$1,171,915
Number of active library members	24,069	24,171	23,266
Attendances at arts and cultural venue-based events	78,882	78,882	134,320

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

		Net cost of providing this service in 2016/2017 Actual Budget Variance \$'000
<b>Creative Culture</b>	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice. Management of the Bundoora Homestead Art Centre and the Darebin Art and History Collection. Coordination of Darebin Arts and Entertainment Centre and Northcote Town Hall.	2,864 <u>3,177</u> (313)

**Four-year priority actions – what we committed to in the Council Plan 2013 – 2017**

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

**Incomplete** – Item partially completed.

ACTION	STATUS	HIGHLIGHTS
1. Review the existing Darebin Arts and Cultural Development Plan and develop, implement and monitor a new Darebin Arts Strategy.	<b>Complete</b>	- The year 3 priorities of the Darebin Arts Strategy 2014-2020 were delivered. The priorities of the Arts Strategy are reflected in the Creative Culture and Events Business Plan, which influences all aspects of the portfolio's activity and outputs. - Highlights of the Arts Strategy included: development of a new framework for public art; development of an inaugural Cultural Infrastructure Framework; and increased investment in the Bundoora Homestead Art Centre.
2. Investigate options for implementing a Paint the City program that engages a diversity of artistic expressions, including murals and street art, and discourages illegal tagging.	<b>Complete</b>	- 5 street art murals by local artists were completed as part of anti-graffiti and preventing violence against women programs. Murals were funded by Council and the Department of Justice.

ACTION	STATUS	HIGHLIGHTS
3. Support a diverse community arts festival and events program that reflects the changing needs of our community and its diverse character, including festivals and events such as: Midsumma, Darebin Community and Kite Festival, Darebin Backyard Harvest Festival, Darebin Homemade Food and Wine Festival, True North, Carols in All Nations, Ganesh Chaturthi event and the Koorie Pride Youth Festival.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- All festivals and events were successfully delivered and attendances across all events increased on previous years.</li> <li>- A formal evaluation of the Homemade Food and Wine Festival was undertaken in 2016/2017 and will guide future improvements.</li> </ul>
4. Increase the participation of newly arrived migrant communities in our festivals and events. Investigate options for a community arts project celebrating the role migration has played in Darebin. Continue to support the True North festival that celebrates the uniqueness of Reservoir.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- A new project focused on immigration and migration was developed and implemented in 2017. It is the focus of the Mayor's Writing Award 2017.</li> <li>- Programming at the Kite Festival, in particular the schools engagement project, focused on the theme of migration.</li> <li>- The True North Festival was successfully held in Reservoir.</li> </ul>
5. Increase attendances, particularly from young families, for arts programs at the Northcote Town Hall, Darebin Arts and Entertainment Centre and Bundoora Homestead Art Centre.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- All programs and services are designed to engage with priority communities identified in the Arts Strategy 2014-2020.</li> <li>- Notable in 2016/2017 were: <i>Ballroom</i> at Northcote Town Hall – a performance work for children 0-5 years; award-winning <i>Hot Brown Honey</i> – featuring eight Black and Indigenous female performers; our Master Class Series for 18 local Aboriginal theatre makers and performers; and the <i>ReVisioning Histories</i> exhibition that showcased the works of Aboriginal artists on the theme of colonisation.</li> <li>- 5 Cultural Outcomes were identified and will be aligned with the new Council Plan from July 2017. A Cultural Outcomes Plan will overlay the Council Plan 2017-2021.</li> </ul>
6. Commission and install a new major public art work by July 2014 and promote and improve the Peace Poles site as an iconic feature of the City.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- <i>Peace is in the Bush</i> by Aboriginal artist Judy Nicholson was launched as part of 2015 Wurundjeri Week. Situated at the Darebin Intercultural Centre, this artwork successfully completed the Peace Pole installation project by interweaving the traditional dreaming story of the Wurundjeri-Willim clan to give balance, peace and harmony within the space.</li> </ul>
7. Restore the Koorie Mural and complete and launch the Stolen Generations Marker public art project.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Restoration of the Koorie Mural was completed in 2013/2014.</li> <li>- The Stolen Generations Marker, <i>Empty Coolamon</i>, was launched on Sorry Day, 26 May 2015.</li> </ul>
8. Develop, promote and monitor a signature festival, Darebin Music Feast, as a key cultural asset.	<b>Complete</b>	<p>The impact of the social media blackout during the Council election period in 2016 resulted in less publicity and profile for the festival. As a result, the publicity plan was altered to more traditional and costly forms of promotion which is yet to be understood in terms of success and impact.</p>

ACTION	STATUS	HIGHLIGHTS
9. Host a public forum on arts and cultural activity with the community and industry stakeholders.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- A public forum called 'What's Your Big Idea?' was held in August 2013 at the Darebin Arts and Entertainment Centre. The forum focused on community ideas around arts and creativity and the development of the new Arts Strategy.</li> </ul>
10. Support and assist local art galleries and collaborate with the arts community.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The Creative Spark series was successfully delivered.</li> <li>- Staff presented at key arts networking opportunities throughout the year.</li> <li>- Advocacy and support to Gertrude Contemporary Art Spaces was provided during the year, which saw the international gallery locate to South Preston.</li> <li>- Programs such as N-Scribe, Darebin Music Feast, Arts Partnership Initiative, SpeakEasy Program, Mayor's Writing Award and public exhibitions at the Bundoora Homestead Art Centre continued to support and engage the local arts scene, including individual artists, companies and venues.</li> <li>- Eight project partnerships and four local cultural organisational partnerships were realised.</li> </ul>
11. Investigate the feasibility of introducing a developer contribution levy or special rate to fund new public works of art.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- This investigation was completed and it was found that this action is not achievable under the legislation and supporting guidelines for development contributions.</li> </ul>
12. Initiate a Cultural Tourism Development Strategy to promote the value of cultural assets, heritage sites and facilities, and to coordinate major festivals and events.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The Darebin Tourism (Cultural) Strategy, Tourism: A Destination Plan for Darebin 2016-2021, was adopted on 1 August 2016 and the Strategy was launched on 14 September. Actions from the Strategy will be undertaken over the next 5 years.</li> </ul>

ACTION	STATUS	HIGHLIGHTS
13. Evaluate the impact of local arts and culture industries on the local economy.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The study of the Economic Value and Social Impact of the Arts in Darebin is available on the Darebin Arts website <a href="http://www.darebinarts.com.au/creative-resources/economic-value-and-social-benefit/">www.darebinarts.com.au/creative-resources/economic-value-and-social-benefit/</a></li> <li>- An external contractor assessed the economic value and social impact of the arts in the City of Darebin.</li> <li>- The creative and cultural industries support more than 2,500 jobs or nearly 5% of Darebin's employment. The industry contributes over \$400m in gross regional product, a contribution of 7.5% of Darebin's economic value. The live music scene contributes an estimated \$32m to Darebin's economy, with patronage estimated at over 700,000 in 2015.</li> <li>- Council's contribution to the creative economy in Darebin is estimated at \$4.8 million. Our direct expenditure is \$3.38 million and the contribution generates more than 45 jobs and an economic uplift estimated at \$1.45 million.</li> </ul>

#### Council plan performance indicators/targets – how we measure up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Festivals and Events	The percentage of respondents who rate their personal level of satisfaction with our festivals and events at six or more on a 10-point scale.	≥75%	90.1	92.4%	95.5%	90.3%
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b>					
Arts and Cultural Activities	The percentage of respondents who rate their personal level of satisfaction with our arts and cultural activities at six or more on a 10-point scale.	≥75%	95.3%	91.6%	95.9%	93.9%
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b>					
Street Art Projects	Number of street art projects completed.	Up to 10	26	14	4	18
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b> In 2016/2017 18 assets were painted under Council's Paint the City program: including 5 Council facilities and 13 private commercial properties.					

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Arts and Cultural Venues	Number of attendances at arts and cultural venue-based events.	116,000 by 2015	200,345	183,343	163,459	134,320
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b>					
Arts and Cultural Businesses	Number of residents who work as professional artists	1,200 by 2017	N/A	N/A	N/A	N/A
<b>Comments</b>	Data for this indicator cannot be provided by the Australian Bureau of Statistics until October 2017. At the time of publishing, the creative sector represented 2,577 (4.8%) of all jobs in Darebin, generating \$436.2m in Gross Regional Product. The largest sectors were Fashion, Performing Arts, Visual Arts and Crafts, and Design, representing 83% of the creative sector.					
Visitors Attending Festivals and Events	Number of visitors from outside Darebin attending arts and cultural events.	3,000 by 2015	10,076	27,836	9,931	8,801
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b>					

#### Major initiatives from our Annual Budget

Program	Description	Progress
Art in Public Places	The Art in Public Places program is a central feature of Council's Public Art Strategy. It seeks to create and install art work of community and civic significance in public places and to actively engage members of the community in this process. This is a rolling two-year program. Additionally, this includes the provision for the refurbishment and renewal of all art works in Council's public art collection. The Arts in Public Places program has been in place for 14 years and has produced over 20 works of art. Annual inspections of the whole collection are undertaken to identify maintenance requirements.	<b>100%</b>

**Challenges**

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

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

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

**Future plans**

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

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

A venues review will culminate in a Strategic Vision and a Workforce Plan for the arts precincts that align with a Cultural Development Plan and the Council Plan 2017-2021.

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



### Goal 5 – Excellent service

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

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

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

#### Highlights and achievements

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

## Trend data

	2014/2015	2015/2016	2016/2017
Number of Citizenship Ceremonies	7	8	7
Telephone enquiries resolved at first point of contact by Customer Service (%)	89	82	67
Community satisfaction rating with Council's overall performance (out of 100)	69.1	66.9	66.9

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

		Net cost of providing this service in 2016/2017 Actual <u>Budget</u> Variance \$'000
<b>Customer Service</b>	Provides the customer interface for several service units and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, internet site and an after-hours emergency service.	2,329 <u>2,206</u> 123
<b>Corporate Risk Management</b>	Responsible for implementing strategies, policies and operational procedures to minimise or eliminate the exposure of Council to risk. Services include administration of insurance claims, assisting with risk audits and providing risk management training.	1,080 <u>1,026</u> 54
<b>Finance</b>	Provides financial services and support to both internal and external customers. Management of finances, raising and collection of rates and charges, and valuation of properties.	2,263 <u>2,085</u> 178
<b>People and Development</b>	Provides support to the organisation on strategic issues such as change management, leadership development and organisation development. Services include employee relations, industrial relations, occupational health and safety, injury management, employment programs, recruitment, workers compensation and training and development.	2,288 <u>1,996</u> 292

#### Four-year priority actions – what we committed to in the Council Plan 2013-2017

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

**Incomplete** – Item partially completed.

ACTION	STATUS	HIGHLIGHTS
1. Implement and monitor the Customer Service Excellence customer service system and the Customer Feedback Policy to ensure we meet all needs to deliver high quality services to the community in an accessible and inclusive manner.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Improvements to our customer request monitoring system led to a decrease in overdue service requests across the organisation.</li> <li>- Northcote Customer Service Centre will move into the Northcote library in 2017/2018 to provide an integrated service.</li> </ul>
2. Provide regular feedback to the community on service and organisational performance.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Information on Council performance was reported to the public via the 2015/2016 Annual Report, which was also published on our website.</li> <li>- Darebin Community News published an update on Council Plan Performance Indicator results in January 2017.</li> </ul>
3. Facilitate a process of Best Value reviews of our existing services and operations, with a focus on selected services in each year, to ensure continuous improvement.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- A review of the Reservoir Leisure Centre was undertaken.</li> <li>- An ongoing customer service consultation stand will be established at the Reservoir Leisure Centre counter.</li> </ul>
4. Advocate to the Federal Government on the roll-out of NBN to ensure all residents and local businesses have equal access and benefit to this critical resource.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Promoted rollout of NBN to businesses in the Business Newsletter.</li> <li>- Considered a high-speed internet solution for industrial areas.</li> <li>- Progressive rollout of NBN to all Darebin suburbs using mostly Hybrid Fibre Coaxial technology:               <ul style="list-style-type: none"> <li>o Reservoir, Kingsbury, Preston completed by June 2018.</li> <li>o Preston, Thornbury completed by December 2018.</li> <li>o Northcote, Alphington completed by December 2018.</li> <li>o Mont Park, Kingsbury completed by July 2019.</li> </ul> </li> <li>- Excellent result for residents and business.</li> </ul>
5. Monitor, expand and continuously improve e-services by facilitating rate payments by credit card, implementing rate payment reminders via SMS, providing online facilities with additional transaction types and investigating the feasibility of rewarding customers who make early payments of rates and charges.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Good progress in this area with campaign on e-services as part of the distribution of rate notices and further implementation of SMS reminders.</li> </ul>
6. Implement and monitor the introduction of an improved Occupational Health and Safety (OHS) Management System.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The implementation of our Occupational Health and Safety System included the following programs: Corporate Health and Wellbeing; Emergency Management; Injury Management; Internal Corporate Risk Induction; and Preventing Occupational Violence.</li> </ul>

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

## Council plan performance indicators/targets – how we measure up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Financial Sustainability	The result of the most recent published financial sustainability risk assessment undertaken by the Victorian Auditor General's Office following its review of the audited statements.	Low risk	Medium risk	Low risk	Low risk	Low risk
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					
Underlying Surplus	The budgeted underlying surplus reported in the most recently published Budget report.	>\$0	\$44,000	\$35,000	\$5,809,000	\$5,104,000
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/> Council should budget to generate a surplus to ensure future financial sustainability.					
Customer Service	The percentage of respondents who have contacted us in the previous 12 months who rate our performance in ease of contact, helpfulness of staff, speed of response and attitude of staff at six or more on a 10-point scale.	≥75%	83.1%	86.2%	81.5%	82.2%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					
Employee Turnover	The equivalent full-time number of staff resigning or retiring in a given year expressed as a percentage of the overall number of equivalent full-time staff.	<10%	7.4%	9.8%	5.1%	9.7%
<b>Comments</b>	<b>Target met</b> <input checked="" type="checkbox"/>					
Telephone Enquiries	Telephone enquiries to customer service resolved at the first point of contact.	75%	90%	89.9%	87.4%	67.3%
<b>Comments</b>	<b>Target not met</b> This figure has declined due to a change in the definition in categorisation of the wrap up code for "resolved" in line with industry standards. It indicates an assessment that the customer will not need to make a return call. In the coming year we will implement software that will better communicate our internal processes to our customer service officers and also improve our outbound communication, detailing the status of customer requests in real time.					

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
WorkCover	Reduce WorkCover premium from current levels after allowing for government adjustments and health CPI increases.	<2%	10%	(31.8%)	(29%)	(40%)
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b> The premium for 2016/2017 was 40% lower than the premium for 2015/2016. This was a great result that was due to the significant efforts of the organisation and the introduction of an early intervention program.					

**Major initiatives from our Annual Budget**

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

**Challenges**

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

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

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

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

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

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

**Future plans**

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

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

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

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

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

### 5.1 Technology report

Our Technology Report details how we updated our systems and services to keep pace with fast-moving technological changes. We recognise and embrace the use of new and emerging technology to ensure our services and programs are accessible, equitable, inclusive and responsive to the needs of our community.

#### **Online facilities**

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

#### **Mobile facilities**

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

Examples include:

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

#### **Upgrade of our business systems**

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

The upgrades included:

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

#### **Upgrade of IT infrastructure**

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



### Goal 6 – Open and accountable democracy

Our goal is to: encourage active community engagement in Council decision-making.

Advocate for equity and social inclusion and to always act responsibly and in the best interests of the whole Darebin community.

Govern in accordance with Darebin City Council's Charter of Good Governance.

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

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

#### Highlights and achievements

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

potential relocation of Indigenous community radio station 3KND, the campaign to rename the Federal Electorate of Batman, Wurundjeri Bush Garden development and cultural overlay of Bundoora Park.

- We reintroduced Ward Meetings to provide an opportunity for Councillors to engage with their local communities in a more personal, informal setting.

#### Trend data

	2014/2015	2015/2016	2016/2017
Number of Freedom of Information requests received	31	35	37
Total cost of governance (\$)	436,447	411,947	476,224
Community grants and other contributions (\$'000)	1,487	1,532	1,535

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

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

**Four-year priority actions – what we committed to in the Council Plan 2013 – 2017**

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

**Incomplete** – Item partially completed.

ACTION	STATUS	HIGHLIGHTS
1. Update our website to support improved governance by publishing a summary of Councillor expenses on a quarterly basis, investigate the possibility of streaming Council meetings live, and consider a centralised page with hyperlinks to all key adopted policies and strategies.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Councillor expenses were reported and published quarterly on our website (<a href="http://www.darebin.vic.gov.au/Governance">www.darebin.vic.gov.au/Governance</a>).</li> <li>- A report is presented to Council's Audit Committee biannually.</li> <li>- Council meetings have been streamed live since 2014.</li> </ul>
2. Review key governance policies, including the Governance Local Law, Councillor Code of Conduct and Councillor Support and Expenses Policy.	<b>Incomplete (progress – 90%, will be completed in 2017/2018)</b>	<ul style="list-style-type: none"> <li>- 2 briefing sessions were held with Councillors to discuss the Governance Local Law and the Public Question Time process. A mini-workshop discussing required changes was held on 26 May 2017.</li> <li>- The draft Governance Local Law will go to Council in 2017 for endorsement prior to commencing the statutory process of seeking community feedback.</li> <li>- Expected implementation of the Governance Local Law is September 2017.</li> <li>- There was a presentation and briefing on the new Councillor Code of Conduct and all Councillors signed the declaration.</li> <li>- The Councillor Support and Expenses Policy and Mayor and Councillors' Allowances were reviewed and new policies adopted.</li> </ul>
3. Implement, monitor and evaluate our Equity and Inclusion Planning, Audit Tool (EIPAT) and the Community Engagement Framework to help ensure we consult with and plan for all our citizens.	<b>Complete</b>	<p><b>EIPAT</b></p> <ul style="list-style-type: none"> <li>- The EIPAT was applied across all Council reported plans and strategies and further embedded with inclusion in the new Council Plan and Project Management Framework.</li> </ul> <p><b>Community Engagement Framework</b></p> <ul style="list-style-type: none"> <li>- The Community Engagement Framework was applied across our work.</li> <li>- The Community Engagement and Demographics unit provided advice on engagement with specific groups within our community.</li> <li>- 2 staff training sessions were held.</li> </ul>
4. Develop, implement and monitor an annual Corporate Communications Strategy that targets specific community priorities and ensures consistent delivery of key messages relating to the priorities across a range of communication channels.	<b>Complete</b>	<ul style="list-style-type: none"> <li>- The 2014 Engagement and Stakeholder Communication Strategy (4-year plan) continued to be rolled out.</li> <li>- Work started on a 2017/2018 Communication Plan to support the new Council Plan.</li> </ul>

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

## Council plan performance indicators/targets – how we measure up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Advocacy and Lobbying	The percentage of respondents who rate our performance lobbying on behalf of the community at six or more on a ten-point scale.	≥75%	81.4%	82.9%	83.1%	78.6%
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b>					
Consultation and Engagement	The percentage of respondents who rate our performance in engaging with the community at six or more on a ten-point scale.	≥75%	79.2%	79.1%	79.1%	76.9%
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b> Council completed several significant consultation projects this year including the Council Plan and Budget, both of which received more than 1,000 responses from residents and businesses.					
Councillor Leadership	The total number of Councillors in attendance at Council Meetings, Special Council Meetings and Standing Committee Meetings, divided by the number of Councillors expected to attend, expressed as a percentage. Councillors who have been formally granted a leave of absence are not included in the calculation.	≥85%	89%	96.2%	92.5%	93%
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b>					
Communication	The percentage of respondents who rate their personal level of satisfaction with our communication at six or more on a ten-point scale.	≥75%	83.4%	85.9%	85.5%	80.4%
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b>					
Equity and Inclusion	Projects that require consideration by Council assessed in accordance with the Darebin Equity and Inclusion Planning and Audit Tool.	100%	100%	100%	100%	100.0%
<b>Comments</b>	<b>Target met <input checked="" type="checkbox"/></b> In 2016/2017, 67 projects were identified as requiring some EIPAT considerations. The EIPAT process was expanded to include Human Rights Charter and Health and Wellbeing considerations as part of an integrated 'one stop shop' approach to broader Equity and inclusion objectives.					

**Major initiatives from our Annual Budget**

<b>Program</b>	<b>Description</b>	<b>Progress</b>
<b>IT Equipment Renewal</b>	Upgrade of PCs, laptops, monitors, printers (including multi-function devices), digital cameras, projectors, phones (fixed line and mobile), and other end-user devices in line with an operational policy and a four-yearly lifecycle.	<b>100%</b>
<b>IT Infrastructure Renewal</b>	Improve the backend IT infrastructure that underpins many of the services delivered by Council to increase the speed, flexibility and capacity of the infrastructure.	<b>100%</b>

**Challenges**

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

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

**Future plans**

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

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

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

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

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

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

### 6.1 Consultation and engagement summary

A great community can only be built with the assistance of our residents, businesses and ratepayers. As stated in our Charter of Good Governance (page 11), we aim to meaningfully involve the community in our decision-making processes and in shaping the future vision of our City.

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

#### **Renaming Batman Park**

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

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

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

The Wurundjeri Council endorsed the name change and affirmed the name Gumbri Park in late 2017. We are now undertaking the required statutory process to rename Batman Park.

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

#### **Budget 2017/2018**

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

#### **Council Plan 2017-2021**

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



## 6.2 Advocacy in Darebin

### **Level crossing removals in Preston**

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

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

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

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

### **Increasing quality affordable housing in Darebin**

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

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

### **Reducing harm from gambling**

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

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

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

#### **The future of Preston Market**

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

We hosted a Preston Market Forum in December 2016 to update residents on the development proposal and to hear community concerns. Council subsequently refused the development application in February 2017 and asked the Planning Minister to call it in, along with any future applications, so that the Victorian Government would become the responsible authority for town planning decisions related to the site. As at late June, the Minister had not responded to Council's request and the application refusal was scheduled to be considered by the Victorian Civil and Administrative Tribunal (VCAT) in August 2017. Council also asked the Minister to change the Darebin Planning Scheme to ensure that planning controls requiring the fresh food market to be retained were strengthened as a matter of urgency. The Minister was also yet to decide on this request.

#### **A workable solution for St Georges Road median crossings**

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

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

#### **Eliminating single-use plastics**

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

## 6. Governance and corporate information

1.	An overview of our governance in 2016/2017 .....	118
2.	Councillor allowances .....	118
3.	Councillor expenses .....	119
4.	Conflict of interest declaration .....	120
5.	Assemblies of Councillors .....	120
6.	Council meetings.....	120
7.	Our Council Committees.....	123
8.	Hearing of Submissions Committee.....	123
9.	Planning Committee .....	124
10.	Bundoora Homestead Board of Management.....	126
11.	Audit Committee.....	127
12.	The audits we undertake here at Darebin .....	128
13.	Darebin Community Advisory Committees .....	129
14.	Community Support Program .....	132
15.	Freedom of Information .....	133
16.	Information Privacy.....	133
17.	Protected Disclosures .....	134
18.	Documents available for inspection .....	135
19.	Other information available for inspection .....	135
20.	Contracts.....	135
21.	Report against the <i>Road Management Act (2004)</i> .....	136
22.	Risk Management Attestation .....	136
23.	Statutory information .....	137
24.	Local Government Performance Reporting Framework Indicators.....	142
25.	Governance and Management Checklist.....	154

**1. An overview of our governance in 2016/2017**

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

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

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

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

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

For more information, see our website [www.darebin.vic.gov.au/Governance](http://www.darebin.vic.gov.au/Governance)

**2. Councillor allowances**

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

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

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

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

### 3. Councillor expenses

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

Councillor expenses – 1 July 2016 to 30 June 2017															
	Cr Fontana	Cr Li	Cr Tsitas	Cr Vilella	Cr Walsh	Cr Greco	Cr Laurence	Cr McCarthy	Cr Williams	Cr Le Cerf	Cr Messina	Cr Rennie	Cr Amir	Cr Newton	Total
<b>Day-to-day activities</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Mobile	125	108	81	128	815	585	530	576	1,393	265	340	393	306	201	<b>5,846</b>
Landline	155	-	112	107	-	153	154	-	157	-	-	-	-	-	<b>838</b>
Internet	80	-	80	80	80	365	225	225	225	93	247	80	120	81	<b>1,981</b>
Travel	-	56	49	-	1,394				166	1,878	117	753	-	-	<b>4,413</b>
Family care		50							513						<b>563</b>
Conferences/training	-	50	-	-	-	270	-	-	55	1,723	5,574	1,117	270	155	<b>9,214</b>
Functions/events	94	-	-	-	-	100	-	-	-	100	-	-	-	-	<b>294</b>
Approved by Council resolution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net expenses	454	264	322	315	2,289	1,473	909	801	2,509	4,059	6,278	2,343	696	437	<b>23,149</b>
Reimbursements to Council	-18	-	-	-	-58	-	-	-	-5	-	-	-	-	-	<b>-81</b>
<b>Total net expenses</b>	<b>436</b>	<b>264</b>	<b>322</b>	<b>315</b>	<b>2,231</b>	<b>1,473</b>	<b>909</b>	<b>801</b>	<b>2,504</b>	<b>4,059</b>	<b>6,278</b>	<b>2,343</b>	<b>696</b>	<b>437</b>	<b>23,068</b>

**4. Conflict of interest declaration**

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

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

**5. Assemblies of Councillors**

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

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

**6. Council meetings**

Council meetings are usually held twice a month. The times and venues of Council meetings are fixed annually and advertised in Darebin's local newspapers and on our website [www.darebin.vic.gov.au/Meetings](http://www.darebin.vic.gov.au/Meetings).

Council meetings are generally open to the public. Council is committed to transparent governance and meetings are only closed when reports being considered are deemed by the CEO and/or Council to be confidential. During 2016/2017, 27 Council reports were considered confidential matters.

In addition to considering reports at Council meetings, the community is invited to ask or submit questions during Public Question Time. In 2016/2017, 142 questions were submitted. The record of Councillor attendance at Ordinary meetings of Council and Special Council meetings held during 2016/2017 is shown in the tables on pages 122 and 123.

From 1 July 2016 to 21 October 2016

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

LoA: Approved leave of absence

Ap: Apology

From 7 November 2016 to 30 June 2017

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

LoA: Approved leave of absence

Ap: Apology



## 7. Our Council Committees

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

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

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

## 8. Hearing of Submissions Committee

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

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

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

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

From 1 July 2016 to 21 October 2016

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

LoA: Approved leave of absence

Ap: Apology

From 7 November 2016 to 30 June 2017

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

LoA: Approved leave of absence

Ap: Apology

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

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

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

### 9. Planning Committee

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

Planning Committee meetings are held to consider and determine:

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

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

#### 9.1 Planning Committee membership and attendance 2016/2017

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

From 1 July 2016 to 21 October 2016

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

LoA: Approved leave of absence

Ap: Apology

From 14 November 2016 to 30 June 2017

Date	Planning Committee Meeting	Number of Reports	Cr Amir	Cr Greco	Cr Laurence	Cr Le Cerf	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
19/12/2016	1	9	1	1	1	1	1	1	1	1	1
6/02/2017	1	4	1	1	Ap	1	1	1	1	1	1
14/03/2017	1	8	1	1	Ap	1	1	1	1	1	1
20/04/2017	1	6	1	1	LoA	1	1	1	1	1	Ap
8/05/2017	1	10	1	1	LoA	1	1	1	1	1	Ap
13/06/2017	1	4	1	1	1	1	1	1	1	1	1
	<b>6</b>	<b>41</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>4</b>

LoA: Approved leave of absence

Ap: Apology

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

The Planning Committee considered reports on planning applications during the year. The Committee also received reports on:

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

### Key Issues in 2016/2017

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

- A proposal at 830 Plenty Road Reservoir involving an eight and 12-storey mixed-use development including ground floor retail/commercial floor space and 328 dwellings.
- A nine-storey mixed-use development at 30 Cramer Street Preston containing 95 dwellings and ground floor shops.
- A six-storey mixed-use development at 664-668 High Street Thornbury, containing a ground floor bank and 28 dwellings.
- A five-storey mixed use development at 314-316 St Georges Road Thornbury, proposing 46 dwellings and ground floor shops.
- An amendment to permit to increase the height of development at 445-453 High Street Northcote from six to eight storeys increasing the number of dwellings from 92 to 114.
- A six-storey mixed-use development at 281-285 Spring Street Reservoir proposing 30 dwellings with ground floor shops.
- Redevelopment of the Mayflower Retirement village at 56-58 Elliot Street Reservoir including the addition of 110 new rooms.
- A seven-storey mixed-use development at 208-216 High Street Preston, which proposes 77 dwellings and ground floor shops.
- An eight-storey mixed-use development at 176-180 High Street Preston, which proposes 73 dwellings above ground floor shops.
- The stage 1B and 1C redevelopment of the Preston Market, including 3,000m<sup>2</sup> of additional retail and three apartment towers ranging in height from 10 to 14 storeys.

### Challenges

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

125

## 10. Bundoora Homestead Board of Management

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

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

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

LoA: Approved leave of absence

Ap: Apology

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

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

2016/2017 highlights included:

- Appointment of three Councillors, 11 new community Board members, one Council staff member and election of a Chair.
- Four Board meetings and three workshops were held.
- Delivered a Future Sustainability report to Council outlining four options for the ongoing management of Bundoora Homestead Art Centre.
- Based on this report, at a meeting on 20 March 2017 Council decided to increase funding to Bundoora Homestead Art Centre. The money will be used to increase staffing and deliver a wide-reaching marketing campaign so that more people hear about this extraordinary space and the artworks presented here. Further funding will be made available to the Homestead in the next three years to extend programming out into Darebin and provide even more opportunities for artists to make new work and for audiences to see, experience and participate.
- The Board would like to acknowledge the contribution and leadership of Valentina Maxwell-Tansley as Chair for the past year, and welcome Kirsten Matthews as Chair for 2017/2018.

### 10.3 Bundoora Homestead Board of Management outlook for 2017/2018

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

You can find more information about Bundoora Homestead at [www.darebin.vic.gov.au/BundooraHomestead](http://www.darebin.vic.gov.au/BundooraHomestead) or [www.bundoorahomestead.com](http://www.bundoorahomestead.com)

### 11. Audit Committee

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

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

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

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

The Audit Committee has five members – two Councillors and three external. External members are appointed by Council and contribute additional local government regulatory knowledge along with finance, audit or management experience. The external members are appointed for three-year terms with an option to extend for another year by mutual consent.

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

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

#### Audit Committee Members

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

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

**11.1 Audit Committee attendance 2016/2017**

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

**12. The audits we undertake here at Darebin**

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

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

**12.1 Internal audit processes**

The Audit Committee's internal audit responsibilities are:

- Review with management and the internal auditor the Charter, activities, staffing and organisation structure of the internal audit function.
- Review and recommend the annual Audit Plan for approval by the Darebin City Council and all major changes to the Plan.
- Monitor processes and practices to ensure that the appropriateness and independence of the internal audit function is maintained.
- As part of the Audit Committee's annual assessment of performance, determine level of satisfaction with the internal audit function, having consideration of the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing.
- Monitor that the internal auditor's annual plan is linked with and covers the material business risks.
- Provide an opportunity for the Audit Committee to meet with the internal auditors to discuss private matters.

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council.

- Internal audit is provided by Crowe Horwath, an organisation with extensive local government experience. A risk-based three-year strategic internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage, and outcomes and management input. The strategic internal audit plan is reviewed and approved by the Audit Committee annually.

- The internal auditors attend each Audit Committee meeting to report on the status of the internal audit plan, provide an update on the implementation of audit recommendations and present findings of completed reviews. The responsible director and manager for each area reviewed are required to attend the Audit Committee meeting to respond to questions in relation to the review.
- All audit issues identified are risk rated. Recommendations are assigned to the responsible manager. Managers provide quarterly status updates that are reviewed by the internal auditor and reported to the Audit Committee.
- Quality assurance is measured through client satisfaction surveys, the annual Audit Committee self-assessment and completion of the internal Audit Plan.

### 12.2 External audit processes

The Audit Committee has the following external audit responsibilities:

- Note the external auditor's proposed audit scope and approach, including any reliance on internal auditor activity.
- Provide an opportunity for the Audit Committee to meet with the external auditors to discuss private matters.

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

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

## 13. Darebin Community Advisory Committees

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

The community representatives can be local residents or representatives of service authorities, support agencies or community organisations. Advisory Committee representatives are appointed through an expression of interest process. Council reviews the committees' terms of reference annually before the Councillor representatives are appointed (usually at the statutory meeting of Council in November). Each committee has a Council officer who supports the operation of the committee. Community Advisory Committees report to Council on their special areas of expertise and interest twice each year and their advice contributes to the development and evaluation of Council strategies, policies and programs.

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

This information is also available on our website [www.darebin.vic.gov.au/Committees](http://www.darebin.vic.gov.au/Committees)

Community Advisory Committee	Appointments for 2016/2017
Active and Healthy Ageing Community Board	Cr Messina (Co-Chair) Cr Newton (Co-Chair) Cr Greco (Co-Chair)
Darebin Aboriginal Advisory Committee	Cr Greco (Co-Chair) Cr Rennie (Co-Chair) Cr Newton (Co-Chair)
Darebin Arts Ambassadors	Cr Amir (Co-Chair) Cr Greco (Co-Chair)
Darebin Australia Day Committee	Cr Le Cerf (Chair)
Darebin Bicycle Advisory Committee	Cr Amir (Co-Chair) Cr Rennie (Co-Chair)

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

### 13.2 Some highlights from our Advisory Committees

- Our Active and Healthy Ageing Community Board hosted World Elder Abuse Awareness Day events and attended the National Elder Abuse Conference in Melbourne.
- The Darebin Aboriginal Advisory Committee provided cultural advice and leadership on Council policies and strategies including the Darebin Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2017-2021, the Darebin Ethnic Communities Council's Genocide Monument; the Ruby Thomson Reserve and Bundoora Park; anti-racism initiatives; and support of key dates including National Aborigines and Islanders Day Observance Committee (NAIDOC) Week and Wurundjeri Week.
- The Darebin Arts Ambassadors Reference Group considered items including the 20<sup>th</sup> anniversary of the Darebin Music Feast, the local impact of Federal funding changes, the 2016/2017 Arts Partnership Initiative and the findings of the Economic Impact and Social Benefit of the Arts in Darebin report. <http://www.darebinarts.com.au/creative-resources/economic-value-and-social-benefit/>
- The Darebin Australia Day Committee organised the Australia Day Awards night and Citizenship Ceremony in January.
- Members of the Darebin Bicycle Advisory Committee provided feedback and suggestions on projects including Level Crossing removals, the Regent Street car park upgrades, Plenty Road alternate cycling routes, the Robinson Reserve cycle path, education and training for truck and bus drivers, and locations for additional bike parking.
- Darebin Disability Advisory Committee members worked in the following areas: public awareness, social connection and inclusion of people with disability, physical access to public spaces and places,

130



the role and interaction between building services and disability access under the National Construction Code and increasing the employment of people with disability.

- Darebin Domestic Animal Management Reference Group members helped draft the contract specification for the provision of Pound and Collection services at the Epping Animal Welfare Facility. They also provided input into the conduct of de-sexing events that utilised the Lost Dogs' Home de-sexing van. The Group provided advice and assistance in relation to the upgrade of all signage in Darebin parks with designated dog off-lead areas.
- Darebin Education Committee highlights included: the high participation rate of principals and school representatives at two Darebin Education Committee meetings, and active engagement with Darebin Aboriginal educators, students, parents and Elders regarding development of a Darebin Aboriginal curriculum for all Darebin schools.
- The Darebin Environmental Reference Group provided feedback on the Climate Change Strategy, helped promote environmental events, and provided advice on the Draft Climate Emergency Plan.
- The Darebin Housing Advisory Committee contributed to the development of a draft Memorandum of Understanding with the State Government to progress the pilot 'Darebin Council Social and Affordable Housing Program on Council Owned Land'. They also supported a blitz on unregistered and poor-quality rooming houses, and prepared a submission to Melbourne City Council's proposal to introduce a new By Law to displace homeless people from the CBD.
- The Darebin Interfaith Council provided advice and feedback to Council on the implementation of the Darebin Interfaith Work Plan, coordinated the Darebin Community Inclusion Plan Project, engaged with faith leaders and strengthened relationships with and between Committee members, implemented a Memorandum of Understanding with the Islamic Society of Victoria/Preston Mosque, supported World Interfaith Harmony Week and an Open Day at Preston Mosque, and hosted the Victorian Interfaith Network Conference in November 2016 under the theme 'Faith and Inclusion'.
- The Darebin Women's Advisory Committee provided advice on the social and affordable housing needs of women in Darebin and the Victorian Government Gender Equity Strategy, supported celebrations of 16 days of Activism Against Gender-Based Violence, and celebrated International Women's Day with the Molly Hadfield Social Justice Oration on Thursday 9 March 2017.
- The Preston Business Advisory Committee held activities in Preston Central to gain community input into the development of a ten-year business plan and successfully advocated for an increased police presence in the Centre. The Committee also completed a visual merchandising project, which included façade and re-branding of two Preston Central businesses, delivered Christmas decorations, partnered in the #darebinxmas digital campaign, delivered a Spring Food Advertising Campaign, sponsored and participated in the Melbourne Tomato Festival, and delivered 35 store blessings of shops within Preston Central as part of Lunar New Year celebrations.
- The Sexuality, Sex and Gender Diversity Advisory Committee delivered International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) events, notably a rainbow flag raising ceremony and morning tea on 17 May and a community reflection on the 2017 theme 'Families' on 24 May. The Committee also provided feedback on the interactive Find the Rainbow Map, which lists locations and details for LGBTIQ services, groups and supports across the Cities of Darebin, Yarra, Banyule and Moreland ([www.darebin.vic.gov.au/Diversity](http://www.darebin.vic.gov.au/Diversity)); hosted a stall at Midsumma Carnival (jointly with Yarra, Banyule and Moreland Councils); provided advice on the proposed swim nights at Reservoir Leisure Centre for trans and gender diverse people; provided advice on LGBTIQ community social and affordable housing needs; and provided input and advice to MIND Australia on the establishment of a new LGBTIQ mental health support service in Melbourne's north.

### 13.3 Newly established Advisory Committees

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

#### 14. Community Support Program

Every year Darebin City Council provides funds and assistance to not-for-profit groups and organisations through the Darebin Community Support Program (CSP) [www.darebin.vic.gov.au/CSP](http://www.darebin.vic.gov.au/CSP)

The CSP helps our communities develop and implement programs and activities that build thriving and creative cultures; environmentally sustainable and resilient neighbourhoods; healthy and connected communities that promote access, inclusion and human rights; and provide people who live, study and work in Darebin with a chance to participate fully in community life.

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

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

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

#### Annual Cash Grant applications by funding streams

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

#### Annual facility hire subsidy applications by venue

Funding Stream	Applications Received	Applications Approved	% Approved	Amount Requested	Amount Approved
Preston City and Shire Halls	17	17	100	\$29,465	\$22,973
Northcote Town Hall	13	13	100	\$32,454	\$16,665
Darebin Arts and Entertainment Centre	5	5	100	\$7,564	\$4,000
Intercultural Centre	8	8	100	\$20,286	\$17,000
Libraries' Meeting Rooms	9	9	100	\$16,815	\$9,796
Reservoir Civic Centre	4	4	100	\$4,782	\$4,245
Donald Street Community Hall	1	1	100	\$738	\$738
Clyde Street Community Hall	4	4	100	\$1,410	\$1,410
Fairfield Community Hall	1	1	100	\$1,107	\$1,107
<b>Total Subsidies</b>	<b>62</b>	<b>62</b>	<b>100</b>	<b>\$114,619</b>	<b>\$77,934</b>

Further information about the Community Support Program is available on our website [www.darebin.vic.gov.au/CSP](http://www.darebin.vic.gov.au/CSP)

### 15. Freedom of Information

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

The Act has four main functions:

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

Written requests for documents under the *Freedom of Information Act 1982* must be addressed to the:  
Freedom of Information Officer  
Darebin City Council  
PO Box 91  
PRESTON VICTORIA 3072

FOI requests received	2013/2014	2014/2015	2015/2016	2016/2017
New requests	33	31	35	37
Access granted in full	11	0	0	3
Access granted in part	6	18	17	20
Access denied in full	1	2	0	0
Requests not finalised at the end of the reporting period	4	2	4	8
Withdrawn	0	2	8	2
Requests outside the Act	0	2	0	0
Requests, no documents existed	4	1	3	1
Others: not processed, not proceeded with, Act did not apply	7	4	4	3
Application fees collected	\$819	\$817	\$867.60	\$834.20
Charges collected	\$534	\$501	\$706.00	\$875.50

### 16. Information Privacy

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

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

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

## 17. Protected Disclosures

The *Protected Disclosure Act 2012* (PDA) facilitates disclosures of improper conduct by the Council or its employees and provides protection for people who make disclosures. Darebin City Council has a high regard for transparency and accountability and fully supports the PDA.

### 17.1 Disclosures

A protected disclosure:

- about a Councillor must be referred to the Independent Broad-based Anti-corruption Commission (IBAC) or the Ombudsman; or
- about a Council officer/employee can be made either to the Council's Protected Disclosure Coordinator (PDC) or directly to the IBAC.

On receipt of a disclosure (via a Protected Disclosure form) the PDC will determine if it is made in accordance with the PDA, i.e. whether the disclosure shows or tends to show that a person, public officer or public body:

- has engaged, is engaging or proposes to engage in improper conduct; or
- has taken, is taking or proposes to take detrimental action against a person in contravention of the PDA.

Detrimental action includes:

- action causing injury, loss or damage; or
- intimidation or harassment; or
- discrimination, disadvantage or adverse treatment in relation to a person's employment, career, profession, trade or business, including the taking of disciplinary action.

If the disclosure falls within the meaning of the PDA, Council must within 28 days:

- refer the disclosure to IBAC for determination as to whether it is a protected disclosure; and
- notify the person who made the disclosure that IBAC will determine whether an investigation will occur and who will conduct the investigation.

If Council determines that the disclosure does not meet the requirements of the PDA to be considered a protected disclosure, the complainant must be informed of the decision and of their entitlement to make the disclosure directly to IBAC.

From 1 July 2016 to 30 June 2017 there were no protected disclosures reported.

Further information about applying the PDA is available from the Protected Disclosure Coordinator and from our website [www.darebin.vic.gov.au/Governance](http://www.darebin.vic.gov.au/Governance)

**18. Documents available for inspection**

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

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

**19. Other information available for inspection**

- General Local Law No. 1 of 2015 and Governance Local Law 2013.
- The program for applying Best Value principles, together with any quality or cost standards adopted by Council.
- The Council Plan, Strategic Resource Plan, Council Budget and Annual Report.
- The Councillor Code of Conduct.
- The Councillor Support and Expenses Policy.
- Election campaign donation returns by candidates at the previous Council election.
- Council's Procurement Policy.
- Certified voters' roll – can be inspected according to section 24B of the *Local Government Act 1989*.
- Names of Councillors who submitted returns of interest during the financial year.
- Names of Council officers who were required to submit a return of interest during the financial year.
- Register of Delegations to Special Committees and to members of Council staff – including date of last review.

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

**20. Contracts**

During 2016/2017 Council did not enter into any contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works of a kind specified in section 186(5)(a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

**21. Report against the *Road Management Act (2004)***

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

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

The RMP:

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

Council adopted its initial RMP in 2004, revised it in 2009 and 2013, and adopted the latest plan on 19 June 2017. Under section 54(5) of the RMA "a road authority must in accordance with the regulations conduct a review of its Road Management Plan at prescribed intervals". Road Management (General) Regulations 2016, Part 3 requires Council to complete its review of the RMP within six months after each general election or by the next 30 June, whichever is later.

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

**22. Risk Management Attestation**

I, Philip Shanahan, Interim Chief Executive Officer, can attest that Darebin City Council has met its obligations under Council's adopted Risk Management Policy and Framework and in line with Australian/New Zealand Standard AS/NSZ ISO 31000:2009.

A dedicated Corporate Risk and Audit department provides risk management advice, guidance and support across the organisation to effectively manage risks, mitigate exposures and protect the organisation from potential litigation.

Compliance can be verified through regular reporting to the Executive Management Team, Governance, Risk and Corporate Performance Committee, and the Audit Committee.

Philip Shanahan  
Interim Chief Executive Officer

## 23. Statutory information

### 23.1 Best Value Report 2016/2017

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

The principles are based on:

- Quality and cost standards
- Responsiveness to community needs
- Accessibility
- Continuous improvement
- Community consultation
- Reporting to the community

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

Achievements within the Continuous Improvement Framework for 2016/2017 included:

- The annual business planning and evaluation process applied the Best Value principles.
- Local Government Performance indicators and service indicators were incorporated into the Continuous Improvement Framework and benchmarked against previous results.
- A scorecard showing Council's progress against the targets in the Council Plan was published in the Darebin Community News and delivered to every household.
- The PuLSE continuous improvement framework was developed and will be implemented across the organisation. PuLSE encourages staff to change the way they go about their work and to turn problems into solutions. Using the latest engagement and business analysis tools, such as process mapping software and lean thinking (which aims to maximise customer value while minimising waste, or create more value for customers with fewer resources), all staff will be able to contribute to service improvements.

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

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

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

### 23.2 Carers Recognition

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

Council ensures that staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for staff working in home and community care and disability services.
- Council induction and training programs for staff working in front-line positions with the general community.

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

### 23.3 Charter of Human Rights and Responsibilities

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

During 2016/2017, activities that occurred under the Charter included:

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

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



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

#### **23.4 Disability Access and Inclusion Plan**

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

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

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

Highlights from the 2016/2017 year included:

- Supporting the Brotherhood of St Laurence and the National Disability Insurance Agency to host NDIS information sessions in Darebin.
- Supporting the Victorian Advocacy League for Individuals with Disability to provide information sessions and workshops to help family members understand and manage the transition to the NDIS.
- Providing Building Access Audit Training to 20 Darebin staff members to increase awareness and understanding of Access standards and benefits, and influence future accessible planning and development in Darebin.
- Delivery of supported work experience placements at Council for Croxton Specialist School students, and the provision of Disability Awareness Training for Council staff.
- Participating in Self-Advocacy Resource Unit's Voice At The Table project, which aims to increase the number of people with cognitive disabilities sitting on boards, committees and advisory groups within government.
- Support of accessible and sensory friendly festival initiatives at the Darebin Kite Festival, including the provision of a chill out tent, and partnering with VicDeaf to provide Auslan interpreting in the story-telling tent.
- Publication of the Get Active in Darebin seasonal program of free exercise and low-cost social sport opportunities in Darebin, which cater for people of all ages, abilities and fitness levels and are facilitated by qualified instructors and coaches.

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

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

### 23.5 Domestic Animal Management Plan

Darebin's Domestic Animal Management Plan (DAMP) 2013-2017 aims to guide Council and the community towards the goal of responsible animal ownership and management. The Plan was developed in accordance with the *Domestic Animals Act 1994*.

Key highlights and achievements in 2016/2017 included:

- Completion of the construction of a Regional Animal Welfare Facility (an \$11 million project) located in Epping. The Facility is a joint initiative between Darebin, Moreland and Whittlesea City Councils. Darebin Council contributed \$2M towards this project. Officers are negotiating a commencement date with the preferred tenderer.
- The strengthening of partnerships with rescue group organisations to give all dogs and cats a chance of being rehoused after the statutory holding time. The percentage of impounded dogs that were euthanised was less than one per cent, which was significantly lower than the Victorian average of 34 per cent. Dog euthanasia rates were particularly low due to more dogs being reclaimed and rehoused. This is a result of more micro-chipping and/or wearing Council identification tags in recent years.
- The percentage of impounded cats that were euthanised in Darebin was nine per cent, which was significantly lower than the Victorian average of 73 per cent. This was achieved by working in partnership with rescue group organisations that rehoused the many cats that were unable to find new homes through Council's shelter. The issue of cat overpopulation relates to unowned or partially owned cats that are not de-sexed. People feed semi-owned cats, which helps to keep them alive and strong enough to reproduce. The ability of cats to quickly breed contributes to the overpopulation problem.
- Council received recognition from the Minister for Local Government for reducing euthanasia rates, increasing reclaim rates and reducing animal management costs.

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

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

**23.6 Food Act Ministerial Directions**

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

**23.7 Infrastructure and development contributions**

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

**Infrastructure contributions**

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

**Development contributions**

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

Land, works, services or facilities delivered in 2016/2017 from DCP levies collected							
Project description	DCP name (year approved)	DCP fund expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	% of item delivered
Multi-Sports Stadium	City of Darebin Development Contributions Plan, June 2004 (Revised 2015) as amended by Planning Scheme Amendment C148 May 2016	\$206,499	\$0	\$0	\$0	\$206,499	20%

**23.8 National Competition Policy – Local Government Compliance Statement**

In accordance with reporting guidelines issued by Local Government Victoria, we certify that we:

- Are compliant with respect to the requirements of trade practices legislations.
- Applied the competition test to all new local laws made in 2016/2017.
- Applied competitive neutrality measures to all significant businesses.

**24. Local Government Performance Reporting Framework Indicators**

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

				performance of the centre.
<b>Service Cost</b>				
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$0.00	\$0.00	\$0.00	Council does not have a facility that fits into this category.
<b>Utilisation</b>				
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	6.31	5.55	5.41	Council has two aquatic facilities – Reservoir Leisure Centre (RLC) and Northcote Aquatic and Recreation Centre. Attendance at the RLC this year was impacted by flooding damage in January that forced the closure of the centre for a week and impacted on the service for another month. In the Council Plan 2017-2021, Council has committed to a renewal of the Northcote Aquatic and Recreation Centre which should help to increase visitation rates.
<b>Animal Management</b>				
<b>Timeliness</b>				
<i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.84	1.78	In 2016-2017, Council actioned 3,218 requests involving animal management. The ratio 1.78 is lower than last year's ratio of 1.84 which means that the time to first action has been reduced.
<b>Service standard</b>				
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	36.00%	38.47%	40.23%	This indicator only measures owners that have reclaimed their impounded animals from the shelter. It does not include the number of animals diverted to animal rescue group organisations for rehoming. In January, Council launched an online system for animal registration that made the process more convenient for pet owners. Registered animals are far easier to return to their owners than non-registered ones.

<b>Service cost</b>				
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$67.97	\$64.51	\$66.34	This indicator includes costs relating to the collection of wandering animals as well as barking dog and dog attack investigations. Not included is the revenue received from animal registration. A significant proportion of the cost comes from the contracted animal pound service which may be more expensive than others due to our requirement that animals be held for a longer period of time. This requirement reflects Council's priority of reducing the animal euthanasia rate. Over the past few years Darebin has been particularly successful as our euthanasia rates have reduced from 85% in 2012 to 16% in 2016 which is below the state average of 73%.
<b>Health and safety</b>				
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	11.00	3.00	8.00	A total of eight dog attack matters proceeded to prosecution and Council was successful in every instance. Of these eight, six were from the previous financial year. When making a prosecution, Council now invites the person making the complaint to come out to the pound and identify the particular animal using a 'line-up' structure. Since we have adopted this procedure, our prosecution success rate has improved dramatically.
<b>Food Safety</b>				
<b>Timeliness</b>				
<i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	1.50	2.09	The number of days to first response has gone up due to the nearly 20% increase in the number of food complaints. The Victorian Ombudsman recommended good practice is to acknowledge complaints within 10 business days. Food complaints within Darebin are responded to in an average of only two days. 51% (or 88 complaints) were responded to on the same business day.
<b>Service standard</b>				
<i>Food safety assessments</i> [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	96.00%	90.21%	99.16%	Council's Health Protection Unit now uses digital platforms and videos to assist with the community education of public health standards that has allowed officers more time to spend on food safety assessments. This has resulted in a 9%

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				improvement compared to last year.
<b>Service cost</b>				
<i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]	\$535.14	\$537.75	\$527.66	A number of resourcing vacancies existed within the reporting period that resulted in a lower than forecast salary expenditure. This resulted in the cost to Council being \$ 10 cheaper per premises.
<b>Health and safety</b>				
<i>Critical and major non-compliance outcome notifications</i> [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	98.00%	100.00%	92.13%	From May 2017, this indicator changed to calendar year from financial year. This has been implemented to better align reporting with the Department of Health and Human Services. Council was on target to meet 100% compliance for this indicator had the reporting period remained at financial year, however the retrospective modification has distorted the results. Previous results remain on a financial year basis to enable comparison with other Councils. Subsequently, the 2015/2016 result contains 6 months of the period covered by the 2016/2017 measure.
<b>Governance</b>				
<b>Transparency</b>				
<i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors ] x100	11.00%	5.14%	6.37%	Council is committed to transparent governance and meetings are only closed when considering reports which are deemed confidential, either by the Chief Executive or when resolved by Council. Council reports that were considered confidential related to such things as personnel matters, contracts and legal matters which, should they be made public, could prejudice the Council.
<b>Consultation and engagement</b>				
<i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	66.80	66.00	65.20	Community satisfaction with consultation and engagement has decreased slightly from the previous year. In 2016-2017, Council completed a number of significant consultation projects including the Council Plan 2017-2021 and Budget for 2017-2018. Both projects received over 1,000 responses from Darebin residents and businesses.

<b>Attendance</b>				
<i>Councillor attendance at Council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	96.00%	92.63%	94.02%	Due to the general local election, Council meetings did not occur between 4 October 2016 and 6 November 2016. There was also a reduction in the number of Special Meetings held in comparison with previous reporting periods. Attendances by councillors at Ordinary and Special Council meetings continue to be positive.
<b>Service cost</b>				
<i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election] *This indicator has been recalculated.	\$48,494.00*	\$45,771.00*	\$52,913.78	Cost of governance includes operating expenses directly related to the activities of the elected councillors such as Councillor allowances, training and development and resources required by Councillors to enable them to fulfil their role as an elected representative. Councillor allowances and expenditure incurred by Councillors are published on Council's website on a quarterly basis. This indicator does not include the running of Council and Planning Committee Meetings and associated costs, for example advertising, other functions or support staff. This year saw additional costs, that primarily only occur each four years. These additional costs include such things as the councillor induction program following the local elections, governance and media training, and the recruitment of a new Chief Executive Officer.
<b>Satisfaction</b>				
<i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	67.80	66.90	65.00	The result has decreased slightly from the previous year but is still an excellent result. Council applies an Equity, Inclusion and Wellbeing Audit to every significant decision that goes before Council. This ensures that accessibility and fairness are at the heart of the decision-making process.
<b>Home and Community Care (HACC)</b>				
<b>Timeliness</b>				
<i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	28.08	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs



<b>Service standard</b>				
<i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	94.00%	94.44%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Service cost</b>				
<i>Cost of domestic care service</i> [Cost of the domestic care service / Hours of domestic care service provided]	\$0.00	\$69.69	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Service cost</b>				
<i>Cost of personal care service</i> [Cost of the personal care service / Hours of personal care service provided]	\$0.00	\$36.47	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Service cost</b>				
<i>Cost of respite care service</i> [Cost of the respite care service / Hours of respite care service provided]	\$0.00	\$48.47	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Participation</b>				
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	18.70%	19.57%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Participation</b>				
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	17.90%	18.51%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Libraries</b>				
<b>Utilisation</b>				
<i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	6.10	5.92	5.71	Increased investment in digital collections has resulted in a 31% growth in e-audiobook and e-book loans; however these increases have not offset the 4.75% decline in physical collection items over the past year.

<b>Resource standard</b>				
<i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	70.00%	72.70%	70.14%	Collection development is guided by local community needs and interests as distinct from the actual age of the items. The age and standard of the collection remains well above the Australian Libraries and Information Association standard of 50%.
<b>Service cost</b>				
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$7.66	\$8.12	\$8.37	Council and our community value its library services and allocate appropriate financial resources to support changing customer needs. Increased investment in digital resources and online delivery enables customers to access library services without visiting a branch.
<b>Participation</b>				
<i>Active library members</i> [Number of active library members / Municipal population] x100	16.00%	16.02%	15.01%	Active library members are those who have borrowed from the lending collection, including e-books. It excludes other library activities such as events and programs, the use of public internet and meeting rooms. In 2016-2017, Council launched a successful membership drive and will be doing this on an annual basis. Our recently developed app was downloaded more than 4,000 times on mobile devices in the last twelve months.
<b>Maternal and Child Health (MCH)</b>				
<b>Satisfaction</b>				
<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	104.00%	99.80%	101.31%	The Maternal and Child Health Service has a new model for allocating first home visits so that individual nurse calendars are now co-ordinated centrally.
<b>Service standard</b>				
<i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	96.80%	103.47%	The Maternal and Child Health Service experienced a 4.4% increase in infants enrolled in the service since last year. We have increased our focus to work across other Children and Family Services at Council, such as playgroups, to promote Maternal and Child Health to parents.

<b>Service cost</b>				
<i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$74.18	\$73.73	By combining part time positions to create fulltime positions we have provided a flexible and efficient service for families which provides greater coverage at multiple sites across the week.
<b>Participation</b>				
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	76.00%	80.37%	78.47%	The Maternal and Child Health Service will review its client data base each quarter so that it will be more useful in reaching out to parents to promote and encourage visitation to our service.
<b>Participation</b>				
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60.00%	52.94%	91.53%	Darebin has one of the largest Aboriginal and Torres Strait Islander communities in metropolitan Melbourne and forms almost 1% of the city's total population. The Maternal and Child Health Service works in partnership with the Victorian Aboriginal Health Service and the Victorian Aboriginal Child Care Agency to offer all Aboriginal families a service that is culturally safe and responsive to their needs. Last year's software issues resulted in inaccurate figures which underestimated the number of Aboriginal children accessing the Maternal and Child Health Service.
<b>Roads</b>				
<b>Satisfaction of use</b>				
<i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads ] x100	45.91	27.21	18.54	There has been a reduction in requests from a ratio of 27.21 to 18.5 over the past 12 months. By applying sound asset management principles, we have increased the length of road resealing works from approximately 11km in 2015/16 to 21km in 2016/17, thereby reducing the number of defective road sections.

<b>Condition</b>				
<i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.00%	99.81%	99.88%	Council's annual resurfacing, rehabilitation and road maintenance programs are compiled to ensure that all roads are maintained in a sound condition ie. to enable safe and comfortable usage by a variety of vehicles. Priority in the annual improvement program is given to roads in very poor condition regardless of traffic levels.
<b>Service cost</b>				
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$0.00	\$151.00	\$315.38	The reconstruction of Northernhay St and Alexander St, Reservoir and the slope remediation of the Mclachlan Street/ Walker Street intersection were the only projects completed under this program in 2016-17. The unit rate is very high because the Northernhay Street reconstruction included significantly more stormwater drainage works than what would be expected in a more typical project and the Mclachlan St project needed a new retaining wall and required the disposal of contaminated soil.
<b>Service Cost</b>				
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed] *This indicator has been recalculated.	\$21.10	\$19.75*	\$15.34	In 2016/17 the program completed 145,927sqm. of local road resealing which is almost double the amount from the previous year. Improved contract rates on a series of larger scale works have led to a reduction in project costs.
<b>Satisfaction</b>				
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	69.30	70.80	70.00	Community satisfaction is almost exactly the same in 2016/17 as in previous years. A greater focus has been provided on asphalt resheeting over road reconstructions to increase the total number of square metres of pavement that is renewed. This strategy is aimed at improving overall user experience and increasing the average condition of the road network as a whole. Over the past three years Council has allocated \$7.4M to road resheeting and \$4.6M to road reconstructions.

<b>Statutory Planning</b>				
<b>Timeliness</b>				
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	107.00	103.00	116.00	A comprehensive review of the service was completed in May 2017 targeting measures that can be applied to ensure the service is responsive to customer needs as well as the applications received.
<b>Service standard</b>				
<i>Planning applications decided within required time frames</i> [(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	45.00%	40.01%	46.18%	This indicator changed in 2016-2017 to now include VicSmart applications. The improved result is influenced in a small part by 53 Vicsmart applications that are processed within 10 days and which form around 10% of the total planning applications received. The service review that was completed in May 2017 will drive further improvement in this performance measure.
<b>Service cost</b>				
<i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,234.93	\$2,351.37	\$2,821.56	This indicator measures the direct cost to Council to process each planning application. While the direct cost of the service has grown only slightly, the ratio of cost to planning applications has been impacted by a 13% fall in the number of applications received compared to last year.
<b>Decision making</b>				
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	45.00%	60.32%	41.33%	In 2016/2017, the number of decisions sent to VCAT went up and Council's success in defending their decisions declined. In 2017/2018 Council will commence a review of the Planning Scheme and the Planning Committee Charter.
<b>Waste Collection</b>				
<b>Satisfaction</b>				
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	126.48	116.65	101.65	This indicator measures the frequency of requests from residents for additional, uncollected, damaged or stolen bins. The figure for 2016/2017 is 101.65 which is below the result for 2015-16 of 116.65. This improvement is a result of the adoption of a new mechanical grab device on our trucks.

<b>Service standard</b>				
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	9.88	9.51	7.80	This is an improvement on last year's figures. In 2016/2017 the number of households increased by 1313 to 63,628 households yet there was an overall a decrease of 753 missed bins over the year. The decrease may be attributed to the introduction of cameras on our trucks and an increased focus by staff on service quality.
<b>Service cost</b>				
<i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$95.71	\$97.03	\$96.30	In 2016/2017, there was an increase in the number of Darebin households by 1313 to a total of 63,628 which resulted in a minimal increase in servicing costs across Darebin (\$81k). The overall ratio of cost per household, however, dropped by about 70 cents to \$96.30 per household per annum.
<b>Service cost</b>				
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$25.14	\$25.55	\$26.63	In 2016/2017, there was an increase in the number of Darebin households by 1313 to a total of 63,628 which resulted in a minimal increase in servicing costs across Darebin (\$81k). The overall ratio of cost per household, however, dropped by about 70 cents to \$96.30 per household per annum.
<b>Waste diversion</b>				
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.00%	47.42%	47.95%	This is a slight improvement on last year's overall diversion from landfill (47.42%). The largest change was an increase in the amount of recycled green waste by 1266 tonnes – a 12% growth on the previous year. Food is a significant component of waste that is sent to landfill and work will be undertaken in the coming year to trial food waste being diverted to green waste recycling.

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

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

## 25. Governance and Management Checklist

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

Annual Report—Governance and Management Checklist in Report of Operations

Governance and Management Items	Assessment
1 <b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy <input checked="" type="checkbox"/> Date of operation of current policy: 20/08/2012 OR No policy <input type="checkbox"/> Reason for no policy:
2 <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines <input checked="" type="checkbox"/> Date of operation of current guidelines: 20/08/2012 OR No guidelines <input type="checkbox"/> Reason for no guidelines:
3 <b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act <input checked="" type="checkbox"/> Date of adoption: 22/06/2017 OR Not adopted in accordance with section 126 of the Act <input type="checkbox"/> Reason for not adopting:
4 <b>Annual budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act <input checked="" type="checkbox"/> Date of adoption: 22/06/2017 OR Not adopted in accordance with section 130 of the Act <input type="checkbox"/> Reason for not adopting:
5 <b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans <input checked="" type="checkbox"/> Date of operation of current plans: Asset Management Policy 06/11/2013 Asset Management Strategy 18/05/2015 Building Asset Management Plan 07/08/2007 Drainage Asset Management Plan 21/05/2007 Property Asset Management Strategy 19/05/2014 Road Asset Management Plan 20/06/2016 Road Management Plan 19/06/2017 OR No plans <input type="checkbox"/> Reason for no plans:
6 <b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Strategy <input checked="" type="checkbox"/> Date of operation of current strategy: 22/06/2017 OR No strategy <input type="checkbox"/> Reason for no strategy:
7 <b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy <input checked="" type="checkbox"/> Date of operation of current policy: 20/12/2016 OR No policy <input type="checkbox"/> Reasons for no policy:
8 <b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy <input checked="" type="checkbox"/> Date of operation of current policy: 20/04/2016 OR No policy <input type="checkbox"/> Reason for no policy:



9 <b>Municipal emergency management plan</b> (plan under section 20 of the <b>Emergency Management Act 1986</b> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <b>Emergency Management Act 1986</b> <input checked="" type="checkbox"/> Date of preparation: 01/12/2016 OR Not prepared and maintained in accordance with section 20 of the <b>Emergency Management Act 1986</b> <input type="checkbox"/> Reason for not preparing a plan:
10 <b>Procurement policy</b> (policy under section 186A of the <b>Local Government Act 1989</b> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <b>Local Government Act 1989</b> <input checked="" type="checkbox"/> Date of approval: 03/10/2016 OR Not approved in accordance with section 186A of the <b>Local Government Act 1989</b> <input type="checkbox"/> Reason for not preparing a policy:
11 <b>Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan <input checked="" type="checkbox"/> Date of operation of current plan: 13/01/2017 OR No plan <input type="checkbox"/> Reason for no plan:
12 <b>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)	Plan <input checked="" type="checkbox"/> Date of operation of current plan: 30/06/2016 OR No plan <input type="checkbox"/> Reason for no plan:
13 <b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Framework <input checked="" type="checkbox"/> Date of operation of current framework: 01/11/2014 OR No framework <input type="checkbox"/> Reason for no framework:
14 <b>Audit Committee</b> (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act <input checked="" type="checkbox"/> Date of establishment: 14/11/2016 OR Not established in accordance with section 139 of the Act <input type="checkbox"/> Reason for not establishing:
15 <b>Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged <input checked="" type="checkbox"/> Date of engagement of current provider: 01/05/2015 OR Not engaged <input type="checkbox"/> Reasons for not engaging internal audit:
16 <b>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 Act)	Framework <input checked="" type="checkbox"/> Date of operation of current framework: 28/06/2016 OR No framework <input type="checkbox"/> Reason for no framework:
17 <b>Council Plan reporting</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report <input checked="" type="checkbox"/> Date of report: 22/05/2017, 03/10/2016 OR No report <input type="checkbox"/> Reason for no report:

<p>18 <b>Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to Council in accordance with section 138(1) of the Act <input checked="" type="checkbox"/>                  Dates statements presented: 05/09/2016, 05/12/2016, 27/02/2017, 01/05/2017                  OR                  No statements presented to Council in accordance with section 138(1) of the Act <input type="checkbox"/>                  Reason for not presenting statements:</p>
<p>19 <b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports <input checked="" type="checkbox"/>                  Date of reports: 05/12/2016, 27/02/2017, 08/05/17                  OR                  No reports <input type="checkbox"/>                  Reason for no reports:</p>
<p>20 <b>Performance reporting</b> (six-monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Reports <input checked="" type="checkbox"/>                  Date of reports: 26/07/2016, 28/03/2017                  OR                  No reports <input type="checkbox"/>                  Reason for no reports:</p>
<p>21 <b>Annual report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at meeting of the Council in accordance with section 134 of the Act <input checked="" type="checkbox"/>                  Date of consideration: 03/10/2016                  OR                  Not considered at meeting of the Council in accordance with section 134 of the Act <input type="checkbox"/>                  Reason for not considering annual report:</p>
<p>22 <b>Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76C of the Act <input checked="" type="checkbox"/>                  Date reviewed: 13/02/2017                  OR                  Not approved in accordance with section 76C of the Act <input type="checkbox"/>                  Reason for no review:</p>
<p>23 <b>Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 98(6) of the Act <input checked="" type="checkbox"/>                  Date of review: 07/06/2016                  OR                  Not reviewed in accordance with section 98(6) of the Act <input type="checkbox"/>                  Reason for no review:</p>
<p>24 <b>Meeting procedures</b> (a local law governing the conduct of meetings of Council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act <input checked="" type="checkbox"/>                  Date local law made: 19/08/2013                  OR                  No meeting procedures local law made in accordance with section 91(1) of the Act <input type="checkbox"/>                  Reason for not making meeting procedures local law:</p>

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

Signature of Chief Executive Officer: .....  
 Date:

Signature of Mayor: .....  
 Date:

## 7. Annual Financial Report and Performance Statement

### Guide to the Financial Statements

#### For the year ended 30 June 2017

This guide provides an overview of each of the statements including the 2016/2017 financial statements for the Darebin City Council and the key financial results. The guide is best read in conjunction with the financial overview.

#### Financial Statements

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

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

The Financial Statements also contain 37 Notes, which set out Council's accounting policies and details of the line item amounts contained in each of the five main statements.

#### Comprehensive Income Statement

The Comprehensive Income Statement measures Council's financial performance for the year ending 30 June 2017 and shows the value of revenues, such as rates, that Council earned and the value of expenses, such as employee costs, Council incurred in delivering services. These expenses only relate to the operations of Council and do not include the costs associated with the purchase, renewal, upgrade or expansion of Council assets.

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

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

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

#### Balance Sheet

The Balance Sheet is a one-page summary that provides a snapshot of the financial situation of Council as at 30 June 2017. It details Council's net worth and discloses owned assets such as cash, investment, building, land, parks, roads and drains, what it owes as liabilities such as amounts owed to creditors, and the equity. The bottom line of this statement is net assets. This is the net worth of Council built up over many years.

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

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

surpluses that have accumulated over the years. The total of the equity section represents the net financial worth of Council.

At 30 June 2017 the Balance Sheet shows Council to be in a healthy financial position, with \$74.88 million in cash and financial assets and a net worth of \$1.36 billion. Council's liquidity or current ratio is 2.6:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$2.60 of current assets to settle these liabilities. This demonstrates that the Darebin City Council has sufficient funds on hand to pay liabilities as they fall due.

#### **Statement of Changes in Equity**

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

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

At 30 June 2017 the Statement of Changes in Equity shows an increase in equity, or net worth, of \$91.17 million during the 2016/2017 financial year, representing the recorded comprehensive result for the year.

#### **Cash Flow Statement**

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

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

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

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

The Cash Flow Statement shows that in 2016/2017 Council generated a \$40.41 million cash inflow from operating activities. A cash outflow of \$38.82 million was incurred on investing activities and financing activities incurred a nil cash outflow. Total cash balances increased by \$1.59 million during the year to \$47.04 million at 30 June 2017.

#### **Statement of Capital Works**

The Statement of Capital Works details all amounts expended on capital works by asset class and by type of asset expenditure. The Statement of Capital Works shows that in 2016/2017 \$31.43 million was expended on capital works.

#### **Notes to the Financial Statements**

The Financial Statements contain 37 notes that form an important and informative section of the report. To enable readers to understand the basis on which the values shown in the statements are established, it is necessary to detail Council's accounting policies. These are described in Note 1.

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

It is important that the notes be read at the same time as the statements. To assist readers, where additional information in a statement is included in a note, the number of the note is shown next to that value. For example, in the Comprehensive Income Statement, a reference to Note 3 is shown next to Rates and Charges. Note 3 shows a number of items that make up the Rates and Charges value for the current and previous year.

#### **Performance Statement**

The Victorian Government developed a new performance reporting framework to ensure that all councils across Victoria measure and report their performance in a consistent way. The framework became mandatory from 1 July 2014 and this Performance Statement is a required part of all councils' 2016/2017 Annual Reports.

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

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

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

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

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

#### **Independent Audit Reports**

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

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

#### **FINANANCIAL REPORT OVERVIEW**

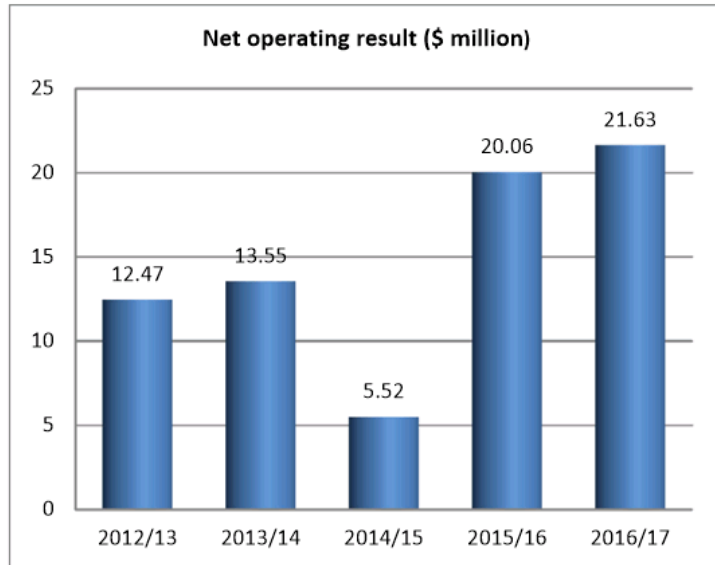
Our financial performance for 2016/2017 reflects the careful financial management and strategies that were developed in the context of our long-term financial planning.

#### **In brief**

- \$21.63 million surplus, which includes the early receipt of the first and second quarter 2017/2018 Victorian Grants Commission funding of \$2.30 million that was received in June.
- \$171.59 million revenue with 69.63 per cent coming from rates and charges.
- \$149.97 million expenditure with 51.91 per cent attributable to employee costs and 30.01 per cent for materials and services.
- \$1.30 billion net assets, comprising community facilities and infrastructure.
- \$74.88 million holdings of cash and other financial assets, \$10.28 million more than last year.

**Operating result**

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

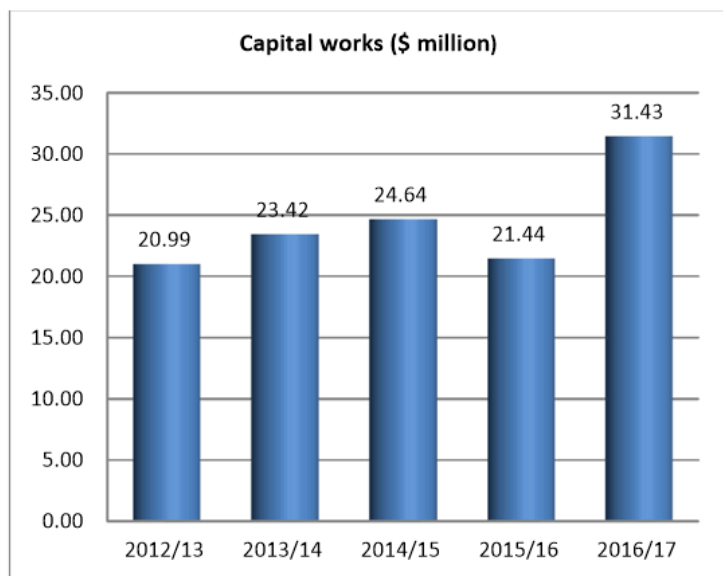


The Strategic Resource Plan, which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2017 and shows surpluses will continue to be achieved in all years over the period 2017/2018 to 2020/2021 while maintaining existing service delivery. These surpluses are critical as they are the primary source of funding for the renewal, replacement and upgrade of community infrastructure through Council’s capital works program, which will average \$49.07 million per annum over the four years to 30 June 2021.

**Capital works**

The delivery of the capital works program is an essential part of Council’s stewardship role and is critical in the effective management of infrastructure assets required for the delivery of Council services to the community.

The Statement of Capital Works details the \$31.43 million of capital works expenditure across Darebin for 2016/2017. This includes \$17.08 million on asset renewal, \$3.10 million on asset upgrade, \$0.29 million on asset expansion, and \$10.97 million on new assets.



#### Cash flow

Cash and cash equivalents increased by \$1.59 million to \$47.04 million. The main movements during the year were a cash inflow from operating activities of \$40.41 million, offset by a cash outflow from investing activities of \$38.82 million. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook no borrowings during the 2016/2017 year and had no outstanding borrowings at 30 June 2017.

#### Financial Stewardship

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

#### Our future

It is important that the results in this report for 2016/2017 are looked at in the context of the long-term financial strategic objectives that are reflected in the Council Plan 2017-2021 and articulated in the Strategic Resource Plan.

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

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

Council has forecast rate increases at 2.0 per cent for 2017/2018 and 2.2 per cent for 2018/2019, 2019/2020 and 2020/2021.

We will need to undertake the essential conversation with our community on how the Council Plan, related services and infrastructure development may best be delivered and funded in a rate-capping environment.

161

Darebin is one of the most financially sustainable councils in Victoria, yet we also depend heavily on rate revenue to deliver our services. The introduction of rate-capping has had a significant impact on our Strategic Resource Plan and Long Term Financial Plan.

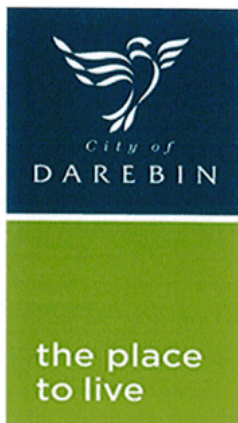
Our financial accounts were audited and issued an unqualified audit opinion by the Victorian Auditor-General.

Our careful financial strategies and balanced long-term planning enabled Council to limit the rate rise in 2017/2018 to two per cent.



# Darebin City Council Annual Financial Report

For the Year Ended 30 June 2017



**Darwin City Council  
Financial Report  
Table of contents**

<b>FINANCIAL REPORT</b>	<b>Page</b>
<b>Financial statements</b>	
Comprehensive Income Statement	1
Balance sheet	2
Statement of Changes in Equity	3
Statement of Cash Flows	4
Statement of Capital Works	5
<b>Notes to Financial Statements</b>	
Introduction	6
Note 1 Summary of significant accounting policies	6
Note 2 Budget comparison	13
Note 3 Rates and charges	17
Note 4 Statutory fees and fines	17
Note 5 User fees	17
Note 6 Grants	18
Note 7 Contributions	19
Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	19
Note 9 Other income	19
Note 10 Employee costs	20
Note 11 Materials and services	20
Note 12 Bad and doubtful debts	21
Note 13 Depreciation and amortisation	21
Note 14 Borrowing costs	21
Note 15 Other expenses	21
Note 16 Cash and cash equivalents	22
Note 17 Other financial assets	22
Note 18 Trade and other receivables	23
Note 19 Inventories	24
Note 20 Other assets	24
Note 21 Property, infrastructure, plant and equipment	25
Note 22 Investment property	31
Note 23 Intangible assets	31
Note 24 Trade and other payables	31
Note 25 Trust funds and deposits	32
Note 26 Provisions	32
Note 27 Reserves	34
Note 28 Reconciliation of cash flows from operating activities to surplus/(deficit)	36
Note 29 Financing arrangements	36
Note 30 Commitments	37
Note 31 Operating leases	38
Note 32 Superannuation	38
Note 33 Contingent liabilities and contingent assets	40
Note 34 Financial instruments	41
Note 35 Related party disclosures	43
Note 36 Senior officer remuneration	44
Note 37 Events occurring after balance date	44
Certification of financial statements	45
Auditor-General's report	

## 2016/2017 Financial Report

**Comprehensive Income Statement**  
For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Income</b>			
Rates and charges	3	119,474	114,260
Statutory fees and fines	4	8,650	7,103
User fees	5	13,580	13,762
Grants - operating	6	18,228	13,178
Grants - capital	6	2,103	3,068
Contributions - monetary	7	5,077	5,764
Contributions - non-monetary	7	418	144
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	8	26	(33)
Fair value adjustments for investment property	22	275	61
Other income	9	3,762	3,529
<b>Total income</b>		<b>171,593</b>	<b>160,836</b>
<b>Expenses</b>			
Employee costs	10	77,854	76,355
Materials and services	11	45,008	45,220
Bad and doubtful debts	12	1,373	1,002
Depreciation and amortisation	13	22,055	20,973
Borrowing costs	14	0	8
Unspent DCP contributions	27(b)	0	(6,485)
Other expenses	15	3,676	3,704
<b>Total expenses</b>		<b>149,966</b>	<b>140,777</b>
<b>Surplus/(deficit) for the year</b>		<b>21,627</b>	<b>20,059</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)	28	69,542	68,760
<b>Total comprehensive result</b>		<b>91,169</b>	<b>88,819</b>

*The above comprehensive income statement should be read with the accompanying notes.*

## 2016/2017 Financial Report

**Balance Sheet**  
As at 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	16	47,035	45,441
Trade and other receivables	18	13,140	11,758
Other financial assets	17	27,846	19,164
Inventories	19	67	65
Other assets	20	3,596	1,809
<b>Total current assets</b>		<b>91,684</b>	<b>78,237</b>
<b>Non-current assets</b>			
Trade and other receivables	18	185	114
Property, infrastructure, plant and equipment	21	1,299,929	1,221,142
Investment property	22	3,142	2,867
Intangible assets	23	781	811
Other financial assets	17	236	236
<b>Total non-current assets</b>		<b>1,304,273</b>	<b>1,225,170</b>
<b>Total assets</b>		<b>1,395,957</b>	<b>1,303,407</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	24	11,662	10,602
Trust funds and deposits	25	5,034	4,670
Provisions	26	18,618	18,730
<b>Total current liabilities</b>		<b>35,314</b>	<b>34,002</b>
<b>Non-current liabilities</b>			
Provisions	26	1,774	1,705
<b>Total non-current liabilities</b>		<b>1,774</b>	<b>1,705</b>
<b>Total liabilities</b>		<b>37,088</b>	<b>35,707</b>
<b>Net assets</b>		<b>1,358,869</b>	<b>1,267,700</b>
<b>Equity</b>			
Accumulated surplus		534,108	506,524
Reserves	27	824,761	761,176
<b>Total equity</b>		<b>1,358,869</b>	<b>1,267,700</b>

*The above balance sheet should be read with the accompanying notes.*

## 2016/2017 Financial Report

**Statement of Changes in Equity**  
For the Year Ended 30 June 2017

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017</b>					
Balance at beginning of the financial year		1,267,700	506,524	742,157	19,019
Surplus/(deficit) for the year		21,627	21,627	0	0
Net asset revaluation increment/(decrement)	27	69,542	0	69,542	0
Transfers to other reserves	27	0	(4,843)	0	4,843
Transfers from other reserves	27	0	10,800	0	(10,800)
<b>Balance at end of financial year</b>		<b>1,358,869</b>	<b>534,108</b>	<b>811,699</b>	<b>13,062</b>

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2016</b>					
Balance at beginning of the financial year		1,178,881	495,445	673,397	10,039
Surplus / (deficit) for the year		20,059	20,059	0	0
Net asset revaluation increment/(decrement)	27	68,760	0	68,760	0
Transfers to other reserves	27	0	(12,091)	0	12,091
Transfers from other reserves	27	0	3,111	0	(3,111)
<b>Balance at end of financial year</b>		<b>1,267,700</b>	<b>506,524</b>	<b>742,157</b>	<b>19,019</b>

*The above statement of changes in equity should be read with the accompanying notes.*

## 2016/2017 Financial Report

**Statement of Cash Flows**  
For the Year Ended 30 June 2017

	2017	2016
	Inflows/ (Outflows)	Inflows/ (Outflows)
Note	\$'000	\$'000
<b>Cash flows from operating activities</b>		
Rates and charges	118,384	114,185
Statutory fees and fines	8,014	6,532
User fees (inclusive of GST)	16,131	14,149
Grants - operating	17,996	13,442
Grants - capital	2,103	3,068
Contributions - monetary	5,077	5,764
Interest received	1,284	1,868
Trust funds and deposits taken	311	511
Other receipts	1,684	1,539
Net GST refund/payment	5,789	5,611
Employee costs	(77,678)	(74,230)
Materials and services (inclusive of GST)	(58,734)	(56,348)
Trust funds and deposits paid	0	0
Net FSPL refund / payment	53	11
<b>Net cash provided by/(used in) from operating activities</b>	<b>40,414</b>	<b>36,102</b>
28		
<b>Cash flows from investing activities</b>		
Payments for property, infrastructure, plant and equipment	(30,617)	(22,612)
Proceeds from sale of property, infrastructure, plant and equipment	559	346
Payments for investments	(8,682)	(15,061)
Proceeds from sale of investments	0	0
Payment of loans and advances	(80)	41
<b>Net cash provided by/(used in) investing activities</b>	<b>(38,820)</b>	<b>(37,286)</b>
<b>Cash flows from financing activities</b>		
Finance costs	0	(9)
Repayment of borrowings	0	(172)
<b>Net cash provided by/(used in) financing activities</b>	<b>0</b>	<b>(181)</b>
Net increase (decrease) in cash and cash equivalents	1,594	(1,365)
Cash and cash equivalents at the beginning of the financial year	45,441	46,806
<b>Cash and cash equivalents at the end of the financial year</b>	<b>47,035</b>	<b>45,441</b>
16		
Financing arrangements	29	
Restrictions on cash assets	16	

*The above statement of cash flows should be read with the accompanying notes.*

Council City Council  
 2016/2017 Financial Report

**Statement of Capital Works**  
 For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Property</b>			
Land		7,683	0
<b>Total land</b>		<u>7,683</u>	<u>0</u>
Buildings		3,625	4,319
<b>Total buildings</b>		<u>3,625</u>	<u>4,319</u>
<b>Total property</b>		<u>11,308</u>	<u>4,319</u>
<b>Plant and equipment</b>			
Plant, machinery and equipment		2,063	2,203
Fixtures, fittings and furniture		137	237
Computers and telecommunications		1,389	1,282
Library books		734	702
<b>Total plant and equipment</b>		<u>4,323</u>	<u>4,424</u>
<b>Infrastructure</b>			
Roads		7,127	4,766
Bridges		134	326
Footpath and cycleways		3,420	1,927
Drainage		586	737
Land improvements		315	919
Parks, open space and streetscapes		4,184	3,944
Off street car parks		37	80
<b>Total infrastructure</b>		<u>15,803</u>	<u>12,699</u>
<b>Total capital works expenditure</b>		<u>31,434</u>	<u>21,442</u>
<b>Represented by:</b>			
New asset expenditure		10,969	1,696
Asset renewal expenditure		17,078	13,638
Asset expansion expenditure		286	1,452
Asset upgrade expenditure		3,101	4,656
<b>Total capital works expenditure</b>		<u>31,434</u>	<u>21,442</u>

*The above statement of capital works should be read with the accompanying notes.*

**Introduction**

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

**Statement of compliance**

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

**Note 1 Significant accounting policies****(a) Basis of accounting**

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (m) )
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (n) )
- the determination of employee provisions (refer to Note 1 (t) )

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

**(b) Changes in accounting policies**

There have been no changes in accounting policies from the previous period.

**(c) Revenue recognition**

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

*Rates and Charges*

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

*Statutory fees and fines*

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

*User fees*

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

*Grants*

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

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

*Contributions*

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



**Note 1 Significant accounting policies***Sale of property, infrastructure, plant and equipment*

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

*Interest*

Interest is recognised as it is earned.

*Dividends*

Dividend revenue is recognised when Council's right to receive payment is established.

*Other Income*

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

**(d) Fair value measurement**

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

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

**(e) Cash and cash equivalents**

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

**(f) Trade and other receivables**

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

**(g) Other financial assets**

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

**(h) Inventories**

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

**Note 1 Significant accounting policies****(i) Non current assets classified as held for sale**

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

**(j) Recognition and measurement of property, plant and equipment, infrastructure, intangibles***Acquisition*

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

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

In accordance with Council's policy, the threshold limits detailed in Note 1(n) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

*Revaluation*

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 21, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 3 years. The valuation is performed either by experienced council officers or independent experts.

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

*Land under roads*

Council recognises land under roads it controls at fair value.

## Note 1 Significant accounting policies

**(k) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles**

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

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

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

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

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

**Note 1 Significant accounting policies**

**(l) Repairs and maintenance**

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

**(m) Investment property**

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the comprehensive income statement on a straight line basis over the lease term.

**(n) Impairment of assets**

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**(o) Trade and other creditors**

Trade and other creditors are unsecured and interest free. Settlement generally occurs within 30 days of invoice receipt except for deposits which are settled at the satisfactory completion of works or services.

**(p) Trust funds and deposits**

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 25).

**(q) Borrowings**

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

*Borrowing costs*

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

**Note 1 Significant accounting policies****(r) Employee costs and benefits**

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

*Wages and salaries and annual leave*

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

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

*Long service leave*

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current Liability - unconditional LSL is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

*Personal gratuity leave*

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

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

*Classification of employee costs*

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

**(s) Leases***Operating leases*

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

*Leasehold improvements*

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 15 year period.

**(t) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

**Note 1 Significant accounting policies****(u) Contingent assets and contingent liabilities and commitments**

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

**(v) Pending accounting standards**

The following new AAS's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

*Revenue from contracts with customers (AASB 15) (applies 2019/20)*

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

*Leases (AASB 16) (applies 2019/20)*

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has a small number of operating leases that may be impacted as a result of this change. At this stage, Council is unable to quantify the amount of assets and liabilities to be recognised.

**(w) Rounding**

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

**Note 2 Budget comparison**

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

The budget figures detailed below are those adopted by Council on 27 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

**(a) Income and Expenditure**

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Variance 2017 %	Ref
<b>Income</b>					
Rates and charges	119,200	119,474	274	0%	
Statutory fees and fines	7,308	8,650	1,342	18%	I1
User fees	14,044	13,580	(464)	-3%	
Grants - operating	15,292	18,228	2,936	19%	I2
Grants - capital	2,123	2,103	(20)	-1%	
Contributions - monetary	3,500	5,077	1,577	45%	I3
Contributions - non-monetary	0	418	418	+100%	I4
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(20)	26	46	-230%	I5
Fair value adjustments for investment property	0	275	275	+100%	I6
Other income	2,879	3,762	883	31%	I7
<b>Total income</b>	<b>164,326</b>	<b>171,593</b>	<b>7,267</b>		
<b>Expenses</b>					
Employee costs	82,482	77,854	4,628	6%	E1
Materials and services	45,958	45,008	950	2%	
Bad and doubtful debts	951	1,373	(422)	-44%	E2
Depreciation and amortisation	20,832	22,055	(1,223)	-6%	
Borrowing costs	0	0	0	0%	
Other expenses	3,679	3,676	3	0%	
<b>Total expenses</b>	<b>153,902</b>	<b>149,966</b>	<b>3,936</b>		
<b>Surplus/(deficit) for the year</b>	<b>10,424</b>	<b>21,627</b>	<b>11,203</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)	5,106	69,542	(64,436)	+100%	O1
<b>Total comprehensive result</b>	<b>15,530</b>	<b>91,169</b>	<b>75,639</b>		

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

Note 2 Budget comparison

(i) Explanation of material variations

Var Ref	Item	Explanation
I1	Statutory fees and fines	Statutory fees and fines were exceeded due to an increase in statutory planning fees (\$0.8 million), fines for traffic enforcement (\$0.4 million), and health registrations (\$0.1 million).
I2	Grants - operating	Operating grants were exceeded due to the early receipt of the 1st and 2nd quarter 2017/18 Victorian Grants Commission funding (\$2.3 million) received in June, Family and Children grants (\$0.3 million) and receipts from Commonwealth Home Support Program (\$0.2 million).
I3	Contributions - monetary	Contributions - monetary were exceeded due to higher than anticipated open space contributions received from developments undertaken within the municipality (\$1.3 million).
I4	Contributions - non-monetary assets	Contributions - non-monetary assets were exceeded due to contributed infrastructure assets from development received during the year. Contributed assets are not budgeted for during the year.
I5	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Anticipated net loss on disposal of property, infrastructure, plant and equipment was not achieved as it was more than offset by higher than anticipated sale proceeds received for some large fleet items replaced during the year.
I6	Fair value adjustments for investment property	Fair value adjustment for investment property was exceeded due to an increase in the fair value of the Sullivan Reserve stadium and land. Fair value movements in investment property are not budgeted for during the year.
I7	Other income	Budgeted other income was exceeded due to higher interest on investments (\$0.5 million) and larger than anticipated recoup for workcover (\$0.5 million) and paid parental leave (\$0.2 million).
E1	Employee costs	Employee costs was not achieved due to a reduction in WorkCover levy achieved through better injury management (\$0.6 million), lower aged & disability service delivery (\$1.0 million) and vacant positions across the organisation not being filled during the year.
E2	Bad and doubtful debts	Bad and doubtful debts was exceeded mainly due to a higher provision for doubtful debts required for traffic fines, animal registrations and miscellaneous local law fines (\$0.4 million).



2016/2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 2 Budget comparison (cont)

(b) Capital Works

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Variance 2017 %	Ref
<b>Property</b>					
Land	0	7,683	7,683	+100%	CW1
Land improvements	95	108	13	14%	CW2
<b>Total Land</b>	<b>95</b>	<b>7,791</b>	<b>7,696</b>		
Buildings	5,879	3,473	(2,406)	-41%	CW3
Building improvements	517	269	(248)	-48%	CW4
Leasehold improvements	2,050	0	(2,050)	-100%	CW5
<b>Total Buildings</b>	<b>8,446</b>	<b>3,742</b>	<b>(4,704)</b>		
<b>Total Property</b>	<b>8,541</b>	<b>11,533</b>	<b>2,992</b>		
<b>Plant and Equipment</b>					
Plant, machinery and equipment	2,958	2,063	(895)	-30%	CW6
Fixtures, fittings and furniture	155	137	(18)	-12%	CW7
Computers and telecommunications	1,692	1,389	(303)	-18%	CW8
Library books	751	734	(17)	-2%	
<b>Total Plant and Equipment</b>	<b>5,556</b>	<b>4,323</b>	<b>(1,233)</b>		
<b>Infrastructure</b>					
Roads	6,520	4,234	(2,286)	-35%	CW9
Transport & road safety	2,060	1,809	(251)	-12%	CW9
Bridges	220	134	(86)	-39%	CW10
Footpaths and cycleways	3,226	2,411	(815)	-25%	CW11
Drainage	1,978	586	(1,392)	-70%	CW12
Recreational, leisure and community facilities	464	302	(162)	-35%	CW13
Parks, open space and streetscapes	7,275	6,065	(1,210)	-17%	CW14
Off street car parks	0	37	37	+100%	CW15
<b>Total Infrastructure</b>	<b>21,743</b>	<b>15,578</b>	<b>(6,165)</b>		
<b>Total Capital Works Expenditure</b>	<b>35,840</b>	<b>31,434</b>	<b>(4,406)</b>		
<b>Represented by:</b>					
New asset expenditure	8,218	10,969	2,751		
Asset renewal expenditure	21,494	17,078	(4,416)		
Asset expansion expenditure	585	286	(299)		
Asset upgrade expenditure	5,543	3,101	(2,442)		
<b>Total Capital Works Expenditure</b>	<b>35,840</b>	<b>31,434</b>	<b>(4,406)</b>		

**Note 2 Budget comparison (cont)****(i) Explanation of material variations**

<b>Var Ref</b>	<b>Item</b>	<b>Explanation</b>
<b>CW1</b>	Land	The budget for land was exceeded due to the purchase of the former Ruthven Primary School site and adjoining land at Lakeside Secondary College (\$7.2 million) and the former Melbourne Water land at Rona Street (\$0.5 million).
<b>CW2</b>	Land improvements	The budget for land improvements was exceeded largely due to improvement works at Merri Park and JC Donath Reserve (\$0.1 million).
<b>CW3</b>	Buildings	The budget for buildings was not achieved largely due to delays completing works on the Multisport Stadium (\$0.3 million), relocatable kindergarten (\$0.2 million), new portable buildings at PRACE (\$0.5 million) and the redevelopment of NARC (\$0.7 million).
<b>CW4</b>	Building improvements	The budget for building improvements was not achieved largely due to delays in providing disability access upgrades at Council facilities (\$0.1 million) and installation of the infield cycling barrier at DISC (\$0.2 million).
<b>CW5</b>	Leasehold improvements	The budget for leasehold improvements was not achieved due to the accounting treatment of the Council contribution made to the City of Whittlesea (\$1.9 million). The contribution made will be amortised over the life of the building lease.
<b>CW6</b>	Plant, machinery and equipment	The budget for plant, machinery and equipment was not achieved due to delays in the delivery of a number of heavy vehicles purchased late in the reporting period (\$0.4 million) and a number of purchases not recognised as assets in accordance with Council's policy (see Note 1(i)) (\$0.2 million).
<b>CW7</b>	Fixtures, fittings and furniture	The budget for fixtures, fittings and furniture was exceeded due to the completion of the Reservoir Community & Learning Centre fit-out (\$0.2 million).
<b>CW8</b>	Computers and telecommunications	The budget for computers and telecommunications was not achieved due to delays in the implementation of planned website enhancements (\$0.2 million), Council's intranet (\$0.1 million) and IT equipment renewal (\$0.1 million).
<b>CW9</b>	Roads, Transport & road safety	The budget for roads, transport & road safety was not achieved due to delays in the delivery of a number of traffic management and road safety projects (\$0.6 million), rehabilitation of Simpson Street and Chifley Drive (\$0.7 million), savings in the road resurfacing program (\$0.3 million) and Merri Parade safe crossing project which was cancelled due to loss of external funding (\$0.2 million).
<b>W10</b>	Bridges	The budget for Bridges was not achieved due to delays in completing the Merri Creek pedestrian bridge (\$0.1 million).
<b>W11</b>	Footpaths and cycleways	The budget for footpath and cycleways was not achieved due to delays to works associated with the St Georges Road bike path (\$0.6 million) and shared path renewal program (\$0.4 million).
<b>W12</b>	Drainage	The budget for drainage was not achieved due to delays in completing the DISC stormwater harvest & flood mitigation works (\$1.1 million). Works have been delayed as a result of contamination encountered at the site.
<b>W13</b>	Recreational, leisure and community facilities	The budget for recreation, leisure and community facilities was not achieved largely due to delays in Bundoora Park farm works (\$0.1 million).
<b>W14</b>	Parks, open space and streetscapes	The budget for parks, open space and streetscapes was not achieved largely due to delays completing works including play space upgrades (\$0.3 million), shopping strip infrastructure (\$0.3 million), Preston Girls High School (\$0.2 million) and the big park and Batman Park master plans (\$0.3 million).

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

	2017	2016
	\$'000	\$'000

**Note 3 Rates and charges**

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

The valuation base used to calculate general rates for 2016/17 was \$45,637,043,061 (2015/16: \$39,252,793,101).

General rates	115,232	110,207
Cultural and recreational properties	30	26
Mixed use occupancy properties	0	0
Green waste services	2,281	2,173
Special rates and charges	330	324
Supplementary rates and rate adjustments	1,113	1,118
Interest on rates and charges	488	412
<b>Total rates and charges</b>	<b>119,474</b>	<b>114,260</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was first applied in the rating year commencing 1 July 2016.

**Note 4 Statutory fees and fines**

Animal registration	626	630
Building services	931	1,023
Environmental health	662	640
Statutory planning	1,815	1,031
Traffic enforcement	3,298	2,938
Infringement court recoveries	1,007	824
Election fines	310	0
Other planning and developer fees	1	17
<b>Total statutory fees and fines</b>	<b>8,650</b>	<b>7,103</b>

**Note 5 User fees**

Aged and health services	1,223	1,350
Arts and culture	2,314	2,571
Family, children and community programs	198	216
Golf course attendance	911	990
Leisure centres and recreation	3,858	3,921
Library	210	201
Recycling	795	711
Registrations and other permits	2,671	3,052
Right of ways	656	662
Other fees and charges	744	88
<b>Total user fees</b>	<b>13,580</b>	<b>13,762</b>

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Note 6 Grants</b>		
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	12,296	4,014
State funded grants	8,035	12,231
<b>Total grants</b>	<b>20,331</b>	<b>16,245</b>
<b>Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Diesel fuel rebate scheme	85	79
HACC support services	754	0
Holiday program	0	5
Home help	4,242	0
Meals on wheels	225	0
Senior citizens	8	0
Victorian Grants Commission - general purpose	5,553	1,856
Victorian Grants Commission - local roads	1,281	453
<b>Recurrent - State Government/Other</b>		
Dementia care	368	342
Disability resource	179	149
Family support	428	409
HACC Aboriginal liaison	0	34
HACC support services	198	1,001
Health & safety	114	112
Home help	1,282	5,150
Immunisation	144	138
Libraries	935	916
Maternal and child health	1,273	1,126
Meals on wheels	43	247
Metro access	132	127
Playgroup Initiatives	131	193
Property maintenance	160	142
School crossings	313	286
Senior citizens	76	81
Youth services	40	39
Other programs	15	23
<b>Total recurrent operating grants</b>	<b>17,979</b>	<b>12,908</b>
<b>Non-recurrent Commonwealth Government</b>		
Other programs	5	20
<b>Non-recurrent State Government / Other</b>		
Other programs	244	250
<b>Total non-recurrent operating grants</b>	<b>249</b>	<b>270</b>
<b>Total operating grants</b>	<b>18,228</b>	<b>13,178</b>
<b>Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	145	1,247
<b>Recurrent State Government / Other</b>		
Minor Works	18	0
<b>Total recurrent capital grants</b>	<b>163</b>	<b>1,247</b>

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Note 6 Grants (continued)</b>		
<i>Non-recurrent Commonwealth Government</i>		
Energy efficient street lights	0	355
<i>Non-recurrent State Government / Other</i>		
Active Transport	50	0
Aged & disability	35	80
Minor works	57	180
DISC stormwater harvest and flood mitigation	0	650
Outdoor Sports Facility	204	0
Inner City Netball	1,547	0
Safe travel projects	47	38
Sportsfield Lighting	0	80
Sport & recreation grants	0	251
Water Sensitive Urban Design	0	187
<b>Total non-recurrent capital grants</b>	<b>1,940</b>	<b>1,821</b>
<b>Total capital grants</b>	<b>2,103</b>	<b>3,068</b>
<b>Total grants</b>	<b>20,331</b>	<b>16,246</b>
<b>Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	2,022	3,312
Received during the financial year and remained unspent at balance date	3,901	2,022
Received in prior years and spent during the financial year	(1,508)	(3,312)
Balance at end of year	<b>4,415</b>	<b>2,022</b>
<b>Note 7 Contributions</b>		
<b>(a) Monetary</b>		
Drainage and open space	4,843	5,606
Other capital and minor works	234	158
Monetary	<b>5,077</b>	<b>5,764</b>
Non-monetary	418	144
<b>Total contributions</b>	<b>5,495</b>	<b>5,908</b>
Contributions of non-monetary assets were received in relation to the following asset classes.		
Land	50	0
Land under roads	39	13
Roads	94	30
Drainage	235	101
<b>Total non-monetary contributions</b>	<b>418</b>	<b>144</b>
<b>Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		
Proceeds of sale	570	334
Write down value of assets disposed	(544)	(367)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>26</b>	<b>(33)</b>
<b>Note 9 Other income</b>		
Interest on investments, loans and advances	1,715	1,529
Property rental and leases	363	461
Workers compensation insurance recovery	523	327
Insurance recovery	132	100
Parental leave scheme recovery	194	138
Recovery of costs	835	974
<b>Total other income</b>	<b>3,762</b>	<b>3,529</b>

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Note 10(a) Employee costs</b>		
Wages, salaries and related oncosts	62,907	61,372
Casual staff	5,875	5,651
Superannuation	7,904	7,619
Personal gratuity leave	112	62
WorkCover	668	1,228
Fringe benefits tax	388	423
<b>Total employee costs</b>	<b>77,854</b>	<b>76,355</b>
<b>Note 10(b) Superannuation</b>		
Council made contributions to the following funds:		
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,020	1,038
Employer contributions - other funds	0	0
	<u>1,020</u>	<u>1,038</u>
Employer contributions payable at reporting date.	0	8
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,916	4,896
Employer contributions - other funds	1,968	1,686
	<u>6,884</u>	<u>6,582</u>
Employer contributions payable at reporting date.	<u>540</u>	<u>533</u>
Refer to Note 33 for further information relating to Council's superannuation obligations.		
<b>Note 11 Materials and services</b>		
Advertising, marketing and promotions	536	532
Apprentices and trainees	467	492
Banking fees and charges	374	389
Consultants	1,494	1,476
Contract payments for goods and services	23,567	21,583
Facility rental and hire	186	172
Fleet parts, consumables and registration	707	752
Fuel and oil	930	916
Insurances and excess	1,475	1,419
License fees	122	163
Materials and consumables	2,448	2,653
Memberships and subscriptions	294	283
Minor equipment purchases	327	397
Office administration	3,283	3,120
Repairs and maintenance	5,242	7,335
Other supplies and services	82	78
Utilities	3,474	3,460
<b>Total materials and services</b>	<b>45,008</b>	<b>45,220</b>

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Note 12 Bad and doubtful debts</b>		
Parking fine debtors	246	133
Parking related debtors - PERIN Court	688	375
Other debtors	439	494
<b>Total bad and doubtful debts</b>	<b>1,373</b>	<b>1,002</b>
<b>Note 13 Depreciation and amortisation</b>		
Property	5,760	5,524
Plant and equipment	4,442	4,267
Infrastructure	11,429	10,833
<b>Total depreciation</b>	<b>21,631</b>	<b>20,624</b>
Intangibles	424	349
<b>Total depreciation and amortisation</b>	<b>22,055</b>	<b>20,973</b>
<i>Refer to Note 21 &amp; 23 for a more detailed breakdown of depreciation and amortisation charges</i>		
<b>Note 14 Borrowing costs</b>		
Interest - Borrowings	0	8
Less capitalised borrowing costs on qualifying assets	0	0
<b>Total borrowing costs</b>	<b>0</b>	<b>8</b>
<b>Note 15 Other expenses</b>		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	71	76
Auditors' remuneration - internal audit	137	160
Community grants and other contributions	1,535	1,532
Councillors' emoluments	345	342
Fire services levies	113	118
Lease payments	142	130
Legal expenses	861	810
Perin court costs	119	117
Special rate payments	316	309
Write off of property, infrastructure and plant and equipment	37	110
<b>Total other expenses</b>	<b>3,676</b>	<b>3,704</b>

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Note 16 Cash and cash equivalents</b>		
Cash on hand	19	21
Cash at bank	710	3,995
Money market call accounts	24,472	12,910
Term deposits	21,834	28,515
	<u>47,035</u>	<u>45,441</u>
<b>Restrictions</b>		
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Developer contribution scheme	6,104	6,310
- Drainage development reserve	23	23
- Public resort and recreation reserve	6,708	12,459
- Fire Services Property Levy payable	77	24
- Contractor and security deposits (see Note 25)	4,957	4,645
Total restricted funds	<u>17,869</u>	<u>23,461</u>
Total unrestricted cash and cash equivalents	<u>29,166</u>	<u>21,980</u>
<b>Intended allocations</b>		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	11,335	6,464
- Car park development reserve	228	228
- Unspent conditional grants	4,415	2,022
Total funds subject to intended allocations	<u>15,978</u>	<u>8,713</u>

Refer also to Note 17 for details of other financial assets held by Council.

<b>Note 17 Other financial assets</b>		
<b>Current</b>		
Term deposits	<u>27,846</u>	19,164
<b>Non-current</b>		
Unlisted shares in corporations at cost	<u>236</u>	236
<b>Total other financial assets</b>	<u>28,082</u>	<u>19,400</u>

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



Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Note 18 Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	7,150	6,138
Special rate assessment	1,210	785
Infringement debtors	5,061	4,425
Less: Provision for doubtful debts - infringements	(3,907)	(3,257)
<i>Non statutory receivables</i>		
Other debtors	3,067	3,758
Less: Provision for doubtful debts - other	(1,240)	(1,108)
GST receivable	1,790	1,017
Loans and advances	9	0
Total current trade and other receivables	<u>13,140</u>	<u>11,758</u>
<b>Non-current</b>		
<i>Non statutory receivables</i>		
Loans and advances	<u>185</u>	<u>114</u>
Total non-current trade and other receivables	<u>185</u>	<u>114</u>
<b>Total trade and other receivables</b>	<u><u>13,325</u></u>	<u><u>11,872</u></u>

**(a) Ageing of Receivables**

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:

Current (not yet due)	796	864
Past due by up to 30 days	288	467
Past due between 31 and 60 days	189	144
Past due between 61 and 90 days	209	209
Past due above 90 days	1,585	2,074
<b>Total trade and other receivables</b>	<u><u>3,067</u></u>	<u><u>3,758</u></u>

**(b) Movement in Provision for Doubtful Debts**

Balance at the beginning of the year	4,365	4,025
New provisions recognised during the year	1,306	778
Amounts already provided for and written off as uncollectible	(524)	(438)
Amounts provided for but recovered during the year	0	0
Balance at end of year	<u><u>5,147</u></u>	<u><u>4,365</u></u>

**(c) Ageing of individually impaired Trade and Other Receivables**

At balance date, other debtors representing financial assets with a nominal value of \$1,262,000 (2016: \$1,355,000) were impaired. The amount of the provision raised against these debtors was \$1,240,000 (2016: \$1,108,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impaired at reporting date was:

Over 3 months	<u>1,262</u>	<u>1,355</u>
<b>Total trade and other receivables</b>	<u><u>1,262</u></u>	<u><u>1,355</u></u>

**Darebin City Council  
2016/2017 Financial Report****Notes to the financial report  
For the Year Ended 30 June 2017**

	2017	2016
	\$'000	\$'000
<b>Note 19 Inventories</b>		
Inventories held for distribution	26	32
Inventories held for sale	41	33
<b>Total inventories</b>	<u>67</u>	<u>65</u>
<b>Note 20 Other assets</b>		
Accrued income	1,337	1,356
Prepayments	2,259	453
<b>Total other assets</b>	<u>3,596</u>	<u>1,809</u>

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

Note 21 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfer	At Fair Value 30 June 2017
Land	612,730	7,682	89	69,542	0	0	0	690,043
Buildings	193,553	2,878	0	0	(5,760)	(37)	133	190,767
Plant and equipment	19,812	3,927	0	0	(4,442)	(544)	174	18,927
Infrastructure	394,187	13,522	329	0	(11,429)	0	248	396,857
Work in progress	860	3,030	0	0	0	0	(555)	3,335
	1,221,142	31,039	418	69,542	(21,631)	(581)	0	1,299,929

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write-offs	Closing WIP
Buildings	390	748	(133)	0	1,005
Plant and equipment	174	0	(174)	0	0
Infrastructure	296	2,282	(248)	0	2,330
Total	860	3,030	(555)	0	3,335

Darebin City Council  
2016/2017 Financial ReportNotes to the financial report  
For the Year Ended 30 June 2017**Note 21 Property, infrastructure plant and equipment (continued)**

<b>Land and Buildings</b>	<b>Note</b>	<b>Land - specialised</b>	<b>Land - non specialised</b>	<b>Total Land</b>	<b>Buildings - heritage</b>	<b>Buildings - specialised</b>	<b>Buildings - non specialised</b>	<b>Work in progress</b>	<b>Total Buildings</b>	<b>Total Property</b>
At fair value 1 July 2016		581,799	30,931	612,730	42,134	299,679	11,038	390	353,241	965,971
Accumulated depreciation at 1 July 2016		0	0	0	(27,066)	(126,329)	(5,903)	0	(159,298)	(159,298)
		581,799	30,931	612,730	15,068	173,350	5,135	390	193,943	806,673
<b>Movements in fair value</b>										
Acquisition of assets at fair value		7,682	0	7,682	466	2,412	0	748	3,626	11,308
Contributed assets		39	50	89	0	0	0	0	0	89
Revaluation increments/decrements		65,981	3,561	69,542	0	0	0	0	0	69,542
Fair value of assets disposed		0	0	0	0	(788)	0	0	(788)	(788)
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0	0
Transfers		0	0	0	0	133	0	(133)	0	0
		73,702	3,611	77,313	466	1,757	0	615	2,838	80,151
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation		0	0	0	(268)	(5,309)	(183)	0	(5,760)	(5,760)
Accumulated depreciation of disposals		0	0	0	0	751	0	0	751	751
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0	0
Transfers		0	0	0	0	0	0	0	0	0
		0	0	0	(268)	(4,558)	(183)	0	(5,009)	(5,009)
At fair value 30 June 2017		655,501	34,542	690,043	42,600	301,436	11,038	1,005	356,079	1,046,122
Accumulated depreciation at 30 June 2017		0	0	0	(27,334)	(130,887)	(6,086)	0	(164,307)	(164,307)
		655,501	34,542	690,043	15,266	170,549	4,952	1,005	191,772	881,815

**Notes to the financial report**  
For the Year Ended 30 June 2017

Darebin City Council  
2016/2017 Financial Report

**Note 21 Property, infrastructure plant and equipment (continued)**

<b>Plant and Equipment</b>	<b>Note</b>	<b>Plant machinery and equipment</b>	<b>Computers and telecomms</b>	<b>Fixtures fittings and furniture</b>	<b>Library books</b>	<b>Artwork &amp; historical collections</b>	<b>Other</b>	<b>Work in progress</b>	<b>Total plant and equipment</b>
At fair value 1 July 2016		16,977	20,427	7,499	7,884	1,740	5,543	174	60,244
Accumulated depreciation at 1 July 2016		(7,803)	(16,248)	(6,686)	(5,356)	0	(4,165)	0	(40,258)
		9,174	4,179	813	2,528	1,740	1,378	174	19,986
<b>Movements in fair value</b>									
Acquisition of assets at fair value		1,741	994	137	734	20	301	0	3,927
Contributed assets		0	0	0	0	0	0	0	0
Revaluation increments/decrements		0	0	0	0	0	0	0	0
Fair value of assets disposed		(1,649)	(124)	0	0	0	0	0	(1,773)
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0
Transfers		0	174	0	0	0	0	(174)	0
		92	1,044	137	734	20	301	(174)	2,154
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation		(2,078)	(1,305)	(124)	(712)	0	(223)	0	(4,442)
Accumulated depreciation of disposals		1,110	119	0	0	0	0	0	1,229
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0
Transfers		0	0	0	0	0	0	0	0
		(968)	(1,186)	(124)	(712)	0	(223)	0	(3,213)
At fair value 30 June 2017		17,069	21,471	7,636	8,618	1,760	5,844	0	62,398
Accumulated depreciation at 30 June 2017		(8,771)	(17,434)	(6,810)	(6,068)	0	(4,388)	0	(43,471)
		8,298	4,037	826	2,550	1,760	1,456	0	18,927

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

**Note 21 Property, infrastructure plant and equipment (continued)**

Infrastructure	Note	Roads	Footpaths and cycleways	Bridges	Drainage	Land improvements	Parks, open spaces and streetscapes	Off street car parks	Work in progress	Total Infrastructure
At fair value 1 July 2016		283,458	103,220	7,980	174,221	47,933	33,031	8,351	296	658,490
Accumulated depreciation at 1 July 2016		(103,956)	(51,607)	(3,151)	(72,352)	(14,879)	(13,753)	(4,309)	0	(264,007)
		179,502	51,613	4,829	101,869	33,054	19,278	4,042	296	394,483
<b>Movements in fair value</b>										
Acquisition of assets at fair value		6,918	3,262	0	378	316	2,611	37	2,282	15,804
Contributed assets		94	0	0	235	0	0	0	0	329
Revaluation increments/decrements		0	0	0	0	0	0	0	0	0
Fair value of assets disposed		0	0	0	0	0	(44)	0	0	(44)
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0	0
Transfers		57	63	0	28	0	100	0	(248)	0
		7,069	3,325	0	641	316	2,667	37	2,034	16,089
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation		(4,731)	(2,026)	(96)	(1,455)	(940)	(2,044)	(137)	0	(11,429)
Accumulated depreciation of disposals		0	0	0	0	0	44	0	0	44
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0	0
Transfers		0	0	0	0	0	0	0	0	0
		(4,731)	(2,026)	(96)	(1,455)	(940)	(2,000)	(137)	0	(11,385)
At fair value 30 June 2017		290,527	106,545	7,980	174,862	48,249	35,698	8,388	2,330	674,579
Accumulated depreciation at 30 June 2017		(108,687)	(53,633)	(3,247)	(73,807)	(15,819)	(15,753)	(4,446)	0	(275,392)
		181,840	52,912	4,733	101,055	32,430	19,945	3,942	2,330	399,187

**Note 21 Property, infrastructure plant and equipment (continued)***Valuation of land and buildings*

Valuation of land and buildings were undertaken by a qualified valuer Mr D Archer, AAPI, the City Valuer. The last valuation was undertaken as at 30 June 2016. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. An indexed based revaluation of land was conducted in the current year, this valuation was based on average municipal land movements by post code, a full revaluation of these assets will be conducted in 2017/18.

**Land under roads**

Land under roads acquired on or after 1 July 2008 is recognised at cost.

Details of the Council's land, land improvements and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
<b>2017</b>					
<b>Assets measured at fair value</b>					
Land	0	34,542	655,501	<b>690,043</b>	Jun-17
Buildings	0	4,952	185,815	<b>190,767</b>	Jun-16
	0	39,494	841,316	<b>880,810</b>	

No transfers between levels occurred during the year

*Valuations of infrastructure*

Infrastructure includes road surface and substructures, footpaths, kerb and channel, traffic devices parking bays, offstreet car parks, drainage pipes, pits, gross pollutant traps and bridges. The valuations for infrastructure assets were determined by Mr S Hamilton, B Eng (Civil), Manager Major Projects, Engineering & Transport. The valuations were performed as at 30 June 2015 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

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

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

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

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

Land improvements includes playing surfaces, retarding basins and other land improvements. The valuations for land improvements were determined by Mr D Archer, AAPI, the City Valuer. The valuations were performed as at 30 June 2015 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

The next scheduled full revaluation for this purpose will be conducted in 2017/18.

There were no changes in valuation techniques throughout the period 30 June 2017.

For all assets measured at fair value, the current use is considered the highest and best use.

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

**Valuations of infrastructure (continued)**

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
<b>2017</b>					
<b>Assets measured at fair value</b>					
Roads	0	0	181,840	181,840	Jun-15
Footpaths & cycleways	0	0	52,912	52,912	Jun-15
Bridges	0	0	4,733	4,733	Jun-15
Drainage	0	0	101,055	101,055	Jun-15
Land improvements	0	0	32,430	32,430	Jun-15
Parks, open spaces and streetscapes	0	0	19,945	19,945	Jun-15
Offstreet carparks	0	0	3,942	3,942	Jun-15
	0	0	396,857	396,857	

No transfers between levels occurred during the year

<b>2017</b>	2016
<b>\$'000</b>	<b>\$'000</b>

**Reconciliation of specialised land**

Land under roads	1,029	990
Community facilities	54,677	48,792
Council administration & depots	27,888	24,894
Offstreet carparks	12,668	11,243
Parks and reserves	559,239	495,880
<b>Total specialised land</b>	<b>655,501</b>	<b>581,799</b>

**Description of significant unobservable inputs into level 3 valuations**

**Specialised land and land under roads**

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 80%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$20 and \$3,014 per square metre.

**Specialised buildings**

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$500 to \$7,200 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 50 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure assets**

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

Roads and offstreet car parks range between \$28 to \$398 per square metre.  
Shared paths and cycleways range between \$48 to \$233 per square metre.  
Drainage assets range between \$115 to \$1,890 per unit.  
Bridge assets range vary depending on construction type.



Darebin City Council  
2016/2017 Financial Report

**Notes to the financial report**  
For the Year Ended 30 June 2017

	2017	2016
	\$'000	\$'000
<b>Note 22 Investment property</b>		
Balance at beginning of financial year	2,867	2,806
Fair value adjustments	275	61
Balance at end of financial year	<u>3,142</u>	<u>2,867</u>
<i>Valuation of investment property</i>		
The valuation of investment property has been determined by Mr D Archer, AAPI, the City Valuer, who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.		
<b>Note 23 Intangible assets</b>		
Software and system development costs	654	684
Water access rights	127	127
<b>Total Intangible assets</b>	<u>781</u>	<u>811</u>
	Software	Water rights
	\$'000	\$'000
<b>Gross carrying amount</b>		
Balance at 1 July 2016	4,440	127
Other additions	394	0
Balance at 30 June 2017	<u>4,834</u>	<u>127</u>
<b>Accumulated amortisation and impairment</b>		
Balance at 1 July 2016	(3,756)	0
Amortisation expense	(424)	0
Balance at 30 June 2017	<u>(4,180)</u>	<u>0</u>
Net book value at 30 June 2016	684	127
Net book value at 30 June 2017	<u>654</u>	<u>127</u>
<b>Note 24 Trade and other payables</b>		
Trade payables	10,304	9,431
Employee costs	1,305	1,090
Unearned revenue	53	81
<b>Total trade and other payables</b>	<u>11,662</u>	<u>10,602</u>

Darebin City Council  
2016/2017 Financial Report

**Notes to the financial report**  
For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Note 25 Trust funds and deposits</b>		
Contractor and security deposits	4,723	4,407
Fire Services Property Levy payable	77	24
Retention amounts	234	239
<b>Total trust funds and deposits</b>	<u>5,034</u>	<u>4,670</u>

*Purpose and nature of items*

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

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

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

**Note 26 Provisions**

	Employee \$'000	Other \$'000	Total \$'000
<b>2017</b>			
Balance at beginning of the financial year	20,390	45	20,435
Additional provisions	7,120	0	7,120
Amounts used	(6,398)	0	(6,398)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(765)	0	(765)
Balance at the end of the financial year	<u>20,347</u>	45	<u>20,392</u>
<b>2016</b>			
Balance at beginning of the financial year	18,746	45	18,791
Additional provisions	6,829	0	6,829
Amounts used	(5,112)	0	(5,112)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(73)	0	(73)
Balance at the end of the financial year	<u>20,390</u>	45	<u>20,435</u>

Darebin City Council  
2016/2017 Financial Report

**Notes to the financial report**  
For the Year Ended 30 June 2017

	2017	2016
	\$'000	\$'000
<b>Note 26 Provisions (continued)</b>		
<b>(a) Employee provisions</b>		
<b>Current employee provisions expected to be wholly settled within 12 months</b>		
Annual leave	3,803	3,626
Long service leave	1,341	1,280
Personal gratuity	255	255
Redundancy	182	0
	<u>5,581</u>	<u>5,161</u>
<b>Current employee provisions expected to be wholly settled after 12 months</b>		
Annual leave	2,371	2,474
Long service leave	8,660	9,119
Personal gratuity	1,961	1,931
Redundancy	0	0
	<u>12,992</u>	<u>13,524</u>
Total current employee provisions	<u>18,573</u>	<u>18,685</u>
<b>Non-current</b>		
Long service leave	1,774	1,705
Total non-current employee provisions	<u>1,774</u>	<u>1,705</u>
Aggregate carrying amount of employee provisions:		
Current	18,618	18,730
Non-current	1,774	1,705
Total aggregate carrying amount of employee provisions	<u>20,392</u>	<u>20,435</u>
The following assumptions were adopted in measuring present values of employee benefits:		
	%	%
Weighted average rates of increase in employee costs	2.8	4.1
Weighted average discount rates	2.6	1.7
Weighted average settlement period	Years	Years
Long Service Leave	2.7	3.5
Annual Leave	3.0	2.8
<b>(b) Other provisions</b>		
Current	45	45
Total current provisions	<u>18,618</u>	<u>18,730</u>

Darebin City Council  
2016/2017 Financial Report

**Notes to the financial report**  
For the Year Ended 30 June 2017

**Note 27 Reserves**

	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Share of increment (decrement) on revaluation by an associate \$'000	Balance at end of reporting period \$'000
<b>(a) Asset revaluation</b>				
<b>2017</b>				
<b>Property</b>				
Land	495,092	69,542	0	564,634
Buildings	76,369	0	0	76,369
	<u>571,461</u>	<u>69,542</u>	<u>0</u>	<u>641,003</u>
<b>Plant and equipment</b>				
Other	6,143	0	0	6,143
<b>Infrastructure</b>				
Roads	94,360	0	0	94,360
Drainage	66,756	0	0	66,756
Bridges	3,437	0	0	3,437
	<u>164,553</u>	<u>0</u>	<u>0</u>	<u>164,553</u>
<b>Total asset revaluation reserves</b>	<b>742,157</b>	<b>69,542</b>	<b>0</b>	<b>811,699</b>
<b>2016</b>				
<b>Property</b>				
Land	432,624	62,468	0	495,092
Buildings	70,077	6,292	0	76,369
	<u>502,701</u>	<u>68,760</u>	<u>0</u>	<u>571,461</u>
<b>Plant and equipment</b>				
Other	6,143	0	0	6,143
<b>Infrastructure</b>				
Roads	94,360	0	0	94,360
Drainage	66,756	0	0	66,756
Bridges	3,437	0	0	3,437
	<u>164,553</u>	<u>0</u>	<u>0</u>	<u>164,553</u>
<b>Total asset revaluation reserves</b>	<b>673,397</b>	<b>68,760</b>	<b>0</b>	<b>742,157</b>

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

	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>2017</b>				
Drainage development	23	0	0	23
Car park development	228	0	0	228
Public open space and recreation	12,458	4,843	10,594	6,707
Developer contribution scheme	6,310	0	206	6,104
<b>Total other reserves</b>	<b>19,019</b>	<b>4,843</b>	<b>10,800</b>	<b>13,062</b>
<b>2016</b>				
Drainage development	23	0	0	23
Car park development	228	0	0	228
Public open space and recreation	9,788	5,606	2,936	12,458
Developer contribution scheme	0	6,485	175	6,310
<b>Total other reserves</b>	<b>10,039</b>	<b>12,091</b>	<b>3,111</b>	<b>19,019</b>

**Note 27 Reserves (continued)**

**Nature and purpose of reserves**

**Statutory and discretionary reserves:**

**Drainage development**

The drainage development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

**Car park development**

The car park development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

**Public open space and recreation**

The public open space and recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

**Developer contribution scheme**

The developer contribution reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Council received approval via Darebin Planning Scheme Amendment C148 to allow for the delivery of a further project to allocate the unspent Developer Contribution Scheme funds to the construction of a multi-purpose sports stadium to be built at John Cain Reserve. As a consequence of the approval the expense of \$6.49 million was reversed, the funds have been made available for the construction of the multi-purpose sports stadium.

Darebin City Council  
2016/2017 Financial Report

NOTES TO THE FINANCIAL REPORT  
For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Note 28 Reconciliation of cash flows from operating activities to surplus</b>		
Surplus / (Deficit) for the year	21,627	20,059
Depreciation and amortisation	22,055	20,973
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(26)	33
Bad and doubtful debts	1,373	1,002
Fair value adjustments for investment property	(275)	(61)
Contributions - non-monetary assets	(418)	(144)
Write-off of property, plant and equipment	37	110
Finance costs	0	8
	<u>22,746</u>	<u>21,921</u>
Change in operating assets and liabilities		
Decrease (increase) in trade and other receivables	(2,576)	(1,559)
Decrease (increase) in inventories	(2)	29
Decrease (increase) in accrued income	30	(445)
Decrease (increase) in prepayments	(1,806)	93
Increase (decrease) in trade and other payables	126	(6,151)
Increase (decrease) in trust funds and deposits	311	511
Increase (decrease) in provisions	(42)	1,644
	<u>(3,959)</u>	<u>(5,878)</u>
Net cash provided by/(used in) operating activities	<u>40,414</u>	<u>36,102</u>
<b>Note 29 Financing arrangements</b>		
Credit card facility	<u>43</u>	<u>43</u>
Used facilities	<u>25</u>	<u>29</u>
Unused facilities	<u>18</u>	<u>14</u>
The Council had no access to a bank overdraft facility at balance date.		

Darebin City Council  
2016/2017 Financial Report

NOTES TO THE FINANCIAL REPORT  
For the Year Ended 30 June 2017

**Note 30 Commitments**

Council has entered into the following commitments

2017	Not later than	Later than 1	Later than 2	Later than 5	Total
	1 year	year and not	years and not		
	\$'000	later than 2	later than 5	\$'000	\$'000
		years	years		
		\$'000	\$'000		
<b>Operating</b>					
Information systems & technology	1,647	0	0	0	1,647
Collection & processing of recyclable waste (i)	1,551	0	0	0	1,551
Collection & processing of hard waste (i)	308	0	0	0	308
Cleaning contracts for council buildings	588	0	0	0	588
Golf course management & maintenance	464	63	63	0	590
Insurance	1,177	0	0	0	1,177
Valuations	67	78	82	0	227
Tree management	735	0	0	0	735
Internal Audit	205	0	0	0	205
<b>Total</b>	<b>6,742</b>	<b>141</b>	<b>145</b>	<b>0</b>	<b>7,028</b>
<b>Capital</b>					
Construction works	2,196	0	0	0	2,196
<b>Total</b>	<b>2,196</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,196</b>
<b>2016</b>					
	Not later than	Later than 1	Later than 2	Later than 5	Total
	1 year	year and not	years and not		
	\$'000	later than 2	later than 5	\$'000	\$'000
		years	years		
		\$'000	\$'000		
<b>Operating</b>					
Animal control services	2,115	0	0	0	2,115
Information systems & technology	1,075	0	0	0	1,075
Collection & processing of recyclable waste (i)	1,745	1,546	258	0	3,549
Collection & processing of hard waste (i)	474	472	0	0	945
Cleaning contracts for council buildings	793	272	0	0	1,065
Golf course management & maintenance	482	484	83	0	1,050
Insurance	1,177	0	0	0	1,177
Valuations	0	0	0	0	0
Electoral services	554	0	0	0	554
Tree management	619	604	0	0	1,223
Internal Audit	161	210	0	0	371
<b>Total</b>	<b>9,195</b>	<b>3,587</b>	<b>341</b>	<b>0</b>	<b>13,124</b>
<b>Capital</b>					
Construction works	2,400	0	0	0	2,400
<b>Total</b>	<b>2,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,400</b>

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

Darebin City Council  
2016/2017 Financial Report

Notes to the financial report  
For the Year Ended 30 June 2017

	2017	2016
	\$'000	\$'000
<b>Note 31 Operating leases</b>		
<b>(a) Operating lease commitments</b>		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	139	190
Later than one year and not later than five years	261	436
Later than 5 years	33	50
	432	676
<b>(b) Operating lease receivables</b>		
Council has entered into commercial property leases on its investment property, consisting of surplus freehold buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 75 years. All leases include a CPI based revision of the rental charge annually.		
Future minimum rentals receivable under non-cancellable operating leases at the end of the year are as follows :		
Not later than one year	340	398
Later than one year and not later than five years	575	376
Later than 5 years	842	868
	1,756	1,642

**Note 32 Superannuation**

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

**Accumulation**

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% as required under Superannuation Guarantee legislation).

**Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

**Funding arrangements**

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 7.0% pa  
Salary information 4.25% pa  
Price inflation (CPI) 2.5% pa



**Note 32 Superannuation (continued)**

Vision Super has advised that the VBI for the LASF Defined Benefit sub-plan is 103.1% as at 30 June 2017. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

**Employer contributions**  
**Regular contributions**

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015/2016). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

**Funding calls**

If the defined benefit category is in an unsatisfactory financial position at actuarial investigation or the defined benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the defined benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

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

**2016 Interim actuarial investigation surplus amounts**

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$40.3 million; and
- A total service liability surplus of \$156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016.

The total service liability surplus means that the current value of the assets in the Fund's defined benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

Council was notified of the 30 June 2017 VBI during August 2017.

**2017 Full triennial actuarial investigation**

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

**Future superannuation contributions**

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 (2015/16 \$0). There were \$540,000 of contributions outstanding and no loans issued from or to the above schemes as at 30 June 2017. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 are \$920,000.

**Note 33 Contingent liabilities**

**Superannuation**

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 33. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

**Former landfill sites**

Council has responsibility for a number of facilities contained on former landfill sites. Council may have to carry out site rehabilitation works in the future. At balance date, Council is unable to accurately assess the financial implications of such works.

**Legal matters**

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

**Note 34 Financial instruments****(a) Objectives and policies**

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

**(b) Market risk**

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

**Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. We manage interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

**(c) Credit risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- Council has a policy for establishing credit limits for the entities it deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 33.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral against these financial assets.

**Note 34 Financial instruments (continued)****(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 33, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

All financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

**(e) Fair value*****Fair value hierarchy***

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

**(f) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are sourced from Reserve Bank of Australia):

- A parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year-end rates of 2.52%.

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

Darebin City Council **Notes to the financial report**  
 2016/2017 Financial Report For the Year Ended 30 June 2017

**Note 35 Related party transactions**

**(i) Related Parties**

Council is the parent entity.

**(ii) Key Management Personnel**

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

**Councillors**

Stephanie Amir (7/11/2016 - Current)	Vince Fontana (Mayor 1/7/2016 - 4/11/2016)
Gaetano Greco (1/7/2016 - Current)	Tim Laurence (1/7/2016 - Current)
Kim Le Cerf (Mayor 14/11/2016 - Current)	Bo Li (1/7/2016 - 4/11/2016)
Lina Messina (7/11/2016 - Current)	Trent McCarthy (1/7/2016 - Current)
Susan Newton (7/11/2016 - Current)	Susan Rennie (7/11/2016 - Current)
Steven Tsitas (1/7/2016 - 4/11/2016)	Angela Vilella (1/7/2016 - 4/11/2016)
Oliver Walsh (1/7/2016 - 4/11/2016)	Julie Williams (1/7/2016 - Current)

**Chief Executive Officer**

Rasihah Dev (1/7/2016 - 7/12/2016)	Philip Shanahan (2/1/2017 - Current)
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**Other Key Management Personnel**

**Director Corporate Services**

Gavin Cator (1/7/2016 - 28/7/2016)

**Director Community Development**

Katrina Knox (1/7/2016 - Current)

**Director Civic Governance & Compliance**

Jacinta Stevens (1/7/2016 - Current)

**Director City Futures & Assets**

Stephen Hamilton (1/7/2016 - Current)

**Director Corporate Services**

Andrew McLeod (7/11/2016 - Current)

**Director Operations & Environment**

Oliver Vido (16/1/2017 - Current)

	<b>2017</b>
	<b>Number</b>
<b>Total Number of Councillors</b>	<b>14</b>
<b>Chief Executive Officer and other Key Management Personnel</b>	<b>8</b>
<b>Total Key Management Personnel</b>	<b>22</b>

**(iii) Remuneration of Key Management Personnel**

Total remuneration of key management personnel was as follows:

Short-term benefits	1,738
Post employment benefits	117
Long-term benefits	170
Termination benefits	182
<b>Total</b>	<b>2,207</b>

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

	<b>2017</b>
	<b>Number</b>
\$10,000 - \$19,999	4
\$20,000 - \$29,999	4
\$30,000 - \$39,999	5
\$60,000 - \$69,999	2
\$100,000 - \$109,999	1
\$140,000 - \$149,999	1
\$150,000 - \$159,999	1
\$230,000 - \$239,999	1
\$260,000 - \$269,999	1
\$280,000 - \$289,999	1
\$590,000 - \$599,999	1
	<b>22</b>

Darebin City Council                      **Notes to the financial report**  
**2016/2017 Financial Report**      For the Year Ended 30 June 2017

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**Note 35 Related party transactions (continued)****(iv) Transactions with related parties**

During the period Council had no reportable transactions with related parties.

**(v) Outstanding balances with related parties**

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

**(vi) Loans to/from related parties**

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

**(vii) Commitments to/from related parties**

Council has no outstanding commitments to/from other related parties.

**Note 36 Senior Officers Remuneration**

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$142,000

The number of Senior Officers are shown below in their relevant income bands:

	2017 Number	2016 Number
* < \$142,000	0	1
\$142,000 - \$149,999	5	3
\$150,000 - \$159,999	3	3
\$160,000 - \$169,999	2	4
\$170,000 - \$179,999	6	6
\$180,000 - \$189,999	1	2
\$190,000 - \$199,999	2	0
\$200,000 - \$209,999	1	0
	<u>20</u>	<u>19</u>
	<u>\$'000</u>	<u>\$'000</u>
Total remuneration for the year for Senior Officers included above amounted to:	<u>3,341</u>	<u>3,122</u>

Note: \* Senior Officer departed during the year

**Note 37 Events occurring after balance date**

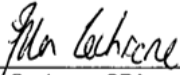
No matters have occurred after balance date that require disclosure in the financial report.

Darebin City Council  
2016/2017 Financial Report

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### Certification of the Financial Statements

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



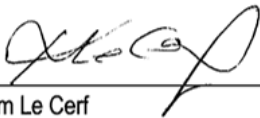
Allan Cochrane CPA  
Principal Accounting Officer

Melbourne  
4th September 2017

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2017 and the financial position of the Council as at that date.

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

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



Kim Le Cerf  
Councillor



Gaetano Greco  
Councillor



Oliver Vido  
Acting Chief Executive Officer

Melbourne  
4th September 2017



Victorian Auditor-General's Office

## 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 2017</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 a summary of 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 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <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. My responsibilities under the Act are further described in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Australia. 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, and using the going concern basis of accounting unless it is inappropriate to do so.</p>



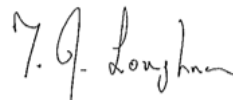
**Auditor's responsibilities for the audit of the financial report** As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE  
8 September 2017



Tim Loughnan  
*as delegate for the Auditor-General of Victoria*

# Darebin City Council Performance Statement

For the Year Ended 30 June 2017



Darebin City Council  
**Performance Statement**  
For the Year Ended 30 June 2017

**Description of municipality**

The City of Darebin (Darebin) is situated over an area between 5 and 15 kilometres north of Melbourne's Central Business District. This area covers 53 square kilometres of land and stretches from Melbourne's inner northern suburbs of Northcote and Fairfield out to the traditional middle-ring suburbs of Reservoir and Bundoora. Darebin has a population of 155,022 which is projected to increase to 192,142 over the next 20 years. Darebin is home to one of the largest, most diverse communities in Victoria in terms of cultures, languages (148 languages are spoken), religions, socio-economic backgrounds, employment status, occupation and housing needs. Darebin's largest industries include education, training, retail trade, health care and social assistance.

**Larebin City Council  
Service Performance Indicators  
For the Year Ended 30 June 2017**

		Results			Material Variations
Service/indicator/measure		2015	2016	2017	
<b>Aquatic Facilities</b>					
<b>Utilisation</b>					
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	6.3	5.6	5.4	Council has two aquatic facilities – Reservoir Leisure Centre (RLC) and Northcote Aquatic and Recreation Centre. Attendance at the RLC this year was impacted by flooding damage in January that forced the closure of the centre for a week and impacted on the service for another month. In the Council Plan 2017-2021, Council has committed to a renewal of the Northcote Aquatic and Recreation Centre.
<b>Animal Management</b>					
<b>Health &amp; safety</b>					
AM4	Animal management prosecutions [Number of successful animal management prosecutions]	11	3	8	A total of eight dog attack matters proceeded to prosecution and Council was successful in every instance. Of these eight, six were from the previous financial year. When making a prosecution, Council now invites the person making the complaint to come out to the pound and identify the particular animal using a 'line-up' structure. Since we have adopted this procedure, our prosecution success rate has improved dramatically.
<b>Food Safety</b>					
<b>Health &amp; safety</b>					
FS4	Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	98.0%	100.0%	92.1%	From May 2017, this indicator changed to calendar year from financial year. This has been implemented to better align reporting with the Department of Health and Human Services. Council was on target to meet 100% compliance for this indicator had the reporting period remained at financial year, however the retrospective modification has distorted the results. Previous results remain on a financial year basis to enable comparison with other Councils. Subsequently, the 2015/16 result contain 6 months of the period covered by the 2016/17 measure.
<b>Governance</b>					
<b>Satisfaction</b>					
G5	Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	67.8	66.9	65.0	The result has decreased slightly from the previous year but is still an excellent result. Council applies an Equity, Inclusion and Wellbeing Audit to every significant decision that goes before Council. This ensures that accessibility and fairness are at the heart of the decision making process.

Darebin City Council  
**Service Performance Indicators**  
 For the Year Ended 30 June 2017

		Results			Material Variations
Service/indicator/measure		2015	2016	2017	
<b>Libraries</b>					
<b>Participation</b>					
LB4	Active library members [Number of active library members / Municipal population] x100	16.2%	16.0%	15.0%	Active library members are those who have borrowed from the lending collection, including e-books. It excludes other library activities such as events and programs, the use of public internet and meeting rooms. In 2016-2017, Council launched a successful membership drive and will be doing this on an annual basis. Our recently developed app was downloaded more than 4,000 times on mobile devices in the last twelve months.
<b>Maternal &amp; Child Health</b>					
<b>Participation</b>					
MC4	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	75.9%	N/A	78.5%	The Maternal and Child Health Service will review its client data base each quarter so that it will be more useful in reaching out to parents to promote and encourage visitation to our service.
MC5	Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60.5%	N/A	91.5%	Darebin has one of the largest Aboriginal and Torres Strait Islander communities in metropolitan Melbourne and forms 1% of the city's total population. The Maternal and Child Health Service works in partnership with the Victorian Aboriginal Health Service and the Victorian Aboriginal Child Care Agency to offer all Aboriginal families a service that is culturally safe and responsive to their needs.  Last year's software issues resulted in inaccurate figures which underestimated the number of Aboriginal children accessing the Maternal and Child Health Service.
<b>Roads</b>					
<b>Satisfaction</b>					
R5	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	69.3	70.8	70.4	Community satisfaction is almost exactly the same in 2016-2017 as in previous years. A greater focus has been provided on asphalt resheeting over road reconstructions to increase the total number of square metres of pavement that is renewed and to improve road surface and the ride quality for users. This strategy is aimed at improving overall user experience and increasing the average condition of the road network as a whole. Over the past three years Council has allocated \$7.4M to road resheeting and \$4.6M to road reconstructions.

Darebin City Council  
 Service Performance Indicators  
 For the Year Ended 30 June 2017

Service/indicator/measure		Results				Material Variations
		2015	2016	2017	2017	
Statutory Planning <b>Decision making</b>						
SP4	Council planning decisions upheld at VCAT (Number of VCAT decisions that did not set aside council's decision in relation to a planning application /Number of VCAT decisions in relation to planning applications] x100	45.3%	60.3%	41.3%	In 2016-2017, the number of decisions sent to VCAT went up and Council's success in defending their decisions declined. The most significant influence on this indicator is the high frequency of decisions of the Planning Committee that do not align with the recommendations of Council officers. To help improve this situation, in 2017-2018 Council will commence a review of the Planning Scheme and the Planning Committee Charter.	
Waste Collection <b>Waste diversion</b>						
WC5	Kerbside collection waste diverted from landfill [(Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.3%	47.4%	48.0%	This is a slight improvement on last year's overall diversion from landfill (47.42%). The largest change was an increase in the amount of recycled green waste by 1,266 tonnes – a 12% growth on the previous year. Food is a significant component of waste that is sent to landfill and work will be undertaken in the coming year to trial food waste being diverted to green waste recycling.	

**Definitions**

- "Aboriginal child" means a child who is an Aboriginal person
- "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006
- "active library member" means a member of a library who has borrowed a book from the library
- "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- "class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act
- "class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act
- "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
- "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- "food premises" has the same meaning as in the *Food Act 1984*
- "local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
- "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized 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*.

Darebin City Council  
**Sustainable Capacity Indicators**  
 For the Year Ended 30 June 2017

		Results			Material Variations
Indicator/measure		2015	2016	2017	
<b>Population</b>					
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,024	\$930	\$967	Total expenditure increased by \$9.2M from previous year. Prior year was impacted by write-back of \$6.4M payable for unspent DCP funds which was no longer required.
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$3,827	\$4,032	\$3,934	Although Infrastructure value has increased from previous year, the population figure has increased by 4,141 from 2015/16.
C3	Population density per length of road [Municipal population / Kilometres of local roads]	291	296	305	The population figure has increased by 4,141 from 2015/16.
<b>Own-source revenue</b>					
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$879	\$922	\$940	No material variation from the previous year
<b>Recurrent grants</b>					
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$123	\$94	\$117	Recurrent grants impacted by advance payment of 50% of the 2017/18 Victorian Grants Commission funding (\$2.3M)
<b>Disadvantage</b>					
C6	Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	5.0	5.0	5.0	No material variation from the previous year

**Definitions**

"adjusted underlying revenue" means total income other than —  
 (a) non-recurrent grants used to fund capital expenditure; and  
 (b) non-monetary asset contributions; and  
 (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)  
 "infrastructure" means non-current property, plant and equipment excluding land  
 "local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004  
 "population" means the resident population estimated by council  
 "own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)  
 "relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA  
 "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website  
 "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Darebin City Council  
**Financial Performance Indicators**  
 For the Year Ended 30 June 2017

Dimension/Indicator/measure	Results					Forecasts			Material Variations
	2015	2016	2017	2018	2019	2020	2021		
<b>Efficiency</b>									
<b>Revenue level</b>									
E1	Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,381	\$1,448	\$1,487	\$1,522	\$1,629	\$1,743	\$1,866	No material variation from the previous year
<b>Expenditure level</b>									
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,290	\$2,087	\$2,175	\$2,294	\$2,345	\$2,370	\$2,399	Total Expenditure increased by \$9.2M from previous year. Prior year was impacted by write-back of \$6.4M payable for unspent DCP funds which was no longer required.
<b>Workforce turnover</b>									
E3	Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.8%	5.0%	9.6%	9.3%	9.3%	9.3%	9.3%	Terminations and resignations experienced during the year were as forecast.
<b>Liquidity</b>									
<b>Working capital</b>									
L1	Current assets compared to current liabilities [(Current assets / Current liabilities) x100]	159.5%	226.8%	259.6%	176.7%	163.2%	129.6%	115.9%	Current assets impacted by increased cash and cash equivalents arising mainly from delays in completing the planned capital works program and receipt of 50% of the 2017/18 Victorian Grants Commission funding.
<b>Unrestricted cash</b>									
L2	Unrestricted cash compared to current liabilities [(Unrestricted cash / Current liabilities) x100]	61.6%	91.5%	116.8%	53.6%	51.1%	17.1%	4.2%	Delays in completing the planned capital works program and receipt of the 2017/18 Victorian Grants Commission funding has impacted on unrestricted cash balances.



Darebin City Council  
**Financial Performance Indicators**  
 For the Year Ended 30 June 2017

Dimension/indicator/measure	Results					Forecasts			Material Variations
	2015	2016	2017	2018	2019	2020	2021		
<b>Obligations</b>									
<b>Asset renewal</b>									
O1	Asset renewal compared to depreciation [(Asset renewal expenses / Asset depreciation) x100]	60.3%	66.1%	79.0%	121.9%	109.5%	133.2%	143.2%	Although more spending has been incurred on asset renewal projects, the indicator was impacted by delays in completing the 2016/17 capital works program with below budget renewal expenditure of \$3.0M on infrastructure, \$1.0M on plant and equipment and \$0.4M on property.
<b>Loans &amp; borrowings</b>									
O2	Loans and borrowings compared to rates [(Interest bearing loans and borrowings / Rate revenue) x100]	0.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No material variation from the previous year
O3	Loans and borrowings repayments compared to rates [(Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100]	0.14%	0.16%	0.00%	0.00%	0.00%	0.00%	0.00%	No material variation from the previous year
<b>Indebtedness</b>									
O4	Non-current liabilities compared to own source revenue [(Non-current liabilities / Own source revenue) x100]	1.1%	1.2%	1.2%	1.2%	1.1%	1.1%	1.1%	No material variation from the previous year
<b>Operating Position</b>									
<b>Adjusted underlying surplus (or deficit)</b>									
OP1	Adjusted underlying surplus (or deficit) [(Adjusted underlying surplus (deficit)/ Adjusted underlying revenue) x100]	(1.9%)	8.0%	8.6%	3.1%	3.3%	4.4%	5.1%	No material variation from the previous year

Darebin City Council  
**Financial Performance Indicators**  
 For the Year Ended 30 June 2017

Dimension/indicator/measure	Results					Forecasts			Material Variations	
	2015	2016	2017	2018	2019	2020	2021			
<b>Stability</b>										
<b>Rates concentration</b>										
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100		71.4%	73.9%	72.3%	76.0%	75.4%	74.8%	74.4%	No material variation from the previous year
<b>Rates effort</b>										
S2	Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality ] x100		0.27%	0.25%	0.26%	0.27%	0.26%	0.26%	0.25%	No material variation from the previous year

**Definitions**

- "adjusted underlying revenue" means total income other than—
- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)
- "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure
- "asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
- "current assets" has the same meaning as in the AAS
- "current liabilities" has the same meaning as in the AAS
- "non-current assets" means all assets other than current assets
- "non-current liabilities" means all liabilities other than current liabilities
- "non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
- "own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants
- "population" means the resident population estimated by council
- "rate revenue" means revenue from general rates, municipal charges, service rates and service charges
- "recurrent grant" means a grant other than a non-recurrent grant
- "residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
- "restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
- "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Darebin City Council  
**Other Information**  
For the Year Ended 30 June 2017

**Note 1 Basis of Preparation**

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

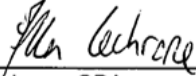
Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 27 June 2016 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Darebin City Council  
**Certification of performance statement**  
For the Year Ended 30 June 2017

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014*.

  
\_\_\_\_\_  
Allan Cochrane CPA  
Principal Accounting Officer

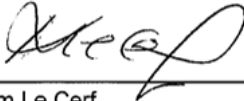
Melbourne  
4th September 2017


In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014*.


The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.

  
\_\_\_\_\_  
Kim Le Cerf  
Councillor

  
\_\_\_\_\_  
Gaetano Greco  
Councillor

  
\_\_\_\_\_  
Oliver Vido  
Acting Chief Executive Officer

Melbourne  
4th September 2017



Victorian Auditor-General's Office

## 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 municipality for the year ended 30 June 2017</li> <li>• sustainable capacity indicators for the year ended 30 June 2017</li> <li>• service performance indicators for the year ended 30 June 2017</li> <li>• financial performance indicators for the year ended 30 June 2017</li> <li>• other information and</li> <li>• the certification of performance statement.</li> </ul> <p>In my opinion, the performance statement of Darebin City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, 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. My responsibilities under the Act are further described 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 Australia 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 is 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>

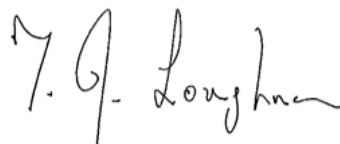
**Auditor's responsibilities for the audit of the performance statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Tim Loughnan

*as delegate for the Auditor-General of Victoria*

MELBOURNE  
8 September 2017

**Glossary of financial terms**

<b>Term</b>	<b>Definition</b>
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.
Comprehensive Income Statement	A financial statement highlighting the accounting surplus or deficit of Council. It provides an indication of whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation and amortisation expenditure. It also includes other comprehensive income items including net asset revaluation increments (decrements) and a share of other comprehensive income of associates and joint ventures accounted for by the equity method to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity from the prior year.
Intangible assets	Non-current assets held by Council that are not material assets (such as computer software and licences).
Interest and investment income	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
Interest bearing loans and borrowings	Council's borrowings.
Inventories	Includes fuel and consumables located at Council's depot and recreation centres.

<b>Term</b>	<b>Definition</b>
Investment property assets	Land or buildings held to earn rentals or for capital appreciation or both, rather than for providing services or for administrative purposes.
Investments in associates accounted for using the equity method	Council's share of the carrying value of its investment in its joint venture partnerships.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Materials and services expenditure	Expenditure incurred in relation to contract payments and trade services, building maintenance, general maintenance, plant and equipment maintenance, utilities, consultants, office and administration, insurance, registration and the Metropolitan Fire Brigade levy, financial and legal costs and information technology costs.
Movement in equity for the period	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
Net asset revaluation increment (decrement)	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes, which were re-valued during the year.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net gain (loss) on disposal of property, plant and equipment, infrastructure	The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next 12 months.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other revenue income	Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources.
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.



<b>Term</b>	<b>Definition</b>
Reserves	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. The drainage contributions reserve includes non-refundable contributions sought from developers to upgrade drainage as a result of development in the municipality.
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Share of net profits (losses) of associates and joint ventures accounted for by the equity method	Council's share of the net profit/loss recognised in its joint venture partnerships.
Statutory fees and fines income	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities/individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
Underlying operating surplus/(deficit)	Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, child care/children's program fees, debt collection recovery charges, election fines, parking meter fees, ticket machine fees, leisure centre and recreation fees, library fines and other charges and tow-away charges.

### Global Reporting Initiative (GRI) Index

The Global Reporting Initiative (GRI) enables organisations to measure and understand their impacts on the environment, society and the economy. The guidelines form the basis of globally recognised sustainability reporting.

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines. While we are not yet fully compliant with all of the guidelines, the Index below lists the location of the indicators we discussed within the Annual Report. The new GRI Standards will be applied to the 2017/2018 Annual Report.

STANDARD DISCLOSURES	SECTION/ COMMENT
<b>Strategy and analysis</b>	
G4-1 Statement from Council's most senior decision-maker	Mayor and CEO Messages
G4-2 Description of key impacts, risks and opportunities	Throughout the report
<b>Organisational profile</b>	
G4-3 Name of the organisation	City of Darebin
G4-4 Primary brands, products and/or services	Throughout the report
G4-5 Location of head office	Inside back cover
G4-6 Areas in which Council operates	Our Council
G4-7 Nature of ownership and legal form	Our Council
G4-8 Sectors served	Ward map, Our Council, Our Stakeholders
G4-9 Scale of Council	Our Council, Financial Overview
G4-10 Size and compilation of workforce	Workplace Report
G4-11 Percentage of employees covered by collective bargaining agreements	All staff (excluding senior officers) are covered by Local Area Workplace Agreements
G4-13 Significant changes of size, structure, ownership or supply chain	Organisation Structure, Workplace Report
<b>Organisational profile: commitments to external initiatives</b>	
G4-15 Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or endorses.	Throughout the report
G4-16 Memberships in associations and/or national/international advocacy organisations in which the organisation: has positions in governance bodies; participates in projects or committees; provides substantive funding beyond routine membership dues; or views membership as strategic.	Throughout the report
<b>Identified material aspects and boundaries</b>	
G4-17 Organisational entities	Our People, Organisation Structure, Operational and Financial Reports
G4-18 Process for defining report content	Reporting framework
G4-20 & G4-21 Boundary of the report. Specific limitations on the scope or boundary of the report. Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organisations.	Our Council, Welcome to the Annual Report, Financial and Standard Statements
<b>Stakeholder engagement</b>	
G4-24 List of stakeholder groups engaged by the organisation.	Our Stakeholders
G4-25 Basis for identification and selection of stakeholders with whom to engage.	Throughout the report
G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Our Stakeholders

G4-27 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Throughout the report, Consultation & Engagement Summary
<b>Report profile</b>	
G4-28 Reporting period for information provided	Front cover, throughout the report
G4-29 Date of most recent previous report	Annual Report 2015/2016
G4-30 Reporting cycle	Financial year 2016/2017
G4-31 Contact point for questions	Inside back cover, website references
<b>Report profile: GRI index</b>	
G4-32 Table identifying the location of the standard disclosures in the report.	GRI index
<b>Report profile: Assurance</b>	
G4-33 Policy and current practice regarding seeking external assurance for the report.	Audit Reports, Governance and Corporate Information
<b>Governance</b>	
G4-34 & G4-38 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Our Council, Governance and Corporate Information
G4-39 Indicate whether the Chair of the highest governance body is also an executive officer.	The Mayor is not an executive officer
G4-40 Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	The <i>Local Government Act 1989</i> , Committee Charters
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Governance and Corporate Information
G4-45 & G4-47 Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles.	Our Council, Workplace Report, Governance and Corporate Information
G4-51 Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	Compensation for all executive team members is linked to their performance against objectives agreed with Council or the Chief Executive Officer
<b>Ethics and integrity</b>	
G4-56 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance, and the status of their implementation.	Introduction, throughout the report
<b>SPECIFIC STANDARD DISCLOSURES</b>	
<b>Economic</b>	
G4-EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	Financial Report
G4-EC3 Coverage of the organisation's defined benefit plan obligations.	Financial Report
G4-EC4 Significant financial assistance received from government.	Financial Report, Major Projects
<b>Environmental</b>	
G4-EN6 Energy saved due to conservation and efficiency improvements.	Environmental Report
G4-EN15 & G4-EN16 Total direct and indirect greenhouse gas emissions by weight.	Environmental Report

G4-EN19 Initiatives to reduce greenhouse gas emissions and reductions achieved.	Environmental Report, Performance Report
G4-EN23 Total weight of waste by type and disposal method.	Environmental Report, Performance Report
G4-EN27 Initiatives to mitigate environmental impacts of products and services, and the extent of impact mitigation.	Environmental Report, Performance Report
G4-EN29 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	No fines or sanctions were received
<b>Social</b>	
G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Workplace Report
G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.	Workplace Report
G4-SO8 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Financial statements

**Contact us**

Performance Support Unit  
Po Box 91, Preston Victoria 3072  
274 Gower Street, Preston Victoria

Telephone: 8470 8888  
Facsimile: 8470 8877  
After hours: 8470 8889

mailbox@darebin.vic.gov.au  
ABN 75 815 980 522

**Feedback details**

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

**Council Customer Service Centres****Preston Customer Service Centre**

Darebin Civic Centre  
274 Gower Street, Preston  
Hours: 8:30am – 5:00pm  
Monday to Friday

**Northcote Customer Service Centre**

Northcote Library Complex  
32–38 Separation Street, Northcote  
Hours: 8:30am – 5:00pm  
Monday to Friday

**Reservoir Customer Service Centre**

Reservoir Community and Learning Centre  
23 Edwardes Street, Reservoir  
Hours: 10:00am – 5:00pm  
Monday to Friday

This report contains a summary of the performance of Darebin City Council over the 2016/2017 financial year. If you would like a section of this report translated please call our Multilingual Telephone Line (03) 8470 8470.

#### Arabic

يتضمن هذا التقرير ملخصاً لأداء مجلس مدينة Darebin خلال السنة المالية 2016/2017. إذا كنت ترغب في الحصول على ترجمة جزء من هذا التقرير يرجى الاتصال بخط الهاتف متعدد اللغات الخاص بنا على الرقم (03) 8470 8470.

#### Chinese

本报告包含戴瑞宾市议会2016/2017财政年度的绩效概要。如果您希望本报告的任一部分翻译成中文，请致电我们的多语种专线（03）8470 8470。

#### Greek

Η έκθεση αυτή περιέχει μια περίληψη των επιδόσεων του Δήμου Darebin κατά το οικονομικό έτος 2016/2017. Αν θέλετε να μεταφραστεί ένα απόσπασμα της παρούσας έκθεσης, παρακαλούμε καλέστε την Πολύγλωσση Τηλεφωνική μας Γραμμή στο (03) 8470 8470.

#### Hindi

इस रिपोर्ट में 2016/2017 वित्तीय वर्ष के लिए डेयरबिन सिटी काउंसिल के प्रदर्शन का सारांश दिया गया है। अगर आप इस रिपोर्ट के किसी भाग का अनुवाद करवाना चाहते हैं तो हमारी बहुभाषी टेलीफोन लाइन (03) 8470 8470 पर कॉल करें।

#### Italian

Questa relazione contiene un riassunto dell'operato del comune di Darebin City nell'anno finanziario 2016/2017. Se desiderate parte di questa relazione tradotta chiamate la Linea Telefonica Multilingue al numero (03) 8470 8470.

#### Macedonian

Овој извештај содржи преглед на работењето на Општинскиот совет на Даребин во текот на 2016/2017 финансиска година. Ако сакате дел од овој извештај да ви се преведе ве молиме јавете се на нашата Повеќејазична телефонска линија (03) 8470 8470.

#### Somali

Warbixintan waxaa ku jira soo-koobidda waxqabadka Guddiga Degmada Darebin ee sanad maaliyadeedkii 2016/2017. Haddii aad jeclaan lahayd in qayb ka mid ah warbixintaan la tarjumo fadlan wac Khadkayaga Telefoonka Luqadaha-Badan (03) 8470 8470.

#### Vietnamese

Báo cáo này có phần tóm tắt hiệu năng của Hội đồng Thành phố Darebin trong năm tài chính 2016/2017. Nếu quý vị muốn đoạn nào trong báo cáo này được dịch ra cho mình, xin quý vị gọi điện thoại cho đường dây đa ngữ của chúng tôi qua số (03) 8470 8470.

<p><b>CONTACT US</b></p> <p>274 Gower Street, Preston PO Box 91, Preston, Vic 3072 T 8470 8888 F 8470 8877 E mailbox@darebin.vic.gov.au darebin.vic.gov.au</p>	<p> National Relay Service TTY dial 133 677 or Speak &amp; Listen 1300 555 727 or www.relayservice.gov.au, then enter 03 8470 8888</p> <p> Speak Your Language 8470 8470</p>
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**8.2 DOMESTIC ANIMAL MANAGEMENT PLAN 2017-2021****Author:** Manager Health and Compliance**Reviewed By:** Director Civic Governance and Compliance

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**Report Background**

Council is required to develop a new Domestic Animal Management Plan (Plan) every four years in accordance with section 68A of the *Domestic Animals Act 1994*. Darebin's current Domestic Animal Management Plan was developed in 2013 and will expire in November 2017.

This Plan continues to build on the substantial work undertaken by Council with the implementation of the 2013-2017 Domestic Animal Management Plan.

**Previous Council Resolution**

This matter is not the subject of a previous Council resolution.

**Previous Briefing(s)**

- 28 August 2017
- 25 September 2017

**Council Plan Goal/Endorsed Strategy**

Goal 3 - A liveable city

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.

**Summary**

In February 2017, Council commenced the review of the existing Plan. Extensive internal and external engagement and consultation was carried out to identify the current issues.

Council consulted on the identified issues more widely and then developed the Domestic Animal Management Plan 2017-2021.

The Plan is in the format requested by the Department of Economic Development, Jobs, Transport and Resources (DEDJTR) to enable improved auditing of all council plans. The key focus areas along with the issues and challenges for the Plan are included in this report.

The Draft Plan was released for public comment during September and tabled at the Domestic Animal Management Reference Group meeting held on 20 September 2017.

<b>Recommendation</b>
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**That** Council endorses the Domestic Animal Management Plan 2017-2021 attached as **Appendix A** to this report.

## Introduction

Council's services in relation to animal management are legislated through the *Domestic Animals Act 1994 (Act)*. The purpose of the Act is to promote animal welfare, the responsible ownership of dogs and cats and to protect the environment.

The purpose of the Plan is to provide a strategic framework for the next four years that delivers policy direction and an action plan for the management of domestic cats and dogs throughout the Municipality.

## Issues and Discussion

The key issues and challenges identified for the new plan are listed below.

- Impound statistics confirm that there is a difference between dog and cat owner behaviour and the approaches that need to be adopted.
- The high number of unwanted or unclaimed cats requiring rehoming is constant and continuing to overwhelm Council's pound and rescue groups.
- Development of a revised cat trapping process to respond to excess number of cats requiring re-homing.
- Maximising the number of cat and dog registrations to ensure officers are able to quickly and safely re-unite lost pets with their owners without taking them to the pound in the event they become lost.
- Identifying better ways for residents, local vets, and Council and rescue organisations to work collaboratively.
- Exploring opportunities for increased de-sexing rates to help reduce unwanted population of cats and kittens,
- Reducing the incidence of cat and dog nuisance and the number of dog attacks.
- Increasing education of residents to encourage them to take full ownership of semi-owned cats to reduce the number of unowned population for a more positive community and animal welfare based outcomes.
- Developing a new after-hours service model and incorporating the use of Council's holding facility in Reservoir to house animals overnight before being transported to the pound.

As with the current plan, Council recognises the need for participation and partnerships with external rescue groups and agencies to achieve the desired and more humane outcomes for cats and dogs. Council will also work together with neighbouring councils to develop partnerships with relevant stakeholders to implement programs that reflect best practice and address animal welfare issues.

Listed below are the key headings for the actions to be delivered over the next four years as identified through the development of the Plan. Within each of the areas there are key objectives.



Table 1

Key focus areas	Objectives
Registration and identification	<ul style="list-style-type: none"> <li>○ Increase the number of registered dogs and cats by a minimum of 5%, with an aim of 10% over the term of the Plan.</li> <li>○ Reduce the initial fees for cats and dogs to support the community in meeting costs associated with de-sexing and other responsible pet care needs.</li> <li>○ Raise awareness and understanding of registration and micro-chipping.</li> </ul>
Cat and dog nuisance	<ul style="list-style-type: none"> <li>○ To raise awareness and educate owners on responsible cat ownership.</li> <li>○ To reduce the number of animal nuisance complaints that arise in the Municipality.</li> </ul>
Dog attacks and declared dogs	<ul style="list-style-type: none"> <li>○ To reduce the incidence of dog attacks through education.</li> </ul>
Over population and euthanasia	<ul style="list-style-type: none"> <li>○ To minimise the number of animals euthanased.</li> <li>○ To decrease the number of stray, abandoned and unwanted dogs and cats.</li> </ul>
Training	<ul style="list-style-type: none"> <li>○ To ensure staff have the necessary experience with appropriate technical skills to carry out their role.</li> </ul>
Monitor and review	<ul style="list-style-type: none"> <li>○ To review the Plan in years one to four to ensure actions and priorities are still relevant and can be completed within available resources.</li> </ul>

## Conclusion

The Draft Domestic Animal Management Plan 2017-2021 has been developed following extensive internal and external engagement and consultation.

## Financial and Resource Implications

The animal management service for 2017/20 18 has a budgeted income of \$896,022 (from registration and infringements) and expenditure of \$1,250,765. The net cost to Council is \$354,743.

## Risk Management

Nil

## Policy Implications

### Economic Development

Responsible pet ownership initiatives are intended to promote the services of veterinarians and other domestic animal business operating in Darebin. This will improve animal welfare outcomes and increase residents knowledge and access of local services. This may in turn provide economic benefit to local businesses by increasing the number of clients using these services.

### **Environmental Sustainability**

The environment and the protection of wildlife is a strong consideration in the development of the Plan as well as the provision of the animal management service.

### **Human Rights, Equity and Inclusion**

Darebin's demographics and cultural identity is recognised through the development of new initiatives and the Plan as well as the provision of service.

It is acknowledged that pets contribute to the health and wellbeing of individuals and provide companionship to isolated residents, people sleeping rough and people with disabilities. At times individuals from these cohorts struggle to adequately meet their responsibilities under the Act. In order that Council balances the care of domestic animals with the needs and care of particular cohorts, Council's EIPAT, Health and Wellbeing Plan and Human Rights Charter is applied in order to directly inform Council's enforcement approach and to create the necessary discretion and protocols.

### **Other**

Development of the Plan is in accordance with section 68A of the *Domestic Animals Act 1994*.

### **Future Actions**

- Submit endorsed plan to the Department of Economic Development, Jobs, and Transport and Resources on 3 November 2017.
- Advertisement, communication and implementation of the new Plan.

### **Consultation and Advocacy**

- The Plan was developed in consultation with Darebin's Domestic Animal Management Plan Reference Group (DDAMRG), Councillors, Chief Executive Officer and the Executive Management Team.
- The development of the Plan also took into consideration input from the community and other key stakeholders through the following methods:
  - Council commenced the review of the existing Plan with internal and external consultation to identify relevant issues.
  - A stakeholder and community public meeting was held in Preston. Approximately 60 people participated in the event including Council officers, stakeholders from rescue group organisations, sporting clubs, veterinarians, domestic animal businesses, dog trainers, other local councils (Cities of Yarra, Moreland and Whittlesea) Royal Society for the Prevention of Cruelty to Animals (RSPCA), the Lost Dogs Home (LDH) and Darebin residents. Council's Domestic Animal Management Reference Group members also participated in this consultation.
  - Further consultation was carried out with the wider community including online survey using the "Your Say" platform on Council's web site was conducted and attracted a total of 269 responses from across the community. The online survey was promoted through Council's website, social media and local papers.
  - The Draft Plan was then developed and released for public comment during September and tabled at the Domestic Animal Management Reference Group meeting held on 20 September 2017.

- Intelligence was gathered from other government organisations, external stakeholders, interest groups and other relevant stakeholders.
- LGPRO Special Interest Group Animal Management and Local laws
- Meetings with other councils – Stonnington, Wyndham, Banyule, Yarra, Moreland and Whittlesea

### **Related Documents**

- Darebin's Domestic Animal Management Plan 2013-17
- *Domestic Animals Act 1994*
- Code of Practice for the Operations of Shelters and Pounds, June 2011
- *General Local Law No.1 2015*
- Council Order Section 26 *Domestic Animals Act 1994*

### **Attachments**

- Domestic Animal Plan 2017-2021 (**Appendix A**)

### **Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



the place  
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**Domestic Animal Management Plan  
2017 - 2021**

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## EXECUTIVE SUMMARY

The 2017-2021 Domestic Animal Management Plan (the Plan) aims to guide Council and the community towards the goal of responsible animal ownership and management.

Darebin's Domestic Animal Management Plan has been developed in accordance with State Government requirements as outlined in section 68A of the *Domestic Animals Act 1994* (the Act). This plan continues to build on the substantial work undertaken by Council with the implementation of the 2013-2017 Domestic Animal Management Plan.

The relevant objectives of the new Plan will continue to focus on the following themes:

- ensure Local Laws Investigations Officers are appropriately trained;
- encourage responsible dog and cat ownership;
- reduce nuisance caused by dogs and cats;
- promote effective management of dogs and cats;
- identify dangerous, menacing and restricted breed dogs in the Municipality and ensure they are kept in accordance with the Act and the Regulations;
- minimise the risk of attacks by dogs; and
- address over population and minimise euthanasia rates for dogs and cats.

The Department of Economic Development, Jobs, Transport & Resources (DEDJTR) has requested the Plan be developed using their preferred template that will enable improved auditing of all council plans.

## 1. INTRODUCTION AND CONTEXT

Council's activities in relation to animal management are legislated through the Act. The purpose of the Act is to promote animal welfare, responsible ownership of animals and protect the environment.

Council has in place local strategies and laws to regulate the management of animals, which is achieved through the development of the Plan. The statutory requirements of the Plan under section 68A of the Act are to:

- (a) *set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and*
- (b) *outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and*
- (c) *outline programs, services and strategies which the Council intends to pursue in its municipal district—*
  - i. *to promote and encourage the responsible ownership of dogs and cats; and*

- 
- ii. *to ensure that people comply with this Act, the regulations and any related legislation; and*
  - iii. *to minimise the risk of attacks by dogs on people and animals; and*
  - iv. *to address any over-population and high euthanasia rates for dogs and cats; and*
  - v. *to encourage the registration and identification of dogs and cats; and*
  - vi. *to minimise the potential for dogs and cats to create a nuisance; and*
  - vii. *to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and*
- (d) *provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and*
  - (e) *provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and*
  - (f) *provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.*

### **Purpose**

The purpose of the Plan is to provide a strategic framework for the next four years that delivers policy direction and an action plan for the management of domestic cats and dogs throughout the Municipality.

### **Consultation process**

The Plan was developed by the Civic Compliance Unit in consultation with Darebin's Domestic Animal Management Plan Reference Group (DDAMRG), Councillors, Chief Executive Officer and the Executive Management Team.

The development of the Plan also took into consideration input from the community and other key stakeholders through the following methods:

- Council commenced the review of the existing Plan with internal and external consultation to identify relevant issues.
- A stakeholder and community public meeting was held in Preston. Approximately 60 people participated in the event including Council officers, stakeholders from rescue group organisations, sporting clubs, veterinarians, domestic animal businesses, dog trainers, other local councils (Cities of Yarra, Moreland and Whittlesea) Royal Society for the Prevention of Cruelty to Animals (RSPCA), the Lost Dogs Home (LDH) and Darebin residents. Council's Domestic Animal Management Reference Group members also participated in this consultation.

- Further consultation was carried out with the wider community including online survey using the “Your Say” platform on Council’s web site was conducted and attracted a total of 269 responses from across the community. The online survey was promoted through Council’s website, social media and local papers.

#### **Key Findings from Community Survey**

The following proposed initiatives to improve responsible dog and cat ownership were evaluated as being effective:

- mandatory desexing of dogs and cats
- promoting first year free registration for animals that are rescued
- increasing the promotion of animal adoption
- providing free or discounted dog training classes in parks
- introducing one off registration tags that don’t need to be replaced (lifetime registration tags)
- improving the separation of off-lead parks and recreational areas for safety of pets, owners and other community members
- organising discounted microchipping days
- enabling vets to return lost registered pets to their owners
- increasing the number of fenced off lead parks (e.g. like Bundoora Park)
- introducing a cat curfew to control cats from roaming and trespassing at night
- introducing ways to reduce the impact cats have on wildlife.

The following proposed initiatives were evaluated as being marginally effective:

- increasing the promotion of pet ownership benefits (e.g. health and wellbeing, companionship)
- increasing patrols and safety in off-lead parks within the Municipality
- increasing patrols and safety in on-lead parks within the Municipality

#### **Darebin Domestic Animal Management Reference Group (DDAMRG)**

The DDAMRG was formed approximately four years ago to oversee implementation of the Plan by providing advice on issues relating to the reduction of euthanasia of dogs and cats. The Group was focussed on ensuring that Council achieved the target of 50% euthanasia rate for cats and 10% euthanasia rate for dogs as set out in Darebin’s Domestic Animal Management (DAM) Plan 2013-2017. Council has exceeded these targets as evidenced in section 8 (Graph 1 & 2).

Council has been at the forefront of animal management and has delivered outstanding results through our current Domestic Animal Management Plan 2013 - 2017. Council has received recognition from the Minister for Local Government for dramatically reducing euthanasia rates, increasing reclaim rates and reducing animal management costs.

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Council recognises the need for participation and partnerships with external rescue groups and agencies to achieve the desired and more humane outcomes for cats and dogs and these results would not have been achieved if it hadn't been for the work of the volunteers from the rescue group organisations and all the members of DDAMRG.

The 2017-2021 Plan will continue to build on the foundation of work undertaken by Council with the current Domestic Animal Management Plan 2013-2017. The key issues and challenges Council will address over the next four years are provided below.

#### **Key Issues and Challenges**

- Impound statistics confirm that there is a difference between dog and cat owner behaviour and the approaches that need to be adopted.
- The high number of unwanted or unclaimed cats requiring rehoming is constant and continuing to overwhelm Council's pound and rescue groups.
- Development of a revised cat trapping process to respond to the excessive number of cats requiring re-homing.
- Maximising the number of cat and dog registrations to ensure officers are able to quickly and safely re-unite lost pets with their owners without taking them to the pound in the event they become lost.
- Exploring opportunities for increased desexing rates to help reduce unwanted population of cats and kittens.
- Reducing the incidence of cat and dog nuisance and the number of dog attacks.
- Increasing education of residents to encourage them to take full ownership of semi-owned cats, with the intention to reduce the number of unowned cat population leading to a more positive community and animal welfare based outcomes.
- Developing a new after-hours service model and incorporating the use of Council's holding facility in Reservoir to house animals overnight before being transported to the pound.

Council will also work together with neighbouring councils to develop partnerships with relevant stakeholders to implement programs that reflect best practice and address animal welfare issues.

#### **War on Feral Cats**

While feral cats (unowned, unsocialised, have no relationship with or dependence on humans, and reproduce in the wild). do not habitate the Darebin municipality, it is worth considering the federal government's position which is to "wipe out 2 million feral cats – about a third of the population – and will provide \$5 million to community groups to serve as foot soldiers in the battle."

Threatened Species Commissioner Gregory Andrews said "They are the single biggest threat to our native animals, and have already directly driven into extinction 20 out of 30 mammals lost".



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The cats in Darebin are domestic in nature with some dependence (direct or indirect) on humans. There are three sub-categories of domestic cats:

- Owned - these cats are identified with and cared for by a specific person, and are directly dependent on humans. They are usually sociable although sociability varies.
- Semi-owned – these cats are fed or provided with other care by people who do not consider they own them. They are of varying sociability with many socialised to humans.
- Unowned – these cats are indirectly dependent on humans with some having casual and temporary interactions with humans. They are of varying sociability, including some who are unsocialised to humans, and may live in groups.

It is further acknowledged that we don't have any threatened species in Darebin, however it is known cats prey on birds.

Domestic cats killing birds is one of the greatest bird conservation threats, with thousands of backyard birds killed every year. Cats also cause other problems when they become accustomed to visiting the same backyards.

Interesting information about cats in Darebin



- [http://animalmedicinesaustralia.org.au/wp-content/uploads/2016/11/AMA\\_Pet-Ownership-in-Australia-2016-Report\\_sml.pdf](http://animalmedicinesaustralia.org.au/wp-content/uploads/2016/11/AMA_Pet-Ownership-in-Australia-2016-Report_sml.pdf)
- <https://www.theguardian.com/world/2013/jun/19/cat-stands-election-mexican-city>
- <http://www.thecourier.com.au/story/4823799/this-is-the-most-popular-name-for-australian-cats-and-dogs/?cs=2452>
- <http://www.australianwildlife.org/media/27964/AWC-Wildlife-Matters-Summer-2012-2013.pdf>
- <http://www.ancientegyptonline.co.uk/cat.html>
- <http://www.medicalnewstoday.com/articles/96432.php>
- <http://www.ava.com.au/news/media-centre/hot-topics-4>
- <http://www.theage.com.au/victoria/cats-are-top-dog-in-innercity-suburbs-20130829-2stn4.html>

## 2. RELEVANT PLANS AND STRATEGIES

### City of Darebin Council Plan 2017-2021

There are a number of shared goals in the Council Plan which support the strategic direction of Councils animal management services:-

- Darebin will be leaders in creating a sustainable city through local innovation projects that address climate change.
- Darebin will improve the wellbeing of people in our community by providing opportunities for them to live their lives well.
- Darebin will ensure our planning system facilitates high-quality and sustainable development that extracts social, environmental and economic benefits for our community.
- Darebin will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.
- Darebin will lead on equity and recognise our diverse community as our greatest asset for solving future challenges.
- Darebin will be a leading, modern, and open council to meet our challenges, now and in the future.

Other related plans which are important in the development of the Domestic Animal Management Plan are:

- Darebin's Community Health and Wellbeing Plan 2013-2017
- Municipal Emergency Management Plan
- Darebin Open Economic Land Use Strategy 2014

### Darebin – Demographic and City Profile

The City of Darebin has an area of approximately 53 square kilometres comprising the suburbs of: Northcote, Fairfield, Alphington, Thornbury, Preston, Kingsbury, Reservoir, Macleod (part) and Bundoora. It features Latrobe University at Bundoora, Northern Metropolitan Institute of Technology (NMIT) at Preston, major shopping centre Northland and various shopping activity centres at Preston, Fairfield, Reservoir, Northcote and Thornbury.

The City of Darebin has an area of approximately 53 square kilometres comprising the suburbs of: Northcote, Fairfield, Alphington, Thornbury, Preston, Kingsbury, Reservoir, Macleod (part) and Bundoora. It features Latrobe University at Bundoora, Melbourne Polytechnic at Preston, major shopping centre Northland and various shopping activity centres at Preston, Fairfield, Reservoir, Northcote and Thornbury.

There are over 900 hectares of open space in Darebin. Bordered by the Darebin and Merri Creeks, the City of Darebin contains a diverse range of open spaces ranging from small, local parks to major regional parklands such as All Nations Park in Northcote, Edwardes Lake in Reservoir and Bundoora Park in Bundoora.

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Added to this are environmentally sensitive areas such as the Central Creek Grasslands, the wildlife reserve at Latrobe University and the Leamington Street Wetlands.

The City of Darebin is a metropolitan Council representing more than 155,022 people (Estimated Residential People 2016) in the inner Northern suburbs of Melbourne. The Municipality has a land area of 53 square kilometres and a population density of 29.01 persons per hectare.

Darebin is one of the most diverse communities in Australia with residents from a range of cultures, languages, ages, socio-economic status and disability.

2016 ABS Census data shows 33.2% of the Darebin population were born overseas and 37% speak a language other than English at home.

While the socioeconomic profile of Darebin is changing, with more residents earning higher incomes, it is important to remember that a significant proportion of the population still experiences a level of relatively high socio-economic disadvantage.

### **Animal Ownership**

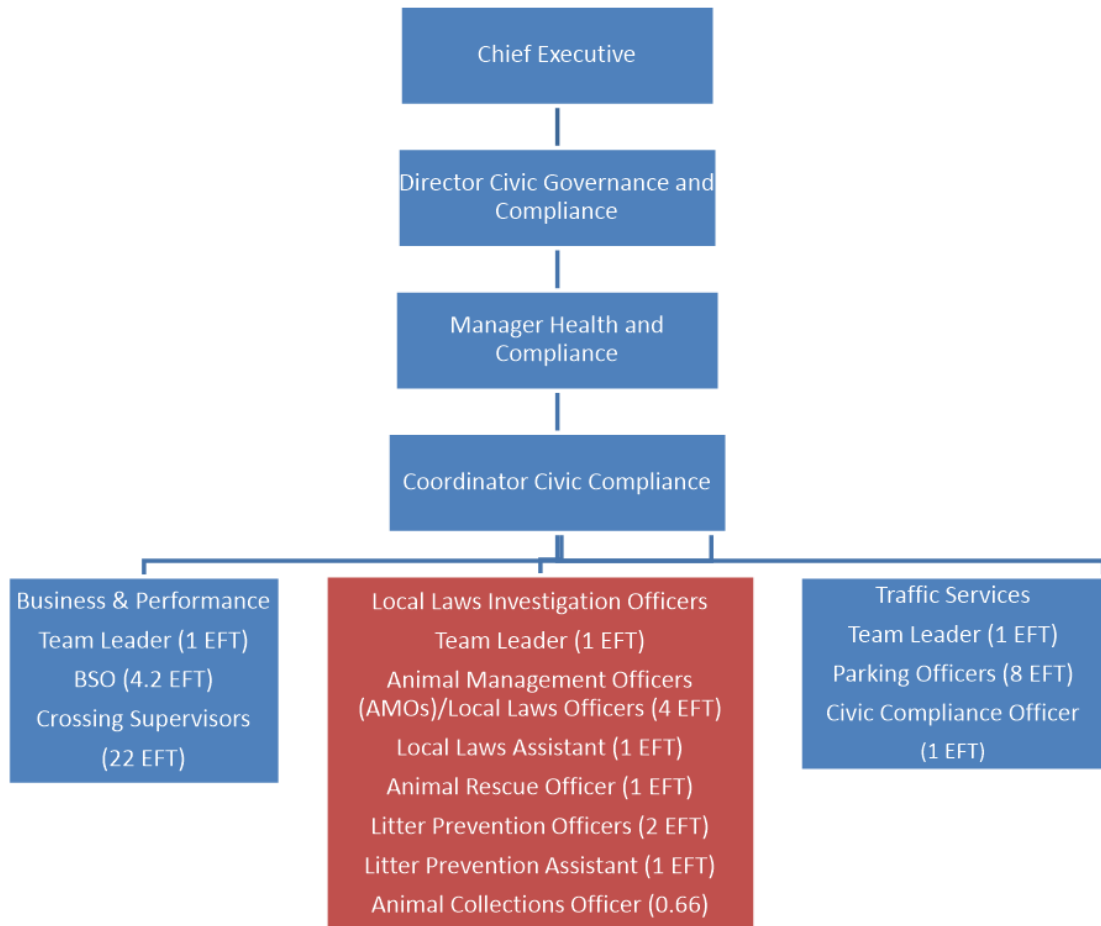
Pets are increasingly kept for companionship both in families and sole person households. There is a wide range of benefits to owning a pet. The key benefits relate to health and wellbeing, responsibility and companionship. Pets can:

- prevent loneliness
- motivate people to exercise regularly
- create opportunities to meet people and make new friends
- teach responsibility, as pets require ongoing care.

For these reasons, it is important to ensure lost animals are reunited with their owner and responsible pet ownership is encouraged across Darebin. It is also important to provide regular education and information to residents on the positive benefits of pet registration and other important aspects of pet ownership.

**Animal Management Services at Darebin**

Animal management services at Darebin are conducted by the Civic Compliance Unit. The organisational relationship is depicted in the organisational chart below:



Darebin's animal management services are managed in-house with the provision of animal pound and after-hours collection services being managed by an external service provider. Council has a holding facility located in Reservoir which is used to contain animals before being transported to a pound where they are then housed.

Impounded dogs and cats are housed at the Epping Animal Welfare Facility (EAWF) and kept for the statutory period during which time the RSPCA is required to make every effort to reunite the animal with its owner.

RSPCA is contracted to provide animal management services on behalf of Council at the EAWF.

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### Current Council Orders and Local Laws

Council has other controls in place for pet owners that relate to the purpose of the Act. In July 2013, Council adopted a Section 26 Domestic Animals Act 1994 Order which provides for all public places in the Municipality to be on leash except for parks which are designated off leash areas. Council has 39 parks out of a total 160 which have designated dog off lead areas and the Council Order supports the enforcement requirements of the on and off leash areas. Added to this are environmentally sensitive areas such as the central creek grasslands, the wildlife reserve at Latrobe University and the Leamington Street Wetlands.

Council also has in place a local law which aims to reduce unwanted breeding of animals. Through the development of the General Local Law No.1 2015, new provisions were introduced to reinforce the provisions in the Act concerning responsible dog and cat breeding.

Clause 14 (1) states that *“A person must not sell or give away to any person any dog or cat that has not been desexed except where that dog or cat is 10 years of age or older”.*

This reinforces responsible breeding of animals and informs the community of their responsibilities for their litters including the requirement for them to be desexed before being sold.

In addition, through the General Local Law, Council introduced a clause maximising the number of animals and birds that may be kept without a permit. This assists in minimising the potential for nuisance complaints from adjoining properties.

Clause 13 (1) states that *“A permit is required to keep animals where the number of any animal either exceeds or is not listed in the following table....”*

Controls on the number of animals permitted also serves as a guide to the community about the number of animals that are considered to be reasonable to minimise the prospect of nuisances occurring from animals.



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**Overview of the Services undertaken by Darebin City Council****Educational and promotional activities:**

- responsible pet ownership
- animal management information
- information on Council's website
- Facebook - to help reunite unidentifiable animals with their owners
- collaborative partnerships with rescue group organisations focused on rehoming unwanted or unclaimed cats dogs and other animals
- free Pet Registration Pension Scheme
- cat and dog trespass process
- noise from barking dogs
- leash requirements in parks
- improved signage related to control of dogs in parks with designated off lead areas including signage related to appropriate collection and removal of dog faeces and bags
- specific responsible pet ownership links on Council's website
- discounted mobile desexing and micro-chipping
- annual pet expo community event
- trapping and collection of stray and feral cats
- registration and assessment of Domestic Animal Businesses (DABs) for compliance with relevant Code of Practice
- provision of DEDJTR fact sheets

**Compliance activities:**

- engagement with pet owners and pets
- enforcement using infringement notices and, where required, court prosecution
- officer visits to properties of non-renewed pet registrations
- follow up of notifications from pet welfare agencies of claimed or rehoused pets which are sold within the municipality
- provision of cat traps to complainants in cases where education and advice has failed to prevent cat trespass
- where unregistered and unidentified dogs or cats are found wandering, collect and send to Council's pound
- complaint investigation
- patrols of dog parks, including off leash parks, fenced dog parks and nearby streets to remind owners of their responsibilities, and where required, issue infringement notices maintenance of the holding facility at Council's Operations Centre in Reservoir

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**Epping Animal Welfare Facility**

- In December 2015, the cities of Whittlesea, Darebin and Moreland entered into a joint agreement for the development and operation of the EAWF. The construction of the facility was completed in April 2017.
- Responsibility for the operation of the EAWF was awarded to the RSPCA. Listed below are some of the practices that ensure RSPCA is well positioned to operate in line with our plan.
  - Service levels include getting all unclaimed animals (outside of the category for euthanasia) into a permanent home. All animals will remain in RSPCA's care until such time that the animal is rehoused into a permanent home.
  - The incidence of euthanasia will be reduced to the bare minimum and animals will only be euthanised due to the existence of untreatable medical or behavioural issues.
  - RSPCA has a well-established and continually expanding foster care program. This program previously focusing on very young animals, has now been expanded to a comprehensive medical and behavioural rehabilitation foster care framework for a range of animals, delivering outstanding results. In addition, they have established relationships with reputable rescue groups that have capacity to assist with rehoming animals.
  - RSPCA will introduce a high volume cat desexing program to reduce the number of stray cats and thereby reduce costs to Council. The organisation already offers limited free and discounted adoptions of older & sibling animals.
  - RSPCA will use their facilities in Burwood and Pearcedale to provide additional overflow capacity in peak periods such as the cat breeding seasons. RSPCA also partners with 12 Pet Barn stores across Victoria to assist with rehoming of sheltered animals. This arrangement helps to reduce the length of stay for cats in a shelter.



### 3. TRAINING OF AUTHORISED OFFICERS

Section 68A (2) (b) of the Domestic Animals Act requires that the Plan *outlines programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of the Act in the Council's municipal district.*

#### Context

The following table outlines the numbers of registered animals, domestic animal businesses, multiple animal permits and number of authorised officers.

Registration Type	Quantity
Domestic Animal Business	7
Multiple Animal Permits	19
Number of Authorised Officers	5
Cats - Fee Exempt (Pensioner Offer)	1340
Cats Pensioner De-sexed or Over 10 yrs.	352
Cats Pensioner Non De-sexed	6
Cats De-sexed or Over 10 yrs.	3729
Cats Non De-sexed	127
<b>Cats Total</b>	<b>5554</b>
Dogs Dangerous Dogs	8
Dogs - Fee Exempt (Greyhounds, Pensioners, Guide Dogs)	2598
Dogs Pensioner Non De-sexed	76
Dogs Pensioner De-sexed or Over 10 yrs.	608
Dogs De-sexed or Over 10 yrs. Fee	7403
Dogs Non De-sexed	528
<b>Dogs Total</b>	<b>11227</b>
<b>Animals Total</b>	<b>16781</b>

Council is committed to providing an ongoing development program to ensure staff are appropriately trained and able to enforce the requirements of the Act.

To ensure staff are equipped to respond to the demands of their roles training requirements will be reviewed annually. Current and planned training programs provided to staff are listed below.

There is a growing community expectation that Council should be playing a greater role in fostering partnerships and supporting community education initiatives concerning pets. There is also an opportunity to offer education in partnership with other organisations.

#### Our Plan

Objective: To ensure staff have the necessary technical and interpersonal skills to carry out their role.



**Current and Planned Training**

Authorised Officer Training - Basic	Officer 1		Officer 2		Officer 3		Officer 4	
Certificate IV in Animal Control and Regulation							2018	
Certificate IV in Statutory Compliance and Regulation							2018	
Specialised Training for Handling of Dogs and Cats	2017		2017		2017		2018	

Authorised Officer Training - Additional	Officer 1		Officer 2		Officer 3		Officer 4	
Basic Legal Procedures Course	2018		2018		2018		2018	
Court Procedure – Giving evidence and presentation skills	2019		2019		2019		2019	
Council Policies and Business Systems	2017		2017		2017		2017	
Use of Technology	2017		2017		2017		2017	
Code of Conduct	2017		2017		2017		2017	
Fraud and Corruption	2017		2017		2017		2017	
Emotional Intelligence	2020		2020		2020		2020	
Equal Employment Opportunity	2017		2017		2017		2017	
Privacy	2017		2017		2017		2017	

### Our Plans

#### Objective 1:

Develop a training policy that clearly identifies minimum training requirements and any additional training needs that should be undertaken by Authorised Officers

Activity	When	Evaluation
Identify minimum training requirements for all Local Laws staff by consultation with management and staff including Certificate IV in Government and Animal Control.	Annually	Individual training needs identified and implemented
Offer at least one opportunity for additional training each year in the areas of prosecutions training, conflict management, communication / education technique.	Annually	Training opportunities offered
A management representative to attend the G2Z Summit	Biannual	Attendance at conference

*Objective 2:*

Enable Officers the opportunity to be involved developing both current and future animal management practices

Activity	When	Evaluation
In consultation with management and staff, identify opportunities for Local Laws Officers to be actively involved in providing input into current and future animal management practices.	Annually	Consultation/feedback meetings conducted annually



#### 4. REGISTRATION AND IDENTIFICATION

The Act requires that the plan outlines programs, services and strategies which the Council intends to pursue in its municipal district to promote and encourage responsible pet ownership, and encourage the registration and identification of dogs and cats.

This part of the plan also addresses the requirements to:

- *set out a method to evaluate whether the animal control services provided by the council are adequate to bring effect to the requirements of the Act;*
- *ensure that people comply with the Act, regulations and any related legislation;*
- *provide for the review of existing orders made under the Act and Local Laws dealing with the management of cats and dogs in the municipal district are desirable; and*
- *provide for the periodic evaluation of any programs, service strategy or review outlined under the plan.*

#### CURRENT SITUATION

##### Our current data

Registration and the requirement to be micro-chipped is a legislative requirement but more importantly, it supports the quick return of pets to their owners. Registration also provides Council with an understanding of the level of pet ownership and allows for the development of relevant services and programs.

Data and key summaries of the performance of the animal management services during the period of the Domestic Animal Management Plan 2013 - 2017 is provided below.

##### Darebin's estimated pet population

It is difficult to capture data on the actual ownership population of animals. Pet registration is one indicator which can be used to estimate likely ownership. It is known that not all dogs and cats are registered. The industry standard that is used to estimate the likely cat and dog population in any local government area was developed by BIS Shrapnel in 2006. This standard estimates that there are 18 dogs and 12 cats for every 100 people.

Applying these rates would yield 27,641 dogs and 18,427 cats in the City of Darebin. Whilst this is considerably more than the actual rates of registration as indicated in the table, the standard does not take into account geographic variations in population and pet ownership. Given that Darebin's population density is increasing the rate of pet ownership may be lower than the figure generated by the industry standard. This is acknowledged in the BIS Shrapnel report, which concludes that pet ownership declines as population density increases. However, it cannot be disputed that significant numbers of dogs and cats in the Municipality are not registered.

There are two challenges associated with registrations; obtaining the first registration and ensuring pet owners renew their registration annually.

It is known that owners can become confused in distinguishing between microchipping and registrations. This can be due to membership details provided by microchip registries being confused with the registration tags issued by councils.

McMurray (2004) estimates that only 64% of dogs and 41% of cats in Victoria are registered with Councils. <sup>1</sup> These figures could then be applied to 2017 registered numbers to calculate the potential increase of registration numbers in Darebin.

**Table 1 Darebin's estimated pet population**

	2017 Registration Numbers	Estimated ownership based on % registered population	Minimum potential increase in number of registrations	BIS Shrapnel report using population density	Potential increase in number of registrations
<b>Dogs</b>	11,227	18,804	7,577	27,641	16,414
<b>Cats</b>	5,554	13,748	8,194	18,427	12,873

The above table indicates that there are between 7577 – 16414 dogs and between 8194 – 12873 cats unregistered. Clearly this needs to be a focus and Darebin needs to do more work to increase registrations for both dogs and cats.

The table below highlights that there has been a small but steady increase in registered animals during the past plan.

**Table 2 Registration numbers for dogs and cats over last four years**

ACTUAL ANNUAL REGISTRATIONS	2013-2014	2014-2015	2015-2016	2016-2017
<b>CATS</b>	4769	4772	4849	5554
<b>DOGS</b>	9237	9511	11631	11227
<b>TOTALS</b>	14006	14283	16480	16781

#### **Our current Orders, Local Laws, Council Policies and Procedures**

The City of Darebin seeks voluntary compliance with legislative requirements in the first instance, by providing education.

<sup>1</sup> McMurray, R. (2004) Benchmarking Victoria, an all- Council view and comparison. Urban Animal Management Conference Proceedings 2004 (pp69 – 74) Australian Veterinary Association Ltd, NSW

This education is in the form of verbal advice from officers and referring people to the relevant literature produced by Council or DEDJTR (either hard copy or online).

Council utilises registration enforcement options as required, including issuing of official warnings, notices to comply, infringement notices and court prosecution.

The enforcement policy for the detection of unregistered animals includes providing residents with a reasonable opportunity to register after detection. Infringement notices may be issued if an application is not received within the agreed time frame.

There is a limit to the number of animals residents may keep at one property. However a permit may be granted to keep additional animals. There is no mandatory desexing requirement. Darebin's General Local Law was reviewed in 2015 and new provisions were introduced to try and reinforce the provisions in the Act concerning responsible dog and cat breeding.

Clause 14 (1) states that *'A person must not sell or give away to any person any dog or cat that has not been desexed except where that dog or cat is 10 years of age or older'*.

This reinforces responsible breeding of animals and informs the community of their responsibilities for their litters including the requirement for them to have their litter desexed before they can sell a dog or cat.

Establishing a partnership approach with all stakeholders to provide greater awareness of legislative requirements by Darebin community ensuring legislation is understood and complied with including introduction of agents for registration – enabling local veterinary practices and Domestic Animal Businesses to act as authorised registration agents.

#### **Our current Education / Promotion Activities**

Council has purchased software to enable residents to apply to register their animals for the first time online (in addition to being able to renew registration online – a facility that is already available). The system was implemented during 2016 with a corresponding promotional campaign.

The Council provides the following educational and community awareness activities:

- half price registrations for new applicants from 10 October each year until 9 April.
- follow up of registrations for dogs and cats purchased from pet shops and shelters
- first year free registrations for animals rehomed from animal rescue group organisations
- annual pet expo community event to promote registration with discount incentives on the day
- postal mail to seek renewals of registrations as well as text messaging to remind pet owners to re-register their pets
- promotional education material distributed by officers on patrol, providing information about registration requirements

- use of corporate communications tools such as the Darebin Community News, the corporate advertisement in local newspapers and 'Messages on Hold' during renewal period
- up-to-date information on the City of Darebin website with links to DEDJTR fact sheets
- application forms provided online for download along with hard copy information packs distributed to residents on request
- brochures and information provided at Customer Service Centres
- use of microchip scanners on patrols
- requiring all domestic animal businesses to carry registration application forms.

### **Our current Compliance Activities**

#### **Doorknocks and registration checks**

As at July 2017, the animal management program is not currently resourced to provide doorknocking services.

It is recommended that, should additional resources be feasible, residents' properties be doorknocked in areas identified with reports of non-compliance. Such areas would include Reservoir that has received a number of service requests relating to owners not picking up after their dogs in that area.

Officers conducting doorknocking will be equipped with a microchip scanner as they do when patrolling parks and other public places. They will also complete registration checks and ensure pets are wearing current registration tags.

#### **Registration renewal period**

The enforcement of registration renewals includes:

- issuing a notice in advance of the due date of 10 April each year
- a reminder notice for registrations not paid after this date
- a fine for failure to register.

If the reminder notice is not paid within the allotted time and an owner still resides at the address and is known to own the animal/s, an infringement notice will be issued.

#### **Summary**

It is acknowledged that there are difficulties in ensuring that animals are registered and specific programs are required. It is also acknowledged that proactive enforcement initiatives such as doorknocking and patrols are required to significantly increase rates of compliance.

Over the next four years, Council will consider new initiatives and continue existing programs to ensure pet owners register their pets as required.



**OUR PLAN***Objective 1:*

To increase the number of registered dogs and cats by a minimum of 5%, with an aim of 10% over the term of the Plan.

Activity	When	Evaluation
Council to review pet identification tags and provide the most appropriate through registration process. Consider introducing lifelong tags	Year 1	Review available tags and change if necessary.
Council to review MC program in collaboration with Vets, Domestic Animal Businesses and neighbouring municipalities to create more opportunities for MC.	Year 2	Increase in the number of Darebin animals that are registered and MC. Have a minimum of 2 events per year.
Council to work with DAB – Introduce a questionnaire promoting responsible pet ownership and provide advice to customers on the suitability of the type of pet they are buying. Promote opportunities to complete pet ownership licence through media and website.	Year 3	Questionnaire produced and number of areas where the questionnaire is able to be accessed. A minimum of two promotions to DAB to promote use of pet ownership licenses.
Cross reference Council's registration database with data from the State Microchip Register.	Year 4	Registration database updated

*Objective 2:*

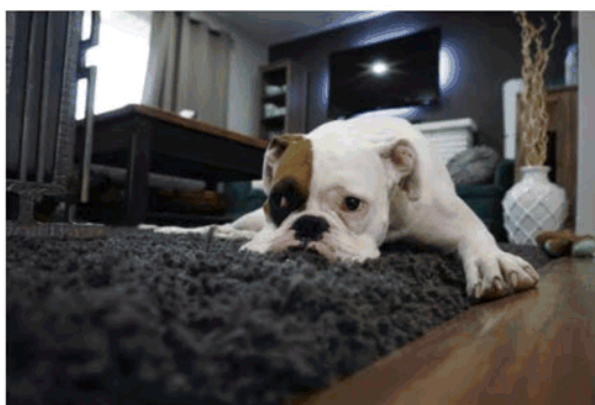
Reduce the initial fees for cats and dogs to support the community in meeting costs associated with desexing and other responsible pet care needs.

Activity	When	Evaluation
Investigate offering the first year registration free for all animals.	Year 1	Implement first year registration free.
Investigate linking the completion of a compulsory questionnaire about responsible pet ownership for first year free registration.	Year 2	Implementation of a compulsory questionnaire about responsible pet ownership for first year free registration.
Council to investigate the viability of DAB and Vets to act as authorised registration agents.	Year 3	Vets and DABs enlisted to act as authorised registration agents if appropriate.
Investigate multi animal permit discounts	Year 4	Discounts provided to eligible recipients

*Objective 3:*

Raise awareness and understanding of registration and micro-chipping (MC).

Activity	When	Evaluation
Include animal registration requirement in Welcome to Darebin kit – Factsheets could be provided to local Real Estate Agents, Vets and DAB.	Year 1	Animal registration requirement included in Welcome to Darebin kit – Factsheets provided to local Real Estate Agents, Vets and DAB.
Link responsible pet ownership to on-line applications	Year 1	Development of Responsible Pet Ownership Questionnaire
Council to introduce (subject to finance) doorknocking of properties of selected areas in the Municipality where there are low numbers of animal registrations.	Year 2	2,000 properties to be doorknocked
Use flyers to explain how the monies are spent, (Pie chart) and how it is put back into the community, this can also be done via, social media, Newspapers, and pet expo	Year 2	Promotional material provided to the community
Write to the State Government for the Minister to increase Officer powers to ask for name and details. Something should be listed in the Act for an owner to provide information to an Officer when they ask for details. Request of powers.	Year 4	Letter written to relevant State Government Minister



## 5. NUISANCE

The Act requires that the plan outline programs, services and strategies to minimise the potential for dogs and cats to create a nuisance.

This part also addresses the requirements to:

- *set out a method to evaluate whether the animal management services provided by the Council are adequate to bring effect to the requirements of the Act;*
- *promote and encourage the responsible ownership of dogs and cats;*
- *ensure that people comply with the Act, regulations and any related legislation;*
- *provide for the review of existing orders made under the Act and local laws dealing with the management of cats and dogs in the municipal district are desirable; and*
- *provide for the periodic evaluation of any programs, service strategy or review outlined under the plan.*

### CURRENT SITUATION

#### Our current data

The Act, at section 68A (2) (c)(vi) provides that Council must: *outline programs, services and strategies to minimise the potential for dogs and cats to create a nuisance.-*

There are a range of complaints relating to nuisance provisions under the Act. These include:

- excessive noise from barking dogs or yowling cats
- dog aggression and attacks in public places
- fouling of public places by dog faeces
- killing of native birds
- the spread of zoonotic disease
- property damage such as dogs upturning rubbish bins or cats digging up gardens
- the odour caused by cats spraying
- traffic hazards caused by wandering pets
- fights between wandering dogs and cats
- animals trespassing on private property
- the breeding of unwanted cats.
- hoarding of cats

The issue of barking dogs is a matter that requires an ongoing assessment of whether the level of noise is unsatisfactory and the complaint justified and whether or not Council's activities and interventions are suitable to reduce the noise levels so that it is reasonable. In the same way, the issue of cat trespass is affected greatly by the levels of compliance and responsible pet ownership.



**Table 3 Community compliance**

	2012/13	2013/14	2014/15	2015/16	TOTAL
Dog at Large DAYTIME	301	337	328	296	1262
Dog at Large NIGHTTIME	82	91	45	87	305
Fail to Register Dog /Cat	184	213	184	214	795
Fail to Renew Registration Dog /Cat	26	15	12	30	83
Dog attack non-serious injury	2	1	2	8	13
<b>TOTALS</b>	<b>595</b>	<b>657</b>	<b>571</b>	<b>635</b>	<b>2458</b>

The above table shows that non-compliance in dogs at large during the day and failing to register a dog/cat consume a considerable amount of resources and officers' time.

**Table 4 Complaints received by Local Laws Unit**

Nature of Complaint	2013/14	2014/15	2015/16	2016/17	TOTAL
Animal Registration Enquiry	142	89	114	452	<b>797</b>
Roaming Dog Loose in Street	255	284	306	208	<b>1053</b>
Roaming Dog Loose in Street (AFTER HOURS)	No data	No data	7	48	<b>55</b>
Complaint about Roosters and Birds	90	70	56	51	<b>267</b>
Dog Attack on Animal	52	67	78	80	<b>263</b>
Dog Attack on Person	49	46	39	38	<b>169</b>
Cat Nuisance & Cat Bookings Only	297	468	468	383	<b>1616</b>
Dog Barking Issue	215	214	150	132	<b>711</b>
Dog Off Lead in Park	30	47	31	18	<b>126</b>
Aggressive Dog (Scare/Rush/Chase)	86	93	70	64	<b>306</b>
Other Animal Scare	29	36	25	9	<b>99</b>
Animal Surrender	40	35	32	35	<b>142</b>
Roaming Animal Contained for Collection	177	102	89	61	<b>429</b>
Roaming Dog Contained for Collection	710	713	610	484	<b>2517</b>
Cat Contained for Collection	517	642	539	402	<b>2100</b>
Request to Collect Injured Animal	56	66	68	50	<b>240</b>
Has Council Collected my Missing Animal	53	139	140	89	<b>421</b>
Animal Fine Appeal/Extension	41	7	1	1	<b>50</b>
MAV Animal Desex Voucher	81	163	166	75	<b>485</b>
	<b>2920</b>	<b>3281</b>	<b>2989</b>	<b>2656</b>	<b>11846</b>

Table 4 above data shows typical complaints received by Council. Some categories of complaints generate more than one contact with Council as part of an ongoing investigation prior to any final action. The most common nuisance complaints received by Council are dog pick up, cat collection, dog roaming and dog attacks.

Overall community education on responsible pet ownership is a key factor to reducing nuisance complaints and animal collection requests. The DEDJTR operates educational programs and activities on a state-wide basis and Council needs to localise the key messages and work in partnership with state government authorities in delivering these programs.

Strategies to educate and encourage dog and cat owners to confine their pets will assist to minimise nuisance complaints. Key messages could be made available in languages other than English.

Strategies to improve registration and identification rates will also assist to reduce nuisance complaint levels.

Strategies aimed to reduce nuisance complaints have a flow on effect across other areas of animal management including minimisation of harm to wildlife.

#### **Our current Orders, Local Laws, Council Policies and Procedures**

All dogs must be on a leash unless in a designated off-leash area.

Darebin Council's *General Local Law No. 1 2015* requires that "a person with the care and control of an animal in a public place must immediately collect and properly dispose of any excrement left by that animal in a bin."

There are restrictions to the number of animals that may be kept at one property, specifically no more than two dogs and two cats.

There are also provisions in the Act reinforcing responsible dog and cat breeding. This promotes responsible breeding of animals and informs the community of their responsibilities for their litters including the requirement for them to have their litter desexed before they can sell a dog or cat.



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### **Barking dogs**

Excessive dog barking can be deemed unreasonable. The reasons why a dog may bark excessively include:

- external stimuli (e.g. passers-by, other dogs barking, possums)
- separation anxiety
- territoriality (visitors to the property)
- boredom
- lack of space, enrichment or exercise

Often the owner is not at home to hear or stop the excessive barking. In many cases it is a learned response or habit on the part of the dog.

Some breeds are genetically predisposed towards excessive barking. These include terriers, some toy breeds and many of the working and guardian breeds. However, it can also be an acquired behaviour which can occur in any breed or sex of dog. Nevertheless, prospective pet owners are encouraged to avoid breeds that have a genetic predisposition to bark.

Habitual barking often develops at an early age. Doorknocking programs have some capacity to address this through encouraging new dog owners to manage their puppy's barking tendencies. Attending dog obedience training schools or utilising behavioural trainers for education as well as assisting owners to control their dog to prevent emerging problem behaviours will be instrumental in achieving awareness and prevention. The importance of regular exercise and an enriching home environment will also be emphasised as these can both help to reduce the number of problems.

If a complaint about a barking dog is proven, an owner can be fined or taken to court.

Barking dog complaints are resource intensive and can involve long periods of investigation and mediation.

### **Dogs in public places**

Council understands the importance of having public parks where dogs can be exercised off-leash, as well as the importance of balancing the needs of dog owners with non-dog owners and visitors.

In July 2013, Council adopted a Section 26 of the Domestic Animals Act 1994 Order which provides for dogs in all public places in the Municipality to be on leash except for parks which have designated off leash areas. Council has 39 out of a total 160 parks which have designated dog off lead.

Over the last three years, Council has spent over \$500,000 to improve all signage in all parks with designated dog off leash areas to ensure and support greater community compliance.

Council's Local Law provides a proactive service of park patrols: weekly (including weekends and evenings during daylight savings) of on and off leash areas in the parks and in nearby streets for both education and enforcement to reduce the incidence of animal nuisance and dog attacks.

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The Council Order requires dogs to be on leash in all public places with the exception of designated parks with off leash areas.

Challenges include:

- compliance by dog owners with off-leash and no dog requirements in other public places
- effective control of dogs in off-leash areas
- removal of dog faeces from public places
- whether the City of Darebin should provide additional fenced off-leash parks or expand the size of existing off-leash areas.

#### **Education and enforcement**

Increasing patrols and safety in both on leash and off leash parks was deemed a priority by the community.

Increasing the number of fenced off leash parks was also deemed a priority.

The community want Council to improve the separation of off leash parks and recreational areas for safety of all animals, owners and other community members.

Officers have focussed on education and enforcement of leash requirements, keeping dogs under effective control in off-leash areas and removal of dog faeces.

#### **Dogs wandering at large**

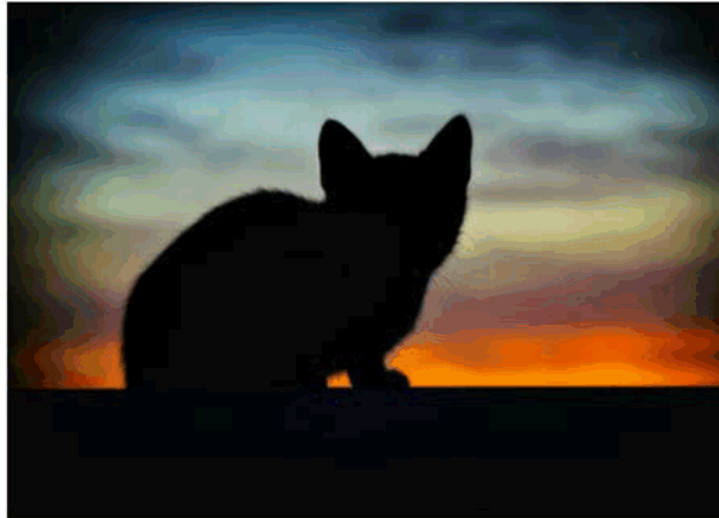
Dogs wandering at large are a risk to the safety of the community and themselves.

Current initiatives include:

- collection of stray, abandoned, injured animals
- information on effective control of dogs in public places and procedures for dealing with dangerous dogs.

After hours park patrols and proactive compliance and education programs will continue.





### **Trespass and confinement of cats**

Section 23 of the Act makes it an offence for a cat to remain on private property without permission, and landowners or occupiers may trap cats (both owned and unowned) found trespassing on their property. However there is currently no specific requirement for cats to be confined to their owner's property.

- The community is supportive of Council introducing a cat curfew to control cats from roaming and trespassing at night and considering other ways to reduce the impact of cats on wildlife.
- Anecdotal evidence provided by the DEDJTR indicates that 80 per cent of owners are currently containing their cats at night.
- Councils that have introduced a cat confinement requirement in order to protect wildlife have mostly been in the outer- and middle-ring suburbs which are closer to native wildlife populations.
- Whilst there would appear to be a positive link between confinement and some dimensions of cat welfare, this does not on its own justify the introduction of a confinement requirement, particularly when there are other potentially negative impacts on cat welfare that are still not well understood.
- The resources required to implement a confinement requirement and manage the difficulties of trapping cats wandering at large would need to be diverted from other animal management activities.
- The problem (if there is one) could be with stray cats not housed cats.
- The nuisance provision of Section 23 of the Act is available for dealing with problem cats.

Organisations such as the RSPCA, Lost Dogs' Home, the Cat Protection Society and Animal Aid actively encourage people to keep their cats confined to their property and inside at night.

Cats have been recognised as a significant threat to native wildlife, including by the Threatened Species Commissioner. The RSPCA also notes that cats' welfare is better protected by being confined to their owners' property - "Contained cats are less likely to become lost or injured (hit by a car or attacked by a dog). They are also less likely to get into cat fights and therefore less likely to have cat fight-related injuries (abscesses) or catch diseases such as FIV (Feline Immunodeficiency Virus). Containment to the owner's property boundaries also increases the opportunity for owner-animal interaction and reduces the impact of hunting by cats and disturbance caused to neighbours" ([http://kb.rspca.org.au/Is-it-okay-to-keep-my-cat-contained-within-my-property-boundary-all-of-the-time\\_70.html](http://kb.rspca.org.au/Is-it-okay-to-keep-my-cat-contained-within-my-property-boundary-all-of-the-time_70.html)).

The Council will continue to encourage pet owners to confine their cats through the responsible pet ownership information provided on its website and by other means.

### **Hoarding of Cats**

Council officers routinely encounter instances of residents hoarding cats. This occurs when a resident may initially start with owning one or two cats that quickly breed and the number of cats residing at the household explodes often to numbers in excess of 20 or 30. This normally results in a number of negative impacts upon the animals, the resident and often neighbouring residents. In these instances an application for a multiple animal permit would not normally be forthcoming and in any regard would be rejected by Council. The role of Council's Animal Management Officer is to work with the resident in rehoming of the cats. Other partners across Council and external agencies are often requested to provide support to the resident in addressing the animal hoarding issue.

### **Our current Education/Promotion Activities**

Complainants are encouraged to speak to the owner of the barking dog directly and as early as possible.

Information and advice on methods for resolving nuisance in the community are provided.

The Act requires all domestic animal businesses to notify council within seven days of selling an animal. This information could be used to visit residents to identify any early issues with new pets and offer advice that may assist in the prevention of nuisance complaints.

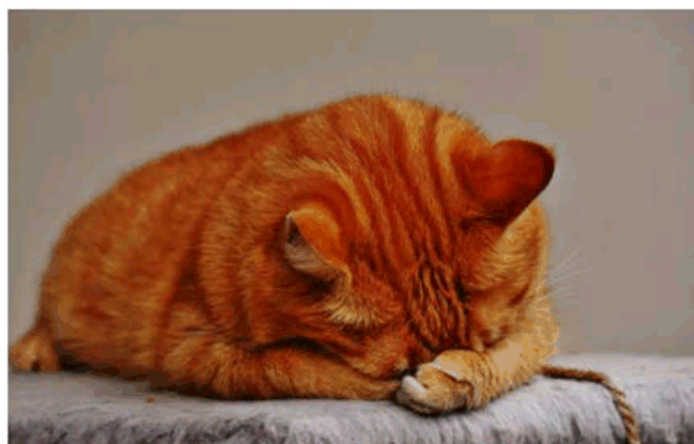
### **Our current Compliance Activities**

The Animal Management team currently responds to complaints and undertakes investigation, infringement and, when necessary, prosecution services.

In the first instance, education and prevention are more effective ways of dealing with these matters than enforcement.

### **Summary**

Officers will continue to assist the community with resolving complaints about nuisance animals.



*Objective 1:*

To raise awareness and educate owners on responsible pet ownership.

Activity	When	Evaluation
Develop a responsible pet ownership education program specifically for cats and cat welfare.	Year 1	Responsible cat ownership program introduced
Council to work with various stakeholders to introduce a companion animal care program for the elderly	Year 2	Companion animal care program developed for the elderly
Evaluate current information and consider the introduction of a cat curfew to prevent cats preying on native wildlife	Year 2	Cat curfew introduced
Council to work with various stakeholders to introduce a respite care program for those in crisis.	Year 3	Pets in crisis program introduced.

*Objective 2:*

To reduce the number of animal nuisance complaints that arise in the Municipality

Activity	When	Evaluation
Council to consider introducing Council run dog training in parks	Year 1	Free exercise program for registered dogs.
Conduct research to identify why dog owners/walkers leave dogs off leash (e.g. lack of knowledge, lack of caring, lack of convenience)	Year 1	Develop key messages and future intervention approaches that are more likely to influence behaviour.
Consider establishing another fenced off lead park/s within the municipality.	Year 2	New fenced park developed
Improve the separation of off lead parks and recreational areas for safety of pets, owners and other community members.	Year 2	Evaluation of the separation of off lead parks and recreational areas for safety of pets, owners and other community members
Increase patrols and safety in both on lead and off leash parks.	Year 2	Number of additional patrols conducted (subject to finance)
Consider introducing additional Agility equipment in dog off leash parks.	Year 3	New agility equipment installed
Improve signage – better signage to be introduced in the fenced in dog parks – signage “dogs need to be under effective control” as condition of entry of using the park.	Year 4	Improved signage introduced

## 6. DOG ATTACKS

The Act requires that the plan outline programs, services and strategies to minimise the risk of attacks by dogs on people and animals.

This part also addresses the requirements to:

- *set out a method to evaluate whether the animal control services provided by the council are adequate to bring effect to the requirements of the Act;*
- *promote and encourage the responsible ownership of dogs and cats;*
- *ensure that people comply with the Act, regulations and any related legislation;*
- *provide for the review of existing orders made under the Act and Local Laws dealing with the management of cats and dogs in the municipal district are desirable; and*
- *provide for the periodic evaluation of any programs, service strategy or review outlined under the plan.*

### CURRENT SITUATION

#### **Our current data**

The Council's first priority in regard to dog attacks is to take steps to protect the community from future attacks by the same dog. The Council will in some circumstances, if considered appropriate, negotiate the surrender of a dog with an owner and in return reduce penalties imposed on the owner.

Where injuries have occurred to a person or another animal by a dog that is of a serious nature (as defined by the Act), the Council may elect to have the matter heard in the Magistrate's Court, where sufficient evidence is available to form a prosecution.

Table 4 shows that the number of dog attacks on other animals and on people has remained relatively constant during the period of the previous Domestic Animal Management Plan. The Council needs to try to reduce the trend in these attacks on both other animals and people.

#### **Our current Orders, Local Laws, Council Policies and Procedures**

- Domestic Animal Management Plan 2013 - 2017; and
- Destruction of Dangerous Dogs Policy 2014.
- General Local Law 2015 Clause 12 Animal Management in Public Places
- General Local Law 2015 Clause 13 Animal Management on Private Land
- General Local Law 2015 Clause 14 Animal Management – Responsible Breeding of Animals

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### Our current Education/Promotion Activities

Council AMOs proactively educate the community about responsible pet ownership. This is predominantly achieved through park patrols. Officers also routinely visit schools to educate children about responsible pet ownership.

### Our current Compliance Activities

Council AMOs are responsible for the investigation of dog attack reports. If the investigation provides evidence of an attack, possible courses of action Council can choose include:

- infringements (where non-serious injuries sustained)
- Menacing/Dangerous Dog Declaration
- prosecution in Magistrates' Court
- seek destruction/compensation orders by Magistrate
- seek mediation between parties for resolution of medical and/or veterinary costs
- no action.

These actions are dependent on identification of an owner of the attacking dog. Frequently, attacking dogs and their owners cannot be identified and located and that is frustrating for the victims.

### Summary

Council understands that the community expects dog attacks are investigated and pursued in accordance with the Act. Serious dog attacks are investigated immediately and, where appropriate, legal proceedings are undertaken.

#### *Objective 1:*

To reduce the incidence of dog attacks through education.

Activity	When	Evaluation
Council, Vets and local hospital emergency departments to work in partnership to increase reporting of dog incidents and injuries.	Year 1	Number of working partnerships established
Review of dog parks co-located in children's playgrounds to be fenced off. Mixed use parks such as All Nations Park needs to be reviewed.	Year 1	Audit of mixed use parks complete.
Council to introduce a dog seminar using hospital data on dog bite injuries to profile target audience and identify trends.	Year 2	Develop a program for a dog seminar. Number of attendees at information session.



## 7. DANGEROUS, MENACING AND RESTRICTED BREED DOGS

The Act requires that the plan outline programs, services and strategies to effectively identify all dangerous, menacing and restricted breed dogs in that district and ensure that those dogs are kept in compliance with the Act and relevant regulations.

This part also addresses the requirements to:

- *set out a method to evaluate whether the animal control services provided by the council are adequate to bring effect to the requirements of the Act;*
- *promote and encourage the responsible ownership of dogs and cats;*
- *ensure that people comply with the Act, regulations and any related legislation;*
- *provide for the review of existing orders made under the Act and Local Laws dealing with the management of cats and dogs in the municipal district are desirable; and*
- *provide for the periodic evaluation of any programs, service strategy or review outlined under the plan.*

### CURRENT SITUATION

#### Our current data

Council enforces the provisions of the Act through identification and control of dangerous, menacing and restricted breed dogs.

Council promotes the need for appropriate dog training and management of dogs by those who walk them in public places. This ensures other residents, with or without dogs can enjoy public open spaces. Dog owners who take responsibility for the training and behaviour of their dogs will minimise the likelihood of their dogs being involved in incidents that may negatively impact on their pet's future.

### **Restricted Breed Dogs**

The Act identifies breeds of dogs that are considered a higher risk to community safety than other breeds of dogs. These dogs are called 'restricted breed dogs' and in September 2011, new state government legislation was introduced in relation to the keeping of these dogs.

A Parliamentary Inquiry into the Legislative and Regulatory Framework Relating to Restricted Breed Dogs has recommended enabling the registration of restricted breed dogs. Allowing the registration of restricted breed dogs will benefit councils, and improve community safety. Councils will have a better idea of the location of these dogs, and can ensure compliance with strict housing and ownership requirements. This will improve community safety through the identification and secure housing of dogs. The change will save councils money by avoiding costs associated with seizing, holding and euthanasing dogs declared as restricted breeds.

The *Domestic Animals Amendment (Restricted Breed Dogs) Bill 2017* has been introduced to:

- allow the registration of restricted breed dogs in Victoria
- clarify the dangerous dog status of guard dogs when retired to a residential premises

None of the strict controls in place for restricted breed dogs change once registration of restricted breed dogs is allowed. Restricted breed dogs must still be de-sexed, microchipped, kept on a leash and muzzled at all times when in public, identified with a prescribed collar and housed according to regulations.

Bans on breeding, importing, selling or transferring ownership of restricted breed dogs also remain in place.

The Bill also clarifies that retired guard dogs are still subject to the same housing and identification requirements as working guard dogs.

It is important that these properties are inspected regularly to ensure that requirements of keeping a declared dog are being met. These dogs have potential to cause great harm therefore it is important from a community safety perspective that these animals are kept under conditions prescribed within the Act and regulations.

### **Dangerous dogs**

A council may declare a dog dangerous because it has caused death or serious injury to a person or animal by biting or attacking, or because it is kept as a guard dog. Once a dog is declared dangerous there are special requirements for the keeping of that dog. If a person who owns a dangerous dog fails to comply with these requirements, they can be jailed for up to ten years.



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A dog can also be deemed dangerous because of how it has been trained, where it is kept, and what it is kept for. Any dog that is used for guarding a non-residential property or is attack-trained is deemed to be dangerous, even though it may have never attacked or injured a person.

If a dangerous dog injures or endangers a person, its owner may be liable for up to five years in jail. The owner may be liable for up to ten years in jail if the dangerous dog causes the death of a person.

#### **Menacing dogs**

A menacing dog is a dog that has been declared as such by a council because it has rushed or chased a person, or has bitten a person or animal causing injury. Special requirements may be imposed on the keeping of a dog that has been declared to be a menacing dog.

If a menacing dog injures or endangers a person, its owner may be liable for up to five years in jail. The owner may be liable for up to ten years in jail if the menacing dog causes the death of a person.

#### **Our current Orders, Local Laws, Council Policies and Procedures**

Under the Act the Council's registration application process requires all owners to declare if their dog is a restricted breed or dangerous dog.

The DEDJTR provided all councils with guidelines and a standard for assessing and declaring restricted breed dogs.

#### **Our current Education/Promotion Activities**

Council AMOs proactively educate the community about responsible pet ownership. This is predominantly achieved through park patrols. Officers also routinely visit schools to educate children about responsible pet ownership.

#### **Our current Compliance Activities**

All dog attack matters are investigated by Council AMOs. Declarations or legal action will ensue depending upon the nature of the attack.

#### **Summary**

The Council has seven dogs registered either as dangerous, restricted breed or menacing. Officers consider that there is a high level of compliance with ownership of these dogs within the Municipality.

*Objective 1:*

To improve the overall management and control of dangerous dogs, menacing dogs and restricted breed dogs.

Activity	When	Evaluation
Review procedures for dealing with dangerous dogs and restricted breeds.	Year 2	Standard work guidelines reviewed and updated annually.
Inspect all registered dangerous, restricted and menacing dogs.	Annually	Demonstrate minimum of one annual audit of owner's premises.



**8. OVERPOPULATION AND EUTHANASIA**

The Act requires that the plan outline programs services and strategies to address overpopulation and high euthanasia rates for dogs and cats.

This part also addresses the requirements to:

- *set out a method to evaluate whether the animal control services provided by the council are adequate to bring effect to the requirements of the Act;*
- *promote and encourage the responsible ownership of dogs and cats;*
- *ensure that people comply with the Act, regulations and any related legislation;*
- *provide for the review of existing orders made under the Act and Local Laws dealing with the management of cats and dogs in the municipal district are desirable; and*
- *provide for the periodic evaluation of any programs, service strategy or review outlined under the plan.*

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### **CURRENT SITUATION**

Desexing is a major factor contributing to a reduction in the unwanted animal population. There is also general agreement that desexing will have the following benefits:

- reduces the burden and cost to the community of having to care for unwanted puppies and kittens in pounds and shelters
- Pets are less prone to wander, fight and are less likely to get lost or injured.
- Pets are less likely to suffer from anti-social behaviours. They become more affectionate and become better companions.
- eliminates 'heat' cycles in female cats and their efforts to get outside in search for a mate

### **Mandatory desexing**

The number of desexed dogs and cats registered with Council decreased slightly during the term of the last Plan.

A total of 77% of on-line survey respondents support the mandatory desexing of dogs and cats.

The mandatory desexing of cats will not however assist in reducing the population of unowned cats as these will remain undesexed. It is more about the message that it sends to the community that cats need to be desexed to reduce the number of unwanted cats.

It needs to be noted that a recent Monash University study found that a large majority (78.5%) of cats admitted to the three major Melbourne animal shelters were unowned cats.

The situation with the mandatory desexing of dogs is quite different. We do not have an overpopulation of unwanted dogs and therefore the merits of introducing a mandatory desexing requirement need to be questioned.

### **Lost and/or Unwanted Animals**

When animals are collected by Council, they are first scanned for ownership details using microchip scanners. If they are micro-chipped and registered, the animals are returned to their owner. If the animals are not micro-chipped or wearing Council identifiable registration tags they are taken to Council's holding facility before being transported to Council's pound.

Part of Council's service also includes the collection of surrendered pets which are no longer wanted either due to age or owners ability to care for the animal.

Impounded dogs and cats are housed at Council's pound service provider and kept for the statutory period of 8 days (14 days for abandoned animals). During the statutory holding period, the pound is required to make every effort to reunite the animal with its owner.

If animals are not claimed within that period they may be rehoused or euthanised. Euthanasia is not the desired outcome for any animal but there is provision for this activity as prescribed in the Code of Practice for the Management of Dogs and Cats in Shelters and Pounds, due to disease, injury, behaviour, age or unsuitability for sale. It should be noted that there is also an obligation by the organisation to take all necessary care to ensure the animal they are rehousing is not a threat to the community.

At the EAWF the RSPCA’s policy is to operate a low kill facility where animals are only euthanised due to the existence of untreatable medical or behavioural issues.

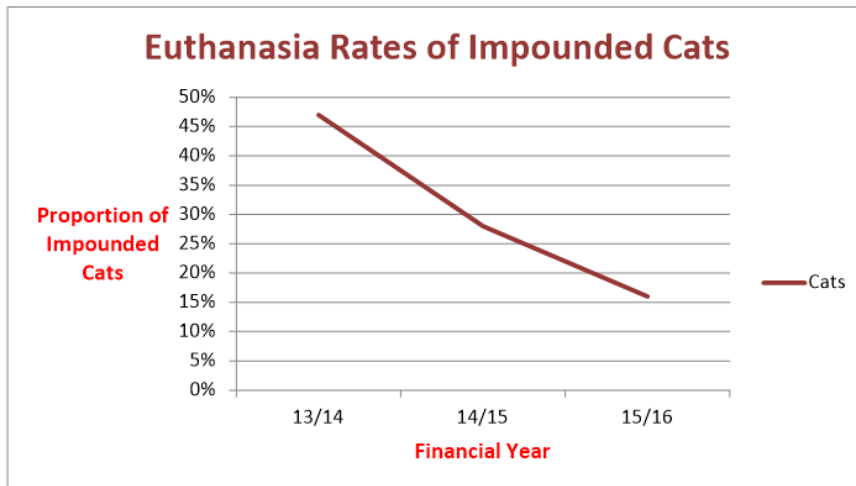
In Darebin, statistics indicate the percentage of impounded dogs that are euthanised is less than 1% which is significantly lower than the Victorian average at 34% in 2012.

Dog euthanasia rates are particularly low due to high rates of dogs being reclaimed and rehoused. This has been achieved through more dogs being identified through micro-chipping and/or wearing Council identification tags in recent years. In addition to this, Council policy has been not to release any animal without registration. This involves Council’s pound service provider charging for animal registrations on behalf of Council.

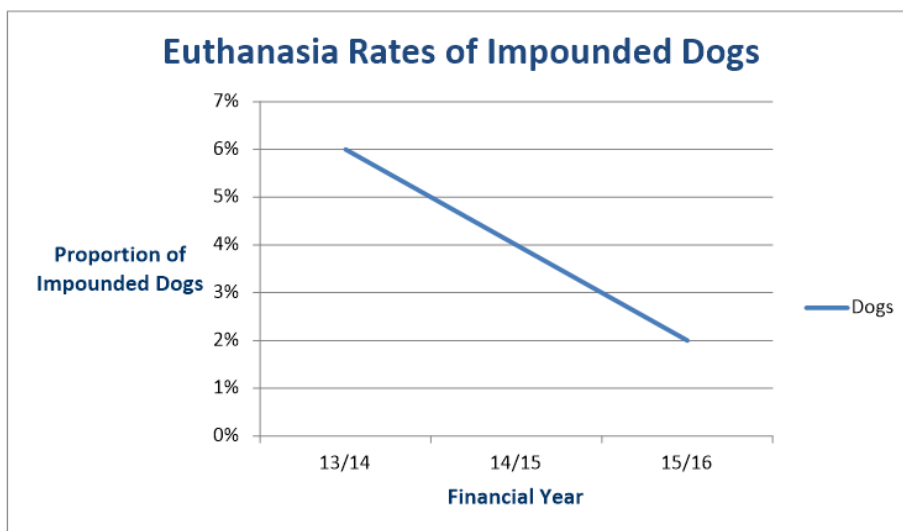
In comparison to dogs, the percentage of impounded cats that are euthanised in Darebin is 9% which is significantly lower than the Victorian average at 73%. This has been achieved by working collaboratively with local rescue organisations who have been committed to rehoming the many cats that have been unable to find a new home through Council’s pound service provider. The issue of cat overpopulation relates to unowned or partially owned cats which are not de-sexed. People feed semi owned cats and this helps to keep them alive and strong enough to reproduce. The ability of cats to quickly breed contributes to the over-population problem.

The following graphs highlight the significant reduction that the Council has achieved with euthanasia rates over the period of the previous Plan.

Graph 1 Euthanasia rates of impounded cats.



Graph 2 Euthanasia rates of impounded dogs.



### Our Plans

Council will continue to collect relevant data in relation to the number of dogs collected and impounded within the Municipality. The type of information collected for dogs will relate to the following:

- registered and identified
- non registered and unidentified
- surrendered and reasons for
- seized (due to dog attack, restricted breed)
- registered at shelter
- returned to owner
- rehoused
- animals that are subject to euthanasia due to the following:
  - diseased
  - injured
  - behaviour
  - age
  - unsuitable for rehousing

In relation to cats the type of information collected includes:

- registered and identified
- non registered and unidentified
- surrendered and reasons for

- seized (nuisance or stray)
- registered at shelter
- returned to owner
- rehoused
- animals that are subject to euthanasia due to the following:
  - diseased
  - wild, uncontrollable or feral
  - injured
  - behaviour
  - age
  - unsuitable for rehousing

#### Current Data

Table 5 Impounded dogs and cats

SUMMARY OF STATISTICS DOGS	2013/14	2014/15	2015/16	2016/17	State Av #
Dogs impounded	645	615	551	527	
Dogs released from shelter to owner	497 (77%)	496 (81%)	439 (80%)	447 (85%)	53%
Dogs euthanased	<b>39 (6%)</b>	<b>24 (4%)</b>	<b>9 (2%)</b>	<b>7 (1.3%)</b>	<b>34%</b>
Dogs adopted from shelter	58 (9%)	48 (8%)	18 (3%)	35	
Dogs transferred from shelter to rescue	18	21	17	16	
Dogs surrendered directly to rescue (not impounded)	1	1	3	0	
Dogs returned to owner by Council	48	55	23	32	
Dogs surrendered to Council				16	

SUMMARY OF STATISTICS CATS	2013/14	2014/15	2015/16	2016/17	State Av #
Cats impounded	732	950	728	734	
Kittens impounded direct to shelter			154	25	
Kittens transferred from shelter to rescue			107	159	
Kittens sent direct to rescue			140	103	
Kittens surrendered to Council				82	
Cats released from shelter to owner	66 (9%)	64 (7%)	53 (7%)	69 (9.4%)	11.5%
Cats euthanased	<b>341 (47%)</b>	<b>268 (28%)</b>	<b>138 (16%)</b>	<b>66 (9%)</b>	<b>73%</b>
Cats adopted from shelter	60 (8%)	88 (9%)	78 (11%)	81 (11%)	
Cats transferred from shelter to rescue	126 (17%)	464 (49%)	262 (36%)	342 (47%)	
Cats surrendered directly to Rescue (Not impounded)	34	45	16	21	
Cats returned to owner by Council	5	4	2	2	
Cats surrendered to Council				68	

# Local Government Performance Indicator

#### **Our current Orders, Local Laws, Council Policies and Procedures**

The following provisions under the Darebin General Local Law apply to animals:

- General Local Law 2015 Clause 12 Animal Management in Public Places
- General Local Law 2015 Clause 13 Animal Management on Private Land
- General Local Law 2015 Clause 14 Animal Management – Responsible Breeding of Animals

Council has also by Order under the Act designated numerous parks across the municipality as off-leash. Furthermore a fenced off leash park was created in Bundoora which has proved very popular with local residents.

### Our current Education/Promotion Activities

To promote the rehoming of animals, the City of Darebin offers free initial registration for animals re-homed from animal rescue organisations in the Municipality.

Pet owners with a concession or pension card are also able to obtain a desexing voucher which provides a 33% discount on the costs of desexing dogs or cats.

A mobile desexing van has also been deployed to provide discounted desexing of cats in areas with a high concentration of complaints.

The DEDJTR has an education program designed, in part, to reduce the number of unowned cats. The Council to evaluate and distributes relevant information to residents in areas where unowned cats are thought to be fed.

Owners of animals that are not desexed are required to pay a full registration fee. This is intended to provide a further incentive for owners to desex their pets.

### Our current Compliance Activities

#### Summary

The Council continues to actively promote the benefits of responsible pet ownership, including desexing, microchipping and registration to assist in reuniting lost animals with their owners.

Officers will monitor new information about mandatory desexing as it is made available, including the experience of other councils which have introduced such a requirement. The case for introducing mandatory desexing of cats will be strongly considered in light of community feedback. There is minimal benefit with introducing mandatory desexing of dogs due to the fact that the large majority of dogs are already desexed.

#### Objective 1:

To minimise the number of animals euthanased.

Activity	When	Evaluation
Minimise wherever possible the number of animals that go to the pound or shelter – work hard to reunite animals with their owners; and, divert surrendered animals to rescue. Work with owners to assist them in resolving their issues thereby keeping the human animal bond intact.	Year 1	Modification of afterhours service to incorporate use of holding facility to hold registered and identifiable animals overnight rather than transport them to the pound.
Review staff rosters to cover late finishes to enable animals to be returned to their owners when they go home from work.	Year 1	Implementation of new roster to include early, mid and late shifts
Encourage Council's new Shelter provider to work collaboratively with the rescue group network that has been established.	Year 1	Relationships with rescue groups maintained.



*Objective 2:*

To decrease the number of stray, abandoned and unwanted cats

Activity	When	Evaluation
Council to investigate opportunities for pets to be transported home from the pound service provider and applicable costs	Year 1	Service of delivery of animals to resident's homes introduced at a cost.
Council to explore options for low cost desexing and to consider options through budget process.	Year 2	Develop a cat desexing incentive program.
Seek funding to conduct targeted mobile desexing program	Year 2	
Keep up to date with possible changes to legislation that may enable cat trapping, desex and returning into community	Year 3	
Consider the introduction of mandatory desexing for cats	Year 4	The merits of mandatory desexing evaluated and implemented.

## 9. DOMESTIC ANIMAL BUSINESSES

*Section 68A(2)(c)(ii) outline programs, services and strategies which the Council intends to pursue in its municipal district to ensure that people comply with this Act, the regulations and any related legislation*

*- also addresses section 68A(2)(a),(c)(i),(d),(f).*

The Act requires that the plan outline programs services and strategies to ensure that people comply with the Act, relevant regulations and any related legislation.

This part also addresses the requirements to:

- *set out a method to evaluate whether the animal control services provided by the council are adequate to bring effect to the requirements of the Act;*
- *promote and encourage the responsible ownership of dogs and cats;*
- *provide for the review of existing orders made under the Act and Local Laws dealing with the management of cats and dogs in the municipal district are desirable; and*
- *provide for the periodic evaluation of any programs, service strategy or review outlined under the plan.*

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## **CURRENT SITUATION**

### **Our current data**

Darebin has nine Domestic Animal Businesses (DAB) registered. Council monitors DABs to ensure all new businesses are registered and that Council works with proprietors to ensure all standards relating to the Act and Code of Practice are met.

The nine DABs in Darebin consist of the following:

- four pet shops
- three dog training establishments
- two boarding establishments

Council audits all businesses at least once a year and there have not been any significant issues with compliance. Scheduled compliance/education activities will continue as well as the adoption of a range of methods to identify new or any previously unknown DAB activities within the municipality.

### **Our current Orders, Local Laws, Council Policies and Procedures**

The City of Darebin's preferred approach in the first instance is to seek voluntary compliance with legislative requirements through education. This education includes verbal advice from officers and referring to the relevant literature produced by Council or the DEDJTR (either hard copy or online).

Applications to register domestic animal businesses must comply with the conditions outlined in the preliminary application. These include plans of the proposed business and internal structures, which enable the Council to assess compliance with the relevant code.

The Council conducts inspections before approving domestic animal business applications to ensure compliance. Businesses are provided with the relevant code of practice. Council then provides a registration certificate upon receipt of the associated application and registration fees.

Annual audits of domestic animal businesses are conducted thereafter. Where a non-compliance is detected, work plans are provided to assist businesses to address areas of non-compliance within designated and agreed time frames.

### **Our current Education/Promotion Activities**

The City of Darebin provides information on applying for domestic animal business registration on its website.

Domestic animal businesses are also provided with the relevant literature and reference materials necessary to educate their customers. This includes the provision of DEDJTR materials given to each business on registration and on request.

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### **Our current Compliance Activities**

The Council currently inspects all existing domestic animal businesses annually to ensure compliance with the relevant code of practice.

The Council utilises enforcement options available when required, including the issuing of official warnings, notices to comply, infringement notices and court prosecution.

All planning applications to the City of Darebin relating to domestic animal businesses are addressed through collaboration between the animal management and planning teams.

### **Summary**

The Council will continue inspecting registered businesses and addressing any non-compliance issues. Programs will be developed to identify unregistered businesses and application processes reviewed to ensure businesses comply with the relevant code of practice and any other requirements.

### **OUR PLANS**

#### *Objective 1:*

Work with domestic animal management businesses to ensure compliance and to support responsible pet ownership

<b>Activity</b>	<b>When</b>	<b>Evaluation</b>
Identify all businesses that should be registered as domestic animal businesses in the municipality (using Yellow Pages, local newspapers, websites).	Year 1 and Annually	All relevant businesses registered on Council database.
Publish and promote a list of all compliant domestic animal businesses on the City of Darebin website.	Year 4	Website lists all businesses

## 10. OTHER MATTERS

*Section 68A(2)(e) Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary*

### CURRENT SITUATION

#### Our current data

A key focus of the Plan is to promote responsible pet ownership. The focus will also be to increase activities that will result in increased registrations and subsequently increase the reclaim rates of impounded dogs and cats with the cooperation of the service providers and involvement of Council's Civic Compliance Unit. This in turn will decrease the rates of euthanasia.

## 11. ANNUAL REVIEW OF PLAN AND ANNUAL REPORTING

*Section 68A(3) Every Council must—*

- (a) (a) review its domestic animal management plan annually and, if appropriate, amend the plan;*
- (b) provide the Department of Primary Industries' Secretary with a copy of the plan and any amendments to the plan; and*
- (c) publish an evaluation of its implementation of the plan in its annual report.*

### OUR PLANS

#### Review Cycle

Activity	When	Evaluation
Conduct a review the Domestic Animal Management plan annually and, if appropriate, amend the plan.	Annually	Annual review completed
Provide the Department of Primary Industries' Secretary with a copy of the plan and any amendments to the plan.	Annually	Copy provided to Secretary
Publish an evaluation of the implementation of the plan in the annual report.	Annually	Report published in annual report

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**SUMMARY REPORT FOR DOMESTIC ANIMAL MANAGEMENT PLAN SURVEY  
RESPONSES 2017-2021**

[Summary of DAMP Survey Results](#)

**8.3 PROPOSED DISCONTINUANCE AND SALE OF ROAD  
ADJOINING 800 PLENTY ROAD, RESERVOIR****Author:** Manager Strategic Assets Management**Reviewed By:** Director Operations and Environment

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**Report Background**

This report provides Council with information relating to the outcome of preliminary investigations into the proposed discontinuance and sale of part of the right-of-way adjoining 800 Plenty Road, Reservoir.

**Previous Council Resolution**

This matter is not the subject of a previous Council resolution.

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

Goal 6 - A well governed Council

**Summary**

This report provides the history and background relating to the right-of-way adjoining 800 Plenty Road, Reservoir (Road), shown coloured on the plan presented at **Appendix A**, as well as the outcome of the preliminary investigations into its proposed discontinuance.

Aldi Foods Pty Ltd (Aldi) has been in discussions with Council since 2011 regarding the status and potential discontinuance of roads contained within the title to 800 Plenty Road, Reservoir. Aldi has recently entered into a contract of sale with Japara Health Care Ltd (Japara) for the land at 800 Plenty Road and have approached Council to commence a discontinuance of the roads. Aldi has agreed to purchase the roads from Council for \$1.8 million, should the roads be discontinued.

The Roads are constructed but are not currently used for access as they have been fenced off to prevent vandalism and rubbish dumping within 800 Plenty Road. The Roads are listed on Council's Register of Public Roads and would need to be removed from the register prior to discontinuance.

This report recommends that Council commence the discontinuance process, including public notification and, if necessary, hearing of submissions into the proposal.

<b>Recommendation</b>
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**That Council:**

- (1) Commences the statutory procedures under section 206 and clause 3 of Schedule 10 to the *Local Government Act 1989* (“the Act”) to discontinue the road adjoining 3 to 13 Tracey Street and 54 and 56 Elliot Street, Reservoir shown coloured on **Appendix A**.
  - (2) Gives public notice under sections 207A and 82A and 223 of the Act of the proposed discontinuance and intention to sell in the appropriate newspapers and on Council’s website and such notice state that if discontinued, Council proposes to sell by private treaty the land from the discontinued Roads to the adjoining property owner at 800 Plenty Road, Reservoir, Aldi Foods Pty Ltd, for \$1.8 million and to transfer to itself any land from the road not sold to the adjoining property owner.
- 

**Introduction**

In 2011 Council received an enquiry from Aldi Foods Pty Ltd (Aldi), the owner of 800 Plenty Road, Reservoir, requesting that Council undertake action to remove the road status of roads contained within LP 54324 (Roads), the title to which is held by Aldi. The Roads are shown coloured on the plan in **Appendix A** and hatched on the aerial photo in **Appendix B**.

The Roads were listed on Council’s Register of Public Roads, are constructed but are not currently used by the public. The Roads once serviced a group of shops and provided through traffic access from Summerhill shopping centre to the southbound slip-lane between Plenty Road and Albert Street. The roads are currently fenced off from public thoroughfare due to vandalism of the vacant buildings and dumping of rubbish that was occurring in this area.

Initial investigations have confirmed the feasibility of the proposed discontinuance as the land is likely not required for access and is not required for drainage. It is proposed to engage Maddocks Lawyers to undertake further consultation with a view to Council commencing the statutory procedures to facilitate the possible discontinuance and sale of the Roads.

**Issues and Discussion****Consultation with owners / purchase price / land allocation**

There are no adjoining owners to be consulted regarding the proposal, other than the owners of 800 Plenty Road – Aldi Foods Pty Ltd.

The dimensions of the land from the Roads are shown in the Title Plan provided in **Appendix A**.

The owners of 800 Plenty Road, Reservoir, have confirmed their interest in acquiring the land marked shown hatched in **Appendix B** at current market value as well as meeting their share of all of the reasonable costs associated with Council discontinuing the Road.

**Service Authorities and Council Departments**

Internal departments and the Service Authorities will be consulted regarding the proposal should Council resolve to commence the statutory process.

## **Implementation**

The statutory procedures require Council to give public notice of its intention to discontinue and sell the Road and invite submissions from affected parties. Submitters may request to be heard by Council prior to a decision being made to proceed or otherwise with the proposal. In addition, all abutting property owners would be advised of the proposal in writing and informed of their right to make a submission. Following which, a report would be presented to Council for a decision whether to discontinue the Road, part of the Road or not to discontinue the Road.

## **Options for Consideration**

### **Option 1 – Abandon the Proposal or Do Nothing**

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. This option would mean that the Roads would remain on Council's register of public roads and continue to vest in Council.

Aldi Foods Pty Ltd would remain the owner of the road (on title), but would not be able to appropriately develop the site in its current configuration.

Council may, at some time in the future, resolve to re-commence the discontinuance process.

### **Option 2 – Commence the Statutory Procedures (Recommended)**

Council could resolve to commence the statutory procedures to potentially discontinue the Road. This would extend the consultation to the wider community and enable members of the public a formal opportunity to make a submission. This option would assist Council in obtaining further insight into the proposed discontinuance and sale. It would also enable Council to make an informed assessment on the future of the Road, to potentially open part or all of the Road, discontinue part or all of the Road and sell the land from the Road (if discontinued) to the adjoining property owners and take title to the balance of the land not sold.

Benefits of commencing the statutory procedures depend on Council's decision on the future of the Road, and the ongoing protection of a public asset, the asset being open to the public and used for its prescribed purpose, and potential revenue from the sale of part or all of the land from the Road.

## **Financial and Resource Implications**

There are no financial or resource implications as a result of commencing the statutory procedures as contained in this report.

Costs associated with undertaking the statutory process would be recoverable from the purchaser should Council decide in future to discontinue the road and sell the land. Should Council decide not to proceed with either the discontinuance or the sale, then the costs associated with conducting the statutory process would be funded from existing allocations.

The value of the land has been determined by an independent valuer appointed by the President of the Australian Property Institute under an agreement between Council and Aldi, who issued joint instructions for the valuation. Whilst Aldi is currently the titled owner of the roads, upon discontinuance the roads would vest with Council. The valuation took into account the principle of 'sharing the uplift in value' in the Aldi owned land following discontinuance of the road and the consolidation of all parcels of land into a single lot.



The independent valuation has been reviewed by the City Valuer and is considered to represent a fair value for the land.

### **Risk Management**

Risks associated with each option are covered under the analysis of each option.

### **Policy Implications**

#### **Economic Development**

There are no factors in this report which impact upon economic development.

#### **Environmental Sustainability**

There are no factors in this report which impact upon environmental sustainability.

#### **Human Rights, Equity and Inclusion**

There are no factors in this report which impact on human rights, equity and inclusion.

#### **Other**

This report has been prepared having regard to Council's Sale of Minor Council Property Assets Policy.

### **Future Actions**

Arrange for the statutory procedures for the discontinuance and sale of the section of Road to be undertaken pursuant to the provisions of section 206 and clause 3 of Schedule 10 and section 223 of the *Local Government Act 1989*.

### **Consultation and Advocacy**

- Council departments
- Maddocks Lawyers
- Aldi Foods Pty Ltd
- Statutory Authorities (as part of discontinuance process)

### **Related Documents**

- *Local Government Act 1989*
- *Road Management Act 2004*
- Sale of Minor Council Property Assets Policy, Darebin City Council, 2015

### **Attachments**

- Roads within 800 Plenty Road (**Appendix A**)
- 800 Plenty Road - Aerial Photograph (**Appendix B**)

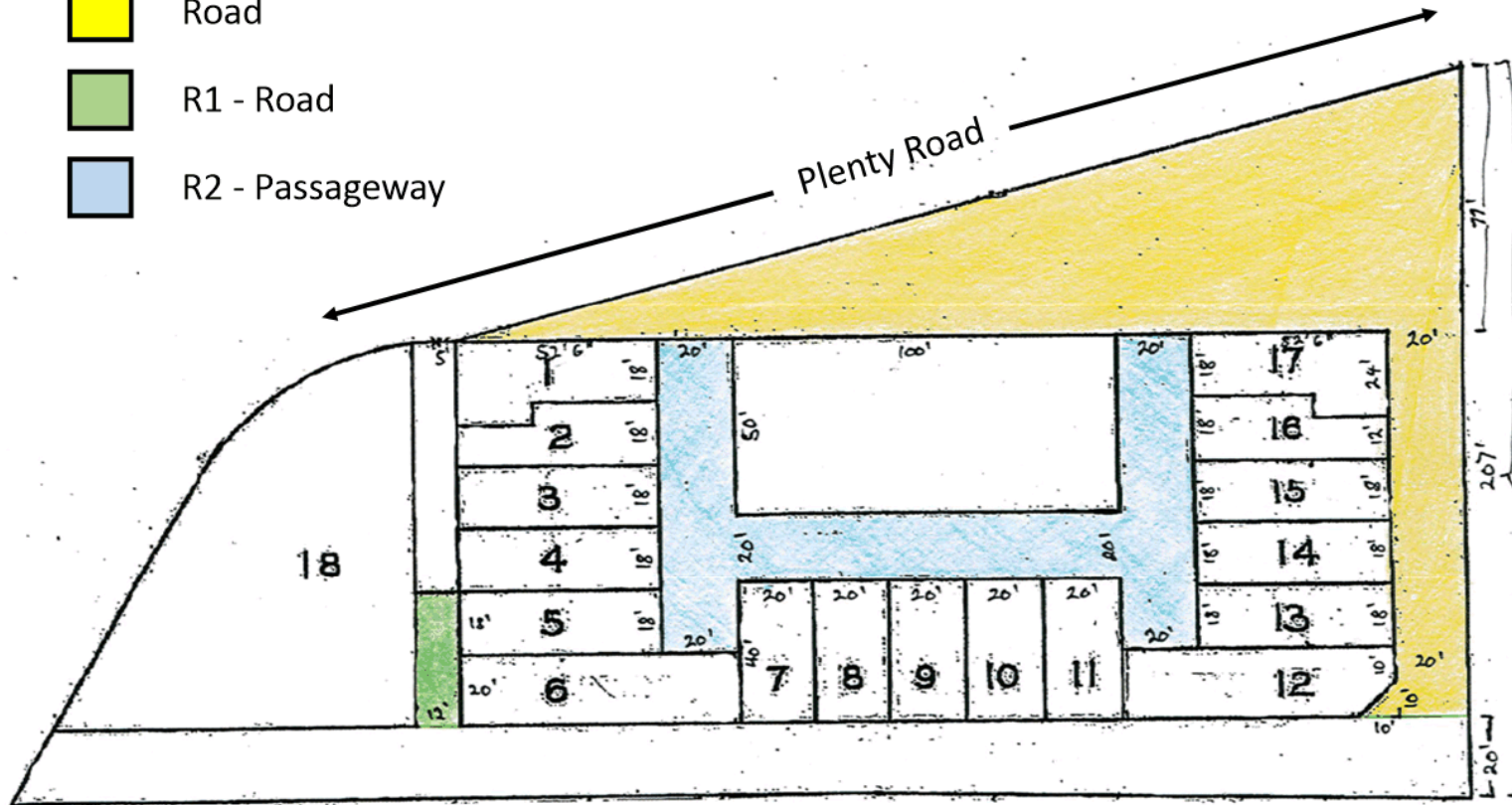
### **Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect interest in a matter to which the advice relates.

The officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

### Roads within 800 Plenty Road

- Road
- R1 - Road
- R2 - Passageway



*n.b. all dimensions are in feet*

## 100 Plenty Road – Aerial Photograph

roads that would be part of the discontinuance are hatched in black & white



**8.4 NEEDS ANALYSIS - DAREBIN INTERCULTURAL CENTRE****Author:** Coordinator Community Development Facilities**Reviewed By:** Manager Families, Diversity and Community

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**Report Background**

This report is in response to the completion of the Darebin Intercultural Centre Needs Analysis and Service Review 2017, with a view to gathering information and ideas to inform the Council Plan 2017-2021 goal to establish a better home for our Intercultural Centre and its programs.

**Previous Council Resolution**

This matter is not the subject of a previous Council resolution.

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

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.

Goal 5 – Involving our diverse community. We will lead on equity and recognise our diverse community as our greatest asset for solving future challenges.

**Summary**

This report provides a summary of the outcomes from the Darebin Intercultural Centre needs analysis and service review conducted between April and September 2017.

This report has been developed to reflect upon the Intercultural Centre's first 6 years of operation with a view to gathering information and ideas to inform the Council Plan 2017-2021 goal to establish a better home for our Intercultural Centre and its programs.

<b>Recommendation</b>
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**That** Council notes this report and the recommendations of the Darebin Intercultural Centre needs analysis and service review 2017.

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**Introduction**

The Community Development Facilities Unit (CDF Unit) has conducted a review of the Darebin Intercultural Centre (IC) to establish a clearer strategic direction, vision, mission and objectives and a program that better responds to its purpose. The review gathered a significant amount of information, viewpoints, and recommendations to inform the work of the team responsible for this valued Darebin asset.

The Darebin intercultural Centre (IC) was established in 2011 as a centre of excellence for intercultural relations and ongoing community development. It is a practical demonstration of Council's commitment to foster cultural diversity, intercultural dialogue and connectedness between Darebin's diverse cultural groups. The IC also hosts a variety of programs and events throughout the year that provide an opportunity for groups of diverse cultural backgrounds to meet and participate in activities together in order to strengthen their understanding and appreciation of each other's cultures.

Programs and events are delivered by Darebin City Council, Darebin Ethnic Communities Council and various other external community groups and organisations. The IC is also available for community groups and organisations to hire the available rooms to conduct their gatherings, forums, and support groups that similarly support intercultural connections. The IC accommodated internal Council officers and department requests for hire when available.

The consultation process was a concurrent process of engaging with current users, partner organisations, visitors/participants and the general community through a generic survey for all. Consultation sessions based on the survey questions and expanded lines of inquiry into the mission, purpose, operational structures and processes at the IC were held with Darebin Ethnic Communities Council, internal council officers for multiple departments, and the IC team.

### **Issues and Discussion**

Key findings from the review include:

- The participants of the program at the IC are overwhelmingly satisfied and support of the opportunities, activities and events that are part of their experience at the facility and with the team responsible for its delivery.
- The Darebin community profile demonstrates a continued need of this program and any opportunities for further expansion.
- The general community and stakeholders are aware of the impact of VCAT on the success of the IC program within its current location and are supportive of a re-location of the program.
- The consultation demonstrated that the current location of the program stifles promotion and advertisement of the program due to the need to limit interest and participants due to capacity issues.
- The community, staff and stakeholders are confused about the relevance and usefulness of the current objectives of the IC and the model of service delivery as they present contradictions, immeasurable goals for the program, and aren't targeted towards what the program could foreseeably achieve with its current resources.
- There is capacity for the staff who work at the IC and the broader unit to enhance the capacity of the team to further develop their skills and abilities in regards to the delivery of the program.

### **Options for Consideration**

Recommendations from the review include:

- Develop an action plan to move through the recommendations of the report that are within operational and service delivery parameters, with a view to seeking additional resources where identified.

- Develop a new set of objectives for the IC that are responsive to the Council Plan, relevant to the findings of this consultation and previous consultations, and are measurable and appropriate for the current resourcing of the program.
- Review the current 'Hiring Guidelines' with a view to enhancing the IC program's ability to support groups and individuals' use of the spaces and resources outside the 'venue for hire' model in an accessible, equitable, non-discriminatory way that is closely linked to the IC objectives.
- Conduct further consultation and review of areas raised in relation to communications and marketing that would require further input, costings, and consideration.
- Develop a workforce development plan to enhance the capacity of existing staff resources to deliver the program, including supportive links to the broader Unit resources.
- Commence planning for the relocation of the Intercultural Centre to a new home, involving a full scoping of operational requirements based on future growth opportunities, investigation into and identification of possible sites, and a feasibility study of selected sites.

### **Financial and Resource Implications**

Dependent upon the action plan determined by officers, there may be further operational and staffing costs attached to the delivery of the actions.

### **Risk Management**

There are no risks identified in Council's risk management framework that are relevant to this report.

### **Policy Implications**

#### **Economic Development**

Beyond the ability for the IC to support community groups and individuals in terms of training opportunities, English classes and access to Information Technology, this report has no economic development implications.

#### **Environmental Sustainability**

Beyond the Intercultural Centre's existing processes and procedures to ensure that environment sustainability is considered within the purchasing, program development and community education aspects of the Centre, this report has no environmental sustainability implications.

#### **Human Rights, Equity and Inclusion**

This report seeks to further enhance the Intercultural Centre's model of service delivery to support human rights, equity and inclusion for the participants at the Centre, and develop a program that enhances Council's ability to respond to the community's needs.

#### **Other**

There are no other factors which impact on this report.

**Future Actions**

- An action plan will be developed to further explore the findings of the review, taking into consideration what improvements can be made to the operation and management of the IC within its current location.
- A further report to be presented to Council detailing the progress of the action plan after the first year of implementation.
- Subject to Council resolution, a further report to be presented to Council detailing the scoping of alternate locations for the IC.

**Consultation and Advocacy**

- Intercultural Centre hiring community groups
- Survey for residents distributed at the Intercultural Centre and through Darebin Community News May/June 2017
- Darebin Ethnic Communities Council
- Manager, Creative Culture
- Prior consultation and user feedback activities of the Intercultural Centre
- A full list of consulted parties is included in the full Darebin Intercultural Centre Needs Analysis and Service Review 2017 (**Appendix A**)

**Related Documents**

- There are no other related documents

**Attachments**

- Darebin Intercultural Centre Needs Analysis and Service Review 2017 (**Appendix A**)

**Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.





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# Darebin Intercultural Centre Needs Analysis and Service Review 2017

**For further information please contact the  
Community Development Facilities Unit on 8470 8411.**

Last updated September 2017.

## Contents

1	Background.....	5
2	Purpose and Methodology of the review .....	6
2.1	Scope .....	6
2.2	Methodology .....	6
2.3	Project Delivery Team .....	7
3	Executive summary.....	8
4	Consultation.....	10
4.1	IC Staff consultation.....	11
4.2	Survey consultation .....	11
4.3	Internal officer consultation .....	12
4.4	General Consultation Summary .....	13
5	Policy Context of the IC.....	14
6	Cultural profile of Darebin .....	15
7	Service Review Elements .....	17
7.1	Model of IC Program.....	18
8	Objectives .....	20
8.1	Objectives of the IC .....	20
8.2	Intercultural Assessment Criteria .....	21
8.3	Gaming venue alternative .....	23
8.4	Measurement of program objectives .....	24
9	Governance .....	25
9.1	History .....	25
9.2	Friends of the Intercultural Centre Model .....	25
9.3	Principles of IC Governance .....	27
10	Location.....	28
10.1	Current Capabilities .....	28
10.2	Space Requirements .....	30
10.3	Department of Justice lease and VCAT collocation.....	31
10.4	Darebin Ethnic Communities Council.....	32



11	Events and Activities .....	33
11.1	Statistics of bookings and attendance.....	34
11.2	Customer Feedback Surveys.....	36
12	Venue for Hire .....	38
12.1	Booking Policy and Guidelines.....	38
12.2	Victorian Charter of Human Rights and Responsibilities .....	38
12.3	Booking Intake and Procedures .....	39
12.4	IC Bookings Procedures .....	40
12.5	Commencement of new software for venue hire .....	41
13	Finance .....	42
13.1	Income and Revenue.....	43
13.2	Grants.....	43
14	Marketing and Communications .....	45
14.1	Types of Services .....	45
14.2	What's in a name?.....	46
14.3	Suggestions for Improvements .....	47
15	Workforce Development .....	48
15.1	Human Resources .....	48
16	Relocation Options .....	51
16.1	Darebin Arts Centre .....	51
16.2	Preston Civic Central Precinct .....	53
16.3	Relocation Planning.....	53
17	Recommendations List.....	54
18	Next steps .....	56
19	Resource List .....	57
20	Timeline.....	58
21	Appendix .....	61
21.1	Internal and external Partnerships .....	61
21.2	Consultation List .....	62
22	References.....	64



***“Throughout the report, direct quotes from the consultation will appear in speech bubbles like this one to show our stakeholders voice.”***



## 1 Background

The Community Development Facilities Unit (CDF Unit) has conducted a review of the Darebin Intercultural Centre (IC) to establish a clearer strategic direction, vision, mission and objectives and a program that better responds to its purpose. The review gathered a significant amount of information, viewpoints, and recommendations to inform the work of the team responsible for this valued Darebin asset.

The concept of an Intercultural Centre for Darebin began with the idea of a multicultural activity centre proposed by the Northcote Ethnic Communities Council in the late 1980s, and was subsequently picked up by Darebin City Council.

The IC is located at the former Preston Courthouse on the corner of Kelvin Grove and Roseberry Street, Preston. This facility is leased from the State Government specifically for community use under a 21 year lease arrangement at peppercorn rent which commenced in 2006.

The current location was intended to reactivate this building for community use for the short term, with the view to developing a long term purpose built facility for the IC.

The Darebin Intercultural Centre (IC) was established in 2011 as a centre of excellence for intercultural relations and ongoing community development. It is a practical demonstration of Council's commitment to foster cultural diversity, intercultural dialogue and connectedness between Darebin's diverse cultural groups. The IC also hosts a variety of programs and events throughout the year that provide an opportunity for groups of diverse cultural backgrounds to meet and participate in activities together in order to strengthen their understanding and appreciation of each other's cultures. Programs and events are delivered by Darebin City Council, Darebin Ethnic Communities Council and various other external community groups and organisations. The IC is also available for community groups and organisations to hire the available rooms to conduct their gatherings, forums, and support groups that similarly support intercultural connections. The IC accommodates internal Council officer and department requests for hire when available.

Co-located services within the facility include the Darebin Ethnic Communities Council and the Victorian Civil and Administrative Tribunal. The IC is located in the heart of Preston, and is well serviced by public transport. It is in close proximity to High Street shops, Preston library, Preston customer service centre and civic precinct, and Preston Market.



## 2 Purpose and Methodology of the review

The Darebin Council Plan 2017-2021 has called for direct action to support our marginalised and vulnerable population groups by establishing a better home for our Intercultural Centre and its programs.

This findings report outlines the outcomes of the needs analysis and service review of the Darebin Intercultural Centre conducted between April and September 2017. The purpose of the analysis and review was to determine if the IC and its work remains current and relevant to community needs and expectations and that where this was not the case, provide directions for short-term improvements and long term planning.

### 2.1 Scope

The scope of the review was based on the requirement that all tasks were completed within the existing resources of the IC program's operational budget and staffing. The review gathered:

- Statistical data collected from Events Perfect (bookings system) to demonstrate how the IC is currently used.
- Responses to a survey conducted to determine stakeholders' most and least preferred of the services currently delivered, to identify stakeholders' recommendations for additional services or cessation of services, explore stakeholders' concept of interculturalism and what an IC could/should do and reasons behind potential stakeholders' lack of engagement in the IC.
- Internal consultation with IC team and internal stakeholders.
- External consultation with collocated services and partners.

### 2.2 Methodology

The approach adopted by this review was threefold:

- Consider the organisation's previously identified issues of the current IC.
- Consult with current and prospective stakeholders of the IC.
- Explore best practice examples of successful community spaces, facility operations, team dynamics to determine future direction.



### 2.3 Project Delivery Team

Manager, Leisure and Community Facilities

Coordinator, Community Development Facilities

IC Programs Liaison

IC Business Support Officer

IC Venue Services Officer

Research Officer, Community Engagement and Demographics

***“Interculturalism takes  
a lot of work”***  
**Survey response**



### 3 Executive summary

Key findings from the review include:

- The participants of the program at the IC are overwhelmingly satisfied and supportive of the opportunities, activities and events that are part of their experience at the facility and with the team responsible for its delivery.
- The Darebin community profile demonstrates a continued need of this program and any opportunities for further expansion.
- The general community and stakeholders are aware of the impact of VCAT on the success of the IC program within its current location and are supportive of a re-location of the program.
- The consultation demonstrated that the current location of the program stifles promotion and advertisement of the program due to the need to limit interest and participants due to capacity issues.
- The community, staff and stakeholders are confused about the relevancy and usefulness of the current objectives of the IC and the model of service delivery as they present contradictions, immeasurable goals for the program, and aren't targeted towards what the program could foreseeably achieve with its current resources.
- There is capacity for the staff who work at the IC and the broader Unit to enhance the capacity of the team to further develop their skills and abilities in regards to the delivery of the program.

#### Options for Consideration

Recommendations from the review include:

- Develop an action plan to move through the recommendations of the report that are within operational and service delivery parameters, with a view to seeking additional resources where identified.
- Develop a new set of objectives for the IC that are responsive to the Council Plan, relevant to the findings of this consultation and previous consultations, and are measureable and appropriate for the current resourcing of the program.
- Review the current 'hiring Guidelines' with a view to enhancing the IC program's ability to support groups and individuals' use of the spaces and resources outside the 'venue for hire' model in an accessible, equitable, non-discriminatory way that is closely linked to the IC objectives.
- Conduct further consultation and review of areas raised in regards to communications and marketing that would require further input, costings, and consideration.





- Develop a workforce development plan to enhance the capacity of existing staff resources to deliver the program, including supportive links to the broader Unit resources.
- Commence planning for the relocation of the Intercultural Centre to a new home, involving a full scoping of operational requirements based on future growth opportunities, investigation into and identification of possible sites, and a feasibility study of selected sites.



## 4 Consultation

The consultation process for this review was determined based on the need to fit the process within existing IC team resources. The decision was undertaken to value current users of the IC, the team who work at the IC, and our regular groups, partners and organisations who are aware of the IC's operation and would be likely to have an informed opinion.

The consultation process was a concurrent progression of engaging with current users, partner organisations, visitors/participants and the general community through a generic survey.<sup>1</sup> Consultation sessions based on the survey questions and expanded lines of inquiry into the mission, purpose, operational structures and processes at the IC were held with Darebin Ethnic Communities Council, internal Council officers from multiple departments and the IC team.

*“Cooking, exercise, dancing”  
- survey response*

Information from both internal and external streams of input were tested against each other, to ensure that Council officers' thoughts were in line with community needs and expectations.

*“Feels like currently the IC is trying to be a lot of different things at once, resulting in some confusion” - internal stakeholder*

Significant information existed within the CDF Unit from their operational awareness and knowledge of the improvement opportunities that have been suggested for the IC over its years of operation. Many received and agreed opportunities for continuous improvement have been

challenging to implement due to a lack of cohesion between the original objectives of the IC, and its current operational context. The consultation for this review sought to match the individual changes and improvements proposed with the areas of focus that require broader

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<sup>1</sup> Please refer to Appendix 19.2 for a full list of consulted groups, organisations, committees, and teams.



philosophical decisions on the IC programs purpose. In simple terms, numerous areas of improvement for the IC have been known for many years, however the ability to enact change has been hindered by perceptions within the IC team that the IC's objectives and policies were static.

#### **4.1 IC Staff consultation**

The IC team were tasked with the development of the review process and its implementation. Whilst this decision was primarily based on the lack of alternate resourcing arrangements, the benefits to the team to self-assess, generate ideas, liaise with the community for the gathering of their feedback and formulate the findings report gives the team the opportunity to grow and develop their skills and relationship to the IC.

#### **4.2 Survey consultation**

A survey was created and distributed generally to the Darebin community through the Darebin Community News in the May/June 2017 editions. It was also distributed to all groups who hire the IC visitors to the Centre, and key stakeholders. Interviews and personal discussions were held with key stakeholders, including Victorian Civil Administrative Tribunal (VCAT). Darebin Ethnic Communities Council (DECC) and various advisory committees in Darebin were made aware of the survey and the opportunity to contribute.

A total of 137 responses were received for the survey of which 131 were completed and 6 responses were partial.

##### **Survey key findings summary**

- The venue for hire aspect of the program is well received, with good feedback on the customer service of staff, room cleanliness and set up, the availability of heating (reflective of the survey being conducted in May).
- Current and prospective users want more cooking, exercise, dance and IT awareness support/training activities and events at the IC
- The current location is considered favourable because of its 'central' location, its proximity to other key services nearby, and its connection to multiple public transport options



- The current location presents parking issues, especially in the context of older adult user groups.
- Colocation with VCAT was expressed as an inconvenience and possible disadvantage for the operation of the IC, however this is perceived to be well mitigated and handled by the IC team.
- There was some indication that some respondents may have been confused by certain questions, possibly due to English being the second language of many regular user groups.
- The results indicated that the promotion of the Intercultural Centre as a facility and program of Council, including individual advertisement of events and activities is not as effective as it could be. Most participants at the IC found out about the event/IC through word of mouth and personal introduction means.
- For those who had not visited the IC before, it would appear the majority of people of these respondents had not heard of the IC. When asked what would interest them to visit the Centre a majority of respondents called for more information.

### 4.3 Internal officer consultation

A group based focus session was held for all interested internal colleagues to express their ideas, concerns, and opportunities for the IC. The format of the session allowed small groups to give their feedback on 6 broad categories – purpose, people, place, process, program and potential. The consultation was open-ended and informal information gathering, which was a deliberate decision due to the project teams' knowledge that the participants had a vested interest in the IC and their organic input was what we required. Participation was healthy, and the feedback from participants reflected their appreciation for the way the consultation was conducted.



#### 4.4 General Consultation Summary

The internal and external consultation conducted as part of the review of the Intercultural Centre identified the following directions in regard to the Centre's operational model:

- A Centre that has clear branding and rationale around fostering community connections, learning and participation.
- A Centre that provided an intersection point where residents can drop in anytime and connect with others in a friendly atmosphere. A community home.
- A Centre that fosters community development programs and that reaches out to the community.
- A Centre that focuses on an intercultural and inclusive approach to program development and that fosters community advocacy on culturally diverse issues.
- A participatory and inclusive governance model where the community is part of the co-design, development, program delivery and evaluation.
- A diverse and mixed program but with a focus on activities linking to the Centre's rationale. This includes cultural and art events, hire of meeting space, forums, workshops, seminars etc.
- The survey results provided both a source of feedback from regular hirers but also an opportunity for general stakeholder comments.

***“As a Darebin resident of 30 years, I have barely been aware of its existence or used it.” – survey response***



## 5 Policy Context of the IC

The IC is a component of Darebin’s wider response to multiculturalism

This service review and needs analysis has been developed within the Federal, State and Darebin City Council’s policy context framework which views an IC as an effective and important vehicle for promoting social cohesion, human rights, cultural identity and multicultural affairs

This report will not address the policy context of multiculturalism but rather it will engage in a commentary about the efficacy and outcomes of the IC’s program and objectives and how these link back to relevant policy and frameworks.

*“It’s an activator of ideas” – internal stakeholder*

The Darebin Council Plan 2017-2021 has called for direction action to support our marginalised and vulnerable population groups by establishing a better home for our Intercultural Centre and its programs.



## 6 Cultural profile of Darebin

It is important for both Darebin City Council and the community to understand culture not just as an expression of heritage, but as a way of defining current and changing identities for individuals.

Local Government, being the closest tier of government to the community, plays a key role in promoting and maintaining social cohesion and connectedness. Social cohesion is recognised as a key indicator in mental wellbeing of a community as a whole.<sup>2</sup> VicHealth has outlined several strategic goals to assist local governments with increasing their levels of social cohesion, including supporting community groups to provide more welcoming and inclusive environments and identifying and supporting community programs that increase participation and interaction to combat individual or community isolation.

The most recent local government area profiles completed by VicHealth indicate that Darebin is marginally below average on scores of social connectedness and trust, which are considered significant contributors to the mental wellbeing of a community as a whole.<sup>3</sup> The state-wide survey indicated that the proportion of Darebin residents who agreed that people in their neighbourhood are willing to help each other out was 73.1%. Six in 10 (60.5%) residents felt that they live in a close-knit neighbourhood and a similar proportion of Darebin residents agreed that people in their neighbourhood can be trusted (67.2%).

The City of Darebin is one of Victoria's most diverse local government areas. Almost half of Darebin's residents were born overseas. A similar proportion do not speak English at home, with the predominant alternative languages being Italian, Greek, Mandarin, Arabic and Vietnamese. While approximately half identify as Christian, a significant proportion identify as maintaining no religion, with portions identifying as Muslim, Buddhist and Hindu. Layered through the demographic are persons who have a diverse range of backgrounds, histories, perspectives and identities, whether they are young or elderly, LGBTIQ, an international student or a refugee. It is clear that in addressing Darebin's level of social cohesion and connectedness, facts about our cultural diversity are foundational.

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<sup>2</sup> VicHealth 2016, *Improving mental wellbeing: Local government action guide*, Victorian Health Promotion Foundation

<sup>3</sup> VicHealth 2016, Darebin LGA Profile VicHealth Indicators Survey 2015 Results, Victorian Health Promotion Foundation



Given Darebin’s growing and culturally diverse profile, the promotion and provision of resources for our community to engage in intercultural programs continues to contribute to raising the municipality’s standards of social cohesion and connectedness. It is evident from recent surveys that Darebin still has work to do in this area. By continuing to support the Intercultural Centre through funding its multicultural programs and intercultural activities and services Darebin can play its role in strengthening our diverse community’s mental wellbeing and social health.

*“Culture. Not just Ethnicity. Culture of society, disability, socioeconomics, gender, sexuality” – internal stakeholder*





## 7 Service Review Elements

The general focus of the review was to move through the different elements of the IC as both a facility and a program and ask the following questions:

- What do we provide from our service?
- Why do we provide this?
- How do we provide this?
- What principles inform our decisions?

*“IC is a one stop shop for interfaith, multicultural, ethnic events and activities as well as catering to diversity in our demographics, E.g. LGBTIQ” – survey response*



The methodology adopted was to ensure that we honoured the original intentions and objectives of this unique, standalone program of Council that the current operating team were self-reflective, innovative and honest of their experiences and observations, and that we ensured all assertions were tested against the consultation data we had at hand and had gathered during this consultation.



### 7.1 Model of IC Program

- **Venue and equipment hire:** The IC has a variety of low-cost rooms and technical equipment for hire to suit event, meeting or training needs. The IC hires spaces and equipment at a subsidised rate to community groups, individuals, not-for-profit organisations and for internal use. Commercial hire is also available.
- **Community development opportunities:** The IC's programming includes community development opportunities. The IC work with groups and individuals to support improvement in their desired area. Several groups who access the IC are in receipt of a grant accessed through Council's Community Support Program. This program supports more than 200 organisations and groups to carry out a wide range of projects and activities which enable Darebin residents to participate in the social, cultural and economic life of the Municipality.
- **Program of activities/events:** The IC delivers a program of events throughout the year such as Say NO To Racism training, Sorry Day, IDAHOBIT, World Interfaith Harmony Week, World Refugee Week, Cultural Festivals, English classes and so forth: The IC program of events aims to bring people of diverse backgrounds together to share, learn, connect and appreciate one another.



- **Free public internet access, computer hub:** the computer hub is a relaxed community space where people can come to update their CV, check emails, stay in touch with family and friends, search for job opportunities and at the same time, connect with the IC and its community.
- **Free tea and coffee:** The IC has a community kitchen and lounge area where community members can stop by for a cup of tea and a chat with friends, or meet and mingle with other community members in a safe, non-judgmental and welcoming space. This offering supports Council in addressing social isolation and fostering community connection.
- **Operating Hours:** The IC does not have publicly advertised opening hours, due to an inability of the operational budget to ensure adequate staffing levels. However, the IC is generally open to the community between 9am and 5pm, Monday to Friday. The Centre is available for hire from Sunday to Thursday 9am to 10pm and Friday to Saturday 9am to 11pm

*“I am no longer working. When I was, events mostly in the day. Consider working people in your planning.” – survey response*



## 8 Objectives

The IC at the moment is being pushed and pulled between competing priorities which each degrade the intention and mission of the program. It is physically leaned upon by VCAT's presence within the building, it is compromised by the administrative and space allocation of venue for hire, and lacks the mandate to open its doors to the community in informal, spontaneous ways.

Whilst the IC is in this situation it is unable to assert itself into its purpose and is unable to set itself apart from other community centres and community spaces in Darebin.

The service review found within all areas of analysis that this foundational lack of clarity of purpose was at the root of all issues, complaints, suggestions and ideas.

### 8.1 Objectives of the IC

The Darebin IC objectives were finalised in 2010, they are:

- Create an arena for intercultural dialogue and interaction between Darebin's diverse groups
- Build intercultural skills and competence through formal and informal training and learning opportunities
- Break down barriers between culturally diverse groups
- Foster respectful and constructive inter-racial, inter-cultural and inter-faith relations
- Explore the synergies of intersecting cultures
- Challenge racism and discrimination through education and knowledge-building
- Provide an alternative to gaming venues by offering a range of activities after hours, and on weekends and during the day
- Position Darebin City as a role model of an Intercultural City

***"Feels like the current IC is trying to be a lot of different things at once, resulting in some confusion." – internal stakeholder***



## 8.2 Intercultural Assessment Criteria

Currently, hirers are to demonstrate that the purpose of their activities meets the Centre's objectives to promote intercultural community relations and provide alternatives to gambling. Booking guidelines allow for groups to utilise the IC at subsidised fees and charges of Council or through the Community Support Programs Venue Hire Subsidy.

The ability of the IC to offer groups free of charge use of the rooms is not offered by staff, due to the completely arbitrary nature of the discretionary decision. The lack of guidelines make it impossible for the team to allocate use of the IC in a fair, non-discriminatory way.

Currently, the IC has no method in place to allow community use of the spaces unless a transaction of hire is made - even when community ideas would meet most or all of the ICs objectives.

Centre staff have found the current objectives both vague and limiting in terms of their assessment of hire applications and event activity ideas.

The existing facilities are not utilised to their full capacity. It is envisaged that broadening the objectives to be more inclusive would result in increased use of the IC, reaching more of Darebin's diverse community.

The IC program currently focuses on interculturalism. Culture in this context can be understood as any of the following:

- Ethnicity, race
- Cultural practice/customs
- Religion, faith or spirituality

Staff at the IC have made a number of observations in recent years about which objectives are working well and which act at times as an obstacle to the community's access. While 'interculturalism' is a solid concept for fostering social harmony and community cohesion, there also needs to be a place within the IC for multicultural and mono-cultural activities,

*"Should we only be running programs for "multicultural"? Or should mono cultural be included? – internal stakeholder*



supporting individual cultures to be maintained and celebrated by those whom are a part of any given community.

The same thinking could be applied to interfaith vs. religious activities. Currently the Centre does not permit religious activities to be held at the Centre; rather they need to be interfaith in nature. This excludes large segments of the community from utilising the Centre for religious gatherings or festivities. With some contradiction Christmas seems to be excluded from this restriction, and is celebrated with Christmas decorations placed around the building and an end of year celebration.

One could argue opening the Centre to religious activities that are not interfaith in nature, and cultural activities that are not intercultural in nature would provide an opportunity for many faiths and cultures to be a part of the one broader IC community, practising their faith and culture side by side, developing relationships in an organic way and perhaps opening the invitation to one another for specific interfaith/intercultural celebrations. This would also leave space for the IC program itself to be the driver of intercultural and interfaith activities.



It is an absurd principle for the IC program to want to promote and encourage “interculturalism” whilst being unable to acknowledge individual cultural expressions or traditions.

The IC objectives could consider culture in a broader context opening the Centre to be utilised by groups, individuals, organisations and companies for activities that relate to any of the following factors that influence ones experience of one’s culture:

- Ethnicity, race
- Cultural practice/customs
- Religion, faith or spirituality
- Sexuality, Sex and Gender
- Education
- Health
- Socio-economic background
- Age and disability
- Arts
- Environment

*“When culture only focuses on race, dance, food etc. – it can be exclusionary” – internal stakeholder*

### 8.3 Gaming venue alternative

In regards to providing an alternative to gaming venues, while the IC program does offer a range of activities throughout the year, this objective is currently met in an indirect way. Perhaps the inclusion of this objective needs to be reconsidered or a more direct focus placed on its achievement. This objective was originally included as the opportunity arose for Darebin Council to obtain State Government funding for the creation of “a multicultural hub” defined as an “Intercultural Centre”, with the aim of providing a comparably welcoming environment to that provided by gaming venues; thereby enabling an alternative choice for ethnic groups to visit.



#### 8.4 Measurement of program objectives

The IC program currently does not develop their program, calendar of events, grant submission priorities or workforce development based on the objectives of the IC.

This is partially because the objective are repetitive, too broad, misunderstood, and require evaluation methods well outside the operational budget of the program.

The objectives would be better placed to assist the community and program if they were reviewed, reset and re-committed to.

The objectives of the IC were originally developed before an understanding of the operational context or modality of the program was held.

The operational model was designed in a piecemeal way by resolving issues and needs of the facility and the team which gradually subverted the objectives.

Given that the DIC operates within the wider organisation's response to the needs and issues of multiculturalism in Darebin, its point of difference in this context is that it is a place, containing spaces. The provision of space and a defining place for multiculturalism to thrive in Darebin is the cornerstone of the program. This is its fundamental offering to the community, and it is this service, and this deliverable that all objectives, staffing, operational budget, rules, guidelines and goals need to be built.

As noted during the IC initial 12 month development project in 2011, there are still many new and emerging communities requiring spaces on a continued and occasional basis who are not incorporated and who have limited access to funds for a user-pays model of venue hire. The IC should be a facility that can met the needs of these many groups who need access to community facilities but have little or no capacity to commercial rental requirements to meet Council's Community Support Program criteria and application process or afford Councils' community hiring rate.

***"It is a central place to connect and respond to community needs and concerns and bring positive and creative outcomes" – survey response***





## 9 Governance

### 9.1 History

The Darebin Intercultural Centre Advisory Committee was established in 2013 to promote the Centre's vision, mission and objectives through providing advice and ideas on the Centre's activities and programs as well as exploring avenues to ensuring the Centre's sustainability. However, despite the Terms of Reference assertion that the Committee was to include representation from community users and community groups, the format stifled participation. The Committee members were also unable to participate within the terms of reference. The Advisory Committee was dissolved in late 2014.

### 9.2 Friends of the Intercultural Centre Model

In 2015, a new model of consumer and stakeholder engagement and consultation was developed through a "friends of" model, designed by the community.

The "Friends of" group model was designed to enhance the capacity of the community to participate in forming the IC, with the opportunity for all levels of participation to be embraced.

It was designed to provide a forum for all Darebin community members to:

- Attract and cater to a diverse group of people providing an accessible and accommodating environment and format for broad participation.
- Gather the community for consultations, celebrations, and to advise Council on the IC program.
- Adopt a multi-pronged approach to community engagement that ensures all members of the community have an avenue that facilitates engagement at different levels, such as:
  - Passive engagement via information dissemination distributed to the community and 'friends'.
  - Involvement according to interests and skills of "friends" (including catering, group leader activities, development of media articles, entertainment, 'buddying' i.e. support to new members).



- Four forums per year offering a format that provides informal and non-traditional methods for diverse and facilitated input by the community. These forums will not rely on paper-based consultation, but instead will explore and encourage innovative ways for community members to share ideas, for the Council to receive feedback, and for the Council and the group to come together to celebrate.
- Forums will inform future forums and themes, provide an opportunity for past activities to be reported on and future activities promoted.
- IC team will communicate findings to representative organizations and council as appropriate.

The development of this model of community based advice and guidance for the program has not been prioritised by the IC team, however it is required for the program's credibility and success in the community.



### 9.3 Principles of IC Governance

The consultation with the community in 2015 also demonstrated what they wanted from the IC.

The participants of the consultation on governance determined that the following principles were non-negotiable in the development and delivery of this community program.

Principles were:

- Mutual respect
- Provide opportunities
- Listen to people
- Individuals reaching out to groups and groups reaching out to individuals
- Inclusiveness
- Fairness in decision making and resource allocation
- Transparency
- Have a clear understanding of the purpose of IC
- Client focused decision making
- Avoid labels and assumptions about people
- Collaboration

***“DECC remains committed to the concept of an Intercultural Centre where we will be based in office space to grow our pool of volunteers; and where we will be able to conduct a range of activities.”***

***-DECC consultation submission to the IC review***



## 10 Location

### 10.1 Current Capabilities

- Large first floor event space suitable for training, meetings or functions. Capacity for seating 60 people theatre style with a small stage (fixed), AV projector and screen, LCD TV, laptop, DVD, Wi-Fi internet, microphone and whiteboard.



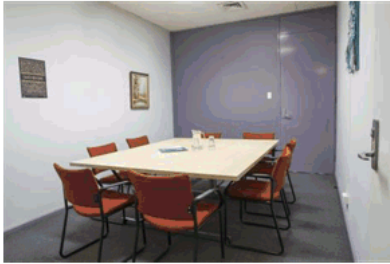
- Large ground floor event space suitable for training, meetings or functions. 50 seat capacity theatre style, AV projector, laptop, LCD TV, Wi-Fi internet, microphone and whiteboard.



- 6 person meeting room on the first floor. Single desk office, computer, printer, telephone, Wi-Fi internet, flip board and whiteboard.



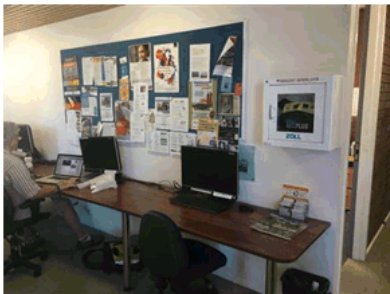
- 10 person ground floor meeting room with Wi-Fi, whiteboard and flip board.



- Community kitchen equipped with a fridge, large stove/oven combo, dishwasher, microwave and separate food preparation area. The kitchen is for heating and serving of food only.



- Computer hub with public internet access



## 10.2 Space Requirements

Various Council Reports over the past 5 years have laid out the compromises to the programs development due to the restriction of the current building, which is not fit for purpose. The essential requirements for the program to be able to grow include:

- A large multipurpose space for 80-100 people
- Design of staff accommodation to include natural light, a workable balance between office space that is secure and private and an ability for staff and community to interact.
- Better design to foster informal community gatherings, meetings and interaction at the IC
- Outdoor spaces for events and programming (ie kitchen, garden, eating areas)

The vast majority of stakeholders felt strongly about wanting the Centre program to relocate to its own fit for purpose building. The vision of a Cultural Centre as a vibrant space for Darebin's diverse communities remains valid, today, more than ever. With a changing demographic and an increased diversity of ethnicities within Darebin, with many newer ethnic groups having emerged, there is a greater need for those ethnic groups to interact with the older and previously established communities, in order to share experiences and to avoid the mistakes and pitfalls of the past. Darebin's ethnic communities need a dedicated space to express their diversity and to share their experiences in order to be willing to showcase their cultures to the wider community.

Staff and community stakeholders spoke of the current location having limited visibility, no connection to the outside, with limited windows. The location is removed and not well known by locals. They wanted more open space, larger rooms so people can come together to interact and celebrate, hold cultural events, festivals, interfaith activities and dance. They also wanted smaller spaces for informal meetings. It was suggested that having outdoor seating and event space is needed.

While 26% of users come from outside of Darebin, the majority live in Preston, Reservoir, Northcote, and Thornbury. Given there is more diversity in the North, it was suggested that a new IC be located in Preston or Reservoir, close to activity and transport and with parking options. Lack of parking and timed parking were raised as an issue by all stakeholders.



There was strong feedback from the community that the Darebin Arts Centre (DAC) arts precinct was a possible future location for the IC due to its ample parking and public transport access, prominent location, space, and potential for multi-purpose use. This site would allow the IC to grow and meet the original concept.

### 10.3 Department of Justice lease and VCAT collocation

The Intercultural Centre is located at the old Preston Courthouse, a building that is leased by Darebin City Council from the Department of Justice. In 2011 the Department of Justice decided to exercise their right within the terms of the lease to co-locate VCAT hearings within the building. A 30% loss of space for the IC program has resulted from VCAT hearings commencing in February 2015.

A multipurpose space within the building that was previously un-utilised was refurbished through a state government grant to provide the IC program with a second usable, hireable space.

Despite no significant ongoing net loss of programmable space within the building, the impact of VCATs co-location on site detracts from the ability of the program to assert its messages, achieve its goals and adequately provide for a safe and welcoming space.

The presence of VCAT results in the following issues:

- Staff are required to engage in customer service for VCAT clients which is unavoidable due to the building's layout
- Staff and visitors share many areas of the building including foyer, passageways and toilets which results in an inability for IC staff and participants to know who is a part of the program and who is a VCAT client
- The presence of VCAT security guard, staff and VCAT clients who are engaging in a formal conflict resolution process changes the atmosphere and attitudes of the participants and spaces

*“current cohabitation with VCAT arrangement means the Centre has stopped being the ‘community hub’ it had become prior to VCAT in the building” – survey response*



### 10.4 Darebin Ethnic Communities Council

The Darebin Ethnic Communities Council (DECC) have been instrumental in working with Council and partner agencies to understand what an IC could be for Darebin and seeing that vision through to today's reality.

DECC have a funding agreement in place with Darebin City Council where the IC provides DECC with in kind office space and utilities, designated quantity of free room hire, and designated photocopying costs.

Despite occasional tensions between the IC team and DECC in relation to co-location matters, the philosophical, practical and planning benefits of DECC's accommodation within the IC works well. The ability for the IC team to negotiate and influence the funding agreement in relation to the clauses that directly affect the operation of the IC, has alleviated the majority of ongoing issues through improved communication.

DECC provided a written submission to this review of the IC as a testament to their history with the IC's creation and intentions and as a keen observer and commentator to its operation since 2011.





## 11 Events and Activities

The IC program has undoubtedly achieved success through the quantity and quality of the cultural events and activities it has delivered since opening.

The early programming decisions of the Intercultural Centre articulated its purpose as supporting marginalised, isolated individuals to connect with something. Through the doors came thousands of participants, attending activities and celebrations, all commenting that the catering, staff customer service and kind attitude of other guests were the best aspects of the event. This has produced a high customer satisfaction response but channelled the program into a formula of service delivery, which does not acknowledge the full breadth of possibilities of both the program and the communities it serves.

A strengths based approach to social capital, the program, and the way the officers responsible for the Centre operate is vital to allow the Centre to realise its full potential.

The IC must be operated in a way that allows the communities it serves to leverage their own talents, skills, interests and networks to achieve projects and activities and events, rather than becoming beholden and dependent upon officers or Council resources.

Officers based at the IC need to free their time and energies from processing “venue for hire” business and divert their attentions to supporting the communities, individuals and networks who link in to the IC within a community development framework.

The IC needs to value informal, unorganised, unplanned, serendipitous interactions between community members and design a facility and program that supports this important step to harmony.



### 11.1 Statistics of bookings and attendance

The data on the number of events and attendees at the Intercultural Centre over the past few years has been extracted from the Events Perfect venue booking software. For various reasons, including user error, extraction issues, and multi-categorisation of bookings, the data presented in this report is only an estimate of the types and number of bookings at the IC.

English as a Second Language (ESL) Classes	
Period	Number of Bookings
2013/2014	321
2014/2015	285
2015/2016	110
2016/2017	16

2016/2017 Events and Attendance		
Event Type	Number of Bookings	Attendance
Community	270	7667
Internal	476	4635
Internal / Community	61	1347
Commercial - Non Profit	9	236
Commercial - Profit Making	2	51
<b>Total</b>	<b>818</b>	<b>13936</b>



2015/2016 Events and Attendance		
Event Type	Number of Bookings	Attendance
Community	321	9266
Internal	285	4115
Internal / Community	110	1126
Commercial - Non Profit	16	1159
Commercial - Profit Making	2	20
<b>Total</b>	<b>734</b>	<b>15686</b>

2014/2015 Events and Attendance		
Event Type	Number of Bookings	Attendance
Community	404	9632
Internal	147	2202
Internal / Community	167	3119
Commercial - Non Profit	104	2390
Commercial - Profit Making	20	227
<b>Total</b>	<b>842</b>	<b>17570</b>

2013/2014 Events and Attendance		
Event Type	Number of Bookings	Attendance
Community	502	14790
Internal	240	4327
Internal / Community	253	4675
Commercial - Non Profit	171	1873
Commercial - Profit Making	1	50
<b>Total</b>	<b>1167</b>	<b>25805</b>



## 11.2 Customer Feedback Surveys

Customer feedback surveys are provided to participants after each IC organised event. Some interesting observations from the results of the previous 12 months include:

### Results

99.5% of participants rated 'Yes' when asked if they had learnt something new at this event.

When asked to rate their overall satisfaction with this event on a scale 1 to 5 with 1 representing 'very poor' and 5 representing 'very good'. 94.6% of participants rated 4 or 5.

When asked the thing they liked most about this event, the most common response across events include:

- Speakers/informative / learning / stories
- Approachability / casual atmosphere / genuine / friendly
- Food
- Diversity / acceptance
- Opportunity to make connections / meeting new people / meeting people of different cultures / sharing stories / sense of connection

When asked the thing they liked least about this event, the most common response across events include:

- Too hot / too cold / stuffy
- Parking problem
- No response recorded

Demographics averaged over previous 12 months:

5% Aboriginal and Torres Strait Islander

47% speak a language other than English at home

52% were born outside of Australia

63% are aged 55 years and over



Early data collection for the purposes of evaluating the Centre have focused on number of visitors to the Centre, and whether they had an enjoyable time whilst there. This method of assessing the Centre is shallow and invariably solicits polite responses about the hospitality of the Centre towards its guests. Measurement of the program's objectives has never been done comprehensively with customers. The need to design and establish a long running evaluation of the outcomes of the IC is required. The design could incorporate methods to assess the participants' reaction, behaviours and changes based on their experiences at the IC.

The IC has also been distracted with an analysis of the number of hours of booking/room hire and the number of people who come through the door, rather than an analysis of whether objectives have been met.



## 12 Venue for Hire

### 12.1 Booking Policy and Guidelines

The booking policy and guidelines have evolved over the course of the facility's operation to include the following conditions of hire specific to the IC

"No religious or political activities should be conducted at the Centre.

No religious or political material should be displayed at the Centre.

No flags except the Australian flag and Aboriginal flag should be displayed at the Centre

No offensive material should be displayed at the Centre."

Challenges to the IC's hiring guidelines has resulted in a set of contradictory 'rules' being established to moderate the hirer, community's and team's understanding of what is appropriate expressions of culture. Attempts at designing out inappropriate use of the IC has resulted in stifling, banning and discouraging aspects of our culture and cultural expression.

### 12.2 Victorian Charter of Human Rights and Responsibilities

The Victorian Charter of Human Rights and Responsibilities is proposed as a better way of supporting the IC's determination of acceptable use and behaviour of users.

Human rights are basic entitlements that belong to every one of us, regardless of our background, where we live, what we look like, what we think or what we believe.

Based on the values of freedom, equality, respect and dignity, human rights acknowledge the fundamental worth of each person. The law places responsibilities on government and other public authorities to consider people's rights when developing laws, policies and delivering services.

Human rights are the cornerstone of strong, healthy communities where everyone can participate and be included.

In 2006, Victoria became the first Australian state to enact a Charter of Human Rights and Responsibilities following extensive public consultation.



The Victorian Charter requires public authorities, such as Victorian State and local governments, and people delivering services on behalf of government, to act consistently with the human rights in the Charter.

The rights which tend to be most relevant to Council are:

1. Right to recognition and equality before the law (which means: the right to equality)
2. Right to freedom of movement
3. Right to privacy and reputation
4. Right to protection from torture & cruel, inhumane or degrading treatment
5. Right to freedom of thought, conscience, religion and belief
6. Right to freedom of expression (– which is limited & does not include the right to say things which vilify or incite hatred towards others)
7. Cultural rights – specifically for Aboriginal people
8. Right to peaceful assembly and freedom of association
9. Right to take part in public life
10. Right to a fair hearing

In short - people must take on responsibilities in exchange for the rights they have and enjoy. It is proposed that by promoting and abiding by the Charter, the currently contradictory and discriminatory 'rules' of hire can be redeveloped.

### **12.3 Booking Intake and Procedures**

The IC could be fully subsidised by Council to enable community groups to engage in intercultural collaboration. This will assist Darebin Intercultural Centre with developing an effective, consistent and active community development based program in partnership with the community. In this sense the IC will have a community development focus to bring communities to share and to learn from each other and to work with Council and with each other to advocate for issues affecting the community. This model will also ensure that the community development program aligns with Council's strategic directions and commitments.



The community development program will be based on the principle of enabling a participatory community model in program development. This means the intercultural team will ensure regular planning meetings with community participation ensuring those meeting are represented by a cross section of Council's culturally, linguistic and religiously diverse community.

This model will enable the Centre to be flexible and responsive to emerging issues.

### 12.4 IC Bookings Procedures

The IC has been operating within the Community Development Facilities (CDF) Unit as both a hub for intercultural activities within Darebin – as operated, programmed or supported by such groups as DECC, the Equity & Diversity Unit and the Centre itself – and as a venue for hire for other community groups or organisations meeting the Centre's eligibility criteria. It is also available for hire by other internal Council departments for meetings, training etc.

As the IC pre-dates some other venues operated by CDF, the booking procedures and policies have remained somewhat different to those at the newer centres. They have remained different, due to the scope and mission of the centre, which necessitated more specific eligibility criteria for groups and bookings.

**Eligibility for hire** has been based on the objectives of the IC as well as a number of recommended activities that have previously been linked to these objectives.

**Internal Council** bookings while not subject to the IC specific criteria have still been considered chargeable and have been charged (via Internal Journal) at the Community Rate.

**DECC** booking applications have been submitted via an application form sent through to the Intercultural Program Liaison Officer. DECC events are booked at no charge - as per the MOU between DECC and Council – but an accounting of hours and bookings are kept by the IC and Equity & Diversity Unit.





### 12.5 Commencement of new software for venue hire

With the purchase of USI booking administration software, the CDF Unit as a whole has sought to consolidate its processes and policies in order to bring greater cohesion and simplicity across the board, for staff and customer alike. The arrival of USI facilitated this review both through the inherent changes and updates that a new piece of software brings along with it, as well as through the driving role that the CDF Unit took in the roll-out of the software at Council.

For the IC, then, this has meant a (well-timed) thorough review of all booking processes and procedures, with a view to streamlining so as to prove flexible for any future direction the Centre may take.

As part of the roll-out of USI, extensive training was required across the CDF Unit to bring the permanent and casual staff up to speed with the new system. As part of this, IC staff members were introduced to the new Unit-wide booking and system procedures that would see the Centre become more closely aligned with other centres in the Unit.

Until July 2017, bookings and booking system administration at the IC were only ever performed by the IC Liaison Officer and the IC Business Support Officer. While this provided the centre with total control and attention to detail over the whole process, it was thought that greater flexibility over who could take bookings and provide customer support would further open up the Centre while at the same time make the CDF Unit itself more readily adaptable.

Further opportunities exist to explore ways in which booking intake can be streamlined and IC staff further supported by the CDF Unit workforce for these tasks.



## 13 Finance

The IC budget has essentially been spent delivering the same operational model since its opening in 2011.

### IC Financial Resources 2017-18

Financial Resources 2017/2018	
Room Hire, community grants and internal	(30,000)
Room hire, commercial and casual	(8,833)
Recoup 30% utilities from VCAT	(10,000)
Salaries and on costs, permanent staff	243,108
Salaries and on costs, casual staff	27,552
Utilities and building expenses	62,578
IC Program – scheduled events	30,130
IC Program – passive expenditure	14,948
<b>Total</b>	<b>329,483</b>

A significant amount of the operational budget for the IC is fixed costs. The remaining 'program' budget is stretched across the year to ensure a full program can occur during the year, with a variety of events and activities to suit most interested participants.

In 2013-2014, when the program was delivering a higher number of events and activities, the operational dollars contributed towards the program from Council budgets was approximately \$150,000 greater than the current operational budget. Staff working within the IC were also unable to maintain healthy and appropriate work hours due to the demand to host and facilitate the number of events and activities that were programmed. This situation was unsustainable within the actual operational budget of the program.

The partners and community who are closely linked to the IC perceived this change as being a reduction in investment from Council to the program, however, in actual terms, it was the abundance to operational budget and human resource capacities that pulled the program back within its means.



This change has however demonstrated that the Centre's spaces and vision could incorporate a great number more events, activities, conversations, drop ins, etc with the additional resourcing required to support this expansion.

Greater programming means greater operational budget for both staff, and expenditure on facilitators, catering, equipment, promotion and other costs.

### **13.1 Income and Revenue**

The IC cannot expect increasing revenue/income to not detract from the IC program and concept. In a chasing a dollar, the space for the community to gather is reduced, it holds up staff time on admin, and sets a poor understanding in the community and with our partners that there is no point approaching the IC with an idea or a goal, that is not of financial merit to the IC.

Currently the operation of the program asserts that the IC is a venue for hire, where Darebin Council chooses to place its paying multicultural or intercultural groups/activities/programs that aren't organically/naturally occurring throughout its other facilities.

### **13.2 Grants**

The necessity of community groups to access Council's Community Support Program in order to be able to afford the hire of the spaces at DIC, precludes newly emerging groups, disparate communities, and disorganised communities from utilising the IC. The IC discriminates against spontaneous needs of the community, restricts community development opportunities and insists on groups being organised and literate.

Each year, the IC is in receipt of ad-hoc grants obtained through the state government which add value to the existing program.

Currently the IC is in receipt of a grant from the Office of Multicultural Affairs and Citizenship (OMAC): \$30,000 2016-17; and \$30,000 2017-18 for the delivery of Say NO To Racism training sessions to young people from key identified schools throughout 2017 calendar year. The IC has been offered as a training venue.

Over the 2014-15 and 2015-16 financial years, the IC was in receipt of \$30,000 from OMAC to fund the refurbishment of the ground floor Jade Room which made up for the 30% floor space lost when VCAT moved into the building.



In 2015-16 the IC was in receipt of a grant from the Department of Health and Human Services which resulted in a published booklet, My Journey, My Lucky Country, a collection of stories that traces the lives of a number of older people with a migrant experience who reside in Darebin. This booklet was the result of a storytelling project that involved a group of socially isolated senior Darebin residents getting together in a comfortable, welcoming space at the IC to tell their stories of migration to Australia and settlement in Darebin.

The IC is also home to a large number of Council's Community Support Program Venue Hire grant recipients. The majority of these groups are mono-cultural groups who successfully apply to the program based on purported adherence to the IC's objectives.

The current IC is reliant upon external grants to deliver significant projects to the community. The operational budget only supports \$2000 per month for general events and activities.

For the IC to achieve all of its current objectives in any meaningful way, increase to operational budget and remodelling of staff roles and duties would be required.

Community Grants						
Period	Number of Bookings	Hours Utilised	Total Amount Requested	Total Amount Granted	After Grant Changes	Notes
2016/2017	220	578	\$20,286.30	17,000.00		8 groups applied and all were partially successful
2017/2018	279	709.25	21,472.30	18,000.00	\$17,010.00 (1 group declined after being partially successful.)	11 groups applied. 2 received full grants, others partially successful. 1 group was later declined

\*Stats gathered through USI booking database



## 14 Marketing and Communications

The majority of events and activities organised by the IC program are filling with the available participant places. The team are able to assess what type of activity/event is going to be responded well too, and applying appropriate, controlled marketing options to ensure that not too many participants are turned away due to room capacity issues.

### 14.1 Types of Promotion

Event Promotion		
Type	Method of delivery	Effectiveness
Newsletter	Emailed via mailchimp	Generally considered effective only if done close to event date.
Flyers	<ul style="list-style-type: none"> <li>Distributed to Customer Service Centres, Libraries and Community Centres</li> <li>Posted via mailing list</li> </ul>	Generally effective. It was observed that people would come into Customer Service front desk with a copy of the flyer to ask further questions.
Reminders	Emailed via mailchimp	Generally considered effective only if done close to event date.
Newspapers	CALD, Preston Leader (through Communications Department)	Events that utilised newspaper promotion are typically very large already, difficult to determine impact in isolation.
Social Media	Mediated through Communications Department	Highly effective, events where social media is used typically have many participants.



Venue Promotion		
Type	Method of delivery	Effectiveness
Brochures (hard and soft)	<ul style="list-style-type: none"> <li>Distributed to Customer Service Centres, Libraries and Community Centres</li> <li>Facebook</li> <li>Darebin website</li> </ul>	Very effective typically around the time of first publication on Facebook.
Hall for Hire website	online	Effective, however many requests are not suitable re IC objectives.
Darebin website	online	Effective, people call to enquire further after visiting the website.
Face to face	Word of mouth from previous hirers	Very effective, often the objectives of the IC are mutually shared with previous hirer.

### 14.2 What’s in a name?

Many respondents expressed that they did not understand the meaning of interculturalism. Interculturalism is understood to be an action approach to addressing multiculturalism amongst modern society. Many users and visitors to the IC are from non-English speaking backgrounds and the definition of an “intercultural” centre may be too complex for them to grasp. The results of the review have strongly indicated the need to consider changing the name of the centre to one that is clearer to the community it serves, and one that better aligns and reflects the Centre’s position in the policy and broader context.

***“The term ‘intercultural is at least meaningless and at best confusing” – internal stakeholder***

The value of interculturalism is the direction that it sets the IC’s purpose, goals and programming, Interculturalism is what sets this centre apart from other community centres and buildings, but it is in the ‘doing’ not the ‘naming’ of a program.

Name ideas from respondents included: multicultural centre, inclusion centre, cultural centre.



Interculturalism also sets a precise definition of what the IC is for, clearly stating that the IC is present in the community for interculturalism.

*“Inter means within and between. It respects cultural difference and acts, at every opportunity, to bring people of different cultural, language and faith backgrounds together with each other and the Indigenous and dominant cultures, to create relationships which, in turn, increase social cohesion.”* Lynda Ford, Intercultural Cities

Currently, the ic purports to foster intercultural activities and programs however, in reality it has only ever skimmed the surface of this way of working, and has instead seen the groups and activities at the centre as isolated hirers, with minimal gesturing towards bringing groups and ideas together.

Many internal stakeholders discussed that culture did not only encompass ethnicity, but was also influenced by faith, disability, socio-economic status, gender and sexuality. Culture is more than that, it is how and why we do things but also how we experience things. Therefore any reference to ‘multicultural’ or ‘intercultural’ policy represents an outdated understanding of culture and social cohesion.

***“Multiculturalism can be done elsewhere. Interculturalism is what makes this place different” – internal stakeholder***

The results of the review have strongly indicated the need to consider changing the name of the centre to one that is clearer to community and one that better aligns and reflects the IC’s future directions.

### **14.3 Suggestions for Improvements**

Various ideas were put forward, especially through the internal officer consultation of ways for the IC to improve its current program in terms of communication and marketing. These ideas related to signage, customer service interface, the way messaging is displayed at the facility and other key points. These are all found in Section 17 Recommendations Table.



## 15 Workforce Development

### 15.1 Human Resources

Currently the IC is supported by the following members of the Community Development Facilities Unit.

- Coordinator, Community Development Facilities – 0.6 EFT, Band 8
- Intercultural Programs Liaison – 1.0 EFT, Band 6
- Business Support Officer – 1.0 EFT, Band 4
- Venue Services Officer – 1.0 EFT, Band 3
- Venue Services Officer – casual support where required.
- In addition to staff, the IC currently supports 8 volunteers working with the community teaching English language classes and tutorials.

The charts below demonstrate the nature and proportion of the tasks that the IC team are performing.

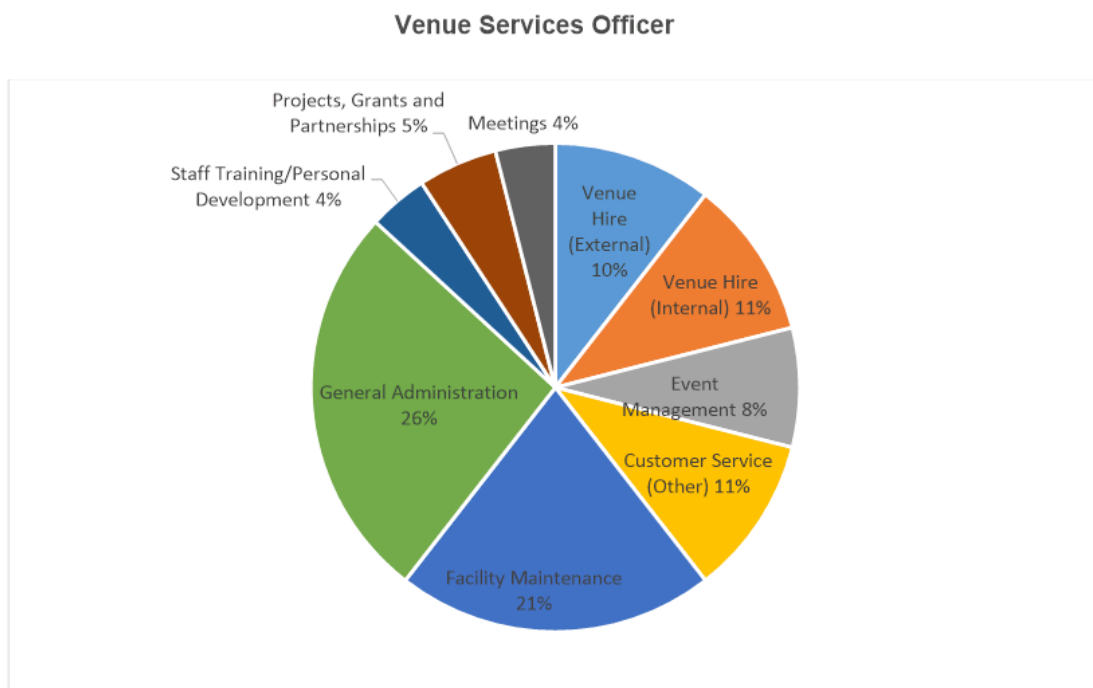


Fig 1.1 Percentage of time over a normal working week spent on given task





**Business Support Officer**

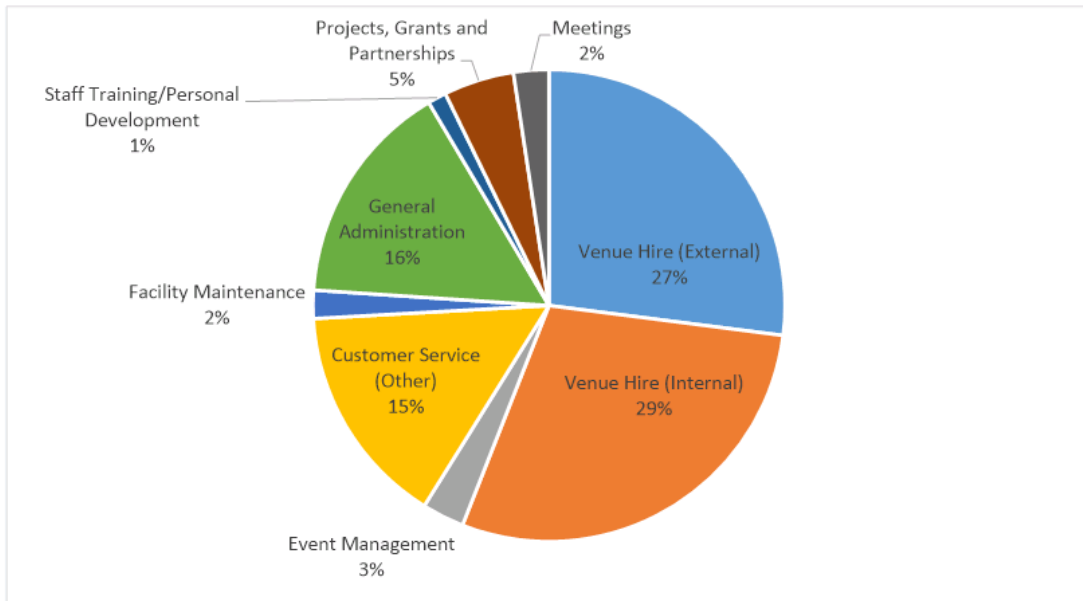


Fig 2.1 Percentage of time over a normal working week spent on given task

**Intercultural Programs Liaison**

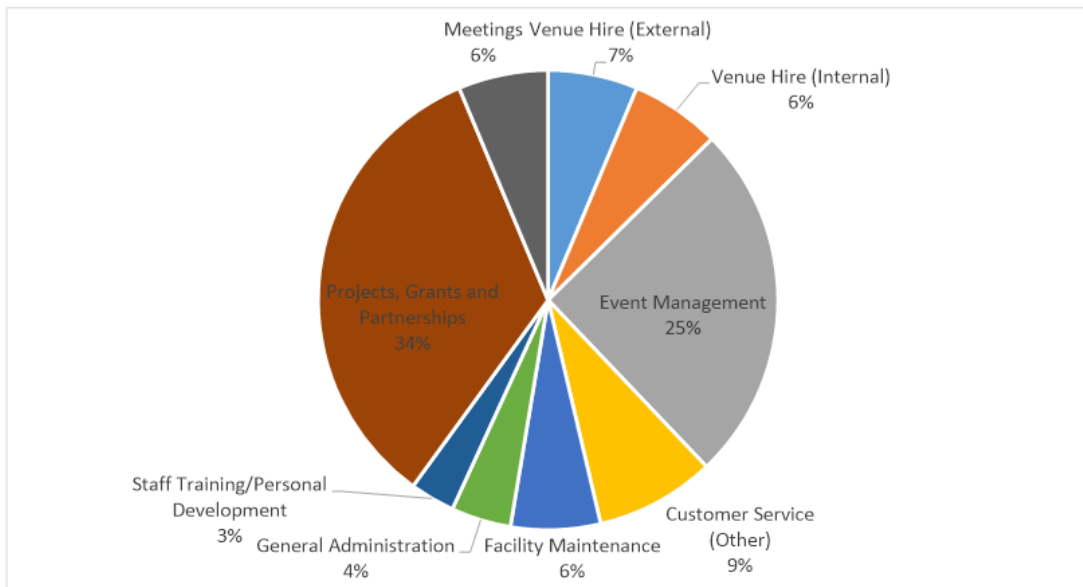


Fig 3.1 Percentage of time over a normal working week spent on given task



To understand the current operational model and nature of the IC, it needs to be viewed as both a facility and a program within the Community Development directorate. Whilst the Intercultural Programs Liaison currently is able to contribute the majority of this positions' time to the program, the Venue Service Officer and Business Support Officer both expend a large proportion of their time to the operation and administration of the facility, from a 'venue for hire' perspective. This vital component of community development within their roles has been eroded by the emphasis on booking procedures and processes, the administrative demands from the Community Support Program Venue Hire subsidy processes, and the customer service requirements from the IC's collocated organisations - DECC and VCAT, in addition to general facility management responsibilities. Determining how the broader CDF Unit can assist the IC team in booking and facility management would support the intentions of the program.

A significant proportion of both the Venue Service Officer and Administrative Officer time is spent on customer service tasks which do not relate to the objectives of the IC. An unintended consequence of this situation, is that it undermines the ability of these officers to provide support to the Intercultural Programs Liaison role, often leaving this role handling the development of partnerships and events alone, working in isolation rather than from a team base to achieving the objectives of the IC.

Banding issues are experienced by the team, where a number of skills needed for the IC or allocation of duties is not possible for the Band 3 and Band 4 team members.

Staff capacity and availability is crucial to the IC being malleable, flexible and agile enough to respond to community ideas and interests, spontaneous and opportunistic community development work.

Performance measures for staff at the IC need to be aligned to the objectives of the program, and incorporate community development principles and methodologies.



## 16 Relocation Options

During consultation, the inadequate, compromised current location of the program within the former Preston courthouse was raised. Early years of operation for the IC at this location was filled with hope that Council and the Department of Justice could work together to improve the spaces to make the IC viable and vibrant within these walls. However, the recent imposition of VCAT hearings within the building has further highlighted that the room layout of the building is unfit for the purpose of the IC, and the limitation of space within the building for events and activities above 40 people compromises the reach and promotion of the program.

During the consultation period the Darebin Arts Centre site was proposed as an ideal site for a purpose built annex to form a new era for this valued Darebin program.

### 16.1 Darebin Arts Centre

Incorporating the IC into the Darebin Arts Centre will build upon the opportunities to increase and diversify audiences and support innovation in arts programming as articulated in the Council Plan 2017-2021.

Possible integration with the DAC future options scoping study (Action Plan 2017/2018) could explore collaborative opportunities for locating the IC at this site.

The benefits of this arrangement are significant, with the DAC providing the technical requirements for touring or temporary regional or national exhibitions, performances or installations.

There is an opportunity to annex the IC at the back of the building at the entrance to Ray Bramham gardens with a two story building that is a dedicated cultural space. There would be staff working spaces for both Arts Centre staff as well as Cultural Centre staff and co-located services such as Darebin Ethnic Communities Council. There would be small and medium sized meeting rooms as well as large events spaces which the Intercultural Centre does not currently have.

The two services complement each other beautifully; the Cultural Centre would enhance this arts precinct. The Arts Centre in front bringing Darebin's artists into the spotlight with co-working spaces, professional development opportunities, theatre performances and



workshops; and the Cultural Centre based behind where the intercultural program holds its activities and community groups from all cultures come to meet, participate, advocate and share in their difficulties, achievements, celebrations and to discuss community issues.

If the Cultural Centre moves to a community development model in line with the future Arts Centre, rather than a venue for hire as it currently is, it is envisaged that the venue would be solidly booked for a range of events and activities throughout the whole year – from forums, presentations, information sessions, community lunches, dinners, musical performances and a range of other cultural activities. The possibilities are endless and Darebin’s ethnic communities deserve to make use of this arts and cultural precinct and turn it into a vibrant multicultural and arts community hub.



### 16.2 Preston Civic Central Precinct

Previous reports to Council have presented the opportunities surrounding the current location, namely the former Preston Police Station site, former Preston RSL site and Council car park for development. These options exist for further feasibility and scoping of opportunities to expand on the work done to date.

### 16.3 Relocation Planning

The next steps would include the preparation of business cases for selected site analysis and final site selection, program management considerations (especially the link to community driven options), and the development of Council and community based advocacy campaigns to gain the financial support required to see the vision for a purpose built IC realised.

The focus needs to be on purpose designed space, not purpose built. The design whilst requiring flexible, large open spaces for celebrations and gatherings, also needs to be homely, having small, intimate, safe spaces for conversation, learning, reflection. Ideally, the space would support both internal spaces and external spaces, to reflect the majority of cultural and community meeting places seen within all cultural urban planning. The design should allow for groups to enter and use space without the support of staff to allow for a maximum number of hours of use, with a minimum cost for human resourcing. This also fosters the resolve that the Centre is for the people of Darebin, not a workplace.

The IC could provide access to information technology in the form of office spaces, and internet access for community networks.

A full schedule of spaces required for the IC to embrace its potential and adequately respond to the needs of the community users would be drawn up upon commencement of work into site selection. Each site would offer its own unique set of parameters, opportunities, collaborations and sympathies.



## 17 Recommendations List

Service element	Recommendations
Comms & Marketing Plan	Signage review – create a consistent brand
	Increased wayfinding signage throughout the building
	Increased location finding in Preston Central and within building
	Advertise & promote more widely with target audience in mind
	Rename rooms to reflect the purpose of facility
	Conduct an audit of the displays, posters, message boards, signs & art to align with the program purpose
	Exploit opportunities for giving messages to visitors.
	Declutter spaces
	Set guidelines for what is displayed
	“Where difference is acknowledged, explored, understood and embraced” – spin it into a positive point of view, a strengths based approach to social capital, remove the reference to difference.
Workforce Development	Position Description Reviews – to analyse tasks required to deliver services and find areas where links to CDF can be exploited
	Teamwork across IC team
	Enhance CD capacity in terms of skill & time through Community Development, Customer Service and Facilitator Training for staff
Hiring Guidelines	Review hiring guidelines with a view to creating “Access Guidelines” that ensure the users of the IC align with the objectives, and that all access and equity considerations are supported in the hiring criteria.
	Process review of booking for both internal and external hirers.
	Incorporate vulnerable groups into the objectives, focus LGBTI community, gender equity, people with a disability – refer to Councils Equity and Inclusion Policy
Purpose & Objectives	Conduct a formal review of the IC programs’ objectives by developing a mission statement, objectives and matching operational model
Hiring Guidelines	Review written materials to ensure that they are consistent with new program.
	Room hire classification for statistics; multicultural, mono-cultural, intercultural



Service element	Recommendations
Program Design	Scope options to make our service more culturally sensitive, environmentally friendly, inclusive for all abilities, etc.
	Drop in opportunities clearly advertised, supported by staff, encouraged by program
	Connections for planning, delivery & partnerships with the groups that use the IC
	Develop ways for the program to respond to and incorporate the feedback for <ul style="list-style-type: none"> <li>• More cooking</li> <li>• More dancing</li> <li>• More exercise</li> <li>• More IT awareness and training</li> </ul>
	Host a focus group session with key roles across Council to determine the best approach to include and involve Council departments/units in the decision, design, delivery of the IC program
	Provide more drop in opportunities for conversation, connections and engagement
	More genuine consumer participation mechanisms
Facility & Location Review	Await Council direction to commence planning for relocation options



## 18 Next steps

This report gathers the thoughts, ideas and issues surrounding the operation of the IC in its current format and location.

This work has been valuable to test the knowledge of the organisation with the community it serves to develop and formulate a way forward.

The next steps from this findings report are varied.

The first step, is for the operational program and management to develop an action plan from the recommendations list. This action plan should incorporate the learning from the various consultations and knowledge of the operation of the IC program to date. The actions will be changes that can be incorporated into the general day to day business and operation of the facility for the community through the work plans of employees, service plans for the IC program, and continuous improvement practices. Most of these actions will be funded through the current operational budget of the program, and where not, identified in the development of the plan and further resources sought.

This action plan can then be implemented during the next three years while the IC program continues within its current location. This work is anticipated to demonstrate the capacity of the program to expand into grander surroundings, by showing cause that with an appropriate vision, mission and objectives in place, where the operational model is based on the achievement of these goals, the IC program warrants expansion.

Another step, concurrent to the operational immersion of this report's findings into the IC, is to take this report to Council. This would provide direction and motivation to allocate resources to the necessary scoping work to determine the feasibility of the IC being relocated.

Further stakeholder engagement across Council and externally would bring about a full list of possible sites and partnerships that could mutually benefit from the IC's need for a new location.





## 19 Resource List

Various consultation responses, survey reports, information, prior Council Reports, submissions received in relation to this review, data analysis reports, in addition to the appendix of the report, are stored in Objective folder Intercultural Centre review 2017, reference FA769817



## 20 Timeline

### 2003

- December
  - Feasibility study for the establishment of the Darebin Intercultural Centre (A1074831)

### 2006

- November
  - Council leases part of the Preston Court House from the State of Victoria through the Department of Justice
- October
  - Preston Civic Master Plan (draft)

### 2008

- 17 March
  - Councillor Briefing Paper - Proposal for new Intercultural Facility (A481864)
- 1 May
  - EMT Briefing Paper – proposal to confirm Intercultural Centre concept within the Preston Civic Precinct project (A494238)
- 13 May
  - EMT Briefing Paper – follow up to EMT Briefing Paper dated 1 May 2008, to finalise scale and scope of Darebin Intercultural Centre (A495701)
- 21 July
  - Council Report – Preston Civic Precinct (A955264)
- 29 August
  - Gregory Burgess Pty Ltd provides Draft Report for Intercultural Centre (A783675)
- November
  - Briefing Paper for VCSG application – Darebin Intercultural Centre and Community Hub (A827669)

### 2010

- 7 December
  - EMT Briefing Paper – Darebin Intercultural Centre Project update (A992260)

### 2011

- Darebin City Council establishes Intercultural Centre as a centre of excellence for intercultural relations and ongoing community development.
- 8 February
  - EMT Briefing paper – Darebin Intercultural Centre Project update – follow up from EMT Briefing Paper dated 7 December 2010 (A1014849)



## 2012

- Intercultural Centre Review (A1449655)
- September
  - Darebin Anti-Racism Strategy 2012-2015 (A3879444)

## 2013

- Council Plan 2013-17: Healthy and Connected Community, Thriving and Creative Culture

## 2014

- Department of Justice exercises rights under lease agreement to reclaim 30% of the floor space for the purpose of housing VCAT
- 27 October
  - Councillor Briefing – Impact of VCAT on Darebin Intercultural Centre (A2447628)

## 2015

- January
  - VCAT commences hearings at the Intercultural Centre
- 2 March
  - Council requests report on the designation of the old Preston Police Station as the new Darebin Intercultural Centre (A3614832)
- 16 March
  - Council requests detailed analysis report of programs delivered from the Intercultural Centre
- 4 May
  - Council Report – Programs delivered from the Intercultural Centre (A2593542)
- 17 May
  - Memorandum of Understanding for the shared use of the Preston Court House between Darebin City Council and VCAT, with attached Schedule of Operations (A2634254)
- 24 August
  - Councillor Briefing – redevelopment at former Preston Police Station, overview of options (A2706504)
- September
  - Refurbishment of downstairs space to provide a secondary 'multipurpose room' for the Intercultural Centre to offset the impact of VCAT commencing at the site



- Funded by a grant from the Office of Multicultural Affairs and Citizenship Community Infrastructure and Darebin's Capital Works budget.
- 7 September
  - Council Report - providing initial costings of the redevelopment of the former Preston Police station site for the Intercultural Centre (A2705543)

**2017**

- 1-26 May
  - First phase of community consultation concerning the Intercultural Centre review
- June
  - Report from the community consultation survey
- June
  - Council report – Needs analysis including results from first phase community consultation?



## 21 Appendix

### 21.1 Internal and external Partnerships

#### Internal

- Equity and Diversity
- Community Development Directorate
- Creative Cultures
- Health and Wellbeing
- Communications and Marketing
- Economic Development
- People and Development

There are synergies also with other internal Departments particularly around advocacy campaigns, implementing partnerships to advance strategic directions and Council commitments, i.e Environment, key corporate diversity events, community diversity training, implementation of community partnership projects.

#### External

Darebin Intercultural Centre benefits from the partnerships Council has established with communities, local, state and federal government. Many of the groups who make up these partnerships regularly use the Centre. This includes key community representatives such as:

- Council Advisory Committees, i.e. Darebin Interfaith Council
- Darebin Ethnic Communities Council
- Ethnic Communities Council of Victoria
- Federation of Ethnic Communities Council of Australia
- Islamic Society of Victoria
- Islamic Council of Victoria
- Victorian Board of Imams
- Women's Health in the North



- Darebin Emergency Relief Support Network
- North East Region Settlement Information Network (NERSIN)
- Victorian Local Government Multicultural Issues Network (VLGMIN)
- Multicultural Arts Victoria
- Northern Interfaith Intercultural Network
- Municipal Association of Victoria Multicultural Committee
- Victorian Multicultural Commission
- Department of Premier and Cabinet Community Resilience Unit
- Department of Premier and Cabinet Office of Multicultural Affairs and Citizenship
- Victoria Police
- Amongst others

### 21.2 Consultation List

Darebin Intercultural Centre Survey 2017 respondents

Individuals who visited the IC during the consultation period

Vietnamese Elderly Citizens Club

Parikia, Greek Choir

Australian Macedonian Disability Pensioners Group, VARDAR

Damayan VIC Inc

Nepalese Association VIC

Friends of Baucau

Multicultural Women's Association Melbourne Victoria

Darebin Connections – Photography – Click Photography Club

IC Mailing list

Committees and Reference Groups including:



DECC Steering Committee

Darebin Aboriginal Advisory Committee

Darebin Interfaith Council

Prospective Stakeholders

Darebin Arts Ambassadors Reference Group

Darebin Child Friendly Advisory Committee

Sexuality, Sex and Gender Diversity Advisory Committee

Darebin Women's Advisory Committee

Darebin Education Committee

Darebin Community News readership



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**8.5 AMENDMENT TO THE 2017/2018 FEES AND CHARGES SCHEDULE****Author:** Management Accountant**Reviewed By:** Director Corporate Services

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**Report Background**

This report seeks to amend the 2017/2018 fees and charges schedule to update fees that were recorded incorrectly and to include fees that were omitted from the original fees and charges schedule to the Budget 2017/2018 in error.

**Previous Council Resolution**

At its meeting held on 22 June 2017, Council resolved:

*'That Council having considered all submissions received and having complied with the requirements of sections 127 and 129 of the Local Government Act 1989, adopt the Budget 2017/2018...'*

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

Goal 6 - A well governed Council

**Summary**

The 2017/2018 fees and charges schedule was prepared as part of the Budget 2017/2018 (Appendix A – Fees and charges schedule). Subsequent to the adoption of the Budget 2017/2018 it was identified that some fees in Health Protection were omitted or incorrectly recorded.

<b>Recommendation</b>
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**That Council:**

- (1) Amends the 2017/2018 fees and charges schedule to include the following fee:
  - a. *Public Health and Wellbeing Act 2008* transfer of registration fee:  
50% of renewal
- (2) Amends the 2017/2018 fees and charges schedule to update the fees which were recorded incorrectly
  - a. *Food Act 1984* – registration:  
Pro rata of renewal fee
  - b. *Public Health and Wellbeing Act 2008* – registration:  
Pro rata of renewal fee

## Introduction

The 2017/2018 fees and charges schedule was prepared as part of the Budget 2017/2018 and included in Appendix A - Fees and charges schedule.

Subsequent to the adoption of the Budget 2017/2018 it was identified that some fees relating to Health Protection were either omitted or recorded incorrectly.

## Issues and Discussion

Subsequent to the adoption of the Budget 2017/2018 it was identified that fees:

- Relating to the *Food Act 1984* (registration) and *Public Health and Wellbeing Act 2008* (registration) were incorrectly recorded at \$0.00 and \$115.00 respectively.
- Relating to the *Public Health and Wellbeing Act 2008* (transfer of registration) was omitted in error from Appendix A – Fees and charges schedule.

## Options for Consideration

- Adopt the fees and charges without amendment. This is the recommended option.
- To not adopt the fees and charges. This option is not recommended.

## Financial and Resource Implications

The Budget 2017/2018 includes income of approximately \$656,000 to be collected from the *Food Act 1984* (registration) and approximately \$82,000 to be collected from the *Public Health and Wellbeing Act 2008* (registration and transfer of registration) fees.

## Risk Management

The Budget 2017/2018 was prepared in the context of minimising and mitigating the risks associated with Council's delivery of services and infrastructure to the community.

## Policy Implications

### Economic Development

There are no factors in this report which impact upon economic development.

### Environmental Sustainability

There are no factors in this report which impact upon environmental sustainability.

### Human Rights, Equity and Inclusion

There are no factors in this report which impact on human rights, equity and inclusion.

### Other

There are no other factors which impact on this report.

## Future Actions

Following the inclusion of the fees omitted and the fees recorded incorrectly, the *Food Act 1984* and *Public Health and Wellbeing Act 2008* fees will be added/adjusted in the 2017/2018 fees and charges schedule.

**Consultation and Advocacy**

- Acting Coordinator, Health and Urban Protection

**Related Documents**

- Budget 2017/2018 – Appendix A | Fees and charges schedule
- *Food Act 1984*
- *Public Health and Wellbeing Act 2008*
- Council Minutes – 22 June 2017

**Attachments**

Nil

**Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

**8.6 RESCHEDULING PLANNING COMMITTEE MEETING FOR NOVEMBER 2017****Author:** Coordinator Council Business**Reviewed By:** Director Civic Governance and Compliance

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**Report Background**

At its Council meeting on 20 March 2017, Council resolved dates for Council and Special Committee meetings and Councillor Briefing Sessions for the remainder of the 2017 Council Year.

**Previous Council Resolution**

At its meeting held on 20 March 2017, Council resolved:

*That:*

- (1) *Ordinary meetings of the Council for the 2017 year be held in the Council Chamber at Darebin Civic Centre (or other venue as determined) at 6.00 pm on 3 April, 18 April, 1 May, 15 May, 5 June, 19 June, 3 July, 17 July, 7 August, 21 August, 4 September, 18 September, 2 October and 16 October 2017.*
- (2) *A special (statutory) meeting of the Council be held at the Preston City Hall at 6.30 pm on Monday 13 November 2017.*
- (3) *Meetings of the Planning Committee meetings for the 2017 year be held in the Council Chamber at Darebin Civic Centre at 6.00 pm on 10 April, 8 May, 13 June, 10 July, 14 August, 11 September, 9 October and 6 November 2017.*
- (4) *Meetings of the Hearing of Submissions Committee be scheduled as required and the public notice of those meetings be given in accordance with section 89 of the Local Government Act 1989.*
- (5) *Meetings of the Bundoora Homestead Board of Management to be held at the Bundoora Homestead on dates and times to be determined in due course.*
- (6) *Councillor Briefing Sessions will be held at 5.00 pm on 27 March, 13 April, 26 April, 11 May, 22 May, 15 June, 26 June, 13 July, 24 July, 10 August, 28 August, 14 September, 25 September 12 October, 23 October and 9 November 2017.*

**Previous Briefing(s)**

This matter has not previously been to a Councillor Briefing.

**Council Plan Goal/Endorsed Strategy**

Goal 6 - A well governed Council

**Summary**

This report recommends rescheduling the November Planning Committee meeting to 30 October 2017.

<b>Recommendation</b>
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**That** Council reschedule the Planning Committee meeting from 6 November 2017 to 30 October 2017 to be held in the Council Chamber at Darebin Civic Centre at 6.00 pm.

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### **Introduction**

The current schedule for the Planning Committee Meeting has been in place since 20 March 2017 with the meetings being held once a month.

### **Issues and Discussion**

Rescheduling the date from 6 November 2017 to 30 October 2017 provides a better opportunity for the public and staff to be available.

Section 89 of the *Local Government Act 1989* (the Act) requires Council to provide public notice for cancellation and/or new date for meetings of Council and Special Committees comprised solely of Councillors. The revised Planning Committee meeting date will be advertised in the Age and the Northcote and Preston Leader newspapers in accordance with the Act.

### **Options for Consideration**

Council to endorse or reject the recommendation to reschedule the Planning Committee meeting date from 6 November 2017 to 30 October 2017.

### **Financial and Resource Implications**

There will be a small cost associated with readvertising the new date.

### **Risk Management**

Nil

### **Policy Implications**

#### **Economic Development**

There are no factors in this report which impact upon economic development.

#### **Environmental Sustainability**

There are no factors in this report which impact upon economic development.

#### **Human Rights, Equity and Inclusion**

There are no factors in this report which impact upon economic development.

#### **Other**

There are no factors in this report which impact upon economic development.

**Future Actions**

The revised Planning Committee meeting date will be advertised in the Age and the Northcote and Preston Leader newspapers in accordance with the *Local Government Act 1989*.

**Consultation and Advocacy**

- Councillors
- Chief Executive Officer
- Directors

**Related Documents**

- *Local Government Act 1989*
- Council Minutes - 20 March 2017

**Attachments**

Nil

**Disclosure of Interest**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.



**9. CONSIDERATION OF RESPONSES TO PETITIONS, NOTICES OF MOTION AND GENERAL BUSINESS**

Nil

**10. NOTICES OF MOTION**

Nil

**11. REPORTS OF STANDING COMMITTEES**

Nil

## 12. RECORDS OF ASSEMBLIES OF COUNCILLORS

### 12.1 ASSEMBLIES OF COUNCILLORS HELD

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An Assembly of Councillors is defined in section 3 of the *Local Government Act 1989* (the Act) to include Advisory Committees of Council if at least one Councillor is present or, a planned or scheduled meeting attended by at least half of the Councillors and one Council Officer that considers matters intended or likely to be the subject of a Council decision.

Written records of Assemblies of Councillors must be kept and include the names of all Councillors and members of Council staff attending, the matters considered, any conflict of interest disclosures made by a Councillor attending, and whether a Councillor who has disclosed a conflict of interest leaves the assembly.

Pursuant to section 80A (2) of the Act, these records must be, as soon as practicable, reported at an ordinary meeting of the Council and incorporated in the minutes of that meeting.

An Assembly of Councillors record was kept for:

- Darebin Aboriginal Advisory Committee – 6 September 2017
- Council Briefing – 25 September 2017

<b>Recommendation</b>
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**That** the record of the Assembly of Councillors held on 6 and 25 September 2017 and attached as **Appendix A** to this report, be noted and incorporated in the minutes of this meeting.

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#### Related Documents

- *Local Government Act 1989*

#### Attachments

- Assembly of Councillors - 16 October 2017 (**Appendix A**)



## ASSEMBLY OF COUNCILLORS PUBLIC RECORD

<b>ASSEMBLY DETAILS:</b>	<b>Title:</b>	Darebin Aboriginal Advisory Committee
	<b>Date:</b>	Wednesday 6 September 2017
	<b>Location:</b>	Council Chambers, 350 High Street, Preston
<b>PRESENT:</b>	<b>Councillors:</b>	Mayor Cr. Kim Le Cerf, Cr. Gaetano Greco (Deputy Mayor), Cr. Susanne Newton
	<b>Council Staff:</b>	Mandy Bathgate, Bronwyn Ryan-Mercer, Jemima Potter, Anna Jacobs (notetaker)
	<b>Other:</b>	Members of the Darebin Aboriginal Advisory Committee Alan Brown, Caine Muir, Carol Harrison, Elliejean Singh, Jenaya kastomonitis, Erica Higgins
<b>APOLOGIES:</b>		Vicky Gugliemo Anna Giuliani, Katrina Knox, Stuart McFarlane, Trent McCarthy, Cr. Susan Rennie, Cheryl Harrison, Jo-Ann Proctor, Brandon Bains, Maria Dugan

The Assembly commenced at 4.00 pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Darebin Aboriginal Employment Strategy(AES) overview and update	No disclosures were made
2	Australia Day January 26	No disclosures were made
3	Treaty	No disclosures were made
4	Standing agenda items to be considered on DAAC: <ul style="list-style-type: none"> <li>• Aboriginal Employment Strategy</li> </ul>	No disclosures were made

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
5	General Business: <ul style="list-style-type: none"> <li>• This DAAC meeting was to discuss and update the DAAC members on Councils non recognition of the Australia Day date of January 26.</li> <li>• It was also a time to have a facilitated discussion around January 26 with DAAC members by providing feedback of the Change The Date - Australia Day paper and to also discuss Treaty and provide an update, seek knowledge of what it might mean for Traditional Owner groups,( Wurundjeri) what will it mean for Non-Traditional Owners ( not on Country but living local) and what it will mean for Council</li> </ul>	No disclosures were made
6	Meeting Close	No disclosures were made

The Assembly concluded at 6.20 pm

<b>RECORD COMPLETED BY:</b>	<b>Officer Name:</b>	Stuart McFarlane
	<b>Officer Title:</b>	Aboriginal Contact Officer



## ASSEMBLY OF COUNCILLORS PUBLIC RECORD

<b>ASSEMBLY DETAILS:</b>	<b>Title:</b>	Councillors Briefing Session
	<b>Date:</b>	Monday 25 September 2017
	<b>Location:</b>	Conference Room, Darebin Civic Centre
<b>PRESENT:</b>	<b>Councillors:</b>	Cr. Kim Le Cerf (Mayor), Cr. Gaetano Greco (Deputy Mayor), Cr. Susanne Newton, Cr. Trent McCarthy (from 5.05pm), Cr. Susan Rennie (from 5.08pm) Cr. Lina Messina (from 6.20pm).
	<b>Council Staff:</b>	Sue Wilkinson, Oliver Vido, Jacinta Stevens, Andrew McLeod, Cheryl Hermence, Tiffany White (5.00pm–6.30pm), Lauren Close (5.30pm–6.30pm), Dave Bell (5.30pm–6.30pm), Darren Rudd (6.00pm–6.30pm), Krystina Karaminas (6.18pm–7.05pm), Deb Strutt (6.18pm–7.05pm), Allan Cochrane (6.18pm–7.05pm), Libby Hynes (7.25pm–8.18pm), Nathan Moresi (7.00pm–8.09pm), Vicky Guglielmo (5.00pm–5.45pm), Ellie Mandritis (6.00pm–6.45pm), Peter Mondy (7.45pm–9.00pm), Eddy Boscarol (7.45pm–9.00pm), Mandy Bathgate (8.22pm–9.20pm), Jim Barrett (8.28pm–9.05pm)
	<b>Other:</b>	David Wright, Jill Morgan, House of World Cultures (5.00pm – 5.45pm) Jay Furniss, North East Program Alliance (7.00pm–8.09pm) Anna Rose LRXA (7.00pm–8.09pm) Steve Brown LRXA (7.00pm–8.09pm)
<b>APOLOGIES:</b>		Cr. Tim Laurence (Approved Leave of Absence), Cr. Steph Amir (Approved Leave of Absence), Cr. Julie Williams

The Assembly commenced at 5.02pm was suspended at 7.05pm and recommenced at 7.25pm.

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Multicultural Arts Victoria Partnership Proposal – House of World Cultures	No disclosures were made.
2	Northcote By-Election Advocacy Opportunities	No disclosures were made.
3	Draft Domestic Animal Management Plan 2017-2021	No disclosures were made.

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4	Capital Works Program Process for 2018/2019	No disclosures were made.
5	Hurstbridge Line Upgrade/Grange Road Level Crossing Removal – Project update	No disclosures were made. Andrew McLeod absent 7.34pm - 7.37pm
6	Darebin ESD Building Policy	No disclosures were made.
7	Northland Urban Renewal Precinct (NURP) Project – Structure Plan briefing #2	No disclosures were made. Cr. Le Cerf absent 8.26pm - 8.28pm
8	Councillor Portal update	No disclosures were made.
9	Genocide – General discussion only	No disclosures were made.
10	Illegal brothels – General discussion only	No disclosures were made.
11	Update on Annual Report and Local Government Framework – discussion only	No disclosures were made.

The Assembly concluded at 9.32pm

<b>RECORD COMPLETED BY:</b>	<b>Officer Name:</b>	Jacinta Stevens
	<b>Officer Title:</b>	Director Civic Governance and Compliance

### **13. REPORTS BY MAYOR AND COUNCILLORS**

**Recommendation**

**That** Council note the Reports by Mayor and Councillors.

### **14. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL**

Nil

### **15. CLOSE OF MEETING**

