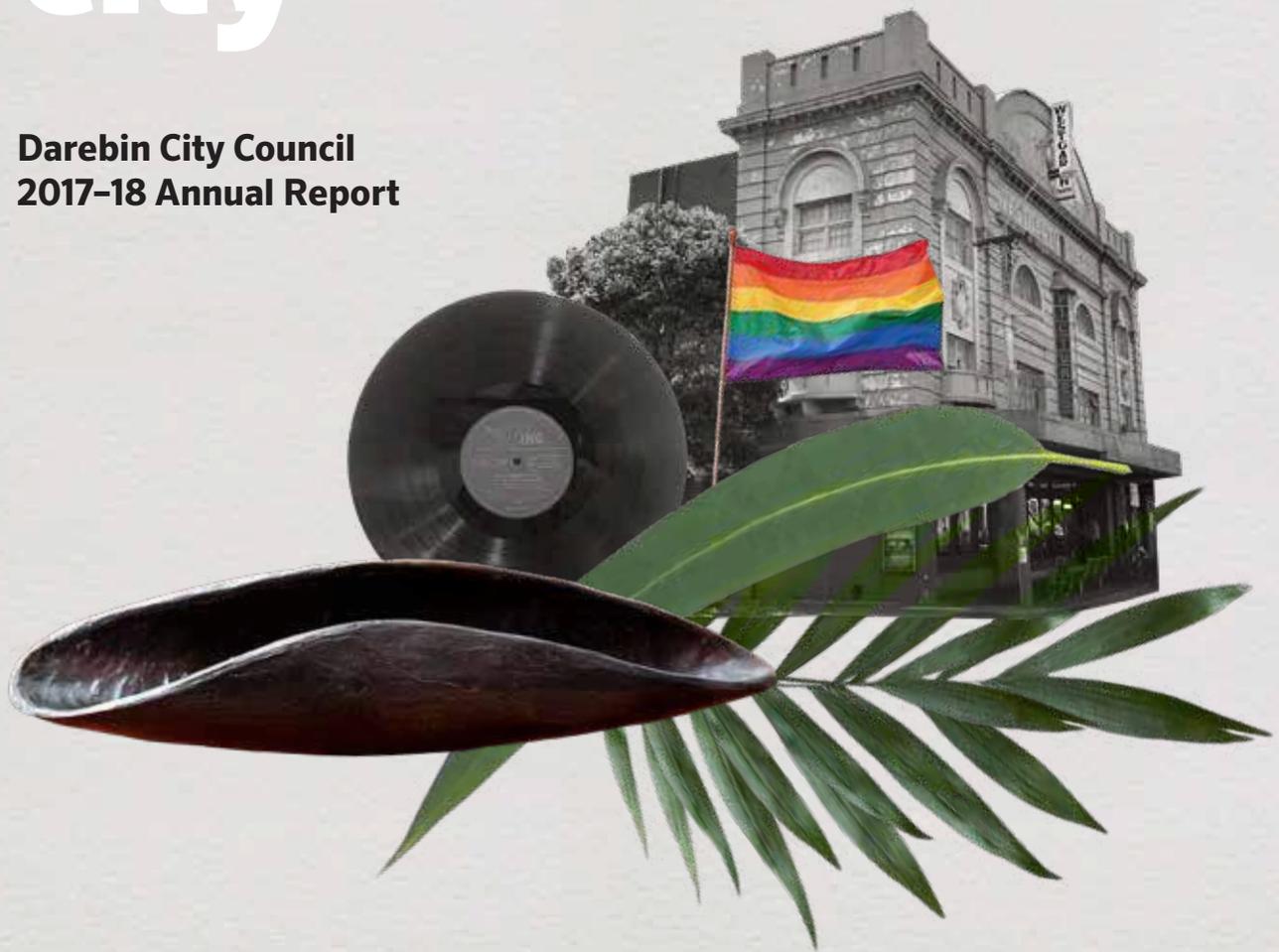


A greener bolder more connected city



the place
to live

**Darebin City Council
2017-18 Annual Report**



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

Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri 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.

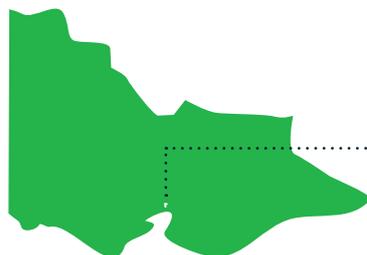
Darebin's Diversity Statement

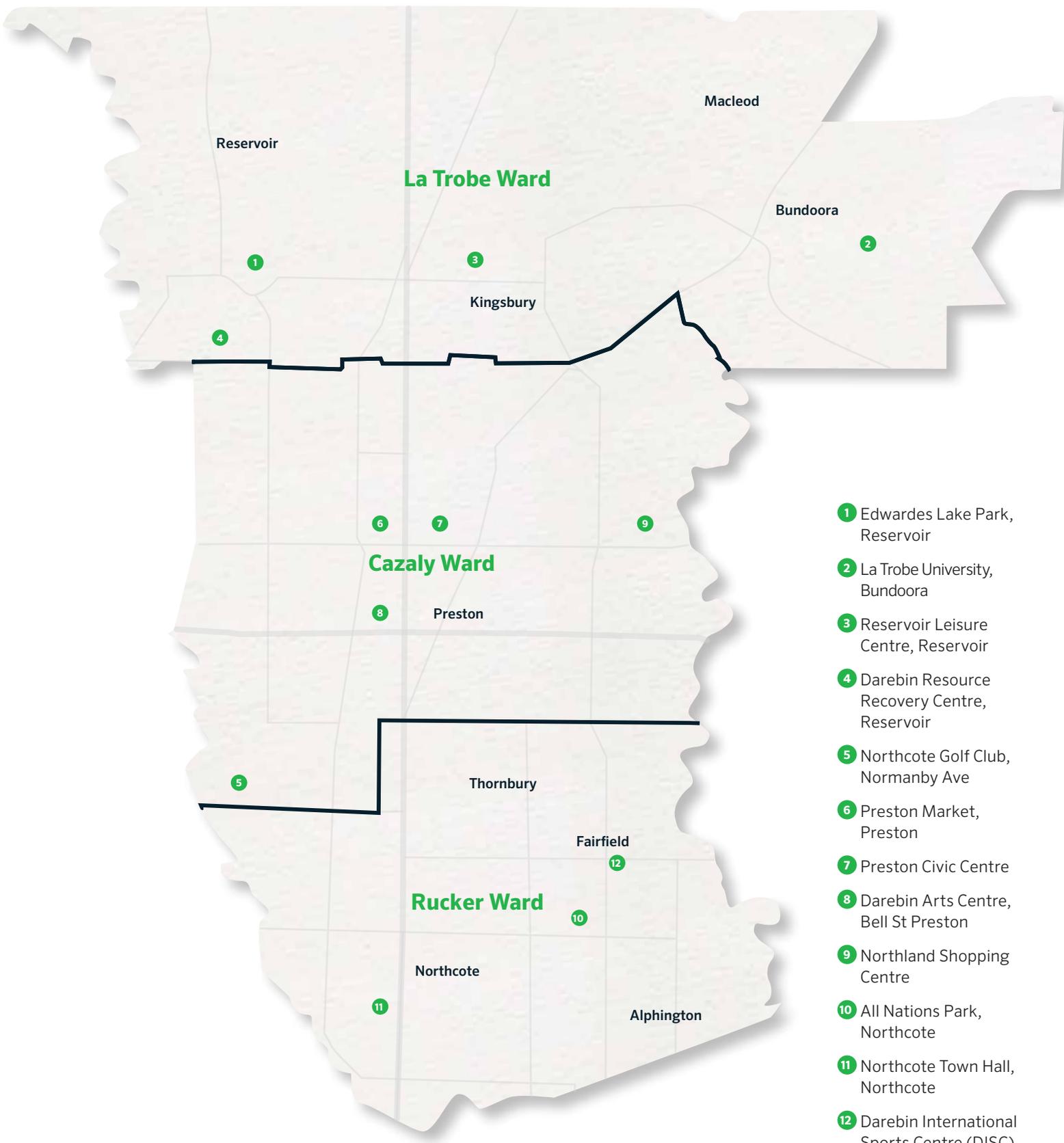
The City of Darebin is home to people of diverse races, ethnicities, faiths and beliefs, abilities, talents and aspirations, sexualities, sex and gender identities, ages, occupations, incomes and lifestyles. Darebin City Council acknowledges the history and contributions of the various communities, migrants 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.

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Collages of photos are used throughout this Annual Report to represent our diverse community and the many facets of life in the City of Darebin. The collages encompass issues we are passionate about, such as equality, our environment, transport, the arts, wellbeing, economic growth and development, and bringing people together.





- 1 Edwardes Lake Park, Reservoir
- 2 La Trobe University, Bundoora
- 3 Reservoir Leisure Centre, Reservoir
- 4 Darebin Resource Recovery Centre, Reservoir
- 5 Northcote Golf Club, Normanby Ave
- 6 Preston Market, Preston
- 7 Preston Civic Centre
- 8 Darebin Arts Centre, Bell St Preston
- 9 Northland Shopping Centre
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- 12 Darebin International Sports Centre (DISC), Fairfield



SECTION 01

Welcome

01



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Welcome

We are pleased to present the Darebin City Council 2017-18 Annual Report. It provides comprehensive information on how we served our community and performed against the Budget 2017-18 and the goals of our Council Plan 2017-21.

A plan for a changing world

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

The Plan’s goals are:

- Goal 1:** A sustainable City 

- Goal 2:** Opportunities to live well 

- Goal 3:** A liveable City 

- Goal 4:** A strong economy 

- Goal 5:** Involving our diverse communities 

- Goal 6:** A well governed Council 

This is the first year of reporting against the Council Plan 2017-21. More information about the Plan and the Council Plan Action Plan 2017-18 can be found on our website darebin.vic.gov.au/CouncilPlan.

A greener, bolder, more connected City

The vision of the Council Plan 2017-21 – A greener, bolder, more connected City – is the theme for our 2017-18 Annual Report. To achieve this vision, we are working to: increase our use of renewable energy; find ways to reduce energy consumption; create more open space, and an urban forest; be courageous in shaping our City; and ensure our

community is better connected through improved public transport, infrastructure, open space, and safer public areas. We are committed to creating a City where our citizens can thrive and feel welcome.

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.





#discoverdarebin

This year we ran an online competition asking community members to contribute photographs of Darebin that reflected our vision of becoming a greener, bolder, more connected City. Entries were submitted via Facebook, Instagram and Twitter under our #discoverdarebin hashtag. The winning photographs are included throughout this Annual Report.

The competition was a fantastic way to interact and engage with our local community and others who visit, work or study in Darebin. Thank you to everyone in our community who submitted photos and showed passion for our City.



page 12



page 38



page 51



2017-18 Highlights from the first year of our Council Plan 2017-21



GOAL 1

A sustainable City (p 66-79)

Highlights

- A trial to divert food waste from landfill was conducted, with approximately 1,000 Kingsbury residents placing food waste in green bins.
- Darebin's Climate Emergency Darebin Advisory Committee was established.
- Council introduced its Single-Use Plastic Free Events Policy for events held by Council and at our sites.

Results

% of bins collected on the scheduled day

Target: >99%

Result: 99.9% ✓

Reduce waste from landfill annually by one kilogram per person

Target: >1 kg reduction

Result: 12.6 kg ✓

Looking ahead to 2018-19

- Install more than 4,000 kilowatts of solar panels on 1,000 homes and businesses.
- Finalise a model for a City-wide food waste recycling service and explore lowest-carbon options for food waste.
- Plant 2,400 additional trees and 5,000 indigenous plants across Darebin.



GOAL 2

Opportunities to live well (p 80-86)

Highlights

- The Hub, a bold and bright purpose-built centre that delivers a co-located service in partnership with Council's Youth Services and Northland Shopping Centre, opened in April 2018.
- Darebin's Young Citizen Jury identified seven priority initiatives they want to work with Council to implement. These include life skills, homelessness, mental health, social connection, employment, training and education.

Results

% of community satisfied with our Aged Care services

Target: ≥85%

Result: 86% ✓

% of under five-year olds fully immunised

Target: ≥95%

Result: 95% ✓

Looking ahead to 2018-19

- Continue transitioning our youth program to a skills-based approach through partnership programs with Northland Shopping Centre.
- Finish construction of the Changing Places toilet in Gower Street, Preston, and complete designs for three others in Thornbury, Reservoir and Northcote.
- Progress the Aged Friendly Darebin review.



GOAL 3

A liveable City (p 87-93)

Highlights

- Darebin's inaugural Creative and Cultural Infrastructure Framework, adopted by Council in March 2018, will ensure consideration of creative spaces in new buildings.
- We delivered road safety projects along four streets and reduced speed limits to 40kmh in three residential precincts. This, along with tree planting, is creating more attractive places to support cycling and walking.

Results

% of community satisfied with our maintenance of parks, reserves and open spaces

Target: ≥85%

Result: 88% ✓

% of community satisfied with public arts and infrastructure

Target: ≥85%

Result: 96% ✓

Looking ahead to 2018-19

- Complete the review of the Planning Scheme.
- Consult the community on a vision to guide future development in the Central Preston Precinct.
- Complete the restoration of the FIDO public artwork in Fairfield.
- Complete 12 street-art murals to minimise graffiti occurring at hot-spot locations.

For more details about our performance in 2017-18, go to page 62.

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



GOAL 4

A strong economy (p 94-97)

Highlights

- In partnership with NORTH Link, we established Melbourne's North Food Group and hosted an Expo showcasing products for a Chinese delegation.
- Ten local businesses participated in the Darebin Export Program.
- Three vacant shops were leased by art businesses. Seventeen new business meetings were conducted with real estate agents and 28 with businesses wanting to lease vacant shops.

Results

Increase the number of vacant shops reactivated

Result: 6 ✓

Increase number of local businesses (11,396 in 2016-17)

Result: 2017-18 12,123 ✓

Looking ahead to 2018-19

- Support businesses operating in Council facilities at the Melbourne Innovation Centre in Alphington and the old police station at Northcote.
- Encourage businesses to take up apprenticeships and other employment programs available through State and Federal Government funding.
- Reinvigorate the Darebin Arts Centre as a centre for arts and innovation.



GOAL 5

Involving our diverse community (p 98-105)

Highlights

- We welcomed the Australian Electoral Commission's decision to rename the Federal Electoral Division of Batman to Cooper following strong advocacy by Darebin City Council and the Wurundjeri Land Council.
- Planning for Penders Park (Thornbury) and Mayer Park (Northcote) masterplans was handed over to community-led project groups.
- A draft multicultural communication action plan was developed based on findings from Council research undertaken in 2017.

Results

% of community satisfied with Council decisions

Target: ≥80%

Result: 83% ✓

Reduce gambling losses per day

Target: ≤\$230,000/day

Result: \$225,000 ✓

Looking ahead to 2018-19

- Construct two disabled parking spaces near activity centres and schools and finalise designs for a further five.
- Provide a 12-week arts development mentoring program for young people from disadvantaged backgrounds.
- Partner with the Brotherhood of St Laurence on an employment support program for asylum seekers and refugees.
- Introduce an Electronic Gaming Machine Policy.



GOAL 6

A well-governed Council (p 107-117)

Highlights

- We achieved a Budget surplus of \$11.87 million and continued to provide high-quality services, despite the challenges created by a cap on Council rates increases and greater demands on services arising from population growth and demographic changes.
- Capital Works carry forwards for 2017-18 were \$7,428,716 compared to \$12,680,238 for 2016-17. The \$5,251,522 decrease demonstrated sound financial management and improved project delivery.

Results

% of Council decisions made at meetings closed to the public

2016-17: 6.37%

Result 2017-18: 4.11% ✓

% of community satisfied with our communication

2016-17: 77%

Result 2017-18: 84% ✓

Looking ahead to 2018-19

- Conduct an extensive five-yearly household survey to better understand and reflect community needs.
- Finalise the IT Strategy and the Digital First Plan to support Council's commitment to the use of innovative IT technologies to improve customer service and use of 'smart city' innovations.

SECTION 02

Introduction

02



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Introduction

The purpose of the Annual Report

The 2017-18 Annual Report reviews our strategic, operational and financial performance for the financial year 1 July 2017 to 30 June 2018. It is an important document that tells our community how we performed and whether we did what we promised. This report compares our highlights and achievements with our strategic objectives and the goals set out in our Council Plan 2017-21 ( darebin.vic.gov.au/CouncilPlan). It also meets legislative and compliance reporting requirements.

The year in review (page 14) provides a general overview of our operations throughout 2017-18. It includes messages from our Mayor and the Chief Executive Officer, a financial summary for 2017-18, and information about our services, achievements, sustainability and events.

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

Our people (page 46) tells the story of our organisation and the people who lead it. It also provides a snapshot of our employees and workplace culture, and acknowledgement of the work done by our much-appreciated volunteers.

Our performance (page 62) sets out how we performed against the major initiatives in our Budget 2017-18 and the goals stated in our Council Plan 2017-21. You can also read about the technology we are using, our diversity, our environmental focus, advocacy efforts and the different ways we interacted with our community.

Governance and corporate information (page 119) 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 156) contains the audited performance and financial statements that we are required by law to provide.

The Darebin City Council 2017-18 Annual Report 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 (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 who 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.



Senior Citizens' Feedback Afternoon. Throughout the year, we consulted our community on a range of issues to help shape our City

Our services

For families

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

For older people and people with disabilities

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

For businesses

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

For the whole community

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

Our stakeholders

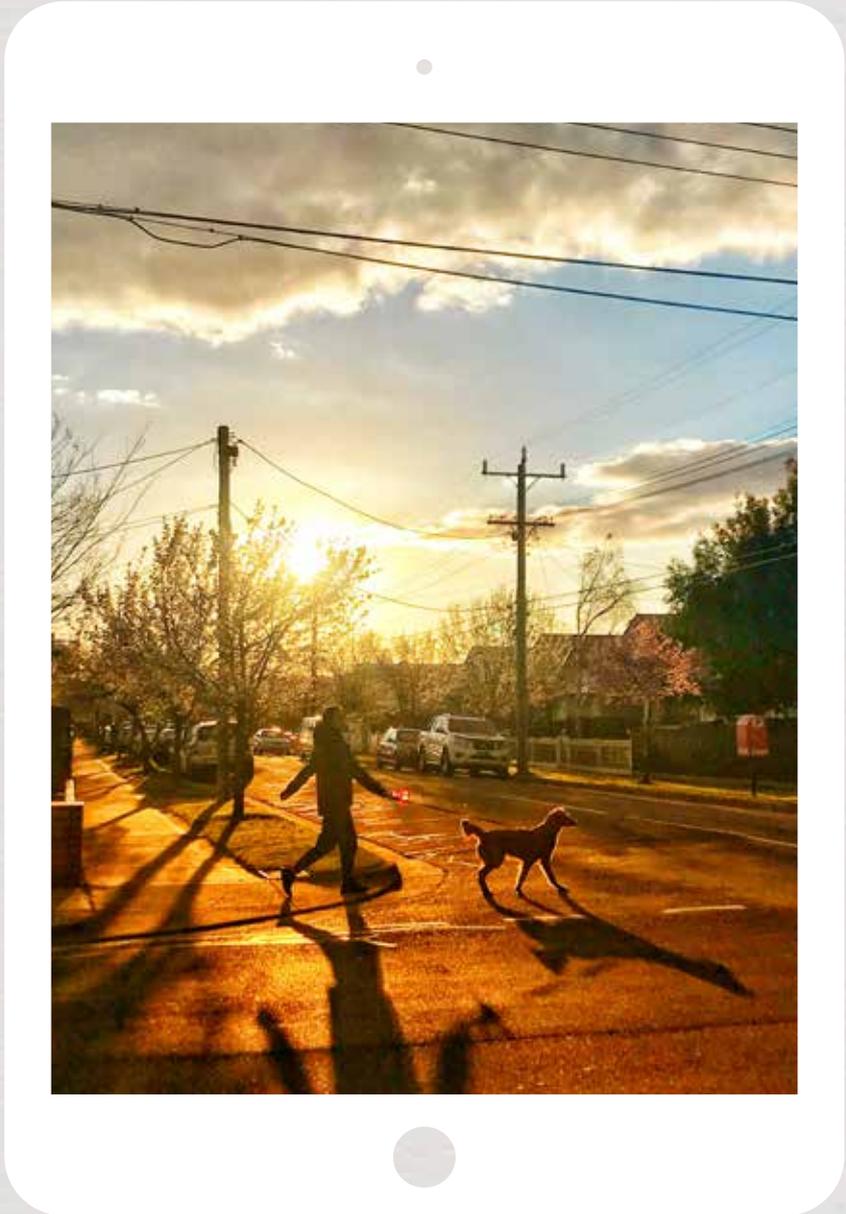
Darebin Council has a diverse range of stakeholders and interest groups who are all important in helping to shape our City and ensuring our services meet the needs of our community. We work hard to understand the different needs of each group. This is done by connecting with each group, listening to their issues and needs, and reporting back to them.

Stakeholder	Community groups and volunteers	Government – State, Federal and other councils	Ratepayers	Residents	Local businesses
They are important to us because they...	<ul style="list-style-type: none"> • Connect us with our community • Encourage community participation • Help with planning and advocacy • Contribute to the development of strategies, policies and programs 	<ul style="list-style-type: none"> • Provide resources, guidance, legislation and regulations • Support, partnerships, networks, and economies of scale 	<ul style="list-style-type: none"> • Provide funding for local services and infrastructure • Give feedback about local issues • Guide our values • Use the services we provide 	<ul style="list-style-type: none"> • Give feedback about local services and infrastructure • Guide our values • Use the services we provide; • Tell us which issues are most important to them 	<ul style="list-style-type: none"> • Invigorate the local economy and create jobs
We are important to them because we...	<ul style="list-style-type: none"> • Provide support and resources • Develop services, strategies, policies and programs in response to advice • Build social inclusion and environmental sustainability • Improve the wellbeing of Darebin residents 	<ul style="list-style-type: none"> • Provide local services • Drive local economic growth • Reduce unemployment • Create networks • Stimulate tourism • Provide local data and information 	<ul style="list-style-type: none"> • Provide services and infrastructure • Encourage local economic growth • Consult widely to find out what is most important to them 	<ul style="list-style-type: none"> • Provide services, infrastructure, leadership and representation • Encourage local economic growth and links to local jobs • Welcome and encourage diversity 	<ul style="list-style-type: none"> • Support job creation • Encourage new businesses • Run development and education sessions • Host networking events • Issue permits
We engage with this group via...	<ul style="list-style-type: none"> • Advisory Committees and reference groups • Workshops • Community meetings and forums • Face-to-face meetings • Online 	<ul style="list-style-type: none"> • Formal legislative reporting • Partnerships • Meetings • Briefings • Networking events • Correspondence 	<ul style="list-style-type: none"> • Rates notices • Community forums • Publications, including Annual Report • Website • Mail outs • Consultation sessions/ meetings • Customer service centres • Telephone 	<ul style="list-style-type: none"> • Council meetings • Forums/ consultation sessions • Community surveys, door-to-door interviews • Website • Publications, including the Annual Report • Social media • Mail-outs • Customer service centres 	<ul style="list-style-type: none"> • Our Economic Development Unit and Health Teams • Our business incubator – the Melbourne Innovation Centre • Trade associations • Consultation sessions • Networking events • Surveys and face-to-face meetings

Examples included: working with our community on the Penders Park Masterplan and the renaming of the Federal Electoral Division of Batman. For more information, please see the Consultation and Engagement Summary on page 112-113.

Visitors to Darebin	Suppliers	Media	Customers	Partners	Employees and their representatives
<ul style="list-style-type: none"> • Invigorate the local economy by visiting, shopping and studying in Darebin 	<ul style="list-style-type: none"> • Provide goods and services 	<ul style="list-style-type: none"> • Help us communicate with our community and raise awareness of services, facilities and events 	<ul style="list-style-type: none"> • Use our services and facilities and provide feedback for improvement 	<ul style="list-style-type: none"> • Share their knowledge, innovation, experience and resources and allow for economies of scale 	<ul style="list-style-type: none"> • Bring experience and knowledge to the organisation and are crucial to our delivery of services
<ul style="list-style-type: none"> • Provide good quality products, services and facilities 	<ul style="list-style-type: none"> • Purchase their goods and services 	<ul style="list-style-type: none"> • Provide local data and information 	<ul style="list-style-type: none"> • Provide services and facilities and host events 	<ul style="list-style-type: none"> • Provide leadership, create local jobs, and share knowledge, innovation, experience and resources 	<ul style="list-style-type: none"> • Provide a challenging and rewarding work environment, training, career progression, equal opportunity employment and work/life balance
<ul style="list-style-type: none"> • Events, publications, our website and social media channels 	<ul style="list-style-type: none"> • Contract management, face-to-face visits, public notices, networking groups, and our online tender and quotation process 	<ul style="list-style-type: none"> • Press releases, briefings, interviews, social media, Council meetings and briefings with Culturally and Linguistically Diverse media 	<ul style="list-style-type: none"> • Customer surveys, face-to-face customer service, our website, publications, and our telephone call centre 	<ul style="list-style-type: none"> • Networking, meetings, and contract management 	<ul style="list-style-type: none"> • Newsletters, staff intranet, email, meetings, surveys, performance reviews, events, and meetings with union representatives

Grand prize winner!



#discoverdarebin

Images that reflected Council’s vision for a ‘greener, bolder, more connected City’

Perfect golden light in the evening with spring blossoms on the way

Photo by BJohnson

138

More than 138 languages are spoken in Darebin.



SECTION 03

The year in review

03



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Message from the Mayor

I am pleased to welcome you to Darebin's 2017-18 Annual Report.

Darebin Council is very clear in our aspirations for a greener, more connected City. We are deeply committed to strengthening our community and showing leadership for the more than 150,000 people from 148 countries who call Darebin home. We worked hard over the past 12 months to address the critical issues affecting our community, including the climate emergency, unprecedented growth and change, and growing inequality.

We did a lot of great work this year, particularly on re-imagining the organisation to meet the challenges presented by our growing and diverse population, which is expected to increase by more than 50 per cent over the next two decades.

It is the first year of reporting against the four-year Council Plan 2017-21, which was developed specifically to address Darebin's population growth, changing economy, growing inequality as well as the climate emergency. The challenges are great but so are the opportunities.

It was also the first year working with our Chief Executive Officer, Sue Wilkinson, who commenced on 18 September 2017. Sue's role is to drive the delivery of the Council Plan over the next four years as well as ensuring that our services to you, our community, are accessible and meet your needs. See page 48.

The Vision for the Council Plan is 'A greener, bolder and, more connected City'. I'd like to reflect on how we demonstrated that during the year, and to mention some inspired decisions made by your nine Councillors.

Climate emergency

In August 2017, Darebin became the first Council in the world to adopt a Climate Emergency Plan, following community consultation. We continued throughout the year to call on the State and Federal Governments to declare a climate emergency and to back this up with urgent action and legislated programs. Darebin has been a local government leader in addressing climate change, and you will see some of this work in this Annual Report.

I am looking forward to opening our Climate Emergency Darebin Conference in September 2018 and welcoming people from all levels of government to come together to find ways of addressing the climate emergency.

We made excellent progress during the year towards doubling our use of solar power across the City. Almost 500 households signed up for Darebin's Solar Saver program, which covers the upfront costs for households and allows them to pay us back in small amounts over 10 years. You can read about these and many other climate-friendly projects under our report against Goal 1 on pages 66-75 and also in our Environment Report on pages 76-79.

Standing up for our community

This is where the ‘bolder’ in our Vision comes into play. We are known as being a courageous Council in speaking up for our diverse community.

Council stood beside the residents of the Walker Street Housing Estate to advocate to the State Government to improve the quality and quantity of public housing.

In August 2017, Councillors voted to support the celebration of Australia’s national identity, but not on 26 January. This was done out of respect for local Aboriginal and Torres Strait Islander peoples, who have told us they experience sadness, pain and disconnection on this date which for them marks the beginning of invasion and dispossession. We also resolved to support the broader movement to change the date for celebrating Australia Day.

In June 2018, Council welcomed the Australian Electoral Commission’s (AEC) decision to rename the Federal Electoral Division of Batman to Cooper, in recognition of distinguished Aboriginal community leader and activist William Cooper (1860-1941).

Coming after many years of community discussion and campaigning – which included a joint submission to the AEC by Darebin Council, the Wurundjeri Land and Compensation Cultural Heritage Council Aboriginal Corporation, and Yarra Council, which initially proposed that the electorate be renamed to honour another visionary leader Simon Wonga (1821-1874) – the renaming is a milestone in respectful recognition of Aboriginal people and reconciliation with our nation’s shared history.

Councillors were united on marriage equality when they voted in August 2017 against the postal survey, preferring a free vote in Parliament. We were concerned about the impacts the debate would have on our residents over the long four-month survey period. We resolved to provide free access to Council meeting rooms and spaces for wellbeing gatherings and activities throughout those four months. Despite this difficult time, Darebin welcomed and celebrated the announcement on 17 November 2017 of a resounding YES win in the Marriage Law Postal Survey.

Thinking big

We achieved some big results during the year, including the start of two multi-year sport and recreation projects.

On 12 June 2018, Council approved the proposal to construct four outdoor courts as part of the \$50 million Multi-Sports Stadium development at John Cain Reserve in Thornbury. Planning for the redevelopment of the Northcote Aquatic and Recreation Centre continues and key decisions are expected to be made in 2018-19.

Council’s commitment to ensuring that the Preston Market, the heart of our City, not only remains but thrives was clearly demonstrated in its work in partnership with the Victorian Planning Authority to undertake a review of the planning controls and future opportunities for the Preston Market site. Phase one of the community engagement was completed in April 2018 and we would like to thank community members for their valuable feedback and participation.

This year also saw our largest ever investment – about \$5 million in the first year – spent on dramatically improving walking and cycling in Darebin. This money was spent across strategy, infrastructure and education, all areas essential for Council to achieve the dramatic results we are seeking. You can read more about this in our report against Goal 1 on pages 66–75 and also in our Environment Report on pages 76–79.

The year ahead

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

- Using the results of the food waste to landfill pilot conducted in Kingsbury this year to inform new, bold approaches to waste management across our City.
- Completing the detailed design for the Multi-Sports Stadium in Thornbury.
- Responding to the outcomes of the Age Friendly Darebin review.
- Working to achieve a positive announcement from the Level Crossing Removal Authority. Council is able to demonstrate a compelling case to expand the State Government’s Rail Crossing Removal Project in Darebin to include four crossings in Preston using an elevated rail solution.
- Seeing better customer service options for our residents through the development and implementation of Darebin’s Digital First Plan.

Thank you

Once again, I would like to thank our Chief Executive Officer, Sue Wilkinson, for the new energy and culture she has brought to Darebin. I also thank the staff at Darebin for their patience during the restructure and for the work they have done so diligently during the year.

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

It has been a pleasure and a privilege to serve Darebin as Mayor.



Kim Le Cerf
Mayor

Message from the Chief Executive Officer

It has been a privilege to lead the organisation over the past 12 months. It's been a huge year. Within weeks of starting in the role, I undertook a comprehensive organisational review to inform the establishment of a new, contemporary business structure that makes sense, supports delivery and encourages greater integration between services.

This new structure led to the appointment of an incredible new group of leaders to the organisation. I believe Council and the community are well served by these outstanding individuals and I am proud to stand beside them and my hard working staff as we strive to deliver for the future of the City.

Darebin is changing as we continue to grow. And that growth brings both great opportunity and great challenges. Our local economy has strengthened and we are seeing a new vibrancy across the City. At the same time, we have become a highly sought after place to live and work meaning that balancing development pressures, housing affordability, and our efforts to respond to the demands of climate change and growing inequality are more important than ever.

Looking back over 2017-18, I am thrilled to report on an action-packed year and strong progress towards achieving the goals set out in the Council Plan 2017-21. Just a few of our notable achievements include:

- The adoption of the Single-Use Plastic Free Events Policy, which put us at the forefront of changing community attitudes and behaviours with single-use plastics.
- The establishment of Climate Emergency Darebin made up of a wide range of leading thinkers and community representatives.
- We planted an additional 1,100 trees in parks, streets and bushland areas, bringing the total number to approximately 3,000.

- The launch of the online Kindergarten and Child Care Parent Portal to make it easier for parents and carers to enrol their children.
- The Darebin 'Pitch IT' program, which gave local students, entrepreneurs and businesses the space to pitch their innovative ideas.
- The Darebin SPEAK project provided young people who experience discrimination and racism with a platform to raise their concerns and increase their sense of belonging.
- Our highly successful Transgender Swim Night at the Reservoir pool.

Our commitment to delivery is complemented by promoting Accountability – a key area of focus for the organisation over the past year. It was pleasing to publish a quarterly “report card” outlining our progress on each separate action included in the Council Plan Action Plan 2017-18.

Looking forward, we are now well situated to deliver the Council Plan and Council's vision for a greener, bolder, more connected City.



Sue Wilkinson
Chief Executive Officer

A summary of how we spent your rates in 2017-18

Each year your rates go towards providing important services, programs and infrastructure for the benefit of our growing and diverse community. In 2017-18, our \$160.69 million expenditure enabled us to deliver more than 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.

Each \$100 of Council expenditure was allocated to:



\$27.57

Capital works



\$8.34

Environment and amenity



\$6.01

Planning and development



\$10.79

Aged services



\$7.79

Arts and leisure



\$4.47

Libraries



\$10.16

Waste management



\$7.09

Building and asset maintenance



\$3.10

Road maintenance



\$8.60

Parks and gardens



\$6.08

Family services

2017-18 financial summary

Darebin is a place where we work to ensure that the community’s present needs are met without compromising the needs of those in 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 to the community and to the community infrastructure of which we are custodians.

In brief

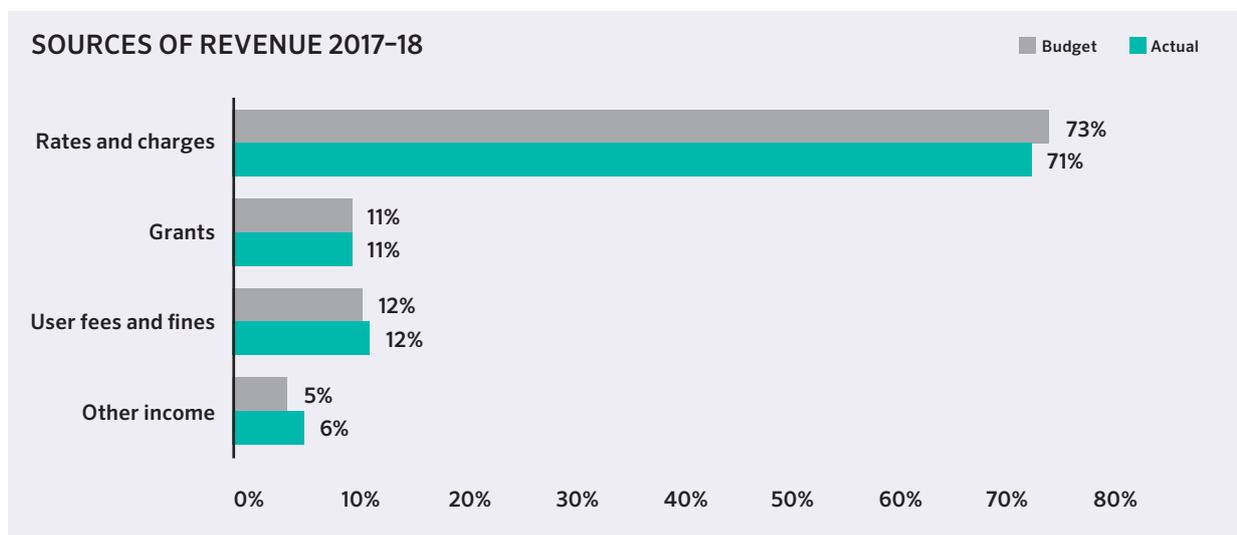
- \$172.56 million revenue with 71 per cent coming from rates and charges
- \$160.69 million expenditure with 50 per cent attributable to employee costs and 31 per cent for materials and services
- \$11.87 million surplus
- \$1.52 billion net assets, comprising community facilities and infrastructure
- \$85.77 million holdings of cash and other financial assets, \$10.89 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 to ensure future financial sustainability.

For the year ended 30 June 2018, Council achieved an operating surplus of \$11.87 million, which was a \$9.76 million decrease from the 2016-17 result. The main items contributing to this movement between years include increased rate revenue of \$3.84 million, decreased operating grant funding of \$2.28 million, increased employee related costs of \$3.05 million and increased materials and services costs of \$5.28 million. The increase in materials and services costs is mainly due to higher than anticipated major maintenance expenditure originally anticipated as capital works.

The Strategic Resource Plan, which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2018 and shows surpluses will continue to be achieved in all years over the period



2018-19 to 2021-22 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 \$57.42 million per annum over the four years to 30 June 2022.

Capital works

The delivery of the capital works program is an essential part of Council’s stewardship role in managing the assets required to provide services to the community. A capital works program is essential to effectively manage our infrastructure assets and to maintain community access to services and facilities.

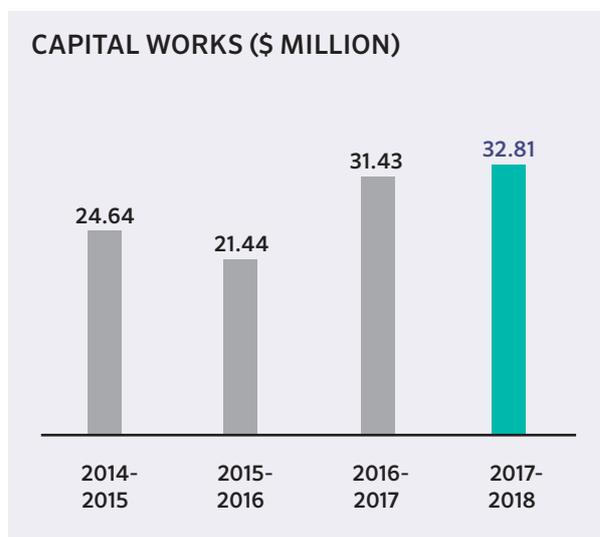
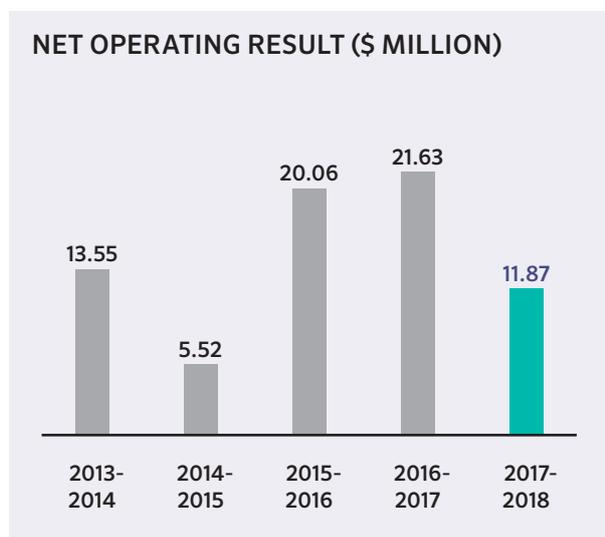
The Statement of Capital Works details the \$32.81 million of capital works expenditure across Darebin for 2017-18. This includes \$22.89 million on asset renewal, \$3.61 million on asset upgrade, \$0.54 million on asset expansion, and \$5.76 million on new assets.

Cash flow

Cash and cash equivalents decreased by \$3.56 million to \$43.48 million. The main movements during the year were a cash inflow from operating activities of \$40.66 million, offset by a cash outflow from investing activities of \$44.22 million. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook no borrowings during the 2017-18 year and had no outstanding borrowings at 30 June 2018.

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 increased accountability across the organisation and provided strong financial stewardship.



Our future

It is important that the results in this report for 2017-18 are looked at in the context of the long-term financial strategic objectives reflected in the Council Plan 2017-21 and articulated in the Strategic Resource Plan.

The key principles in 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 new community assets.
- We will ensure Council holds sufficient cash and other assets to meet payment obligations to suppliers and employees as they fall due.

Council has forecast rate increases at 2.25 per cent for 2018-19 and 2.15 per cent for 2019-20, 2020-21 and 2021-22.

We will need to continue the essential conversation with our community on how our Council Plan, the related services and infrastructure development, may best be delivered and funded in a rate-capping environment.

Darebin is one of the most financially sustainable councils in Victoria, yet we are also heavily dependent on rate revenue to deliver our services. The introduction of rate-capping has had a significant impact on our Strategic Resource Plan and Long-Term Financial Plan.

Our financial accounts were audited and have been issued an unqualified audit opinion (verified as being in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*) by the Victorian Auditor-General. Refer to page 156 for the full Financial Report, including the Auditor-General’s Reports.

Careful financial strategies and balanced long-term planning enabled Council to limit the rate rise in 2017-18 to 2.0 per cent.



The Hub Northland is an innovative facility for young people

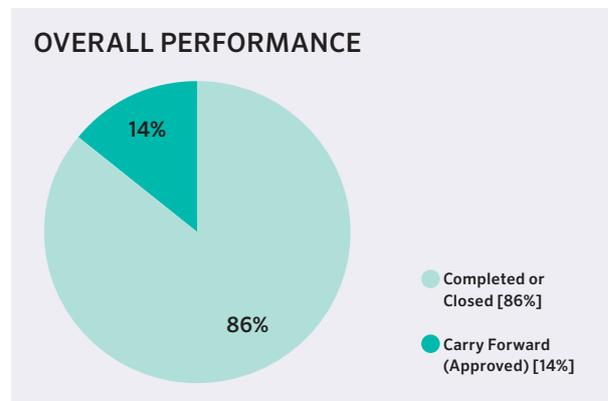
Capital works 2017-18

Overall performance

Darebin City Council committed \$47.3 million to its 2017-18 capital works program of 163 projects. As at 30 June 2018, 140 (86 per cent) of these projects had been completed or closed, at an actual expenditure of \$32.8 million. This is consistent with the average annual spend of \$31 million for the previous five years. The remaining 23 projects (14 per cent) are being carried over to be delivered in the 2018-19 financial year.

For 2017-18, capital works carry-forwards totalled \$7,428,716, compared to \$12,680,238 for 2016-17. This was a decrease in carry forwards of \$5,251,522 (approximately 40 per cent). This result is an indication of our improving project management practices and our efforts to ensure that Council delivers on its commitments to the community.

Darebin's capital works program continued Council's strong investment in new and renewed infrastructure during the first year of the four-year Council Plan 2017-21. Capital expenditure for 2017-18 included \$22.89 million on asset renewal, \$4.15 million on asset upgrades and expansion works, and \$5.76 million on new assets. Some of these projects are being delivered over several financial years.



Highlights of completed projects

Works	Actual expenditure
Inner City Netball Courts construction - Moore Park, Donath Reserve and Northcote High School	\$1,700,229
Footpath Programs - Renewal and Disability Access	\$2,387,240
Reservoir Streetscape Masterplan Implementation	\$422,184
DISC Synthetic Soccer Pitch	\$2,510,071
DISC Cycling Infield Barrier and Safety	\$482,718
Sports Safety Fencing	\$183,350
Sports-field Lighting Program - Pitcher Park and Bundoora Park	\$553,876
Playspace Upgrade Program	\$818,710
Traffic Management - Road Safety	\$1,248,862
Portable Classroom Building	\$664,674
Pedestrian Stairway Renewal - Mt Pleasant Road to Willow Street, Preston	\$207,378
Road Rehabilitation And Resurfacing Programs	\$2,749,284
Retail Activity Centre Streetscape Upgrades	\$199,301
Reservoir Leisure Centre Program	\$389,498



Two of the netball courts constructed under the capital works program

Highlights

Inner City Netball Courts

Actual expenditure 2017-18: \$1.7 million

Darebin Council and the State Government co-funded the construction of netball courts at the following three sites across Darebin: Moore Park, Reservoir (two new courts); Donath Reserve, Reservoir (three new courts); and Northcote High School (two new courts). The courts are part of the Government's \$9.6 million Inner City Netball Program to build 64 competition-compliant netball courts in inner-Melbourne, particularly to facilitate increased participation by girls and women in sport.

Footpath Program – Renewal and Disability Access

Actual expenditure 2017-18: \$2.39 million

The renewal project replaced 7,500 metres of footpath defects on the primary and secondary pedestrian network and increased funding for footpath maintenance to \$1.7 million. The Disability Access Improvement Project improved and enhanced pedestrian infrastructure where it was identified as highest priority and with the highest potential pedestrian use in Darebin. This was a response to an assessment completed in 2016 based on the Principal Pedestrian Network (PPN).



DISC Synthetic Soccer Pitch

DISC Synthetic Soccer Pitches

Actual expenditure 2017-18: \$2.5 million

Three new synthetic soccer pitches were built for the State Soccer Centre at the John Cain Memorial Park in Thornbury. The synthetic surface has a longer life than the previous surface, which was removed and donated to local schools. The Centre is managed by Football Victoria, which provides state-level competition facilities.

Reservoir Streetscape Masterplan Implementation

Actual expenditure 2017-18: \$422,184

Work earmarked for 2017-18 on the implementation of the Reservoir Streetscape Masterplan for Edwardes Street and Broadway Reservoir was completed. This included installation of street trees, signage, public art and an artist's concept for laneway design.

DISC Cycling Infield Barrier and Safety

Actual expenditure 2017-18: \$482,718

The Darebin International Sports Centre (DISC) is home to the State Cycling Centre, State Football Centre and State Lawn Bowls Centre. DISC features a 250-metre International Cycling Union-sanctioned indoor velodrome that caters for up to 1,250 spectators. The original infield safety barrier at the velodrome was constructed with a steel pipe rail balustrade, which posed a significant safety risk to cyclists if they lost control and crashed into the pipe rail barrier. To manage and reduce cyclist injury, risks and incidents, a continuous infield safety barrier was constructed around the infield circumference of the DISC velodrome.

Sports safety fencing

Actual expenditure 2017-18: \$183,350

New safety fencing was installed at Mayer Park in Thornbury to protect residential homes, and at WH Robinson Reserve in Preston to protect the adjacent playground.

Sports-field Lighting Program

Actual expenditure 2017-18: \$553,876

New LED sports-field lighting was installed at Pitcher Park in Alphington, and Bundoora Park, with the assistance of State Government grants. Pitcher Park is home to the Parkside Sports Club and more than 638 people across all sports clubs use this location. Bundoora Park is home to a Junior Football Club and a Cricket Club with more than 372 members. The new LED lighting system allows the entire playing surface to be used safely for training and competition. LED lights provide a number of benefits, including higher efficiency, lower energy consumption, lower maintenance costs, and approximately 10 times the working life when compared to traditional floodlights.

Portable classroom building, Merrilands Community Centre

Actual expenditure 2017-18: \$664,674

A portable classroom building was constructed near the Merrilands Community Centre to accommodate the Preston Reservoir Adult Community Education (PRACE), a neighbourhood

house that meets the language, literacy and numeracy, vocational training and further education needs of the local community. PRACE previously operated out of a number of Council buildings. The new portable building has three community/class rooms, an office space and an amenities area, and will improve community outcomes for people, particularly in Reservoir.

Traffic management

Actual expenditure 2017-18: \$1.25 million

Four traffic management and safety projects were completed with two in Reservoir and one each in Thornbury and Northcote. In Reservoir, the roundabout at Massey Avenue and Broadhurst Avenue intersection was upgraded, and road safety treatments were installed along McFadzean Avenue between Broadhurst Avenue and Hughes Parade. Mansfield Street between High Street and Victoria Road in Thornbury had speed humps and a raised informal pedestrian crossing installed. The crossing at Alfred Nuttall Kindergarten was treated to reduce vehicle speeds and improve road safety in Northcote. Community engagement was undertaken for three area-based traffic safety projects, with one each in Thornbury, Northcote and Reservoir.



McFadzean Avenue road safety treatments



Sports-field lighting at Bundoora Park



Upgraded playspace at Horton Reserve, Reservoir

Playspace Upgrade Program

Actual expenditure 2017-18: \$818,710

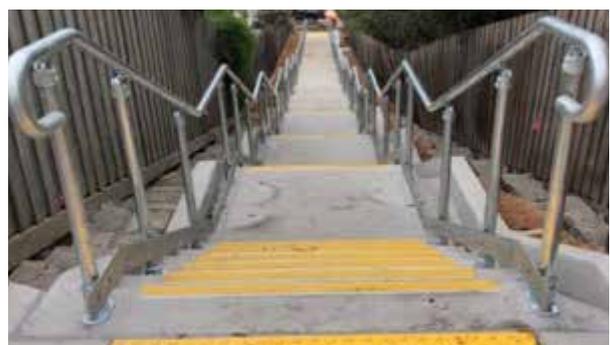
Playspace designs were completed for Bundoora Park Urban Farm Snakes and Ladders Playspace, Bundoora Park Homestead Playspace, All Nations West, LW Williams Reserve in Preston, LE Cotchin Reserve in Reservoir, Gresswell Grange Reserve in Bundoora, and a new natural playspace at the recently acquired Rona Street Reserve. These projects are ready for handover to a construction project manager early in the new financial year.

Upgrades were completed for the BBQ shelters in WH Robinson and AH Capp Reserves in Preston. Footpaths and other upgrades were completed in Reservoir, at the Donath Reserve (Skate Park), Horton Reserve, Ludeman Reserve and Merrilands Community Centre.

Pedestrian Stairway Renewal – Mt Pleasant Road to Willow Street, Preston

Actual expenditure 2017-18: \$207,378

The existing pedestrian stairway between Mt.Pleasant Road and Willow Street was reported unsafe due to a slippage accident and was closed to the public. The stairs and paths were reconstructed and upgraded to meet compliance requirements and improve safety for the general public.



Mt Pleasant Road to Willow Street, Preston

Sustainability

A sustainable, good quality of life for current and future residents is the expected outcome of Darebin’s new Council Plan 2017–21.

Environmental sustainability

In our Council Plan 2017–21, we made clear commitments that by 2021 our City will be more energy and water efficient, more dependent on sustainable transport, greener and less wasteful.

We committed, among other things, to double the use of solar power from 18,000 to 36,000 kilowatts, reduce waste to landfill by one kilogram per person year-on-year, create a climate think-tank to work across communities, increase car-share bays from 20 to 100, advocate to the State Government on a number of public transport expansions and increase tree coverage on public land by 15 per cent (7,600 trees).

Our Environmental Report on page 76 details what we achieved in the first year of the Plan.

Social sustainability

Several goals in the Council Plan 2017–21 address social sustainability, specifically the wellbeing of all residents, improving access to transport and infrastructure, and the inclusion of diverse community members in our decision-making.

Goal 2 commits to improving the wellbeing of our people by 2021 and providing them with opportunities to live their lives well. This will be challenging, as Darebin is set to grow by more than 25 per cent (approximately 40,000 people) in the next 15 years. Go to page 80 to see more detail on Goal 2, ‘Opportunities to live well’.

We put actions in place to ensure our health and social services meet the needs of our residents across their lifespan and that residents have more opportunities for social connection, participation, and lifelong learning.

Under Goal 3, we committed to creating a liveable City with opportunities for people to live close to public transport, infrastructure, open space and safe public areas. Go to page 87 to see more detail on Goal 3, ‘A liveable City’.

In Goal 5, we recognise that diversity is our strength. Our community is made up of significant numbers of Aboriginal and Torres Strait Islander people, multicultural people, LGBTIQ people, people with a disability and their carers, and people on low incomes. We promised to ensure that the ideas of diverse groups are included in our decision-making and that our services benefit all residents. Our actions over the four years to 2021 focus on social cohesion, combating discrimination, and working closely with our advisory groups. See pages 128–131 for more information on the advisory groups.

Visit our website darebin.vic.gov.au/CouncilPlan if you want more information on all the actions for 2017–18 and our progress against each.

Economic sustainability

The 13,000 businesses in Darebin contribute \$5.8 billion annually to the local economy. Goal 4 of our Council Plan 2017–21 is devoted to increasing Darebin’s economy. It supports and attracts a diversity of local businesses and industries, ensuring they thrive.

Under Goal 4, our actions for the four years of the Council Plan include providing assistance to businesses on employment and skills training opportunities, digital access and capability, export capability, environmental performance and attraction of visitors.

Darebin also advocates to the State Government, via our regional partnership NORTH Link, on job creation, clusters of excellence, infrastructure and many other projects that strengthen our economy. Through this partnership, Darebin hosted the inaugural Food and Beverage Expo, which showcased export-ready products from Melbourne’s north.

Go to page 94 to see more detail on Goal 4, ‘A strong economy’.

As well as a focus on the external economy, we manage our own financial sustainability. We applied sustainability principles to procurement, financial planning, and asset management, and implemented strategies and policies to ensure the organisation’s long-term viability.

During 2017–18, Council achieved a surplus of \$11.87 million, despite challenges created by the capping of rates revenue and greater demand for our services. Further information about the work we are doing to ensure financial sustainability is contained in our Financial Report, which starts on page 156.

A full list of our strategies is on our website
darebin.vic.gov.au/Strategies.

Cultural sustainability

The United Cities of Local Government identified Culture as one of four pillars that are vital to urban life. In our recent Community Survey, 85 per cent of residents reported that public spaces, artworks and cultural infrastructure “make me feel happy to live in Darebin”. There is clearly a growing understanding of the benefit that culture, as well as the creative industries, make to the economic prosperity, community vibrancy and overall liveability of a place. ‘Creative Darebin’, Council’s arts and culture strategy, establishes a clear mission to harness and cultivate these benefits.

In 2017–18, Council adopted the Creative and Cultural Infrastructure Framework which aims to provide a clear strategic direction on the delivery of creative and cultural infrastructure in the City of Darebin. Council also adopted a refreshed vision and strategic approach for the Darebin Arts Centre that will result in greater activation with both artists and audiences.

Go to page 80 to see more detail on Goal 2, ‘Opportunities to Live Well’.



Festivals and cultural events for all ages are a priority in Darebin

Calendar of events

2017

July

7-13

NAIDOC*
Week

12

La Trobe Ward
Meeting –
Meet your local
Councillors

19

Digital Darebin
Instagram
Masterclass

August

2

Darebin
Citizenship
Ceremony

6-13

Wurundjeri
Week

10

Fair Trade
Festival
Networking
Night – Social
Enterprise
Theme

24

Northern
Multicultural
Small Business
Awards

10

Cazaly Ward
Meeting –
Meet your local
Councillors

26

Ganesh
Festival

September

Community
Safety Month

7

Northern
Business
Achievement
Awards

17

National
Citizenship Day
and Darebin
Citizenship
Ceremony

21

Rucker Ward
Meeting –
Meet your local
Councillors

October

Darebin
Seniors’
Month

12-22

Darebin Music
Feast – 21st
Anniversary
reflecting
Darebin’s
Diverse
Community

16-22

Week Without
Violence

**12, 19
and 26**

Young Citizen
Jury meetings

November

8

Darebin
Citizenship
Ceremony

13

Mayor and
Deputy Mayor
elected at the
Statutory
Meeting

25

White Ribbon
Day

30

Young Citizen
Jury meeting

December

6

Creative 3070
– Darebin
Creative
Industry
Networking
Series

9

Carols in All
Nations Park



Darebin Music Feast 21st Anniversary



Darebin Community and Kite Festival

2018

January

14

Midsumma
Carnival

28

Midsumma
Pride March

February

1-7

Interfaith
World
Harmony
Week

7

Creative
3071 - Darebin
Creative
Industry
Networking
Series

13

Anniversary
of Apology
to Australia's
Indigenous
People

1 and 15

Young Citizen
Jury meetings

March

8

International
Women's Day

15

National Close
the Gap Day

21

Harmony Day
(International
Day for the
Elimination
of Racial
discrimination)

23

Careers Day
at Darebin

25

Palm Sunday
Walk for Justice
(in support of
Refugees)

25

Darebin
Community and
Kite Festival

1,15 and 29

Young Citizen
Jury meetings

April

4

Creative
3072 -
Darebin
Creative
Industry
Networking
Series

12

Women in
Business

19

Youth Hub
at Northland
Grand Opening

26

Young Citizen
Jury meeting

26

Pitch IT Final

May

9

Digital Darebin
series Workshop

10

Young Citizen
Jury meeting

12

East Preston
Community
Centre Open
Day

15

National
Families
Week Event

17

IDAHOBIT*
2018

24

Mayor's
Writing Award
Announcement

25

Homemade
Food and Wine
Festival Awards
Night

26

Sorry Day and
Reconciliation
Week

June

3

Mabo Day

6

Creative
3073 -
Darebin
Creative
Industry
Network Series

15

Eid al-Fitr
(Muslim
celebration
marking end of
Ramadan)

18

Refugee Week
and Refugee Day

21

Refugee Week
Event

7 and 21

Young Citizen
Jury meetings

*NAIDOC originally stood for 'National Aborigines and Islanders Day Observance Committee'.

*IDAHOBIT - International Day Against Homophobia, Biphobia, and Transphobia.

Awards

Indigenous Trainee of the Year

Jemima Potter, a trainee supported by Darebin City Council, was awarded Victorian Indigenous Trainee of the Year in May 2018 by the AGA (Apprenticeships Group Australia). Jemima was one of two Aboriginal and Torres Strait Islander trainees supported by us in completing a Certificate III in Business Administration. Both have been actively employed since transitioning to Council's casual employment pool.

Four Green Room Awards for Darebin Arts Speakeasy

Darebin Arts Speakeasy delivered 10 seasons of new performance works at the Northcote Town Hall Arts Centre, where they employed more than 120 artists. Highlights included a sold-out season of *Merciless Gods* by Little Ones Theatre, which went on to win four Green Room Awards (Melbourne's premier peer-presented performing arts industry awards) and to tour the Griffin Theatre in Sydney.

Paul Jerome Award

Darebin's Chief Executive Officer, Sue Wilkinson, was the recipient of the 2017 Paul Jerome Award from the Victorian Planning and Environmental Law Association. This award, instituted in 2005 in memory of the Association's Board Member Paul Jerome, recognises outstanding contribution to public service and the planning industry in the State of Victoria.

2016-17 Annual Report Gold Award

The City of Darebin Annual Report 2016-17 won a Gold Award in the internationally recognised Australasian Reporting Awards (ARA).

Excellence in Asset Management

In May 2018, Darebin City Council was awarded the Institute of Public Works Engineering Australasia (IPWEA) 2018 Award for Excellence in Asset Management for its GIS/Asset system Live Integration Project. The project involved establishing a live link between the GIS system and the Asset Management System for use on mobile tablet devices in the field. This innovation provided increased productivity, as well as significant savings in time and resources.



Kristilee Ransley and Jim Barrett accept the Gold award for the Annual Report



The Darebin team with the IPWEA 2018 Award for Excellence in Asset Management

24%

take public transport to work
(15% Greater Melbourne)



SECTION 04

Our City

04



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About Darebin

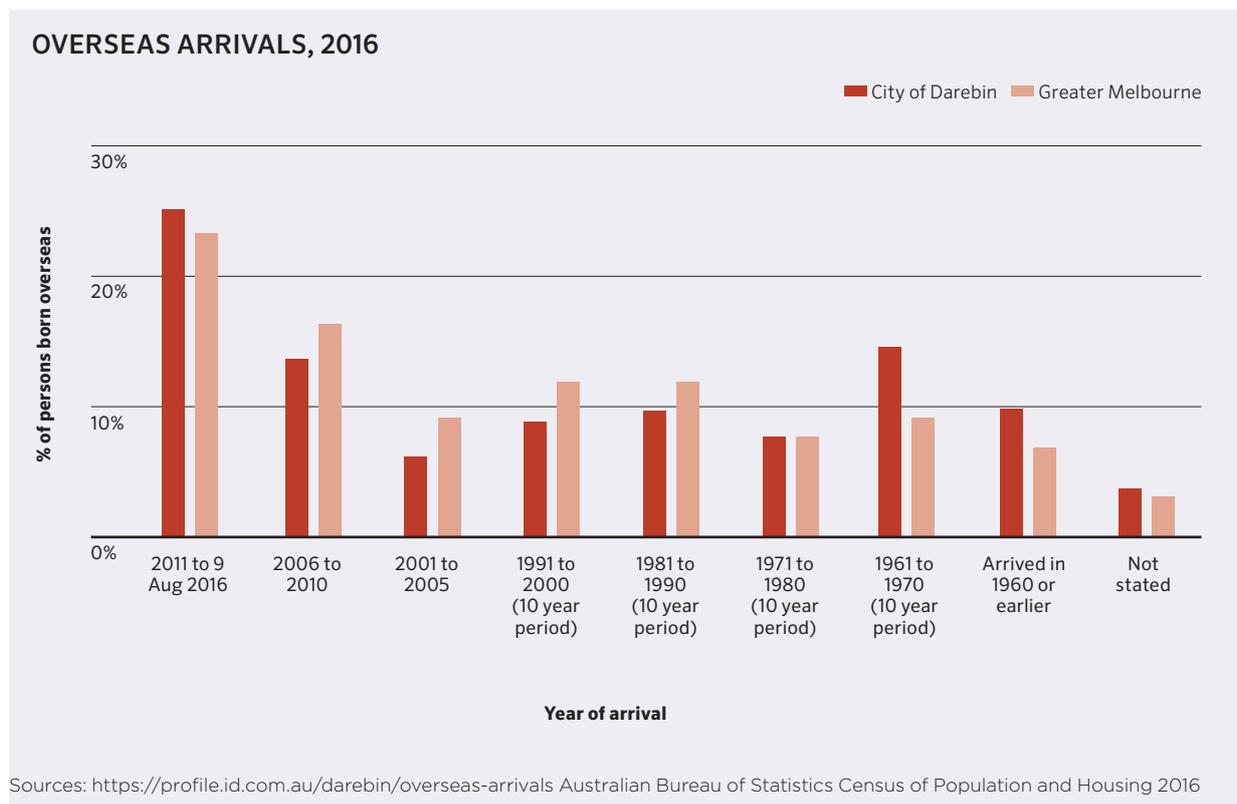
The City of Darebin is situated between five and 15 kilometres north of Melbourne’s central business district and has been home to the Wurundjeri people for many thousands of years. It covers 53 square kilometres of land, which stretches from Melbourne’s inner northern suburbs of Northcote and Fairfield,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

The City’s population is 158,553 (2017 Australian Bureau of Statistics Estimated Resident Population) and this number is expected to increase to 230,118 by 2041. We have 64,773 residential properties, 4,681 business properties and 544 mixed-use properties.

Darebin City Council owns, controls, manages or maintains 509 kilometres of roads, 78.5 kilometres of rights-of-way, 31 kilometres of shared paths, 1,035 kilometres 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, 614 kilometres 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.

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



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. The Socio-Economic Index for Area (SEIFA) Disadvantage Score ranks areas based on a collection of indicators that contribute to disadvantage (e.g. unemployment and income). In 2016, Darebin’s SEIFA Disadvantage Score was 1,004, with Greater Melbourne at 1,018 and Victoria at 1,010, indicating that Darebin was relatively disadvantaged compared to Greater Melbourne and Victoria.

In March 2018, Darebin’s unemployment rate was 6.25 per cent, which was higher than the Greater Melbourne figure of 5.97 per cent and the Victorian figure of 5.3 per cent.

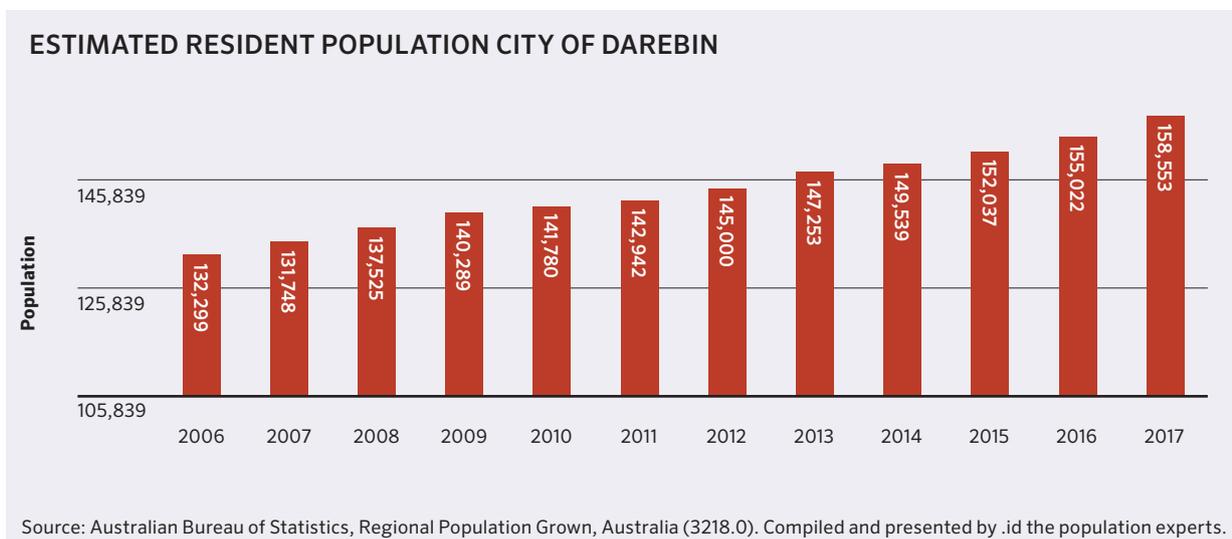
The 2014 Darebin Household Survey indicated that 5.8 per cent of respondents aged 16 years and over identified as bisexual, gay, lesbian or ‘other’ sexuality. This figure is likely to be higher due to under-reporting in the Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) community.

Darebin has one of the largest populations of Aboriginal and Torres Strait Islander (ATSI) residents of the 31 local government areas in metropolitan Melbourne. Our ATSI community is among the largest in Victoria, with 2.4 per cent of all ATSI Victorians living in the City of Darebin. This equates to 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 is affected by a disability of some kind, including physical disabilities and medical conditions, psychological and intellectual conditions, and 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 102.

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



Our residents – who we are

24%

take public transport to work
(15% Greater Melbourne)

6%

with a disability requiring assistance
(4.9% Greater Melbourne)

4%

are international students

6%

are lesbian, gay, bisexual, transgender,
intersex or queer²

Languages spoken at home

59%
English

7%
Italian

6%
Greek

4%
Mandarin

3%
Arabic

2%
Vietnamese

19%
other

138
languages in total

Households

64%
live in families

28%
live alone

8%
live in group houses

Ages
16%
are children 0-14

13%
are young people 15-24

57%
are 25-64

14%
are older (65+)

Religion

48%
are Christian

35%
have no religion

5%
are Muslim

3%
are Buddhist

3%
are Hindu

6%
other

37
religions in total

Place of birth

59%
were born in Australia

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

8%
not stated

Income

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

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

Employment

70,306
(92.8%) were employed in 2016
Of those, 60% worked full-time and 38% part-time

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

Tertiary qualifications

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

0.8%

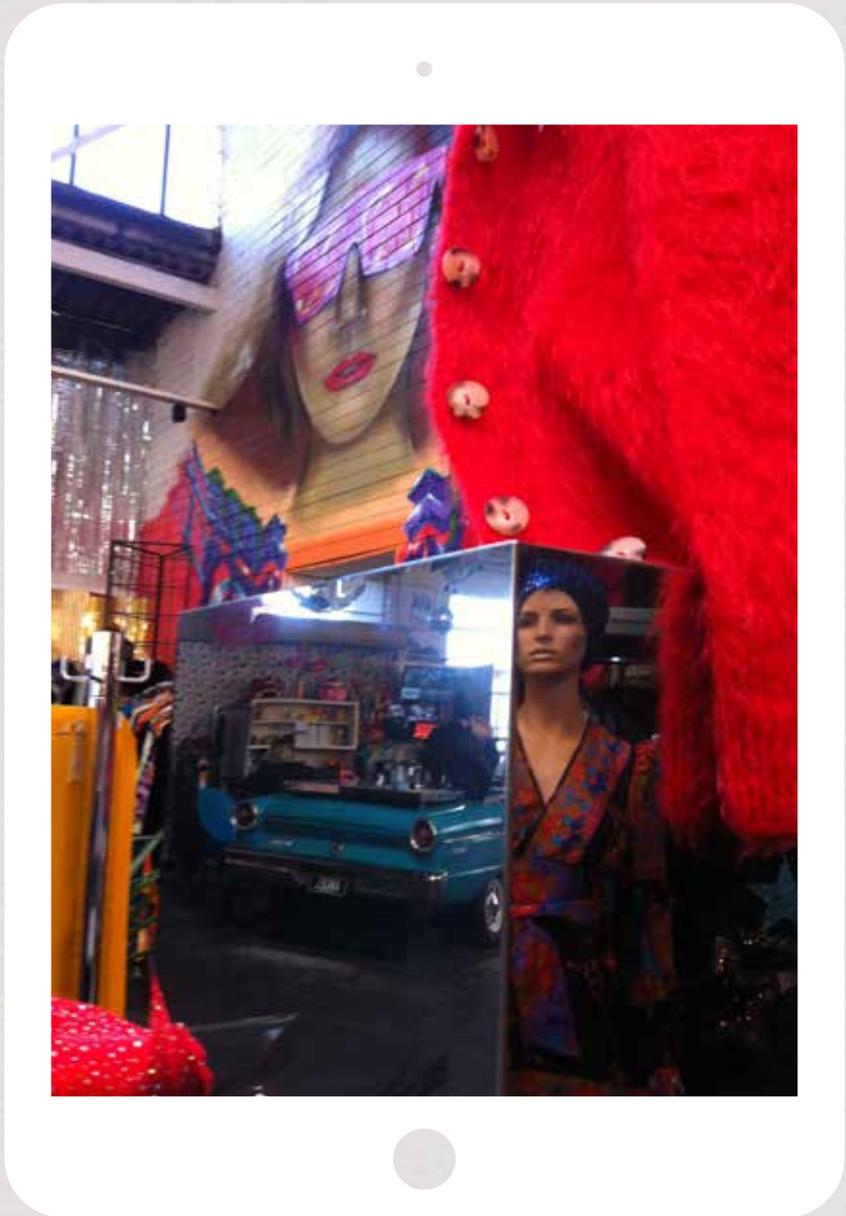
are Aboriginal or Torres Strait Islander

(5% of all Aboriginal or Torres Strait Islander people in metropolitan Melbourne)

Sources:

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

2nd place #Discoverdarebin



#discoverdarebin

Images that reflected Council's vision for a 'greener, bolder, more connected City'

Be bold and add some colour and style to your wardrobe.

#vintagegarage
#discoverdarebin #bolder
#vintagefashion #vintagestyle

Photo by JMaree

Our Council

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

Darebin City Council has nine democratically elected Councillors. As the locally elected representatives, they advocate for and represent residents and communities, and undertake tasks including approving the Council Plan and the Council Budget. 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.

Council meetings

In 2017-18 Council meetings were held on every third Monday in the Darebin Council Chambers. Meetings are open to the public unless confidential items are being considered. In addition to Council business, there is an opportunity for members of the community to ask questions in Public Question Time.

Information about Councillor attendance at meetings is available in the Governance and Corporate Information section of this report, which starts on page 119. To see the schedule of Council meetings or watch meetings live online, go to our website darebin.vic.gov.au/Meetings.

Briefing sessions

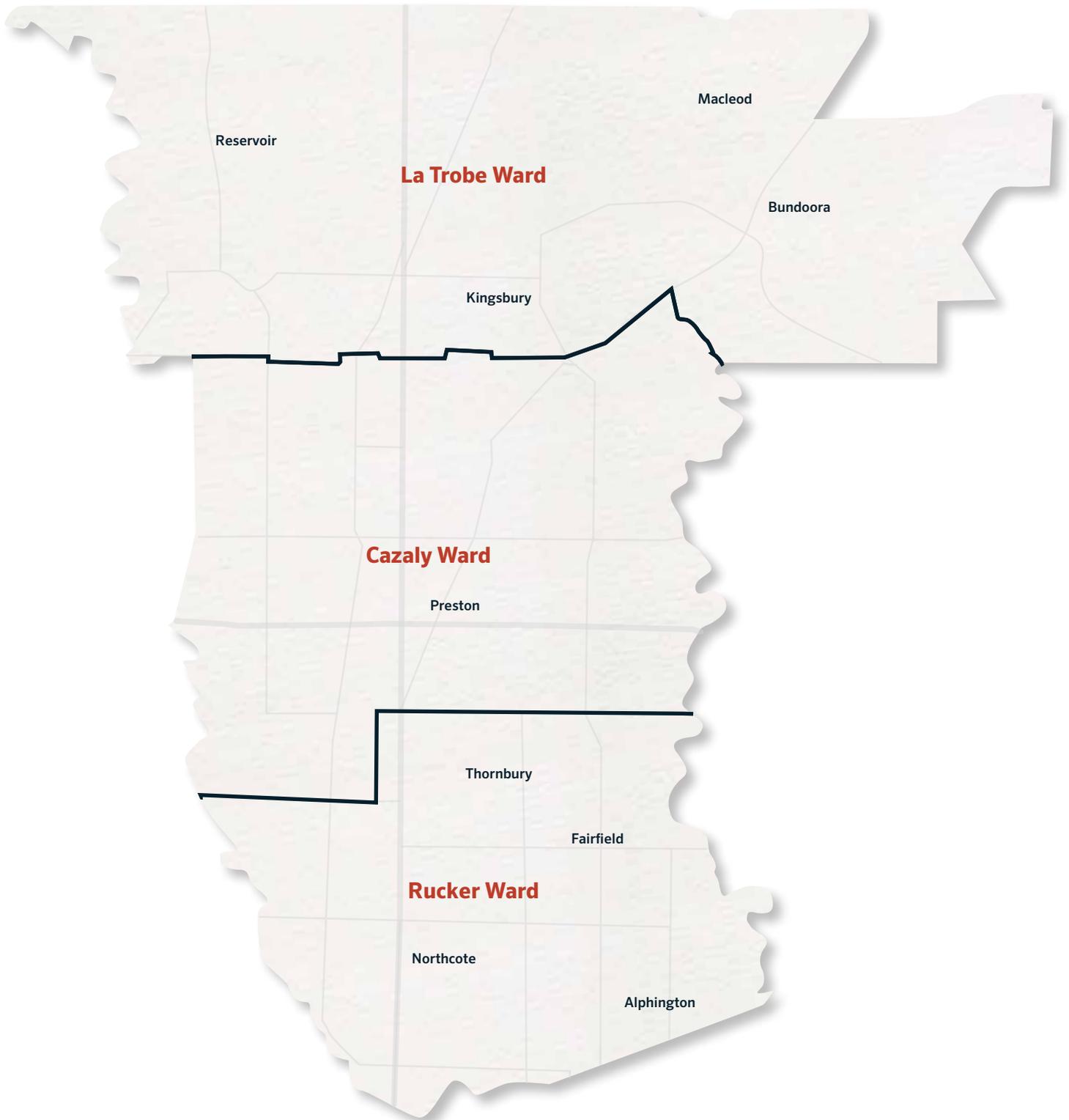
In addition to regular meetings, Council holds briefing sessions where Council staff make presentations on important issues.

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

You can read more about Council meetings on page 39. For more information about how Council works, see our website darebin.vic.gov.au/HowCouncilWorks.

Darebin map of wards

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



Our Councillors

Rucker Ward

Cr Kim Le Cerf **0419 750 457** **Kim.LeCerf@darebin.vic.gov.au**



Cr Le Cerf was elected to Darebin Council in 2016 and is currently serving as Mayor of an invigorated 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.

Mayor

Terms as Councillor
2016-20

Terms as Mayor
2016-17
2017-18

Committees

- | | |
|--|---|
| Audit Committee | Darebin Environmental Reference Group |
| CEO Employment Matters Committee | Darebin Nature Trust |
| Darebin Domestic Animal Management Reference Group | Darebin Women’s Advisory Committee |
| Darebin Education Committee | Hearing of Submissions Committee (Chair) |
| Climate Emergency Darebin Committee | Municipal Emergency Management Planning Committee (Chair) |

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



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

Terms as Councillor
2008-12, 2012-16,
2016-20

Committees

- | | |
|---|----------------------------------|
| CEO Employment Matters Committee | Darebin Nature Trust |
| Climate Emergency Darebin Committee | Hearing of Submissions Committee |
| Darebin Environmental Reference Group (Proxy) | Planning Committee |

Cr Susan Rennie **0419 750 035** **Susan.Rennie@darebin.vic.gov.au**



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.

Terms as Councillor
2016-20

Committees

- | | |
|--|----------------------------------|
| Audit Committee | Darebin Interfaith Council |
| CEO Employment Matters Committee | Darebin Nature Trust |
| Darebin Aboriginal Advisory Committee | Darebin Youth Advisory Group |
| Darebin Bicycle Advisory Committee (Proxy) | Hearing of Submissions Committee |
| Darebin Energy Foundation (Proxy) | Planning Committee |

Cazaly Ward

Cr Steph Amir **0419 750 192** **Steph.Amir@darebin.vic.gov.au**



Terms as Councillor
2016-20

Cr Amir was elected to Council in 2016. With a background in science and research, Cr Amir is committed to evidence-based decision-making on Council. She is passionate about environmental sustainability, supporting Darebin's thriving arts community, and making Darebin a more equitable place to live for all current and future residents. She lives in Preston with her partner and daughter.

Committees

Darebin Bicycle Advisory Committee	Northland Urban Renewal Precinct Steering Committee
Darebin Youth Advisory Group	Planning Committee
Hearing of Submissions Committee	Sexuality, Sex and Gender Diversity Advisory Committee

Cr Lina Messina **0419 750 504** **Lina.Messina@darebin.vic.gov.au**



Deputy Mayor
Terms as Councillor
2016-20

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

Active and Healthy Ageing Community Board	Northland Urban Renewal Precinct Steering Committee
Darebin Women's Advisory Committee	Planning Committee
Darebin Energy Foundation	Preston Business Advisory Committee
Hearing of Submissions Committee	

Cr Julie Williams **0419 750 152** **Julie.Williams@darebin.vic.gov.au**



Terms as Councillor
2012-16, 2016-20

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.

Committees

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

La Trobe Ward

Cr Gaetano Greco 0419 750 214

Gaetano.Greco@darebin.vic.gov.au



Cr Greco has been representing the La Trobe Ward since 2008. Some of his top priorities have been protecting the iconic Preston Market and ensuring the continuation of Aged Care Services together with getting things done for residents. He is keen to get on with big projects like the Reservoir Leisure Centre, new Intercultural Centre and City beautification.

Terms as Councillor
2008-12, 2012-16,
2016-20

Terms as Mayor
2013-14

Committees

Active and Healthy Ageing Community Board	Darebin Energy Foundation
Bundoora Homestead Board of Management Committee	Darebin Housing Committee
CEO Employment Matters Committee	Darebin Interfaith Council
Darebin Aboriginal Advisory Committee	Edwardes Lake Park Reference Group
Darebin Education Committee	Hearing of Submissions Committee
	Planning Committee

Cr Tim Laurence 0419 750 234

Tim.Laurence@darebin.vic.gov.au



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

Terms as Councillor
1996-97, 1998-
2002, 2008-12,
2012-16, 2016-20

Terms as Mayor
2000-01, 2012-13

Committees

Planning Committee	Edwardes Lake Park Reference Group
Hearing of Submissions Committee	Darebin Housing Committee
Bundoora Homestead Board of Management Committee	Darebin Arts Ambassadors

Cr Susanne Newton 0419 764 245

Susanne.Newton@darebin.vic.gov.au



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 planning to cope with density and manage the impacts.

Terms as Councillor
2016-20

Committees

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

Darebin employee, Deb Strutt (left), married her partner Liz Baulch on 21 April 2018 at the Thornbury Bowls Club.





SECTION 05

Our people

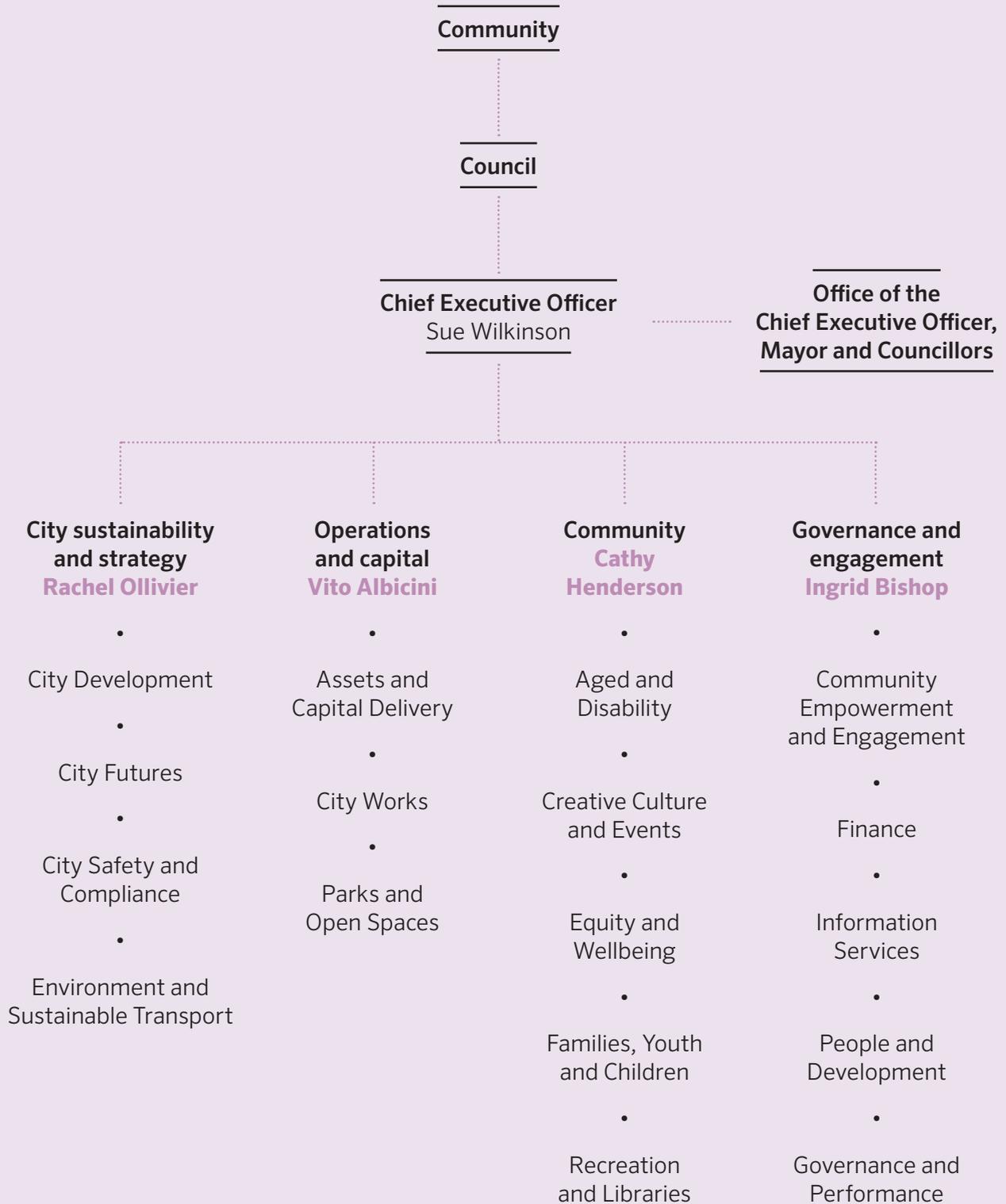
05



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Changes to our structure in 2017-18	50
Workplace report	52
Celebrating Darebin's volunteers	60

Organisation Structure as at 30 June 2018



Organisation Structure as at 30 June 2018

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



Chief Executive Officer
Sue Wilkinson

Following an extensive executive search and recruitment process during 2017, Council appointed Sue Wilkinson as Darebin City Council’s Chief Executive Officer. Sue started with Council on 18 September 2017. Prior to commencing, Sue held various senior positions with the Victorian Government and local government, including Chief Executive Officer at Colac Otway Shire. Sue is a graduate of the

Australian Institute of Company Directors Course, and holds a Bachelor of Applied Science, Planning, and a Post Graduate Diploma of Urban Planning.

In October 2017, the Chief Executive Officer conducted an extensive organisational review, which resulted in significant changes to the structure of the organisation, including a reduction in the number of divisions from five to four.

General Managers

As at 30 June 2018, Darebin City Council's four General Managers were:



Ingrid Bishop
General Manager Governance and Engagement

Masters of Business Administration - International; Diploma of Local Government; Graduate Certificate in Business.

Ingrid Bishop commenced with Council as General Manager Governance and Engagement on 19 March 2018. Prior to this, Ingrid held various positions in the private and government sectors and also ran her own consulting company. The Governance and Engagement division includes the following departments: Community Empowerment and Engagement, Finance, Information Services, People and Development, and Governance and Performance.



Rachel Ollivier
General Manager City Sustainability and Strategy

Graduate, Australian Institute of Company Directors; Master of Finance, Economic Policy; Graduate Diploma of Public Relations; Bachelor of Applied Science, Environmental.

Rachel Ollivier commenced with Council as General Manager City Sustainability and Strategy on 1 March 2018. Prior to this, Rachel held various positions in the private and government sectors, both nationally and internationally, and was also a lecturer on Environmental Regulation and Policy at RMIT. The City Sustainability and Strategy Division includes the following departments: City Development, City Futures, City Safety and Compliance, and Environment and Sustainable Transport.



Cathy Henderson
General Manager Community

Graduate, Australian Institute of Company Directors; Masters of Public Policy and Management; Bachelor of Arts.

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



Vito Albicini
General Manager Operations and Capital

Masters of Business Administration - APESMA; Graduate Diploma of Management; Bachelor of Engineering (Civil); Graduate Diploma of Local Government and Engineering Management.

Vito Albicini commenced in the role of General Manager Operations and Capital with Darebin City Council on 12 February 2018. Prior to this, Vito was employed by Council as the Manager Infrastructure and Capital Delivery. Before joining Council, Vito held various positions in the private and local government sectors. The Operations and Capital division includes the following departments: Assets and Capital Delivery, City Works, and Parks and Open Spaces.

Changes to our structure in 2017-18

A new organisation structure was confirmed on 17 November 2017, following an organisational review that aligned our internal structure to the delivery of the Council Plan 2017-21. The review was informed by extensive feedback from staff and key stakeholders. As a result, the organisation welcomed four new General Managers and a number of new Managers. Together, these new staff members complete a leadership team that aims to be the best in the sector.

This new structure enables us to deliver on cultural change, building capacity and capability for long-term provision of services to the community, and streamlining processes and systems.

Structure As at 30 June 2018

Employee count by division at 30 June 2018 (includes part-time, casual and temporary employees)

	2017-18
Office of the Chief Executive Officer, Mayor and Councillors	4
Community	665
City Sustainability and Strategy	226
Governance and Engagement	165
Operations and Capital	180
Total	1,240

Number of FTE employees by division at 30 June 2018

	2017-18
Office of the Chief Executive Officer, Mayor and Councillors	3.81
Community	267.04
City Sustainability and Strategy	127.40
Governance and Engagement	111.43
Operations and Capital	165.99
Total	675.67

Number of permanent employees by Division - at 30 June 2018 (part-time and full-time only)

	2017-18
Office of the Chief Executive Officer, Mayor and Councillors	4
Community	378
City Sustainability and Strategy	181
Governance and Engagement	121
Operations and Capital	167
Total	851

Casual employees of Council by division - at 30 June 2018

	Males	Females	Total
Office of the Chief Executive Officer, Mayor and Councillors	0	0	0
Community	82	165	247
City Sustainability and Strategy	8	25	33
Governance and Engagement	9	25	34
Operations and Capital	7	3	10
Total	106	218	324

3rd place #Discoverdarebin



#discoverdarebin

Images that reflected Council's vision for a 'greener, bolder, more connected City'

R2D2 Street Art. May the force be with you.

#streetartmelbourne
#discoverdarebin #bolder
#greener

Photo by CJStenton

Workplace report

The Darebin City Council workforce at 30 June 2018

At 30 June 2018, we employed 1,240 people across our organisation. This figure was made up of full-time, part-time, temporary and casual employees.

There were 676 full-time equivalent (FTE) employees.

Total number of Darebin City Council employees at 30 June 2018 (includes part-time, casual and temporary staff)

Permanent full-time employees	489
Permanent part-time employees	362
Temporary employees	65
Casual employees	324
Total	1,240

Number of permanent Darebin City Council employees by gender at 30 June 2018 (full-time, part-time and FTE)

	Full-time	Part-time	Total	FTE
Female	216	288	504	371
Male	273	74	347	305
Total permanent workforce at 30 June 2018	489	362	851	676

FTE employees at Darebin City Council at 30 June 2018

	2013-14	2014-15	2015-16	2016-17	2017-18
FTE employees	715	701	698	684	676

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

Total number of Darebin City Council employees over five years (includes part-time, casual and temporary employees)

	2013-14	2014-15	2015-16	2016-17	2017-18
Darebin City Council employees	1,268	1,254	1,283	1,279	1,240

Number of employees by salary classification at 30 June 2018 (permanent)

Classification	Female	Male	Total
Band 1	36	31	67
Band 2	7	4	11
Band 3	130	107	237
Band 4	55	40	95
Band 5	80	48	128
Band 6	89	47	136
Band 7	40	36	76
Band 8	19	10	29
Immunisation Nurse Level 1	2	1	3
Immunisation Nurse Level 2	1	0	1
Immunisation Nurse Level 3	4	0	4
Maternal and Child Health Nurses - 2nd year	1	0	1
Maternal and Child Health Nurses 3rd year	1	0	1
Maternal and Child Health Nurses 4th year	2	0	2
Maternal and Child Health Nurses 5th year	19	0	19
Senior Executive Officer	8	13	21
Senior Officer	10	10	20
Total	504	347	851

Number of employees by classification at 30 June 2018 (all employees, including part-time, casual and temporary)

Classification	Female	Male	Total
Band 1	47	35	82
Band 2	31	20	51
Band 3	251	176	427
Band 4	88	54	142
Band 5	118	61	179
Band 6	107	54	161
Band 7	44	38	82
Band 8	19	12	31
Immunisation Nurse Level 1	4	1	5
Immunisation Nurse Level 2	1	0	1
Immunisation Nurse Level 3	4	0	4
Maternal and Child Health Nurses 1st year	4	0	4
Maternal and Child Health Nurses 2nd year	2	0	2
Maternal and Child Health Nurses 3rd year	5	0	5
Maternal and Child Health Nurses 4th year	2	0	2
Maternal and Child Health Nurses 5th year	19	0	19
Senior Executive Officer	8	14	22
Senior Officer	10	11	21
Total	764	476	1,240

FTE employees by classification at 30 June 2018

Classification	Female	Male	Total
Band 1	8.52	8.05	16.57
Band 2	3.12	2.83	5.95
Band 3	71.81	96.47	168.28
Band 4	46.39	36.67	83.06
Band 5	68.98	45.59	114.57
Band 6	80.81	46.28	127.09
Band 7	37.16	36.00	73.16
Band 8	18.44	10.00	28.44
Immunisation Nurse Level 1	0.12	0.01	0.13
Immunisation Nurse Level 2	0.03	0	0.03
Immunisation Nurse Level 3	1.41	0	1.41
Maternal and Child Health Nurses 1st year	0	0	0
Maternal and Child Health Nurses 2nd year	0.40	0	0.40
Maternal and Child Health Nurses 3rd year	0.80	0	0.80
Maternal and Child Health Nurses 4th year	1.00	0	1.00
Maternal and Child Health Nurses 5th year	14.10	0	14.10
Senior Executive Officer	7.84	13.00	20.84
Senior Officer	9.84	10.00	19.84
Total	370.77	304.90	675.67

Social inclusion and employment programs

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

We supported 120 placements and a careers expo for 250 local students, coordinated 15 employees to volunteer at a mock interview program hosted by the Inner Northern Local Learning and Employment Network, and delivered the annual Real Jobs Industry Program to 250 Darebin Year 10 students. We also delivered employability skills training for the Croxton School and Preston Reservoir Adult Community Education Centre.

Council supported two Aboriginal trainees to complete their Certificate III in Business Administration. Both trainees successfully transitioned to Council's casual employment pool and have been working across Council in administrative and customer service roles. One of these trainees was named Indigenous Trainee of the Year. Two new trainees will be sought for 2018-19.

Three community workshops were facilitated on grant writing and general engagement with government and like bodies. Online training resources were also provided, with 57 community members participating. Further training will be facilitated during 2018-19.

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.

Industrial relations

During 2017-18, we maintained industrial harmony and constructive relationships between management, employees and unions, enabling us to work together to manage most employee issues and disputes internally.

Negotiations for the next Enterprise Agreement commenced in May 2018 and are on track. Our aim is to negotiate a modern agreement with balanced outcomes for all people. The Collective Negotiation Committee has met seven times and worked through most of the 83 items tabled for discussion.

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

Equal employment opportunity

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

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

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

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

Our workplace diversity profile**

Aboriginal or Torres Strait Islander background

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

Year	2014	2015	2016	2017	2018
Percentage	1.7%	1.5%	0.9%	0.8%	0.7%

Inclusive of casual employees, the total is 1.65 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	2018
Percentage	23.1%	14.0%	14.5%	14.6%	17.5%

Darebin City Council staff countries of birth

Country of birth	%	Country of birth	%
Australia	58.5	Greece	0.7
Italy	1.5	China	0.6
Britain	1.8	Not disclosed	21.3
India	1.2	Other*	13.6
Macedonia	0.8		

*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, Japan, Kenya, Laos, Lebanon, Liberia, Malaysia, Malta, Mauritius, New Zealand, Nigeria, Pakistan, Papua New Guinea, Peru, Philippines, Poland, Samoa, Serbia, Singapore, Somalia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Syria, Thailand, Taiwan, Turkey, United States, Vietnam and Yugoslavia.

** Data source: Darebin Council payroll system 2018.



Staff induction at Preston Shire Hall



Information stall at the staff induction

Learning and development

During 2017–18, we delivered 57 capacity building programs, with more than 690 employees participating. Programs included Financial Management, Conflict Management, Time Management, Writing for Government, Introduction to Local Government and Social Media training. Council also delivered leadership training focused on leadership style, team work and team dynamics, and leading with emotional intelligence.

We supported a number of employees to complete a Master of Business Administration.

Child safe training was undertaken, with Council having several employees skilled in this area. Safeguarding Children sessions were delivered to leaders, in partnership with the Australian Childhood Foundation, to drive cultural change and to ensure children visiting or accessing Council services are kept safe and free from harm. We also facilitated 14 sessions for community groups working in areas with a high level of contact with children.

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

Educating employees on relevant policies and laws and driving a culture that is free from discrimination, fraud and corruption continues to be a focus for Council. During 2017–18, more than 680 employees completed training on privacy, fraud and corruption, excellence in governance, and equal employment opportunity.

This year we implemented a new corporate induction program for employees on Council's vision, values, goals, and business areas, in addition to role-specific information.

The new program successfully introduced an induction expo that allows employees to talk to staff from various business areas and seek additional information about services offered by Council and key stakeholders.

Council also facilitated a training needs analysis, which informed the corporate training initiatives for January to June 2018 and the 2018–19 corporate training calendar.

Health, safety and wellbeing

At Darebin, we recognise that we have moral and legal responsibilities to provide and maintain a safe and healthy work environment for employees, Councillors, contractors, suppliers and visitors.

During 2017–18, we facilitated Occupational Health and Safety (OHS) education across Council and continued to review our OHS and injury prevention systems. Training courses undertaken by employees included Health and Safety Representative, Fire Warden and Emergency Management, First Aid training and OHS e-learning courses.

Council also provided range of health and wellbeing programs for employees, including:

- yoga classes
- massages
- mental health programs – guest speaker and a series of team workshops
- Employee Assistance Program (EAP) services and onsite EAP to coincide with several key Council events and decisions.

In January 2018, Council commenced a 12-month onsite occupational physiotherapy service trial, which was available to all employees. The aim of the service is early intervention (treatment of aches and pains) and preventative therapy, and enabling our employees to continue to undertake the inherent requirements of their roles safely.

The service proved popular and Council anticipates an increase in employee self-management and a reduction in injuries and claims, particularly sprain and strains, which are among the most common injuries across Council.

Council's aim is to be a leader in OHS initiatives and standards and prevent all work-related injuries and illnesses by being proactive, maintaining high standards and ensuring we comply with OHS legislation.

Council recognises the valuable role that workplaces play in supporting staff experiencing family violence. Council has a Family Violence Policy to support staff and provides Identifying Family Violence training to increase knowledge and understanding of family violence.

Health and Safety Committees

Integral to our proactive safety culture is our team of elected Health and Safety Representatives. They are key members of the four OHS Committees and meet monthly with management in accordance with the *Occupational Health and Safety Act 2004*. In addition, we hold a Safety Leadership Forum to drive our safety culture, review and monitor the OHS Strategy, and support the implementation of key programs, policy and performance.

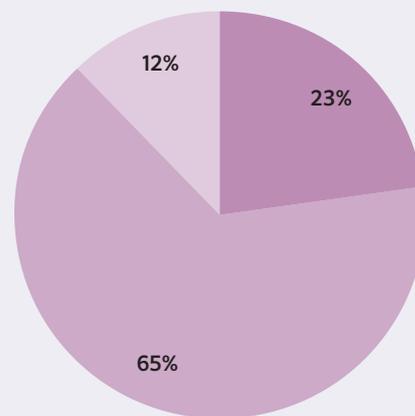
First Aid and emergency management

Council has a comprehensive network of trained First Aid officers and Emergency Wardens, who are qualified to act and assist in the event of an emergency. Council undertakes regular practice evacuation drills to ensure the safety of employees and patrons in the event of a real emergency.

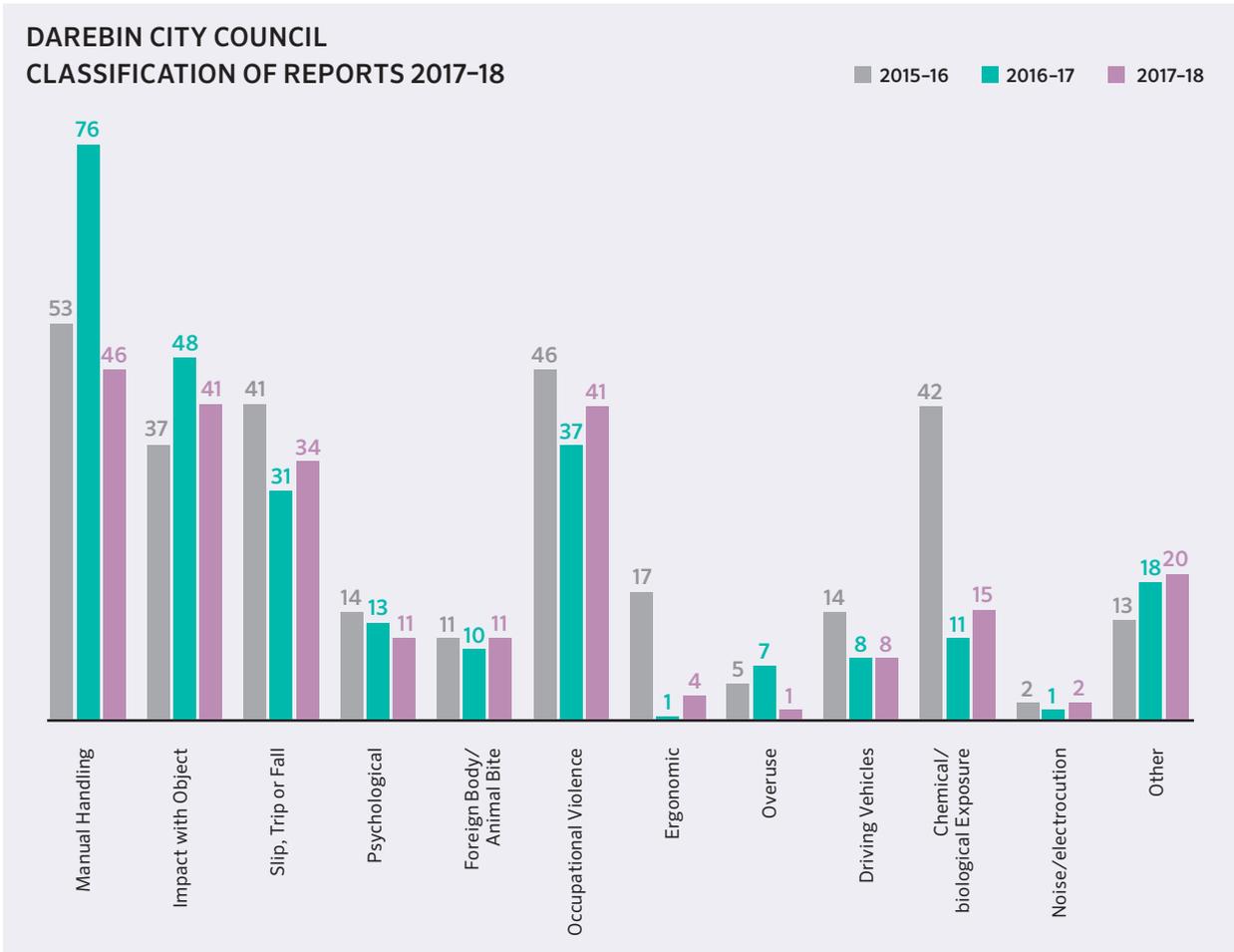
Incident and injury reporting

During 2017-18, Council employees continued to report hazards and incidents in accordance with Council policy and legislative obligations. Employees reported 234 near misses, hazards and incidents as outlined below. The majority of reports related to manual handling, impact with object and occupational violence (includes physical abuse or threats that create a risk to the health and safety of an employee or multiple employees).

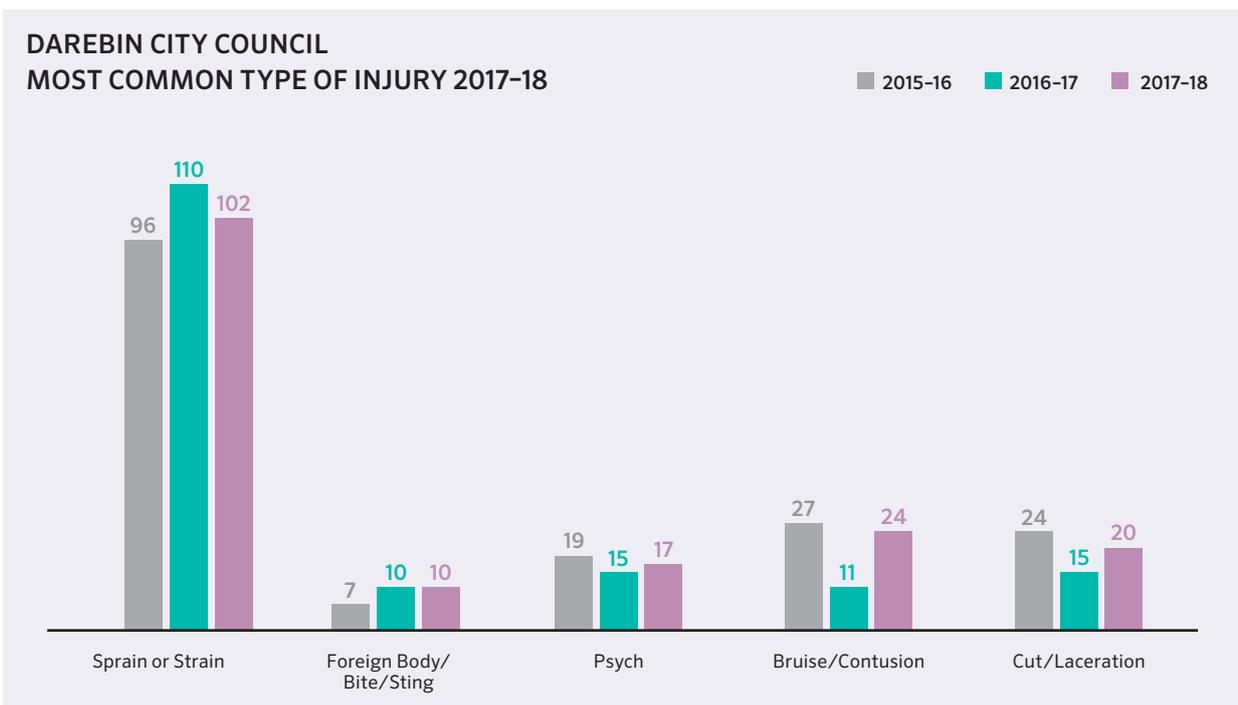
DAREBIN CITY COUNCIL
TYPE OF REPORT 2017-18



- Near Miss/Hazard Reports
- Incident resulting in injury
- Incident Only



Of the 234 reports, 151 were reported as injuries. The most common injuries reported are displayed below.

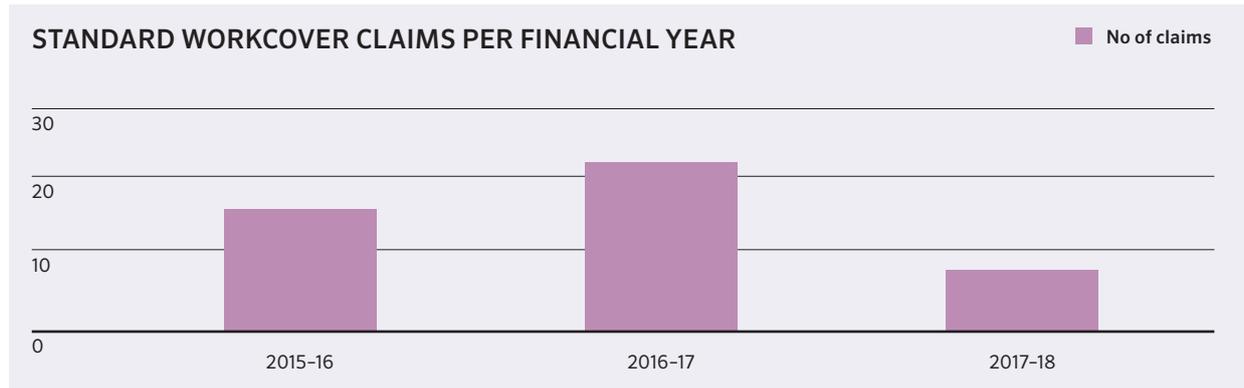


WorkCover and injury management

Council has a dedicated Injury Management Advisor and a comprehensive Injury Management Program to assist and support injured employees. The Injury Management Advisor works closely with employees and their line managers to ensure compliance with

regulatory frameworks, and to facilitate medical assessments and return to work.

During 2017-18, Council received seven claims that were accepted by the Victorian WorkCover Authority. This is an improvement on the previous two years, as reported below:



WorkCover premium

Council's WorkCover premium for 2017-18 was \$989,909. This represents an increase on the previous premium. Council's premium is influenced by a number of factors including remuneration, claims history and costs, industry

comparison and the performance of Council's WorkCover insurance agent. Following a review of services, Council changed agents in April 2018 and is now insured by Gallagher Bassett. Council's premium history and rating is outlined below:

Year	Premium (ex. GST)	Employer Performance Rating (<1 indicates better than the industry)
2015-16	\$1,314,763 (reduced by \$656,209)	1.02
2016-17	\$803,917 (reduced by \$510,846)	0.56
2017-18	\$989,909 (increased by \$185,992)	0.98

Risk management

We continued to raise awareness of 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.

We monitored our insurable risk profile to ensure risk exposures were adequately addressed.

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.

Darebin Information Volunteer Resource Service

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

During 2017–18, the service's volunteers provided more than 13,500 hours of time and \$114,063.53 of direct material aid to low income and vulnerable Darebin residents.

The Darebin Fruit Squad, which harvests fruit from home gardens and redistributes it to emergency relief agencies, is based at the Darebin Information Volunteer Resource Service. Since the program began in 2012, more than 3,500 kilograms of fruit have been collected and provided to agencies such as the Preston Salvation Army Food Bank, the Asylum Seeker Resource Centre and SecondBite. Last year, The Darebin Fruit Squad harvested 2,356 kilograms of fruit from the Urban Orchard. The generosity of the households and the volunteer fruit-pickers directly benefits the health and wellbeing of our community.

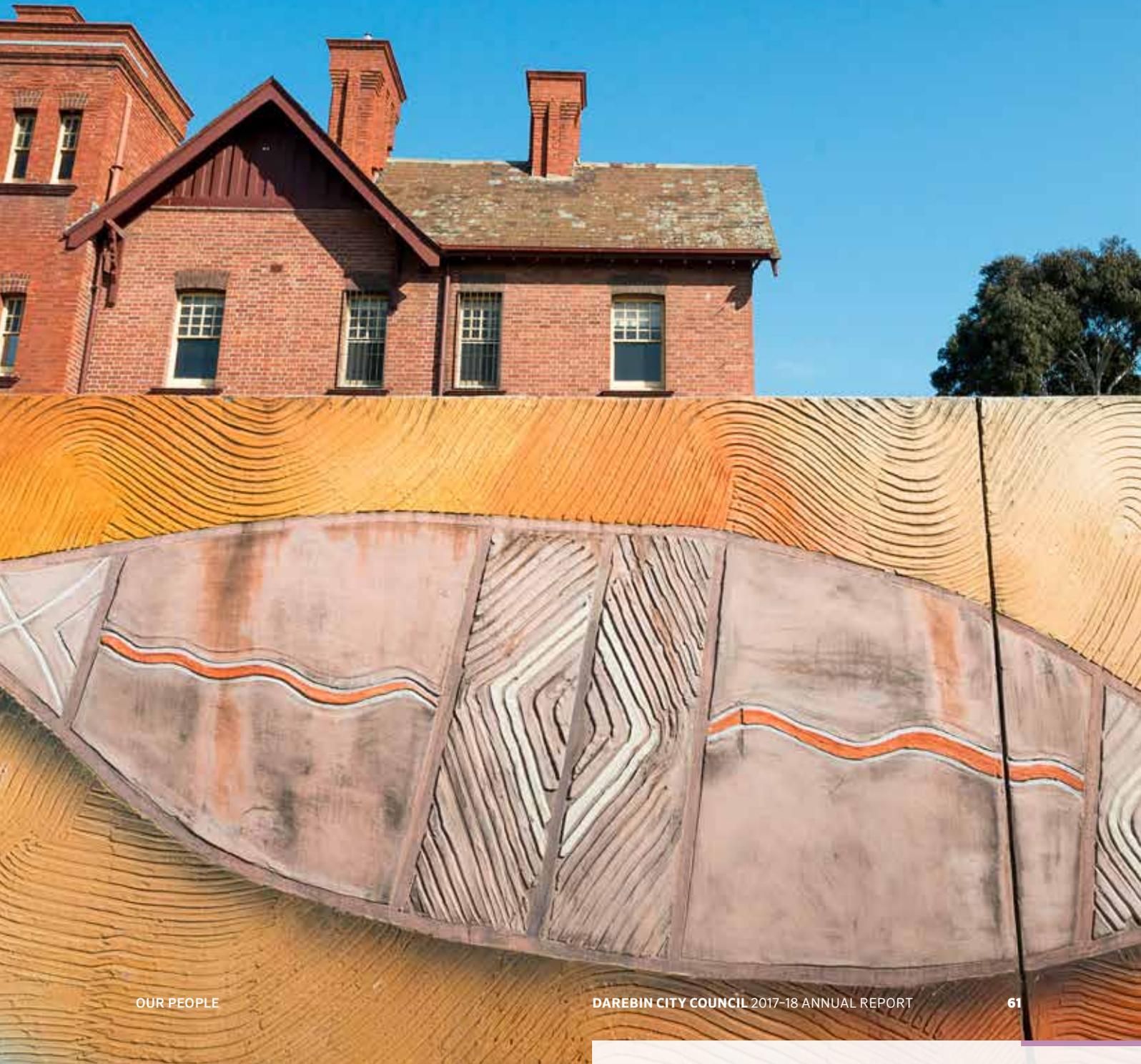
The L2P Learner Driver Mentor Program at DIVRS helps disadvantaged young people gain their provisional licences. Volunteer mentors provided 2,921 hours of volunteer mentoring last year to learner drivers. The program makes it easier for young people to get a job, access education and training, or care for family members. Darebin was one of the first Councils to take up funding from the Transport Accident Commission and, together with DIVRS, deliver the L2P program.

Thanks to volunteers

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

1,165

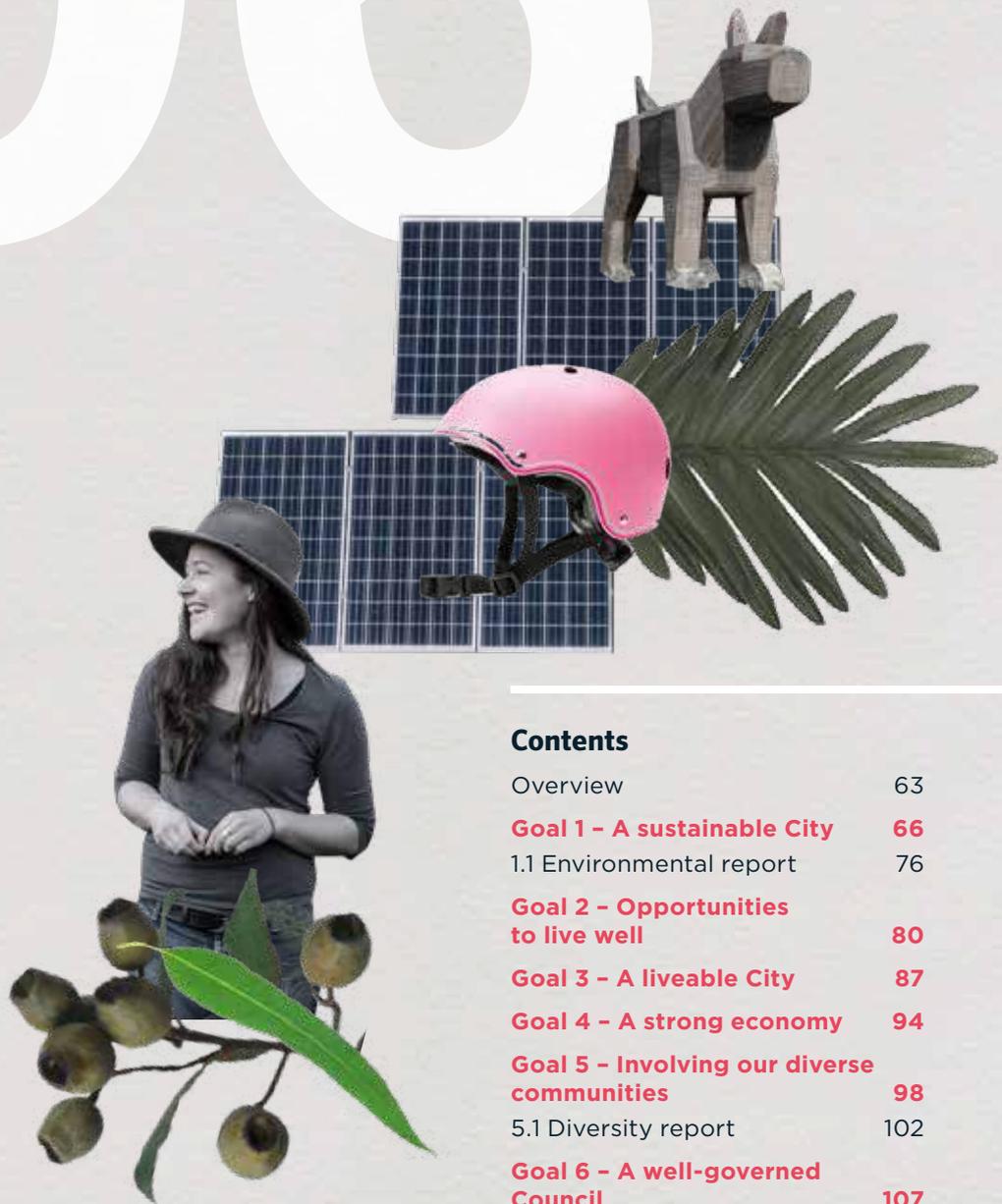
Darebin residents are Aboriginal or Torres Strait Islander



SECTION 06

Our performance

06



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Overview

Integrating with the Council Plan and the Council Budget Council Plan 2017-18

GOAL 1



A sustainable City

- Strategies
- Budget
- Major Initiatives from Council Budget
- Services
- Big Actions
- Highlights and achievements
- Setbacks
- Challenges
- Performance indicators and results
- Future plans
- Environmental Report

GOAL 2



Opportunities to live well

- Strategies
- Budget
- Major Initiatives from Council Budget
- Services
- Big Actions
- Highlights and achievements
- Setbacks
- Challenges
- Performance indicators and results
- Future plans

GOAL 3



A liveable City

- Strategies
- Budget
- Major Initiatives from Council Budget
- Services
- Big Actions
- Highlights and achievements
- Setbacks
- Challenges
- Performance indicators and results
- Future plans

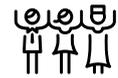
GOAL 4



A strong economy

- Strategies
- Budget
- Major Initiatives from Council Budget
- Services
- Big Action
- Highlights and achievements
- Setbacks
- Challenges
- Performance indicators and results
- Future plans

GOAL 5



Involving our diverse communities

- Strategies
- Budget
- Major Initiatives from Council Budget
- Services
- Highlights and achievements
- Setbacks
- Challenges
- Performance indicators and results
- Future plans
- Diversity Report

GOAL 6



A well governed Council

- Strategies
- Budget
- Major Initiatives from Council Budget
- Services
- Highlights and achievements
- Setbacks
- Challenges
- Performance indicators and results
- Future plans
- Technology Report
- Consultation and engagement summary
- Advocacy Report

Overview

The Report of Operations outlines our 2017-18 performance against the major initiatives in Council's Budget 2017-18. It also reports on Darebin Council Plan 2017-21 goals and its 16 Big Actions.

Integration with Council Plan and Council Budget

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

The Council Plan is a strategic document that describes the vision, mission, goals, strategies and targets that guide our work for a four-year period. It is reviewed annually. The Strategic Resource Plan 2018-22 complements the Council Plan and describes how the key projects and objectives will be resourced.

Every financial year the annual Budget sets out funding for the projects and services to be undertaken. It also outlines

the major initiatives that directly contribute to the achievement of our Council Plan goals. The Budget is also integrated with the annual Council Plan Action Plan which outlines in detail the key items that Council will deliver over the financial year.

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

The 2017-18 Annual Report shows our progress in realising the vision of the Council Plan 2017-21. Detailed performance reports on the organisation's progress against the annual Council Plan Action Plan are also posted quarterly on our website

darebin.vic.gov.au/CouncilPlan.



Darebin Council Plan 2017-21

The vision for the Darebin Council Plan 2017-21 is: A greener, bolder, more connected City. The Plan responds to the changing world we face, particularly on the climate emergency, a growing population, a changing economy, growing inequality and reduced funding.

The 2017-18 Annual Report is the first reporting year of the Council Plan 2017-21. The Council Plan describes the vision, mission and goals that guide our work.

There are six goals, each with three attendant strategies. Each strategy has a number of actions, which are listed in the Council Plan Action Plan Progress Report 2017-18, available on our website at darebin.vic.gov.au/CouncilPlan.

Council also identified 16 Big Actions as priorities across the four years of the Council Plan 2017-21.

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

For each goal we have reported on:

- major initiatives from Council Budget
- services and their costs
- Big Actions
- highlights and achievements
- setbacks
- challenges
- performance indicators and our results
- future plans.

We reported on our progress for 2017-18 against each of the actions in the Council Plan Action Plan Progress Report 2017-18, which can be found on our website at darebin.vic.gov.au/CouncilPlan.



GOAL 1

A sustainable City

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

Strategy 1.1

We will become an energy and water efficient City and reduce waste

Strategy 1.2

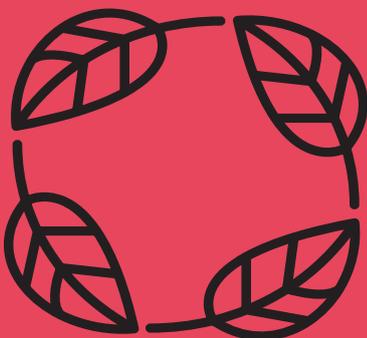
We will increase sustainable transport through safer streets for walking and cycling, and advocacy for public transport

Strategy 1.3

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

Budget allocated to Goal 1

Net Cost	2017-18 \$'000
Budget	29,376
Actual	29,879
Variation	(503)



There are 35 actions listed under Goal 1 in the Council Plan Action Plan 2017-18. The following section shows progress on the Major Initiatives from the Budget and Highlights from the Action Plan. Progress comments on all 35 can be found on our website at darebin.vic.gov.au/CouncilPlan.

Major Initiatives from Budget 2017-18 for Goal 1

Major initiative	Status	2017-18 progress
Create and enact a local Climate Emergency Plan to address climate change and mitigate risks.	100%	The Climate Emergency Plan was developed following community consultation and adopted by Council on 21 August 2017. The plan commenced implementation and key initiatives, such as the Solar Saver Program and the Climate Emergency Darebin Committee, are currently in progress.
Create a Darebin Energy Foundation: a climate emergency think tank and innovator of initiatives that can be scaled across communities.	100%	The Climate Emergency Darebin Advisory Committee was appointed in April 2018 and includes leading thinkers and community members. More detail in Big Action 2 on page 69.
Dramatically increase opportunities for walking and cycling, including converting some roads into shared streets where cars are guests and where green space, walking and cycling take priority.	100%	Over the year, many projects were completed to improve walking and cycling. For more detail see Big Action 3 on page 69.
Create a Darebin Nature Trust to use development contributions and other funds to increase open space and native vegetation, and ensure all residents live with 500 metres of open space.	75%	The Darebin Nature Trust was established as an Advisory Committee, with members appointed by Council. Through 2018-19, the Trust will consider the best model for long-term management and provide advice on a range of issues, including the Open Space Strategy.
Continue to address traffic and transport priorities in a strategic manner across the municipality and construct a number of traffic management and road safety works to address concerns and priorities raised by the community.	100%	Speed limit reductions from 50km/h to 40km/h were installed in three precincts across Northcote and Fairfield. Traffic calming devices were installed at high-risk locations in Reservoir (Cheddar Road to Plenty Road) and the eastern side of the rail corridor between Miller Street and Clarke Street through Thornbury and Northcote. See Big Action 4 on page 69 for more detail.
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.	100%	See Big Action 3 on page 69 for detail on public transport advocacy.

Services for Goal 1

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

Note: An organisational restructure during 2017–18 resulted in some areas moving to different portfolios. The portfolios below align with the Budget 2018–19, and are consistent with the Council Plan 2017–21. They equate to the dollars in the original Budget 2017–18 allocation.

Service area	Description of services provided	Net cost of providing this service in 2017-18 Budget <u>Actual</u> Variation \$'000
A Sustainable City		
Environment and natural resources	Develops and implements policies and programs that contribute to sustainability within Council and the community. Responsible for the Climate Emergency Plan, Whole of Water Cycle Strategy, and the Waste and Litter Management Strategy.	2,796 <u>2,393</u> 403
Open spaces, parks and natural environment	Responsible for the management and maintenance of approximately 600 hectares of open space, including 90 playgrounds, several wetlands, pathways, seating, garden beds, waterways, pedestrian bridges, catchments, dams and in excess of 65,000 street trees and 100,000 trees in parks and reserves.	12,081 <u>12,876</u> (795)
Transportation	Develops policy and project delivery for transport management and safety.	2,934 <u>2,814</u> 120
Waste management	Collection of domestic garbage and recyclables, green waste and dumped rubbish, street and right-of-way cleansing, the hard waste collection service, and management of the contract for the operation of the Resource and Recovery Centre in Reservoir.	11,565 <u>11,796</u> (231)

Big Actions for Goal 1

Big Action 1: Double solar power in Darebin ● ○ ○

Progress towards doubling solar power in the City by 2021 is well underway. Council expanded the 'Solar Saver' program to be available for all residences interest free. An additional 481 homes signed up in 2017-18 for solar power installation between July and December 2018. Investigations to expand the program to include businesses completed with recommendations now with Council for consideration.

Big Action 2: Create a new Darebin Energy Foundation ● ○ ○

The new Climate Emergency Darebin Advisory Committee members were appointed in April and include leading community representatives and industry thinkers. The new Advisory Committee was formed as a result of the great work undertaken by the interim Darebin Energy Foundation Committee which focused on restoring a safe climate at emergency speed, through the elimination of greenhouse gas emissions and excess carbon dioxide in the air.

Big Action 3: Dramatically improve walking and cycling ● ○ ○

Throughout 2017-18, Council focused on developing and implementing effective and relevant strategy, infrastructure and education – all of which is needed to achieve the desired step change.

Council sought community feedback on the draft Walking and Safe Travel Strategies (to be considered and adopted by Council in 2018-19), with research completed on how to improve infrastructure for cycling and walking at key trails and missing links. This included the corridor along the South Morang line in Northcote, Thornbury and Preston, and the Northern Pipe Trail shared path from Merri Creek to Reservoir Station.

A highlight of the education work completed was a partnership with Reservoir West Primary School to deliver a new "Octopus Schools" model, which aims to achieve safe travel to school. This project includes the construction of a bike shed, student art opportunities and workshops – parents are also encouraged to participate.

Big Action 4: Advocate for better public transport ● ○ ○

Council continued its active advocacy on a wide range of public transport improvements both large and small. Priorities included advocating for level crossings to be removed at Cramer Street and Murray Road when the Bell Street crossing is removed; significant improvements to the road network at Reservoir shopping centre to be made; ongoing advocacy for the Tram Route 11 extension to Edwardes Lake Park; Tram Route 86 stop upgrades; and an increased number of buses to improve connections across the City.

Big Action 5: Establish a new Darebin Nature Trust ● ○ ○

The Darebin Nature Trust members were appointed after expressions of interest were received from a broad range of skilled, enthusiastic and committed residents. In 2017-18 Council progressed with its review of the Open Space Strategy, including consultation to understand community needs and aspirations. This work included identifying and understanding the future open space needs of our City, including recreation and biodiversity. The Strategy review outcomes will inform Council's approach to its Open Space Levy and how this will be applied to future development.

Big Action 11: Increase our tree canopy and urban forest ● ○ ○

Data collection has played a key role in guiding Council in how it can increase its tree canopy and improve upon sustainable urban forest initiatives. Thermal imaging and canopy coverage data revealed an increase in canopy coverage from 13% to 16% over the past five years since the initial assessment. Due to additional funding being made available, an extra 1,100 trees were planted in parks, streets and bushland areas, resulting in a total number of trees for 2017-18 being approximately 3,000.

Legend

● ○ ○ On track ● ○ ○ Getting there, some obstacles ● ○ ● Well behind schedule

Big Action 12: Expand our land subdivision levy



Council's current land subdivision levy (Open Space Levy), collects funds for new and improved open space capacity to help meet the needs of our growing population. To support this, the Open Space Strategy is being reviewed – this will also include recreation and biodiversity. A detailed analysis of current and future needs and broad community consultation to understand aspirations and needs right across the City was completed.

The next steps in 2018-19 include the release of a draft Strategy and community consultation to inform Council's decision about the final Open Space Strategy. Council also intends to seek changes to the Planning Scheme to allow for expansion of the Open Space Levy.

Highlights and Achievements for Goal 1

Eliminating single-use plastic

In February 2018, we adopted the Single-Use Plastic Free Events Policy for Council events and events held at Council sites. The 2017 Carols by Candlelight was single-use plastic free and the March 2018 Kite Festival included promotion and information on the elimination of single-use plastic, with cheaper drinks for those using their own cups.

We also encouraged the State Government, supermarkets and some service stations to eliminate single-use plastic bags. More than 150 Darebin school students entered a Single-Use Plastic Logo Competition run by Council from September to December 2017.

Increasing use of sustainable transport – walking and cycling

Many of our projects focused on sustainable transport through safer streets for walking and cycling and advocacy for public transport. Four new zebra crossings and three safer shared path crossings were installed in Northcote and Reservoir, along with two new cycle crossings of busy roads in Northcote and Preston.

We developed a green travel map showing walking and cycling routes to Darebin's arts venues, which was sent to ticket purchasers and uploaded to our website.

Seven major cycling projects were completed, including the relocation of a bus stop to clear a shared path at St Georges and Arthurton Roads, Northcote, and partnering with Melbourne Water to reinstate more than two kilometres of wider shared path on St Georges Road.

We also installed an extra 71 bicycle hoops throughout Darebin.

We commenced a major project called Streets for People, with extensive community consultation on a pilot location running through Northcote and Thornbury. The Streets for People project is about improving the experience of local streets for the people who use them. Community feedback indicated they wanted a safer environment to walk and cycle locally, more shade and greenery, more welcoming places for people to meet and play, and reduced negative impacts of vehicles. This led to the development of a draft strategy and concept plans, which will be submitted to Council in 2018-19. We also began investigating eight other corridors across Darebin.

Installing more energy efficient lighting

In a first for Darebin Council, LED lighting was installed during the year at sports fields at Pitcher Park Alphington and at Bundoora. LED technology uses less electricity without affecting the quality

of lighting, and can last up to 50,000 hours, which means it saves money on maintenance as well.

Setbacks for Goal 1

Car share bays

We had committed to install 16 car share bays on Council-managed land. Due to the car share company updating the technology of their vehicles, they will not be ready until September 2018. Eight permanent bays were installed and a further seven approved, plus three floating bays. We commenced community consultation on a further 10 locations.

Mayer Park and the Northcote Golf Course

A new completion timeframe for the development of master and yearly action plans for Mayer Park had to be determined due to the extra time required for the participatory community-based development of this work. The plans for the Northcote Golf Course were put on hold due to a delay with the State Government's report on the Future of Golf.

Challenges for Goal 1

Recycling

During 2017-18, China announced it would no longer accept some types of waste materials, including paper and plastic. This impacted the global recycling industry, including across Victoria. We worked hard with our recycling processor, peak bodies and government to ensure our recycling service continued as normal without disruption to our community.

Approximately 14,500 tonnes of recycling material was collected by Darebin during the year, equating to an average of 279 tonnes each week.

Darebin residents and businesses are good recyclers. During the reporting year, 49.1 per cent of kerbside waste collected was diverted from landfill, up 1.15 per cent from last year, which is a good result.

However, it is still vital that our recycling continues to be separated properly from household and business waste, so that it is the best possible quality. Throughout the year, we encouraged our residents to buy only what they needed, to avoid excess packaging and to separate recyclables from other waste and place it in the correct bins.

We also ran a trial where we invited 1,000 households in Kingsbury to place their food waste in their green bins for recycling to compost or mulch. The trial results will be analysed by November 2018.

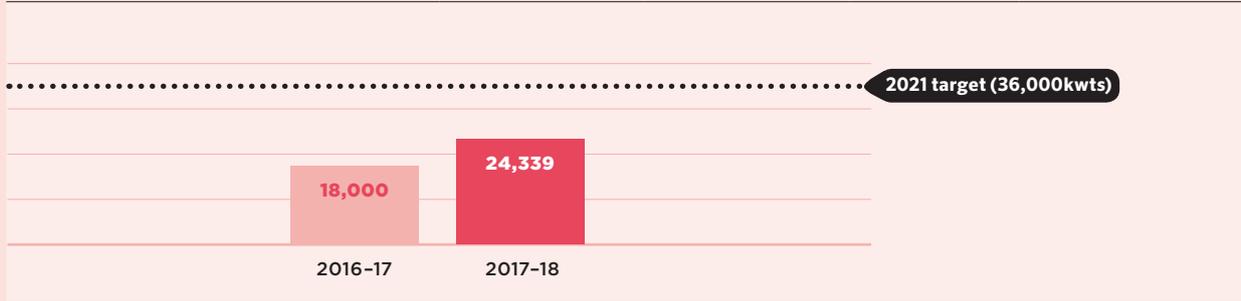
Weed management

Some community members want a ban on certain herbicides that form a major part of our weed control programs. The challenge is to balance community expectations with the processes used and the need to manage weeds that threaten sites of biodiversity significant parklands, sporting facilities and the amenity of the municipality. In the next financial year, we will review our Integrated Weed Management Strategy to try to resolve this challenge. This will be combined with extensive community consultation.

Performance Indicators and Results for Goal 1

Double solar power in Darebin from 18,000 kwts to 36,000 kwts

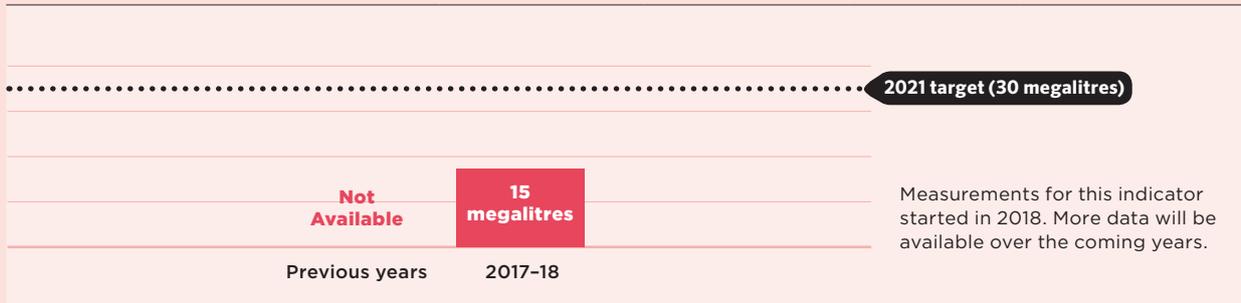
Status: On Track



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

Increase Council's use of water from non-drinking sources

Status: On Track

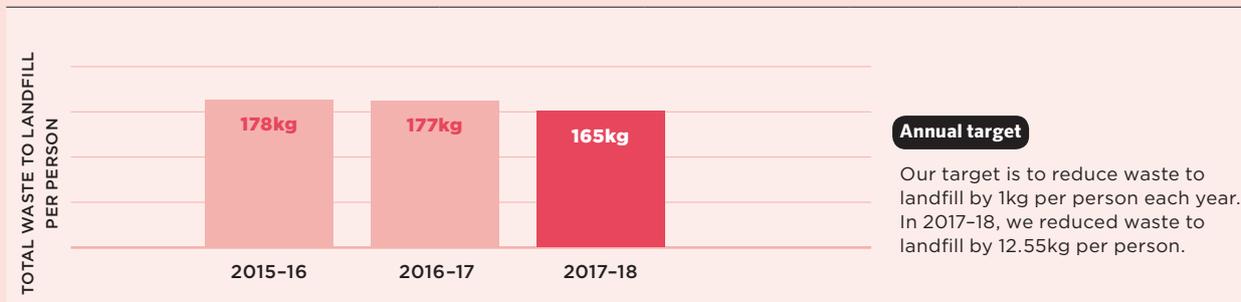


Measurements for this indicator started in 2018. More data will be available over the coming years.

Source: Darebin City Council Asset records

Reduce waste to landfill

Status: Met

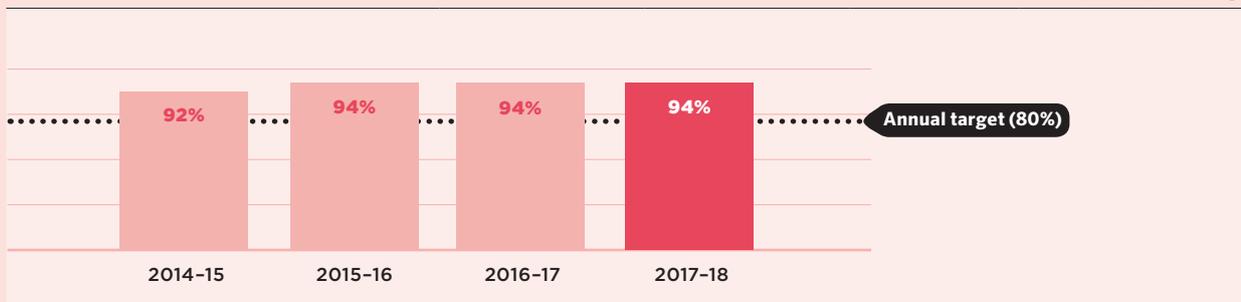


Our target is to reduce waste to landfill by 1kg per person each year. In 2017-18, we reduced waste to landfill by 12.55kg per person.

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

Maintain satisfaction with waste services

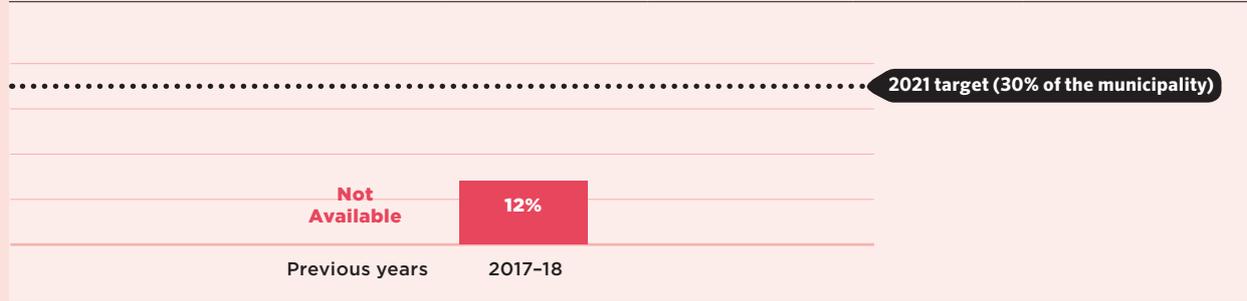
Status: Met



Source: Darebin City Council Community Satisfaction Survey 2017-18

Reduce the speed limit to 40km/h across the municipality

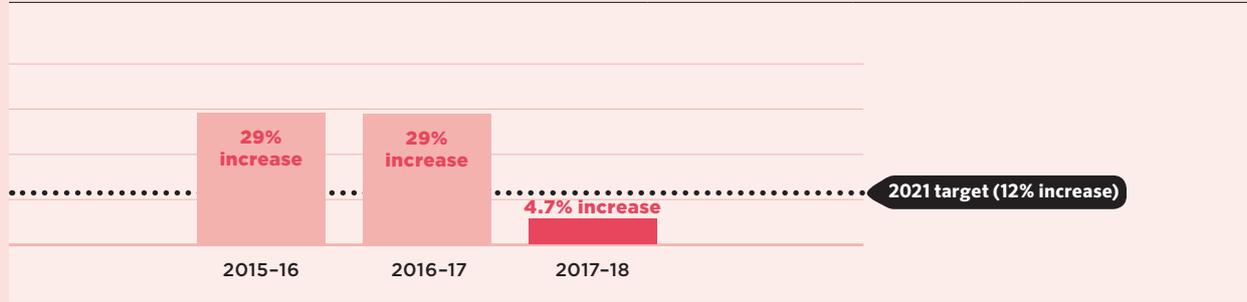
Status: On Track



Source: Darebin Asset System and GIS.

Increase cycling

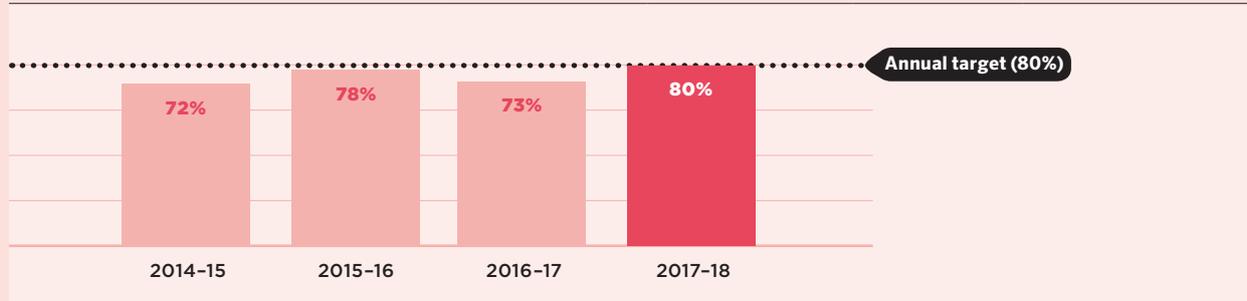
Status: On Track



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

Increase satisfaction with footpath maintenance

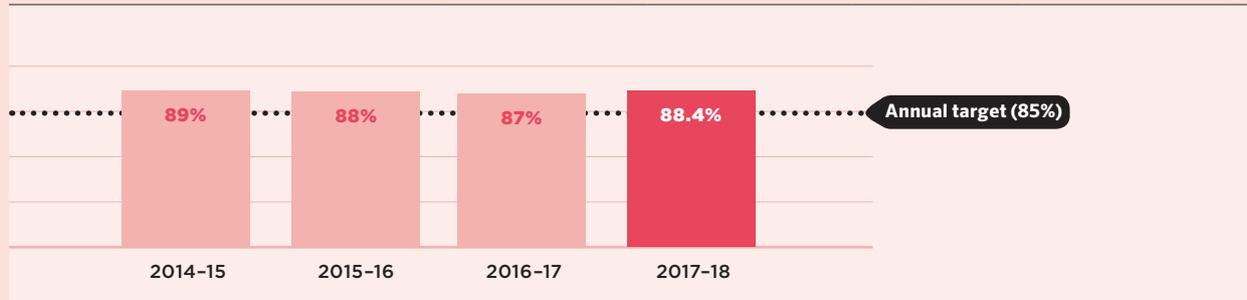
Status: Met



Source: Darebin City Council Community Satisfaction Survey 2017-18

Maintain resident satisfaction with the maintenance of parks, reserves and open spaces

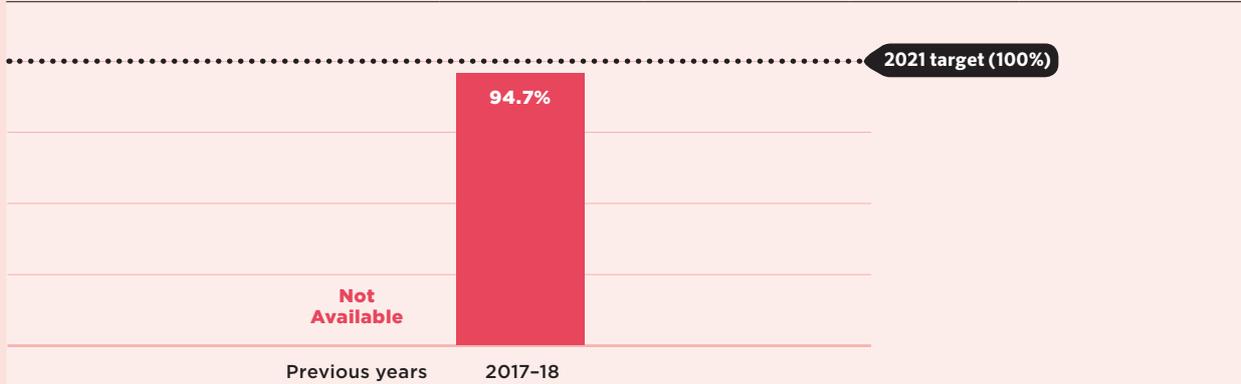
Status: Met



Source: Darebin City Council Community Satisfaction Survey 2017-18

Ensure all residents live within 500 metres of open space

Status: Not Met ❌



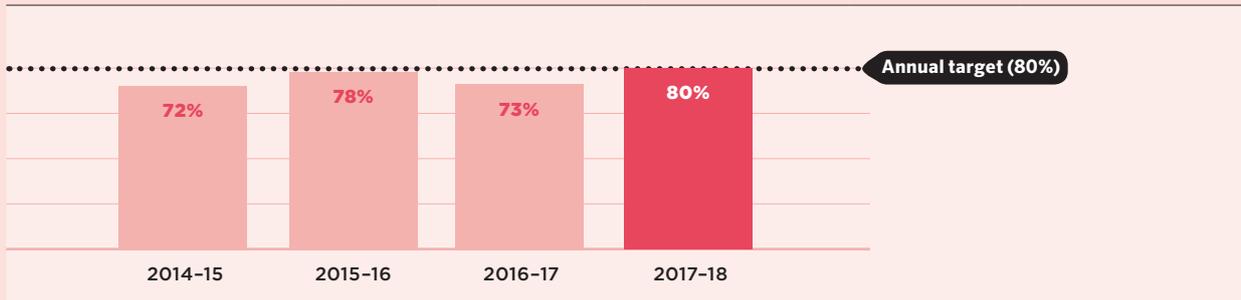
What Council will do to improve this result in 2018-19 (from our Action Plan):

1. Support the Darebin Nature Trust to provide advice to Council on biodiversity and open space matters.
2. Conduct a detailed biodiversity study to help inform future work to conserve and enhance biodiversity across the City.

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

Increase satisfaction with footpath maintenance

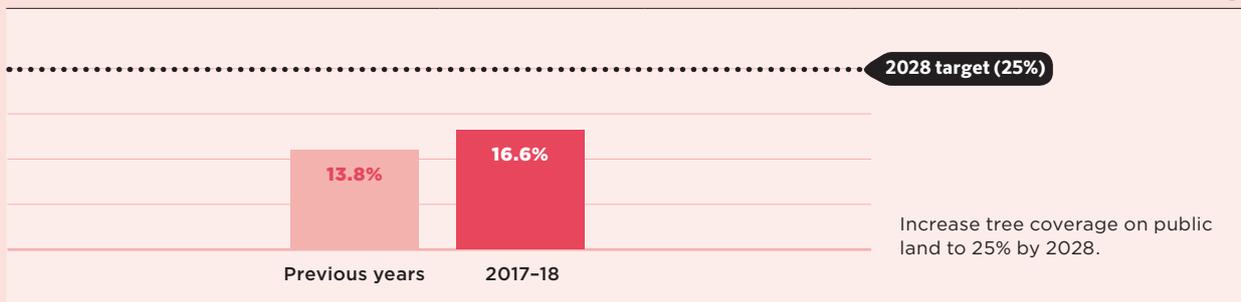
Status: Met ✅



Source: Darebin City Council Community Satisfaction Survey 2017-18

Grow our Urban Forest

Status: On Track ✅



Increase tree coverage on public land to 25% by 2028.

Source: Council's Thermal Imaging and Urban Forest Monitoring Audit of the Municipality 2018

Reduce private vehicle usage

Status: N/A



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

*Data set will not be released until 2019-20

Some Future Plans for Goal 1

- Support Climate Emergency Darebin to finalise a recommendation on their long-term governance structure, while enabling the group to undertake projects and/or actions to help address the climate emergency.
 - Delivery of a national Climate Emergency Conference (September 2018) and implementation of carbon reduction projects.
 - Install more than 4,000 kilowatts of solar panels on 1,000 homes and businesses.
 - Resolve a position for the introduction of a City-wide food waste recycling service and explore lowest carbon options for food waste.
 - Seek VicRoads approval for further speed limit reductions to 40 kilometres in priority locations.
 - Advocate to the State Government for level crossings to be removed at Bell Street, Murray Road, Oakover Road, Cramer Street and Reservoir Station; and for all the removals to be elevated solutions.
- A detailed Council Plan Action Plan 2018-19 can be found on our website at darebin.vic.gov.au/CouncilPlan.

1.1 Environmental report

In August 2017, Darebin became the first Council in the world to adopt a Climate Emergency Plan. This followed our leadership on declaring a state of climate emergency requiring urgent action from all levels of government.

Over the past decade, we have committed to being leaders in creating a sustainable City and done solid work on energy efficiency and renewable energy. We will continue, through our Council Plan 2017–21, to strive to create a clean City, fuelled by 100 per cent renewable energy, with green spaces and gardens to cleanse our City.

Highlights of 2017–18

- Development of the Climate Emergency Plan including preliminary work on a Climate Emergency Conference in September 2018 and early stages of engagement work on the climate emergency.
- Continued work on the establishment and formation of the Climate Emergency Darebin (formerly Darebin Energy Foundation).
- Commitment to double the use of solar in Darebin from 18,000 kilowatts in 2017 to 36,000 kilowatts by 2021.
- Preparations for the development of a Council Carbon Management Plan later in 2018.

Waste, recycling and litter

The Waste and Litter Strategy 2015–25 drives action on waste, recycling and litter. In October 2017, Council approved the Waste and Litter Strategy Action Plan 2017–25.

Key actions in 2017–18 included:

- Trial of a food waste recycling service inviting more than 1,000 households in Kingsbury to participate.
- Introduction of the Single-Use Plastic Free Events Policy for Council events and events held at Council sites.

- A Single-Use Plastic Logo Competition run by Council for Darebin schools from September to December 2017, with more than 150 student entries received.
- Encouragement of Darebin supermarkets and some service stations to eliminate single-use plastic bags.
- Work with the Municipal Association of Victoria, other councils and the region on the impacts of global recycling issues.
- Commencement of work on an ambitious Waste Strategy for the Preston East renewal precinct project to investigate optimum waste outcomes.
- Continued advocacy to the State Government on the use and transparency of landfill levy funds, banning of single-use plastics, introduction of container deposit legislation and the need for urgent action on recycling issues in Victoria.
- Continued to operate the Darebin Resource Recovery Centre and offer recycling stations at the Customer Service Centre and Reservoir and Northcote Libraries.
- Hosted the free Detox Your Home – Household Chemical Drop-Off Day and participated in Clean-Up Australia Day.

Water and waterways

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

Key actions in 2017–18 included:

- Construction of five new raingardens in Preston and Thornbury and approximately 35 passively-irrigated tree pits across Darebin, and development of a prioritisation plan and tool for future Water Sensitive Urban Design work.

- Adoption of an Environmentally Sustainable Development Clause (22.12) in the Darebin Planning Scheme to create an environmentally sustainable City. This clause requires developments to achieve best practice from design through to construction and operation.
- Finalised work on the \$1.3 million Integrated Water Management Project at John Cain Reserve (Darebin International Sports Centre). The project included Darebin Creek health protection, flood mitigation, water harvesting, treatment and storage, irrigation and low water use species planting that will deliver a saving of up to 15 megalitres per annum of potable water.
- Continued work with the Merri Creek Management Committee to deliver the Waterwatch program, a citizen science program that helps monitor and run activities along the Darebin and Merri creeks.
- Launched Stage 1 of Darebin's Water Map, an online interactive water map that showcases Darebin's water-sensitive City features – go to  water.darebin.vic.gov.au.
- Conducted an annual monitoring program to investigate water quality in Edwardes Lake – this work will continue throughout 2018-19.
- Initiated a partnership with La Trobe University to design water improvement projects to benefit the Darebin Creek.
- Received partnership funding from Melbourne Water to engage a Water Sensitive Urban Design Engineer for two years.
- Confirmed the feasibility of having treatment wetlands and stormwater harvesting at TW Blake Reserve and proceeded with design for further park spaces.

Sustainable Planning and Transport

Darebin's population is increasing, with greater density, smaller households and growth in car ownership.

During 2017-18, Darebin spent approximately \$5 million on programs and projects designed to promote and improve access to walking, cycling and public transport.

The Environmentally Sustainable Design Policy was approved by the Minister for Planning in August 2017. This will allow greater scope for more bike parking in developments.

Some planning applicants have committed to installing electric vehicle charging points, but it will be a few years before these developments are constructed.

The Nightingale 2, which is the first car-free development in Darebin, is under construction in Fairfield.

Significant integrated land use and transport planning continued in the urban renewal precinct project in Preston East, as follows:

- The Waste Strategy considered ways to achieve zero waste, and similarly the Energy Strategy aimed to achieve zero carbon and 100 per cent renewable energy.
- A more detailed transport network and indicative street designs are being developed to prioritise people and public transport movements within the new urban precinct.
- Experts from the local community participated in a Preston East Hack event, which brought additional ideas in achieving an active and green urban neighbourhood, and will form the basis for the structure and implementation plan.

Key actions in 2017–18 included:

- Provided an additional 410 metres in length of new shared path, which increased the total length of shared path to 31 kilometres.
- Partnered with Melbourne Water to reinstate more than two kilometres of improved wider shared path, access paths, wayfinding and vegetation following the replacement of the St Georges Road water main.
- Installed 71 new bicycle parking racks, creating 142 extra spaces, and two new bike repair stations.
- Partnered with Reservoir West Primary on the pilot active travel Octopus School – one-third of students rode on Ride2School Day, students and parents participated in designs for safe travel road paintings and a school active travel mural, and the school received a bike fleet and bike shed to help them run BikeEd courses. This partnership will continue in 2018–19 with two new safe crossings scheduled for construction.
- Worked with schools on cycling events, with 20 primary schools holding Walk to School Month events, and Thornbury High School running a pilot On Ya Bike Course for years 7–9, and provided bicycles and helmets to Preston West Primary School for active travel initiatives.
- Ran 13 Bike Skills Workshops for adults, with 158 participants – 72 per cent of course evaluation respondents told us that these workshops were ‘very useful’ or ‘useful’ in encouraging them to ride more often.
- Improved the safety of 16 walking and cycling crossing locations.
- Engaged with the community to develop a concept plan for a new Streets for People corridor in Northcote and Thornbury, where walking, cycling and green space take priority.
- Approved 15 new car share spaces.
- Established the Darebin Nature Trust.

Open Space Strategy

We reviewed Darebin’s Open Space Strategy during 2017–18 to ensure future works in open spaces are viewed through a lens of biodiversity and response to the climate emergency. The strategy sets out a plan for strategic land acquisition for new public open spaces as well as land for biodiversity conservation. This strategy will feed directly in to the process of developing an Open Space Levy and a Development Contributions Plan.

Darebin Nature Trust

During the year, Council established the Darebin Nature Trust, a group of nine community experts in field conservation and biodiversity. This initial group will set up the framework, structure and their long-term work, which includes selecting and prioritising land for conservation to add to the open space network.

Green space and biodiversity

Council planted 3,000 trees in streets, parks and bushland across the municipality. More than 3,000 trees were given to residents and community groups. Bushland Management held 14 community events throughout the year.

Council adopted a Natural Heritage Strategy in 2015 and it guides how we will manage Darebin’s natural heritage for the next 10 years. It works in concert with Darebin’s Urban Forest Strategy and the GreenStreets Streetscape Strategy 2012–20.

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 confirmed the membership of the newly formed Darebin Nature Trust in June 2018, to ensure that green space provision parallels Darebin’s growth and achieves best practice outcomes for our environment and growing community.

Sustainable food

The third year of the Urban Food Production Strategy focused on the following key projects, which fulfil the objective of creating local food systems that are secure, healthy, sustainable and fair.

- Council helped establish the Alphington Community Food Hub through funding for a business plan and capital for site preparation at the Melbourne Innovation Centre (MIC). Sustainable food enterprises located at MIC are collaborating with the weekly Alphington Farmers Market to connect the community with sustainable and ethical food producers.
- The Community Food Systems Alliance project was completed. Recommendations for supporting food system projects and community gardens in disadvantaged areas will inform the 2018 Urban Food Production Strategy review.
- Council provided ongoing support for the Darebin Fruit Squad, resulting in over 2,200 kilograms of harvested fruit being distributed to disadvantaged people through the Darebin Information Volunteer Resource Service emergency relief (more than 10,000 kilograms since the program began) and expansion of the program to other municipalities and national media coverage.
- 60 people attended The Business of Food, Women in Business event with Devita Davison, Co-Director of FoodLab Detroit, USA.
- Almost 450 people participated in the 35 events held as part of the first joint Darebin/Moreland Backyard Harvest Festival in Spring. A further 87 attended the four additional Darebin Backyard Harvest Festival events held in conjunction with the 2018 Homemade Food and Wine Festival in May-June.

Community and engagement

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.

The Darebin Environmental Reference Group continued to provide excellent advice to improve our community engagement.

Green Business

We continued to deliver sustainable business initiatives to support and promote opportunities. Key highlights in 2017-18 included:

- Two green business networking events.
- A Sustainability Matters event showcasing local sustainable business champions with 80 attendees.
- 20 Light Smart LED installations – the mix of businesses participating in the program included retailers, manufacturers, schools and not-for-profit organisations.
- 28 businesses were added to the Green Business Directory and received 'We are Greening our Business' certificates.
- Facilitation of seven solar installations, including assisting a Preston business with a 400 kilowatt system, which is the largest in Darebin.

GOAL 2

Opportunities to live well

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

Strategy 2.1

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

Strategy 2.2

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

Strategy 2.3

We will expand lifelong learning opportunities, to enable local people to learn, develop their interests, and secure good quality work

Budget allocated to Goal 2

Net Cost	2017-18 \$'000
Budget	17,912
Actual	16,412
Variation	1,500



There are 36 actions listed under Goal 2 in the Council Plan Action Plan 2017-18. The following section lists Major Initiatives from the Budget and Highlights from the Action Plan. Progress comments on all 36 can be found on our website at darebin.vic.gov.au/CouncilPlan.

Major Initiatives from Budget 2017-18 for Goal 2

Major initiative	Status	2017-18 progress
Build a new multi-purpose indoor and outdoor sports stadium – a premier facility for women’s sport – at John Cain Memorial Park in Thornbury (this is a four-year initiative).	60%	A project scope to build four indoor netball courts and stadium was presented to Council on 12 June 2018 as part of the Multi-Sports Stadium development at 281 Darebin Road, Thornbury. For more information, see Big Action 7 on page 83.
Redevelop the Northcote Aquatic and Recreation Centre into a state-of-the-art aquatic facility to give new life to a facility that supports the health and wellbeing of our community (this is a multi-year initiative).	90%	Works to develop a feasibility study on redevelopment options for the Northcote Aquatic and Recreation Centre are nearly complete. For more information, see Big Action 8 on page 83.
Increase physical activity and involvement in club-based sport, and reduce barriers, especially for women and girls, and low income residents, by providing facilities and programs, reducing barriers (such as perceptions of safety at grounds), and reviewing sporting fees and charges.	80%	A review of the sporting subsidy arrangements has begun to give higher weighting to inclusivity. Further review and planning are required and this will be completed in 2018-19.
Develop a comprehensive lifelong-learning strategy that incorporates Council, community and educational services, programs and activities.	70%	Various consultation activities occurred with more than 350 community members, with feedback and demographic analysis being used to shape the draft strategy to be completed next financial year.
Activate Darebin with arts and culture and encourage a spread of activity across the municipality, throughout the calendar year, at all times of the day and night, and increasing its visible presence.	90%	Work included development of strategic plans and refreshed visions for Northcote Town Hall, Darebin Arts Centre and Bundoora Homestead Art Centre. For more information, see Big Action 10 on page 90.
Diversify and increase library use by using technology to make library services accessible; creating destinations that support flexible, individual and community learning and work; and growing the formats in which materials, information, services and programs are provided.	70%	Purchasing of updated self-serve borrowing kiosks is underway and wireless networks were redesigned and upgraded to improve speeds for library customers. The website refresh will be completed in 2018-19.

Services for Goal 2

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

Note: An organisational restructure during 2017-18 resulted in some areas moving to different portfolios. The portfolios below align with the Budget 2018-19, and are consistent with the Council Plan 2017-21. They equate to the dollars in the Budget 2017-18 allocation.

Service area	Description of services provided	Net cost of providing this service in 2017-18 Budget <u>Actual</u> Variation \$'000
Opportunities to live well		
Aged and disability	Provides a range of services to assist older people and those with a disability and their carers, who wish to live independently and remain active in the community. Services and activities include general home care, personal care, respite care, home maintenance, housing support, dementia care, meals and community transport.	7,672 6,024 1,648
Families, youth and children	Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children, youth and their families. It includes early childhood resources and liaison, help for early years services to support children with additional needs, a centralised registration service for kindergarten and child care services, supported playgroups, a toy library, maternal and child health services, an immunisation program, family support services and youth services.	4,526 4,406 120
Recreation and leisure	Recreation policy, planning and programming; facility management; sports development and liaison; specialist recreation programming for disadvantaged groups and individuals; and information provision. Responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre and the Reservoir Leisure Centre.	1,359 1,867 (508)
Learning and libraries	Responsible for our library services at Fairfield, Northcote, Preston and Reservoir and our virtual library at darebinlibraries.vic.gov.au .	4,354 4,114 240

Big Actions for Goal 2

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

This site is now safe and accessible to the public thanks to a number of maintenance improvements that were made while the longer-term planning for the site progresses.

In 2017-18, work towards this goal was focused on community consultation and research to understand community needs and aspirations. Investigations will continue in 2018-19 with outcomes used to inform future options for the site and support the Community Reference Group.

Big Action 7: Build a Multi-Sports Stadium

The project scope to build four new indoor netball courts and a stadium was approved by Council in June 2018 as part of the Multi-Sports Stadium development at 281 Darebin Road, Thornbury. Design for the four outdoor courts was completed, with Council aiming to have a contractor engaged by September 2018. Design of the Multi-Sports Stadium facility commenced.

Big Action 8: Renew the Northcote Aquatic and Recreation Centre

The project scope for the development options for the Northcote Aquatic and Recreation Centre feasibility study is near completion. Consultation with the community seeking views on the Centre and its services was completed, with information being prepared for Council.

Big Action 9: Reimagine and revitalise seniors’ clubs

This is being considered as part of the Age Friendly Darebin Review initiated in May 2018.

Highlights and Achievements for Goal 2

Changing Places

A \$100,000 grant was secured from the Department of Health and Human Services to build a Changing Place facility in Preston, the first of four to be built across Darebin. During the year, community consultation assisted in the identification of the four locations and designs were completed for the Preston facility, to be built in 2018-19. Changing Place facilities are fully accessible public toilets with change tables and hoists for people with severe or profound disability.

Opening East Preston Community Centre

Council commenced service delivery at the East Preston Community Centre. The Centre improves accessibility of services to the East Preston and the surrounding community. This includes maternal and child health, employment support programs, exercise classes, homework clubs and housing support services.

Legend

   On track    Getting there, some obstacles    Well behind schedule

Our immunisation rate is a good health outcome

Darebin's immunisation rate at 30 June 2018 was 94.6 per cent, higher than the Victorian (92 per cent) and Australian (92.6 per cent) figures. This represents a good health outcome for our local community and reflects the work done by Darebin staff to promote the importance of vaccination, which included speaking at four early childhood educator network meetings and also providing individual support to early years educators on addressing barriers to vulnerable families accessing immunisation sessions.

This Place

A new arts initiative, This Place, invited 10 Darebin artists to tell stories about familiar and iconic places within the City of Darebin. Artists included comedian and actor Denise Scott, journalist/writer and former speechwriter to Kevin Rudd, James Button, singer/songwriter Kutcha Edwards and photographer Ponch Hawkes. This Place was first run in 2017 and expanded this year to include visual artists. Their work can be viewed on the Darebin Arts website

 darebinarts.com.au/programs/this-place/

Darebin Play Maps

Darebin Council is a signatory to the Victorian Child Friendly Cities and Communities Charter, which underpins this project and the work of Council more broadly. During 2017-18, Darebin Council developed seven play maps and planning is underway to expand the project to a further seven maps. Play is so important for children's health, wellbeing, learning and development. These maps are a celebration of simple, inexpensive ideas to get all children playing, while exploring all the wonderful places and spaces that Darebin has to offer. Consultation with children and families across Darebin formed the backbone of the Darebin Play Maps, which are designed to be used by children and families to stimulate ideas and mark out the local spaces where children love to play.

New outdoor sports facilities

A new green outdoor gym was built in partnership with Reservoir High School and future green gym sites were identified as part of our commitment to give residents access to more free gym equipment.

Three synthetic soccer pitches were installed at the Darebin International Sports Centre to provide a sustainable playable surface that meets modern playing standards.

Setback for Goal 2

Audit of six Seniors' Centres

Our audit of six Seniors' Centres, with a view to developing a plan for their renovation, was deferred to 2018-19 so that it can be considered as part of the Age Friendly Darebin Review.

Challenges for Goal 2

Keeping up with community growth and diversity

The City's population is growing and our resident numbers are expected to increase by approximately 45 per cent (75,565 people) over the next 24 years. The 2017 ABS Estimated Resident Population is 158,553 and is expected to increase to 230,118 by 2041.

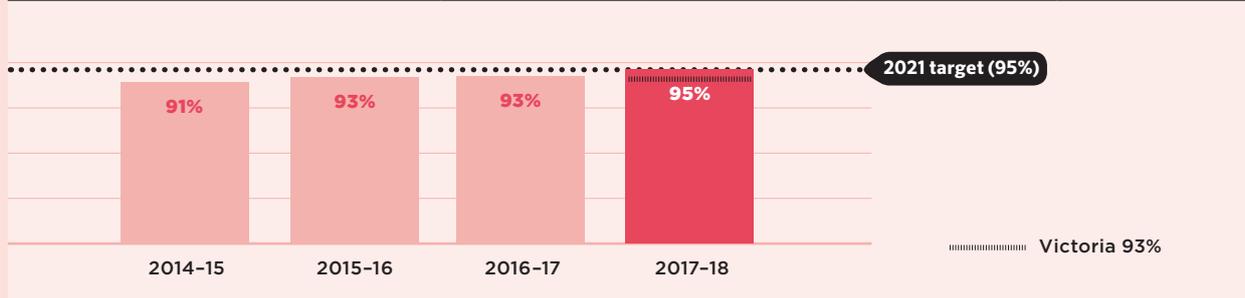
We are home to one of the largest and most diverse communities in Victoria in terms of culture, language, religion, socio-economic background, employment status, occupation and housing need.

Keeping up with the growth and diversity of our community is a challenge for many of our services that improve the wellbeing of people. For example, the growth in the participation of girls and women in sports has been significant, highlighting the need for our facilities to be able to accommodate everyone.

Performance Indicators and Results for Goal 2

Increase immunisation rates to 95% as per the WHO Global Vaccine Action Plan

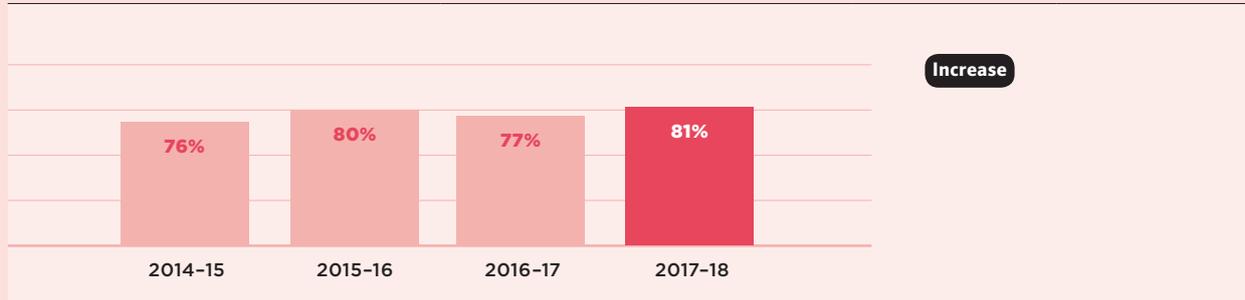
Status: Met ✓



Source: Australian Childhood Immunisation Register - Local Government Report 2018

Increase healthchecks (Participation in the Maternal and Child Health Service)

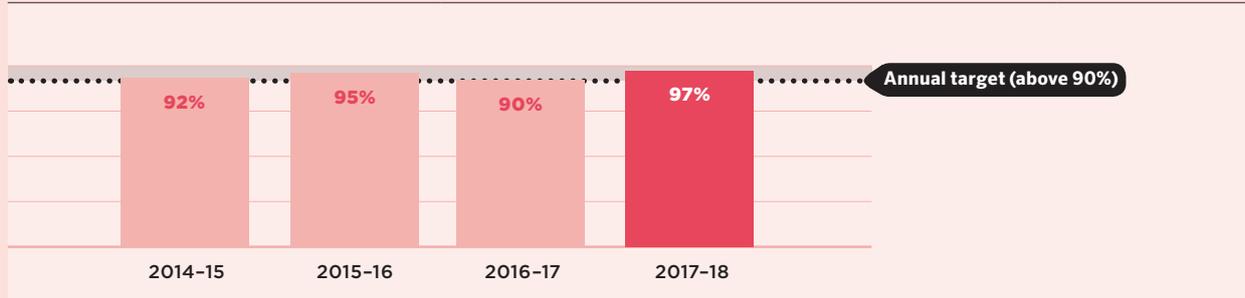
Status: Met ✓



Source: Child Development Information System 2017-18

Maintain high levels of satisfaction in festivals and events

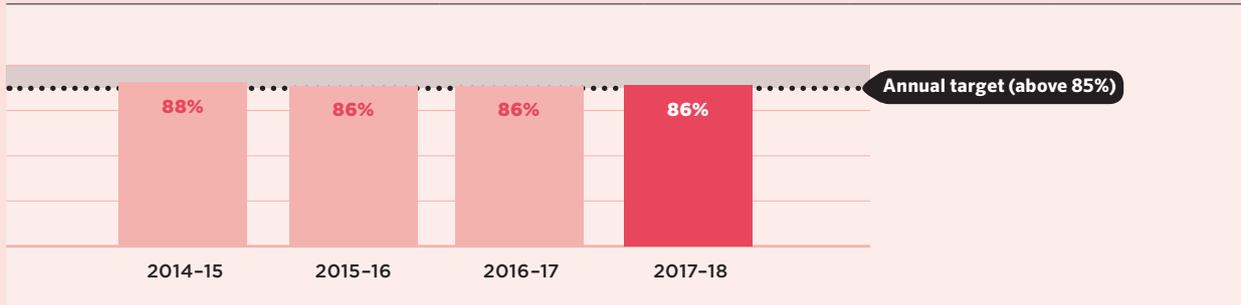
Status: Met ✓



Source: Darebin City Council Community Satisfaction Survey 2017-18

Maintain high levels of satisfaction in Aged Care (satisfied with service is considered a rating of 'good' or 'very good')

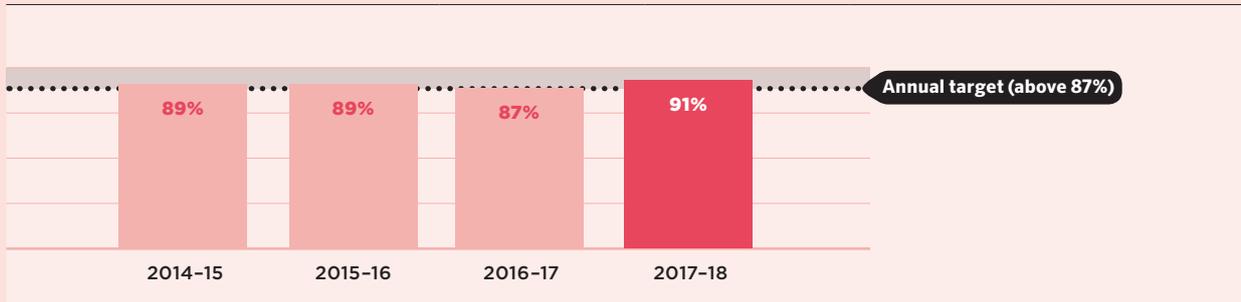
Status: Met ✓



Source: Internal Council survey 2018

Increase Kindergarten participation

Status: Met ✓



Source: Darebin Early Learning Profile 2017, Department of Education and Training

Some Future Plans for Goal 2

- Lead the partnership with immunisation teams and early years services in the North West region to ensure children holding a health care card are immunised.
- In partnership with Northland Shopping Centre, deliver the First Step Job Ready Employment Program to increase young people's employability.
- In consultation with the community, commence development of a detailed design for the Multi-Sports Stadium in Thornbury.
- Develop the 'garden gate to plate' link between the Bundoora Park Farm and Bundoora Park Café by providing farm-fresh produce in the café.
- Develop and put in place a service agreement with Reservoir Neighbourhood House to support it becoming a food hub for the Reservoir community.

GOAL 3

A liveable City

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

Strategy 3.1

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

Strategy 3.2

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

Strategy 3.3

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

Budget allocated to Goal 3

Net Cost	2017-18 \$'000
Budget	19,676
Actual	20,687
Variation	(1,011)



There are 30 actions listed under Goal 3 in the Council Plan Action Plan 2017-18. The following section lists Major Initiatives from the Budget and Highlights from the Action Plan. Progress comments on all 30 can be found on our website at darebin.vic.gov.au/CouncilPlan.

Major Initiatives from Budget 2017-18 for Goal 3

Major initiative	Status	2017-18 progress
Finalise a vision for a new suburb around Northland which could eventually cater for over 20,000 new residents over the next 20 years. The largest urban renewal project in Melbourne's north for decades, it will include new housing, public transport, business, community facilities, creative spaces and open space.	100%	An Economic and Employment Strategy (stage 1) was completed.
	80%	The TW Blake Concept Plan was consulted on in accordance with the Engagement Strategy. Following the feedback provided from the consultation process, Council is now working on further developing the Concept Plan.
	50%	A Public Realm and Open Space Strategy was partly progressed but is still on track to be included in community consultation as part of a future structure plan consultation.
Advocate for Victorian Government level crossing removals to be elevated, so they can include three extra removals (Cramer Street, Oakover Road, Bell Street and Murray Road) and use the opportunity to renew the Preston and Reservoir shopping areas to create more vibrant, safer, public spaces and better walking and cycling.	100%	Council continued to work with the Level Crossing Removal Project Team and their partners to identify opportunities. This project will continue in 2018-19.
Collaborate with the Victorian Government to plan a significant, integrated and high-quality social and private housing development at Stokes and Penola Streets (in Oakover Village), Preston.	85%	Council proactively drove conversations with stakeholders within Oakover Village, including advocating for positive outcomes for existing residents to be rehoused in social housing at Stokes and Penola Streets in Thornbury.
Support a diversity of artists and creative organisations across all career stages and practices, through the provision of dedicated arts and cultural spaces locally and by creating diverse and flexible investment models and programs.	100%	A number of initiatives were trialled in arts venues with a view to implementing them permanently if successful. These included an Event Partnership Program, Risk Residencies, Quick Response Program and Co-working Spaces.
Reduce crash rates on roads by introducing traffic management measures on the highest risk roads.	95%	We investigated the issues at nominated high-risk locations and concluded a community-led approach was more appropriate for the following areas: Reservoir (Cheddar Road to Plenty Road area), Northcote (Mitchell and Bastings Streets) and Thornbury (Clarendon Street between Dundas Street, Darebin Road, High Street and Station Street). As a result of community feedback, project design will occur in 2018-19, ready for construction in 2019-20. Projects at high-risk locations completed in 2017-18 were: Massey Avenue/Broadhurst Avenue roundabout in Reservoir; McFadzean Avenue corridor-based road safety project in Reservoir; Mansfield Street corridor-based road safety project in Thornbury; and Stage One of Springthorpe Boulevard works in Macleod. The eastern side of the South Morang rail corridor in Thornbury and Northcote is being addressed through the Streets for People project.

Services for Goal 3

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

Note: An organisational restructure during 2017-18 resulted in some areas moving to different portfolios. The portfolios below align with the Budget 2018-19 and are consistent with the Council Plan 2017-21. They equate to the dollars in the Budget 2017-18 allocation.

Service area	Description of services provided	Net cost of providing this service in 2017-18 Budget Actual Variation \$'000
A Liveable City		
City development and health	Provides support and advice to Council with respect to the Darebin Planning Scheme (Strategic Planning) as well as delivering services to ensure compliance with building legislation and industry standards (Statutory Planning). Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environmental Protection Act and associated regulations).	4,271 4,106 165
Creative culture and events	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality. Management and programming of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of the Darebin Arts Centre and Northcote Town Hall Arts Centre and community hubs.	4,417 4,417 0
Facilities and infrastructure management and maintenance	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties and a network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the delivery of the capital works program including the delivery of major infrastructure projects.	10,743 11,430 (687)
Civic compliance	Responsible for Council's animal management, Local Laws, Planning Enforcement, Traffic Enforcement and School Crossings Supervision Service.	245 735 (490)

Big Actions for Goal 3

Big Action 10: Reinvigorate the Darebin Arts Centre ● ● ●

The Darebin Arts Centre Strategic Plan is being finalised. This follows the completion of a 'current state review' of the venues. The Plan will detail a refreshed vision and strategic approach for the venues that will activate the spaces in line with artists, audiences and Council's commitment to creative industries.

Big Action 12: Expand our land subdivision levy ● ● ●

Council's current land subdivision levy (Open Space Levy), collects funds for new and improved open space capacity to help meet the needs of our growing population. To support this, the Open Space Strategy is being reviewed – this will also include recreation and biodiversity. A detailed analysis of current and future needs and broad community consultation to understand aspirations and needs right across the City was completed.

The next steps in 2018-19 include the release of a draft Strategy and community consultation to inform Council's decision about the final Open Space Strategy. Council also intends to seek changes to the Planning Scheme to allow for expansion of the Open Space Levy.

Big Action 13: Create a Developer Contributions Scheme ● ● ●

Council has commenced work on the creation of a Developers Contribution Scheme. This is a major project that will continue in 2018-19.

Big Action 14: Create a new suburb for Northland ● ● ●

Council's community engagement focused on gathering ideas and community aspirations for a new suburb within the Northland Urban Renewal Precinct in East Preston. The engagement process informed the development of a vision for the Precinct. A range of research and technical work has also progressed, which will inform the new Structure Plan (this will guide future development at the site). This work will continue in 2018-19.

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

Advocacy for the removal of level crossings has been a high priority for Council and will continue to be so in 2018-19. Council has called for the State Government to ensure that the Reservoir level crossing also includes improvement of the road network and creation of a new City heart by connecting Edwardes Street and Broadway for pedestrians through a major public space.

Council is calling for level crossings at Preston including Oakover Road, Cramer Street, Murray Road and Bell Street to be removed with an elevated rail solution to improve connectivity and public space through Preston. Council is also working closely with the Level Crossing Removal Authority (LXRA) to ensure that disruptions associated with the Grange Road level crossing removal works are reduced and improved public spaces, cycle and pedestrian connections are included in the design.

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

Council has prepared engagement plans to help shape a vision for the Central Preston Precinct and is seeking specialist advice which, along with community feedback, will be used to explore how this precinct could be revitalised over time. This project will have several stages over multiple years resulting in the development of a Structure Plan. This will become part of the Planning Scheme and inform how the area develops. Council has also partnered with the Victorian Planning Authority to review the planning controls and future opportunities at the Preston Market site, which plays a key role in the heart of central Preston. This work will continue in 2018-19.

Legend

● ● ● On track ● ● ● Getting there, some obstacles ● ● ● Well behind schedule

Highlights and Achievements for Goal 3

Central Preston

Work towards planning for improvements to Central Preston progressed well on this multi-year project including preparation for community engagement. During 2017-18, Council's focus was advocating for the State Government to significantly improve the Reservoir Junction when it removes the level crossing. In regard to the redevelopment of Oakover Village, Preston, Council developed technical guidance to inform future development plans on this site.

Creative spaces in new buildings

Darebin's Creative and Cultural Infrastructure Framework, which will ensure consideration of new creative spaces in new buildings, masterplans and developments, was adopted by Council on 19 March 2018 and implementation has commenced.

Affordable housing

Affordable housing is a critical issue for Darebin. At June 2018, only 1.9 per cent of all rental housing in Darebin was affordable, compared with 4.5 per cent across metropolitan Melbourne. During 2017-18 Council commenced community consultation and discussions with the Victorian Government on a long-term leasing arrangement for Council land in Townhall Avenue, Preston, for an affordable housing development. This is a significant step towards achieving our aspirations of increasing the supply of affordable housing in Darebin, and provides an opportunity for the community to be actively involved in that decision. Council will work with the Lord Mayor's Charitable Foundation Affordable Housing Challenge on exploration of a leasing opportunity, subject to Council's decision following community consultation.

Setbacks for Goal 3

Preventing Violence Against Women Action Plan

The Preventing Violence Against Women Action Plan was not finalised by June, as expected, but is anticipated to be completed in late 2018. Despite this, some good work was done during the year, including supporting the graduation of 24 women from the Global Sisters Sister School, conducting a five-week business education program for women experiencing employment disadvantage, and hosting a Darebin Women's Leadership Networking Event attended by approximately 50 women and the International Women's Day event attended by 150 women.

Challenges for Goal 3

Results at VCAT

During 2017-18, fewer than half of Darebin's contested decisions on planning applications were supported by the Victorian Civil and Administrative Tribunal (VCAT). There were 113 planning appeals lodged. Of these, we settled 25 and had our decisions upheld for 37 out of 88 appeals.

While the Know Your Council website indicates that our success at VCAT has been lower than other similar councils, Darebin's 2017-18 result is an improvement on the previous financial year, when 91 appeals were lodged, with Council settling 16 and having its decisions supported for 35 out of 75 appeals.

In 2017-18, Council commenced a review of its Planning Scheme. The review will continue into next year.

Managing development and community expectations

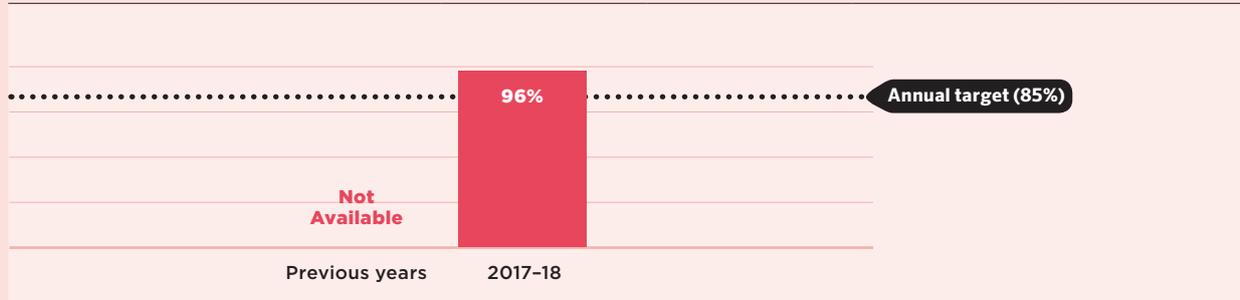
The City’s rapidly growing population is translating into a shift in the types of housing being built in Darebin, with new dwellings increasingly in the form of apartments. We estimate that more than 1,000 new dwellings a year would be required to cope with our forecast population increase from 158,553 (2017 ABS estimated) to 230,118 by 2041.

This level of development pressure and change is challenging for the community to accept, as it is mainly occurring around activity centres and along transport corridors. As a result, we have experienced an increase in the number of enquiries, complexity of issues and workloads in managing increased development pressures. We will increase our community consultation and engagement in this area.

Performance Indicators and Results for Goal 3

Maintain satisfaction with public arts and cultural infrastructure (agreement level that this ‘makes Darebin a better place to live’)

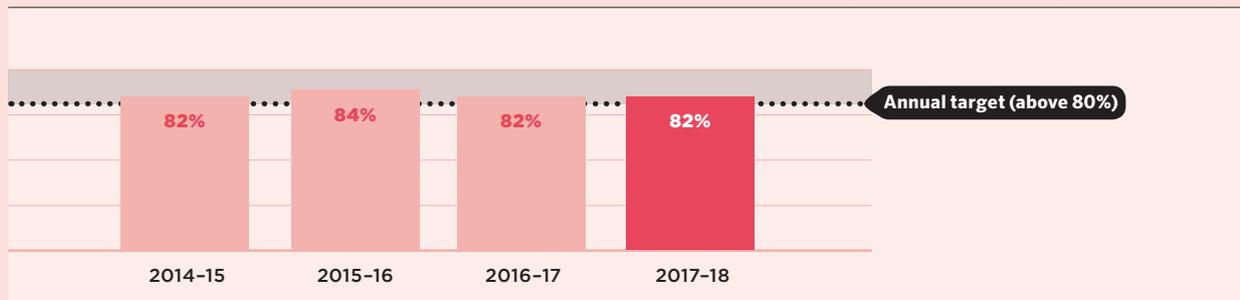
Status: Met ✓



Source: Darebin City Council Community Satisfaction Survey 2017-18

Maintain satisfaction with local roads

Status: Met ✓



Source: Darebin City Council Community Satisfaction Survey 2017-18

Number of crashes reduced as a result of Council's Traffic Treatments

Status: Met



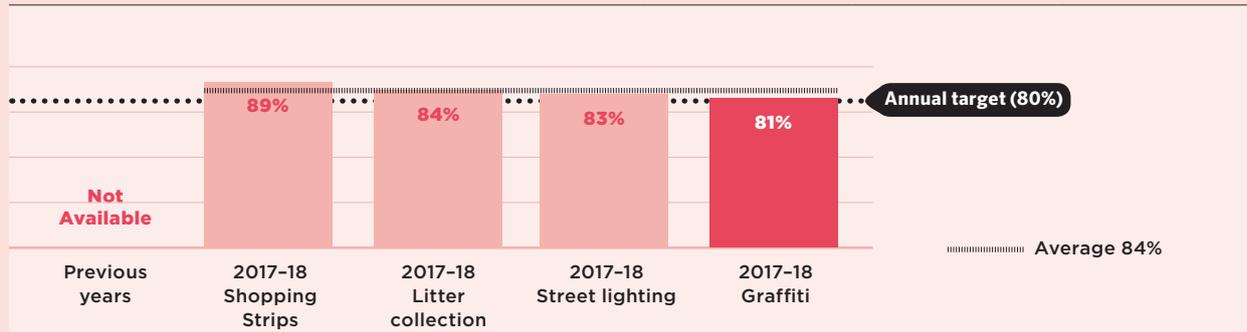
Source: VicRoads crashstats website (multi-year averages on locations used to compare rates)

* fewer crashes per year (on speed reduced roads)

** N/A, (the 2017-18 figure is an average of results since traffic treatments were applied)

Improve or maintain satisfaction with public spaces (across four categories)

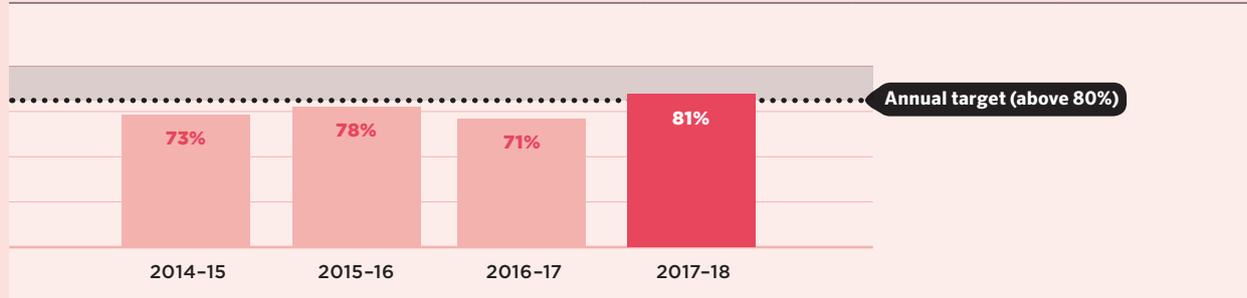
Status: Met



Source: Darebin City Council Community Satisfaction Survey 2017-18

Improve people's perception of safety (at night)

Status: Met



Source: Darebin City Council Community Satisfaction Survey 2017-18

Some Future Plans for Goal 3

- Complete the investigation of the Northland Urban Renewal Precinct (a new suburb in Preston East), develop a draft structure plan, and advocate for good public transport links to service the area.
- Ensure Preston Market and its neighbourhood thrives into the future, including the continuation of work with the Victorian Planning Association and the community to review the planning controls and future opportunities at the site.
- Work closely with the State Government to advocate for significant improvements at Reservoir Junction and Preston at the same time as removal of the level crossing.
- Complete the restoration of the FIDO public artwork located in Fairfield.
- Renew three special rates schemes to enable traders' associations to continue improving and marketing key activity centres.
- Prepare a Local Law to assist Council to better manage construction in the public realm.

GOAL 4

A strong economy

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

Strategy 4.1

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

Strategy 4.2

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

Strategy 4.3

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

Budget allocated to Goal 4

Net Cost	2017-18 \$'000
Budget	1,052
Actual	1,177
Variation	(125)



There are 16 actions listed under Goal 4 in the Council Plan Action Plan 2017-18. The following section lists Major Initiatives from the Budget and Highlights from the Action Plan. Progress comments on all 16 can be found on our website at darebin.vic.gov.au/CouncilPlan.

Major Initiatives from Budget 2017-18 for Goal 4

Major initiative	Status	2017-18 progress
Increase local business of all kinds, including micro businesses and freelancers, social enterprises and Non-Government Organisations that are arising in our increasingly service-based economy.	90%	We collated information to develop a plan of proposed changes to managing freight on our network.
	100%	We ran a purchasing and procurement event entitled 'Doing Business with Darebin' on 31 January 2018, with 29 registered attendees.
	100%	We partnered with Melbourne Polytechnic to deliver 'Pitch It', (a program for entrepreneurs and start-ups). We also partnered with La Trobe University School of Social Business to deliver a social enterprise workshop in May 2018.
Assist businesses to increase local employment, including through the uptake of Federal and State Government funding for employment and skills training opportunities.	100%	Council promoted and participated in various programs and initiatives during the year to encourage local employment. This included a Northern Jobs Fair, a local careers expo and a local Employment Industry forum introducing local businesses to Darebin's employment service providers. Council also participated in The Bridge 'Step up to Work' program and 'Transition to Work' program for disadvantaged young people.

Services for Goal 4

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

Note: An organisational restructure during 2017-18 resulted in some areas moving to different portfolios. The portfolios below align with the Budget 2018-19, and are consistent with the Council Plan 2017-21. They equate to the dollars in the Budget 2017-18 allocation.

Service area	Description of services provided	Net cost of providing this service in 2017-18 Budget <u>Actual</u> Variation \$'000
A Strong Economy		
Economic Development	Develops and implements strategies and activities to foster and promote a sustainable business sector to provide local employment. Works with local trader and business associations to help them improve business performance. Works with neighbouring municipalities to develop and implement regional economic growth.	1,052 1,177 (125)

Big Actions for Goal 4

Reinvigorate the Darebin Arts Centre



See detail in Goal 3 Big Action section on page 90.

Highlights and Achievements for Goal 4

Two festivals come to Darebin

Council attracted the Victorian Fair Trade Festival (4–13 August). It was the first time the event had been delivered outside Melbourne. We also attracted National Freelance Day on 15 March, with 202 attendees, 70 per cent from outside Darebin.

Creating partnerships between tertiary providers and local businesses

Pitch IT is a national award-winning program developed by Council to support bold local thinkers and innovators to create sustainability focused ventures in areas such as new energy technologies, food innovation, security and social business. During 2017–18, we ran a sustainable business pitch competition targeted at local students, entrepreneurs, businesses, not-for-profits and social enterprises. We received 50 entries. Five were selected to pitch their ideas for 10 minutes at Preston Market in May 2018 to win a \$20,000 prize. The winning pitch was by CERES Fair Wood to establish a social enterprise focused on selling local farm-grown timber as an alternative to imported timber.

Darebin Export Program

Ten businesses of varying sizes participated in the Darebin Export Program during 2017–18.

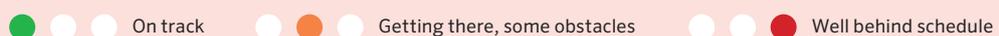
The ‘hands-on’ program offered local businesses the opportunity to improve their export capabilities and business growth over a minimum of eight meetings, with an option to access a workshop and networking series. Individual businesses were provided with a free expert facilitator who assessed their business capability for export and provided guidance on general business improvements and efficiencies. The award-winning program has been successfully delivered over the past four financial years, creating 104 actual full-time-equivalent jobs.

Setbacks for Goal 4

Smart parking pilot

We committed to pilot sensor technology in one activity centre as part of a smart parking pilot. However, further investigation determined that any changes to our approach to managing parking should be considered as part of a review of the whole City to ensure a long-term, well-informed, strategic approach. The pilot was subsequently abandoned and a Parking Strategy Opportunities and Issues paper is now being developed to inform the preparation of a Parking Strategy in 2018–19.

Legend



Permit applications

Council continued to work towards streamlining planning regulations for businesses. While the process improvement plan has been activated, there has not yet been an improvement in the permit applications. The improvements have been slowed by IT challenges, which are being worked through.

Challenges for Goal 4

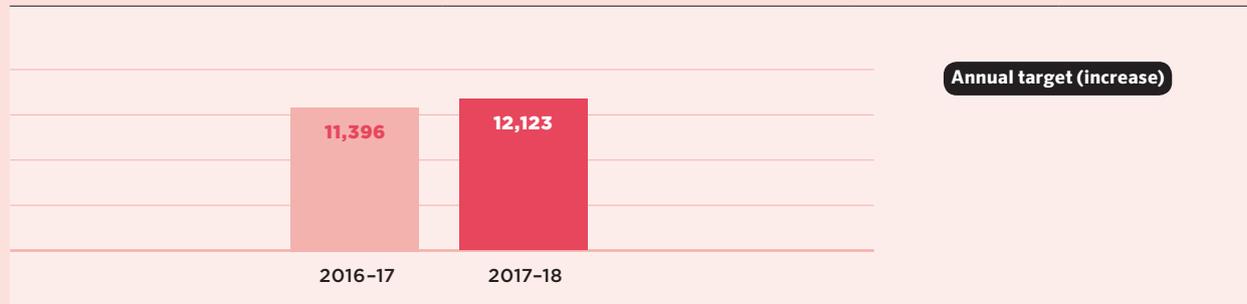
Reaching more local businesses

Approximately 58 per cent of Darebin's 13,000 businesses operate from private residences, with the rest working from commercial premises. We need to find more ways to reach these businesses to make them aware we can assist them in areas such as digital access, environmental performance and export capability.

Performance Indicators and Results for Goal 4

Increase local businesses of all kinds

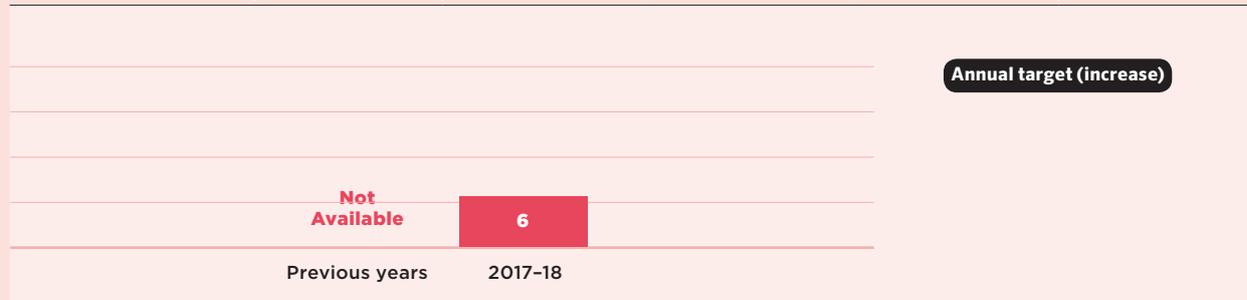
Status: Met



Source: Australian Bureau of Statistics - Business Register 2017-18

Reactivate vacant shops

Status: Met



Source: Darebin City Council Internal records

Some Future Plans for Goal 4

- Support businesses operating in Council facilities at the Melbourne Innovation Centre in Alphington and the old Police Station at Northcote.
- Continue our partnership with NORTH Link to advocate for regional economic growth and implementing regional strategies, such as the Melbourne's North Food and Beverage Growth Plan and the coming Parking Strategy.
- Implement ongoing improvements to our planning processes to improve the experience of users of the service.

GOAL 5

Involving our diverse communities

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

Strategy 5.1

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

Strategy 5.2

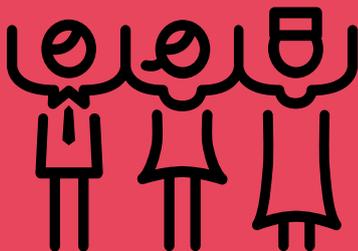
We will bring the ideas of our diverse community into our decision-making

Strategy 5.3

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

Budget allocated to Goal 5

Net Cost	2017-18 \$'000
Budget	9,105
Actual	8,947
Variation	158



There are 29 actions listed under Goal 5 in the Council Plan Action Plan 2017-18. The following section lists Major Initiatives from the Budget and Highlights from the Action Plan. Progress comments on all 29 can be found on our website at darebin.vic.gov.au/CouncilPlan.

Major Initiatives from Budget 2017-18 for Goal 5

Major initiative	Status	2017-18 progress
Implement our equity and inclusion tool vigorously across the work under this plan to provide access to all marginalised and vulnerable population groups that are arising in our increasingly service-based economy.	87%	The Equity, Inclusion and Wellbeing Planning and Audit Tool was updated to strengthen its application of wellbeing and disability considerations. It will be applied to a large cross-section of projects, with a view to increase its application to all projects identified in the Council Plan once the new framework has been endorsed in early 2019.
Continue to take direct action to support marginalised and vulnerable population groups:	90%	1. Designs for the John Cain Grandstand accessible ramp were finalised, but works were deferred to align with works associated with the Multi-Sports Stadium.
1. Improve disability access across the City	100%	2. Funding was provided to support seven Darebin organisations to deliver 11 community activities during the Christmas/New Year period for residents experiencing food insecurity and isolation.
2. Provide community grants and other support to community organisations		
3. Explore opportunities for a better home for our Intercultural Centre and its programs	50%	3. A needs analysis and service review on our Intercultural Centre was presented to Council in October 2017, with the needs and location study to be commissioned in 2018-19 to determine the functional, space and design requirements.
4. Review our multilingual telephone service against the 2016 Census to ensure those with low or no English can access our services	100%	4. Processes continued to be reviewed and implemented as per the review.
5. Provide a Darebin rate rebate for pensioners	100%	5. Darebin's rate rebate was provided in 2017-18.
6. Examine opportunities to provide social housing on Council land	85%	6. Council commenced statutory and community consultation regarding the use of one of Council's car parks for affordable housing. The Lord Mayor's Charitable Foundation has a \$1 million grant available for the selected developer team, should the initiative proceed (this sits under Goal 3 of the Council Plan).

Services for Goal 5

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

Note: An organisational restructure during 2017-18 resulted in some areas moving to different portfolios. The portfolios on the following page align with the Budget 2018-19, and are consistent with the Council Plan 2017-21. They equate to the dollars in the Budget 2017-18 allocation.

Service area	Description of services provided	Net cost of providing this service in 2017-18 Budget Actual Variation \$'000
Involving our Diverse Communities		
Customer service	This service provides the customer interface for a number of services and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, our website and an after-hours emergency service.	2,236 2,043 193
Equity and wellbeing	This service develops policy and implements projects that address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents.	2,564 2,423 141
People and development	Provides support to the organisation on strategic issues such as change management, leadership development and organisation development.	2,168 2,317 (149)
Communication, advocacy and engagement	Uses demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion and equity. Works with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	2,136 2,163 (27)

Highlights and Achievements for Goal 5

Marriage equality

Our advocacy during the marriage equality plebiscite in 2017-18 strengthened solidarity with the Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ) community and demonstrated our commitment. Council voted to raise the rainbow flag until marriage equality became law in Australia and we provided free office space to same-sex marriage campaigners in the lead-up to the postal plebiscite.

Youth Citizen Jury

Engagement with young people resulted in the establishment of the Youth Citizen Jury to identify what young people required to succeed in a rapidly changing world. The Jury presented a range of recommendations relating to employment, training, education, mental health, housing, social connection and life skills that were endorsed by Council and now guide service delivery to young people.

Aboriginal Maternal and Child Health Project

An Aboriginal Maternal and Child Health

Project operated during the year and involved key stakeholders, including the Victorian Aboriginal Health service, Victorian Aboriginal Child Care Agency, hospitals, community health and Council's Maternal and Child Health service. The project's aim is to improve access to and participation in universal maternal and child health services by ensuring the service is culturally responsive and provides an integrated approach to Aboriginal families in the ante- and post-natal stages.

Setbacks for Goal 5

Darebin Arts Centre accessible ramps

One of our actions for this goal was to provide new accessible ramps for the John Cain Grandstand and the Darebin Arts Centre. Designs for the John Cain Grandstand ramps were finalised and construction is planned for later in 2018, however the works at the Darebin Arts Centre were deferred to early 2019 due to procurement issues.

Community Engagement Framework

We committed to delivering a Community Engagement Framework for 2018-22. This project was deferred to align with

the requirements under the proposed new Local Government Act. A first draft will be completed for public consultation by the end of 2018. The Framework will include improved ways of engaging with the Darebin community, such as the use of digital channels, listening posts and pop-up activities.

Temporary closure of youth centre

The loss of a dedicated youth centre for approximately 10 months as part of the construction and relocation of ‘The Hub’ at Northland Shopping Centre was a challenge. This reduced service delivery to the community and the ability to regularly connect with young people.

Challenges for goal 5

Supporting refugees and asylum seekers

Darebin has a reputation for taking direct action to support our marginalised and vulnerable population. One of our challenges this year was supporting the wellbeing and rights of refugees and asylum seekers in our community through ongoing advocacy to state and federal governments and working with local services.

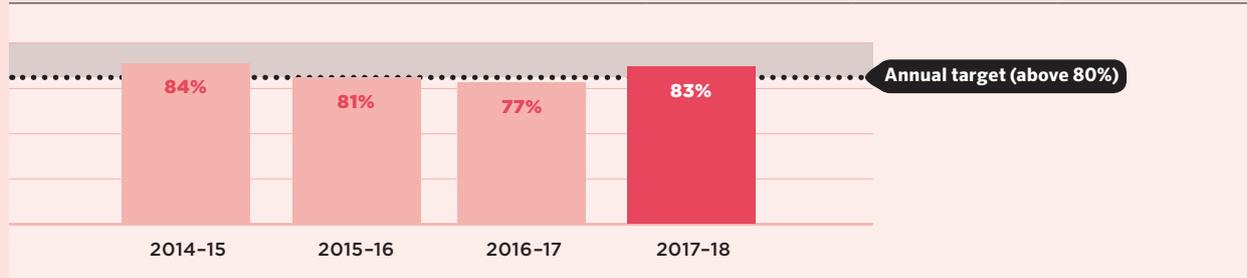
Walker Street public housing residents

Darebin strongly supports public housing and a challenge this year was advocating for the residents of the Walker Street Housing Estate who are impacted by the public housing renewal process.

Performance Indicators and Results for Goal 5

Maintain satisfaction with Council decisions

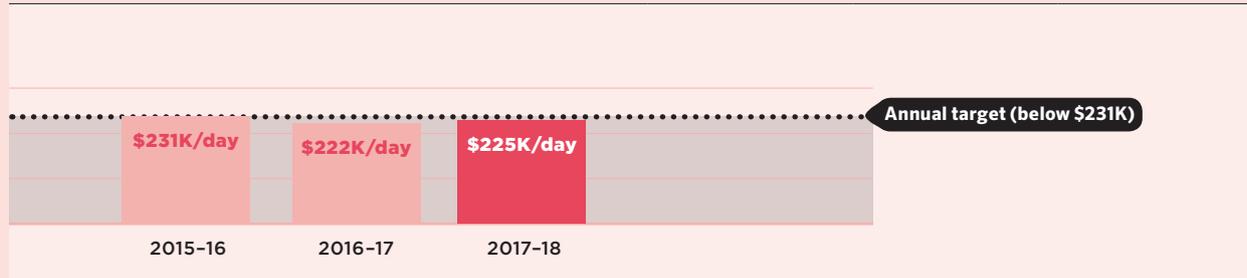
Status: Met ✓



Source: Darebin City Council Community Satisfaction Survey 2017-18

Reduce our community’s high level of electronic gambling machine losses

Status: Met ✓



Source: Victorian Commission for Gambling and Liquor Regulation 2018

Some Future Plans for Goal 5

- Construct two new disabled parking spaces serving activity centres and schools, to improve safety and accessibility for users.
- Deliver a feasibility report on the Intercultural Centre with a focus on the functional, space and design requirements as well as a renewal of the vision, service outcomes and potential locations.
- Deliver a professional development program designed to address inequality in the music industry, targeting early-career music producers.
- Adopt and implement an Electronic Gaming Machine Policy.
- Develop a new Aboriginal and Torres Strait Islander Action Plan for endorsement by the Aboriginal Advisory Committee.

5.1 Diversity report

Darebin is proud to be one of Melbourne's most diverse areas.

The Wurundjeri people are the original inhabitants and the municipality is recognised as an important area of Aboriginal history and living culture. Today, the Aboriginal and Torres Strait Islander population in Darebin is one of metropolitan Melbourne's largest. We are also home to people of many diverse races, ethnicities, faiths and beliefs, abilities, genders, sexualities and sex and gender identities, ages and occupations, incomes and lifestyles.

Our Council Plan 2017–21 introduced six goals, one of which is focused on diversity. It states we will “lead on equity and recognise our diverse community as our greatest asset for solving future challenges”.

Equity, inclusion and diversity in action

An Equity, Inclusion and Human Rights Framework was drafted during the year as part of a review of our Equity and Inclusion Policy to align it with the Council Plan 2017–21.

The new Framework is underpinned by the Victorian Charter for Human Rights and Responsibilities and state and federal anti-discrimination legislation. It provides closer strategic alignment with the Darebin Health and Wellbeing Plan 2017–21, the Darebin Access and Inclusion Plan 2015–19, and our other social justice commitments. It is operationalised through the Equity, Inclusion and Wellbeing Planning and Audit Tool.

Our work for this period also saw continued application of the Darebin Inclusive Communications Charter  darebin.vic.gov.au/CommunicationsCharter and internal Diversity Capabilities Framework. For more information about Council strategies, go to  darebin.vic.gov.au/strategies.

Aboriginal and Torres Strait Islander community

Approximately 0.8 per cent (1,162) of our population are of an Aboriginal and Torres Strait Islander background. This number would increase significantly if we included Aboriginal and Torres Strait Islander people who work, study, access services, and participate in sport, recreation, cultural and social networks in our municipality.

Darebin City Council has a long-standing and collaborative relationship with this community and remains proud to lead on Aboriginal and Torres Strait Islander issues.

We acknowledge the work and commitment of the Darebin Aboriginal Advisory Committee, which provided critical advice over the past year. We also acknowledge the Wurundjeri Land and Compensation Cultural Heritage Council Aboriginal Corporation, which continued to provide cultural advice and support as the Traditional Owner representative body.

Goal 5.3 of our Council Plan 2017–21 states, “We will be responsive and respectful to the current and emerging aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin”. Work done during 2017–18 towards meeting this goal included:

- Updated the Darebin Aboriginal Action Plan.
- Endorsed and commenced implementation of the Darebin Aboriginal and Torres Strait Islander Employment Strategy 2017–27 and Annual Action Plan.
- Ceased Darebin City Council's 26 January Australia Day celebrations out of respect for local Aboriginal and Torres Strait Islander peoples and their broader community as, for them, this date marks the beginning of invasion of Australia and their dispossession of the land.

- Successfully advocated, in partnership with the City of Yarra, the Wurundjeri Council, and community members, for the renaming of the Federal Electoral Division of Batman.
- Continued advocacy for the renaming of Batman Park in consultation with Traditional Owners.
- Launched Deadly Dan, an Aboriginal curriculum to improve health and wellbeing outcomes.
- Exhibition of artist Hayley Millar Barker, *My Mirring*, at Bundoora Homestead and *Accession* group show featuring works by several Indigenous artists.
- Developed the Darebin Aboriginal and Torres Strait Islander Recognition and Discovery Map to raise awareness of the history, location and services provided by the 22 Aboriginal organisations in Darebin.
- Conducted a Woi Wurrung Digital Language Workshop and Creation Stories digital book making to enable and encourage children to explore Aboriginal language and stories.
- Supported two Aboriginal and Torres Strait Islander trainees to complete Darebin's traineeship program, with both receiving a Certificate III in Business Administration, and transitioning into employment within Council - one trainee, Jemima Potter, was also awarded the Victorian Indigenous Trainee of the Year in May 2018 by the Apprenticeships Group Australia (AGA).
- Completed groundwork to enable Council's first Aboriginal and Torres Strait Islander mentoring program to commence in August 2018 for 12 months.
- Employed Aboriginal and Torres Strait Islander people - as at June 2018, there were 13 Aboriginal and Torres Strait Islander people known to be employed at Council.
- Held a professional development event for 180 early years educators with

Wurundjeri Elder, Aunty Joy Murphy, on her book *Welcome to Country*.

- Delivered the Aboriginal Mentorship Program for Performance Makers. This new initiative allowed for two Aboriginal artists to develop and present work as part of the Darebin Arts Speakeasy program under the guidance of professional mentors, as well as a further two artists to develop work and receive ongoing mentoring assistance.

Culturally and Linguistically Diverse (CALD) Community

Approximately 33 per cent (48,717) of our population was born overseas in one of 153 countries. There are 148 different languages spoken in Darebin, with 37 per cent (54,319) speaking a language other than English at home and approximately seven per cent (10,769) having difficulty speaking English.

Darebin assisted its multicultural community throughout the year through:

- An in-house Language Aid Service, also used at Council events.
- A multilingual telephone line, which received 1,678 calls, an increase from 1,457 the previous year.
- The Darebin Intercultural Centre, which provided a dedicated space for monthly events, intercultural development, dialogue, engagement, panel discussions, participation and celebration.
- The updated Darebin Multicultural Action Plan to guide our work from 2018 to 2020.
- Engagement with established and newly arrived community members, asylum seekers, refugees and their intercultural and religious leaders (the top six religions are Roman Catholic, Greek Orthodox, Islam, Anglican, Buddhism and Hinduism).

Approximately 10.3 per cent of our permanent staff speak a language other than English at home and were born in one of 51 non-English speaking countries. Darebin strives to employ a workforce that reflects our diverse community. For more information, see our Workplace Report on pages 52-59.

Socio-economic disadvantage and health inequity

The 2016 Socio-Economic Indexes for Areas (SEIFA) of Relative Socio-Economic Advantage/Disadvantage data shows that Darebin overall has become less disadvantaged. However, there is significant disparity across the City and high levels of disadvantage in parts of Darebin. Approximately one-third (47,551) of our residents earn a low income (less than \$500 a week) or no income, and 26 per cent of two-parent families in Darebin have no parent in paid work.

The SEIFA Index is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and variables that broadly reflect disadvantage.

Many Darebin residents experience poor health and wellbeing outcomes as a result of socio-economic disadvantage. Council's Health and Wellbeing Plan 2017-21 seeks to achieve health equity for all by addressing the social conditions that influence health and wellbeing.

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

Homeless people and housing stress

The lack of accessible/affordable housing in Darebin is critical and one of the key areas on which Darebin advocated with government during the year.

About 80 people sleep rough in Darebin on any one night.

The 2016 Australian Bureau of Statistics (ABS) Census showed that 972 people were homeless in Darebin, 3,085 Darebin households were on the public housing waiting list, and 10,844 households were

in receipt of Commonwealth Rental Assistance through Centrelink, an increase of 1,029 households since 2011.

The number of affordable dwellings in Darebin in the private market equates to just 1.9 per cent of all dwellings in the municipality.

The Darebin Responding to Housing Stress Action Plan 2013-17 is on our website darebin.vic.gov.au/Housing.

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

Approximately six per cent of Darebin's population identifies as lesbian, gay or bisexual. This figure (not inclusive of gender identity or sex characteristics) is likely to be an underestimate, as members of this community do not always disclose due to harassment, discrimination and being subjected to violence. In turn, and despite the LGBTIQ community's strength and resilience, this leads to poorer than average health and wellbeing.

We updated our Sexuality, Sex and Gender Diversity Action Plan to guide the next two years of work (2018-20) in this area.

We raised the transgender flag at Preston Town Hall for the first time on International Transgender Day of Visibility.

Gender equity

Council continued to support women's participation and leadership in organisations through several platforms, including the Darebin Women's Advisory Committee and Darebin's Women's Leadership Program. At Council, our Executive Management Team is now 80 per cent female.

The Darebin Gender Equity and Preventing Violence Against Women action plans are currently under review. Further information about this can be found at darebin.vic.gov.au/preventingviolence.

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 2011-21 responds particularly to the needs of vulnerable children in Darebin (darebin.vic.gov.au/Strategies).

During 2017-18, the following professional development programs were provided for early years professionals to build on their capacity to support families:

- Respectful Relationships
- Exploring the Autism Spectrum
- Gender Equity Playspace
- Weaving Indigenous Perspectives into Everyday Practice.

People with a disability and their carers

Approximately six per cent (8,774) of Darebin's population reported in the 2016 ABS Census that they needed help in their day-to-day lives due to disability. Nine per cent (13,672) provided unpaid assistance to a person with a disability, long-term illness or old age.

The National Disability Insurance Scheme (NDIS) commenced its roll-out in the North East Melbourne Area, including Darebin, in 2016. By 2019, it is estimated there will be 2,550 participants (people with a disability) funded under the Scheme in Darebin. A further 5,550 Darebin residents with a disability are expected to be ineligible, but still need support from their community.

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

Supporting older residents in Darebin

There are 20,897 people aged 65 or over in Darebin, representing approximately nine per cent of our population. Of these, one-third (7,305) are aged 85 or over.

Council supported older people during the year in a number of ways, including through our Active and Healthy Ageing Advisory Board, which kept us informed on the issues of concern to our older population.

More than 3,500 older people were funded during 2017-18 to access seniors' clubs across Darebin.

We launched the Older and Active newsletter in January 2018, which made it easier for older people to access relevant, up-to-date information and link to the Older and Active Directory. This newsletter is also available at Council's customer service centres, libraries and community centres and on the Darebin website.

Aged and disability services delivered

A total of 113,797 hours of assistance was provided by Council for domestic assistance, personal care, child, adult and flexible respite care, property maintenance, dementia care, and community transport services.

Year	2015-16	2016-17	2017-18
Total hours	170,507	139,094	113,797

Library services for a diverse community

Library loans of non-English books and materials

Year	2015-16	2016-17	2017-18
Number of loans	85,792	76,819	70,098

Large Print or Audio Library Loans

Year	2015-16	2016-17	2017-18
Number of loans	105,586	117,454	141,787

Home Library Service Patronage

Year	2016	2017	2018
Number of patrons*	61	57	61

* Does not include deliveries to aged care facilities. Darebin Libraries deliver resources to 12 aged care facilities.

Other projects and initiatives to support diversity

- Enabling Women Leadership Program delivery, in participation with Women With Disabilities Victoria, City of Yarra, Moreland City Council, and Women’s Health in the North.
- Received Changing Places funding from the State Government and completed designs for the first Changing Place in Darebin in 2018.
- Darebin SPEAK project to give greater agency and voice to young Somali and Muslim people.
- Molly Hadfield Social Justice Orator hosted Mama Alto, a transgender social activist and cabaret performer as part of International Women’s Day 2018.
- Global Sisters Business Education program delivered to support 30 local, mainly newly arrived and migrant women experiencing employment barriers.
- ReConnect workshop – series of workshops for young jobseekers to provide résumé writing and interview skills.
- New parents sessions – introduction to the library for Chinese mothers.
- Eid celebrations – Saturday storytime and Henna hand tattoos activity for families of Muslim and non-Muslim faith.
- ReSpin gambling awareness talk with reformed gambler Ian Correia as part of Libraries After Dark.
- *Ka-ching!* Pokie Nation film screening – an exposé on how carefully planned poker machines are programmed for addiction.
- *Constance on the edge* film screening during World Refugee Day, a portrayal of one refugee family’s resettlement in Australia.
- Say No to Racism panel discussion presented by young East African residents.
- Nevo Zisin – presentation by a transgender activist and writer, who identifies as non-binary, about experiences as a transgender person going through school.
- Series of talks for seniors on understanding retirement income streams and age pensions.
- Bundoora Homestead featured Nimbus Studio for artists with a disability under a partnership with Arts Access Victoria.
- Community submissions training/ workshop, in collaboration with the Darebin Ethnic Community Council and other community-based organisations.



East Preston Community Centre Open Day

GOAL 6

A well-governed Council

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

Strategy 6.1

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

Strategy 6.2

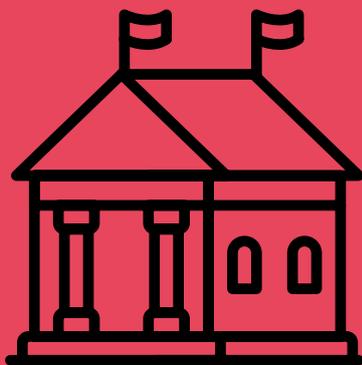
We will find new ways to deliver long-term financial sustainability

Strategy 6.3

We will communicate our progress on the actions in this Council Plan to residents, community leaders, community organisations, businesses, industry, and Victorian and Federal Governments to ensure we can all act together

Budget allocated to Goal 6

Net Cost	2017-18 \$'000
Budget	20,968
Actual	17,986
Variation	2,982



There are eight actions listed under Goal 6 in the Council Plan Action Plan 2017-18. The following section shows progress against the Major Initiatives from the Budget and Highlights from the Action Plan. Progress comments on all eight can be found on our website at darebin.vic.gov.au/CouncilPlan.

Major Initiatives from Budget 2017-18 for Goal 6

Major initiative	Status	2017-18 progress
Review all our services (across four years of the Council Plan) to build a flexible and dynamic organisation that can respond to new challenges and deliver services that best meet the needs of our community.	75%	Three service reviews were completed. A draft workplan was developed for 2018-19, which includes proposed improvements and estimated cost savings. The application of business improvement methodologies and mapping of key internal processes also commenced, with processes being documented in Promapp, (Council's process mapping system).
Ensure people can transact with us anywhere, anytime, on any device.	50%	Council continued to identify and implement digital solutions, including an online platform for kindergarten and child care registrations, an online Health Portal and automation of a number of manual processes. Roll-out of the Digital Transformation project will be ongoing and further supported by the implementation of the IT Integration project.
Regularly update progress on the Council Plan 2017-21 on our website, and keep everyone we work with well informed.	100%	The Annual Report was submitted on time to the Minister for Local Government, prior to the end of September 2017. A scorecard on the Annual Report results was published in the December/January Darebin Community News. The mid-year progress report was adopted by Council on 19 March 2018. A new format for the report was developed for the third-quarter report and was submitted for the 21 May Council meeting. All action plan reports were posted on our website at  darebin2021.org

Services for Goal 6

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

Note: An organisational restructure during 2017-18 resulted in some areas moving to different portfolios. The portfolios below align with the Budget 2018-19, and are consistent with the Council Plan 2017-21. They equate to the dollars in the Budget 2017-18 allocation.

Service area	Description of services provided	Net cost of providing this service in 2017-18 Budget <u>Actual</u> Variation \$'000
A Well Governed Council		
Mayor and Council	The Mayor and Councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation.	1,710 1,820 (110)
Corporate governance	This service includes direct administrative support to the Mayor and Councillors, coordination of Council and Committee meetings, and includes the Chief Executive Officer, and the Executive Management Team, as well as the administration of Council business, policy support and corporate risk.	8,247 5,729 2,518
Digital services	Responsible for providing computer software and hardware support to the organisation and records management.	5,093 4,449 644
Financial services	Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties.	2,774 2,882 (108)
Fleet Services	Responsible for the oversight of the fleet required to support Council's service delivery.	3,144 3,106 38

Highlights and Achievements for Goal 6

Darebin Kindergarten and Child Care Registration System

An online portal for families registering with the Darebin Kindergarten and Child Care Registration System was launched during 2017-18, providing online lodgement of applications for child care and kindergarten placements and allowing families 24-hour access to

their information and the ability to make changes with improved confirmation and communication with Council.

Appointment of a contemporary and progressive Chief Executive Officer

Sue Wilkinson commenced as Darebin's Chief Executive Officer in September 2017, following an executive search to find a contemporary and progressive chief executive officer who could respond to the challenges in the Council Plan 2017-21.

Setbacks for Goal 6

Darebin Council website

We committed to implement ongoing website enhancements to improve the customer experience, provide access to timely information, and enable community feedback. During the year, we did a website functionality review and it identified a number of issues. A decision was made to redevelop the website in 2018-19, at the same time centralising it with Council's many other websites to provide both financial and resource efficiencies, and improve the user experience.

Challenges for Goal 6

Victorian Government's cap on rates

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

Centralised annual revaluation of properties

The move to centralised annual revaluation of properties by the State Government has the potential to reduce the level of customer service delivered to Darebin's ratepayers who have enquiries or objections relating to their property's valuation. Valuations for properties will now be undertaken by contractors engaged by the Victorian Valuer-General rather than Council staff valuers and these valuations will be undertaken annually rather than biennially.

Performance Indicators and Results for Goal 6

There are no performance indicators associated with this goal.

Some Future Plans for Goal 6

- Undertake a review of Council's procurement policy, framework and processes to deliver better practice, improved compliance, and enable collaboration with other councils to ensure better social procurement outcomes.
- Complete the IT Strategy and 'Digital First' plan to support Council's commitment to improved customer service, digital initiatives, business efficiency, 'Smart City' innovations and value to the community.
- Finalise and development commence the implementation of the Customer Service Strategy.
- Expand the use of the Darebin City Council website through automated online forms and payment capability.
- Progress implementation of the public open space levy and Developer Contribution Scheme.

6.1 Technology report

Our Technology Report details where we have updated our services and introduced new initiatives in order to keep pace with fast-moving technological changes and both internal business and external community expectations. We embrace the use of new and emerging technology to ensure our services and programs are relevant, accessible, equitable, inclusive and responsive to the needs of our community.

Online facilities

- We introduced a service for community members to lodge online applications for child care and kindergartens.
- We established an online service for lodgement of planning objections.
- We implemented a user-friendly service map (GIS-based 'Map Builder') for use by the community when visiting Council's website.

Mobile facilities

Various enhancements and new initiatives were implemented to improve mobile access for several Council departments. This mobile functionality enables staff members to carry out their work faster and in real time, which speeds up the effectiveness of our services to the community.

Examples include:

- Capability for mobile street tree inspections by staff and contractors.
- A mobile solution to manage complaints and incidents related to overhanging branches, articles on footpaths and unsightly property.
- Implementation of the 'My Assessor' solution for the delivery of mobile aged care services.
- Integration of Nearmaps with our GIS platform for map detail enhancement.

Enhancements and upgrades to our business systems and services

During 2017–18, we enhanced, maintained and upgraded many computer-based

business systems that service staff and the community.

Activities included:

- We delivered business intelligence dashboards and reporting for planning applications and aged care services, enhancing business insights and productivity.
- Completed several upgrades to Council's core People, Property and Rates (PPR) system, Pathway, bringing it up to a current state for improved functionality, supportability and security.
- Upgraded key systems including those for contract management, electronic tendering and Council's agenda and minutes management platform.

Upgrade of IT infrastructure

- We established a Microsoft Azure service, which will facilitate ongoing initiatives for cloud adoption and IT infrastructure enhancements, to include a new backup solution for business systems and information as well as future Disaster Recovery (DR) capability.
- The system that accepts and delivers email between Council and our external contacts/community (known as our email gateway) was transitioned to Microsoft's cloud service, providing a more secure and robust solution.
- The audio and visual equipment in Council Chambers was renewed, with flexible room configuration supported via wireless microphones and live streaming of Council meetings to YouTube for public access.
- Interactive displays were deployed to key personnel, meeting rooms and shared spaces to facilitate collaboration and productivity.
- Our internet security solution, which protects staff and other internal systems when accessing the internet, was transitioned to a more secure platform.

6.2 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 8), 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 2017-18, we undertook more than 60 engagement projects. Below are some of the ways we engaged with the Darebin community.

Northern Pipe Trail

In January this year, we kick-started the community engagement process for the Northern Pipe Trail, which is one of the most loved walking, cycling and exercise trails in Darebin and known to many as the St Georges Road Shared Path.

The first stage of community consultation took place over four weeks throughout January - February 2018 and presented a great opportunity to promote the project, understand the community's experience of the trail and start collecting ideas for improvements.

The project was promoted using the following methods:

- mail drop to 20,000 properties within 400m of either side of the trail
- creation of a short video, which was shared on Darebin's social media networks
- decals installed along the trail
- Darebin website and Your Say Darebin project page
- Darebin Community News publication
- emails to key stakeholders and community groups
- More than 1,000 ideas were collected from the community via the consultation process, which came from four face-to-face drop-in sessions, a mapping tool via the Your Say Darebin engagement platform, social media, emails and presentations to Community Advisory Committees and Groups.

Budget submission process 2018-19

Council conducted an extensive community engagement process for the Darebin Budget 2018-19 submission process. We provided a number of ways for the community to get involved, including listening post sessions in each Ward and pop-up sessions at our libraries and at Preston Market, Bundoora Park Farmers Market and Alphington Farmers Market. We also attended a number of Community Advisory Committees. An online submission form also facilitated the process of providing submissions. This resulted in a total of 157 formal submissions being received and considered by Council - a new record for Council.

Penders Park

Community advocacy and Council’s commitment to the Council Plan 2017-21 resulted in a community-led approach being adopted to develop a masterplan for Thornbury’s Penders Park. This approach will set the precedent for how we conduct meaningful engagement in the future.

The initial stages of consultation included a drop-in session and collection of ideas via the ideas tool on the Your Say Darebin engagement platform. The Penders Park Community Committee, made up of local residents, was established and the group used the more than 200 comments that were received to develop the vision and design principles to guide the development of the park.

The Penders Park Community Committee developed a consultation and engagement strategy in collaboration with Council. This group will now seek feedback from the community on the proposed vision and design principles at an additional drop-in session and through a survey developed by the Committee.



Penders Park Masterplan public consultation

6.3 Advocacy in Darebin

Advocacy is an important component of the work Darebin Council undertook during 2017–18, as we work towards achieving the outcomes that the community needs and deserves.

Darebin Council's first Strategic Advocacy Framework was executed in July 2017 and outlines Council's advocacy approach over the life of the Council Plan 2017–21.

Four high-level topic areas were identified:

- Better Transport for Darebin
- Responding to the Climate Change Emergency
- Future of Housing in Darebin
- Equitable and Diverse Darebin (Social Justice).

Within each of these topic areas are multiple projects and initiatives that depend on State and/or Federal Government support and funding over multiple years.

Northcote by-election

In September 2017, Council resolved to publicly promote and advocate on local issues in the lead-up to the Northcote by-election in November 2017, as it presented a unique opportunity to progress a number of issues of concern to Council and the Darebin community.

Seven discrete issues were agreed upon, with a range of desired outcomes from funding to policy reform. For simplicity and because of their similarity, two issues were condensed into one topic: Bill Lawry Oval and the Multi-Sports Stadium (MSS).

By-election campaign issues included:

- responding to the Climate Emergency
- Multi-Sports Stadium/Bill Lawry Oval
- Bell Street Level Crossing Removal Project
- public housing renewal program - Walker Street Estate
- reducing harm from gambling
- transfer of land along creek and rail corridors.

An advocacy plan was developed and implemented in the lead up to the by-election, with key actions including meetings with candidates undertaken by the Mayor and Deputy Mayor, letters to candidates, letters and meetings with relevant Ministers/MPs, media briefings and campaign materials including marketing collateral and social media.

The main successes during this short campaign were:

- partnership with Leader newspapers, particularly in supporting the campaign for the Multi-Sports Stadium
- positive relationships developed with candidates
- strong community involvement, particularly from Walker Street Estate residents, which strengthened the campaign.

After the by-election, the decision was made to reduce the number of advocacy items to no more than three for short campaigns to allow greater traction and coverage.

Ongoing advocacy

Work on Council's key advocacy areas is ongoing and will be carried out throughout the life of the Council Plan 2017–21.

Beyond the Northcote by-election, advocacy work continued on a number of issues of importance to our residents. Most issues focused on social change and equality, public transport and transport management, funding for a Multi-Sports Stadium and waste management.

Community survey results for the year showed community satisfaction on our 'lobbying/making representations on key issues' increased marginally and was in the category of 'good'.

Multi-Sports Stadium

We continued to advocate to the State Government for funding for a Multi-Sports Stadium (MSS) at John Cain Memorial Park in Thornbury.

The MSS will provide a much-needed facility for a range of court-sports, including netball, basketball, table tennis, volleyball and badminton, and will greatly enhance opportunities for women and girls in Darebin to participate in sport and physical activity.

Renaming the Federal Electoral Division of Batman to Cooper

In November 2017, Darebin Council made a joint submission to the Australian Electoral Commission to rename the Federal Electoral Division of Batman after distinguished Wurundjeri leader Simon Wonga.

We lodged a joint submission on behalf of the Wurundjeri Council and the City of Yarra, following extensive community consultation.

Batman is located in Melbourne's northern suburbs and stretches through three local government areas – Yarra, Darebin and Whittlesea.

The renaming of the ward was important to the healing and reconciliation process for the Wurundjeri people and the broader Aboriginal community.

On 20 June 2018, the Australian Electoral Commission announced it had unanimously agreed to rename the ward, in honour of Aboriginal rights campaigner William Cooper.

We welcome this landmark decision. It shows the concerns of our First Nations people are being listened to at a national level.

Renaming Batman Park

On 17 July 2017, Council commenced the statutory process for the proposed renaming of Batman Park in St Georges Road, Northcote.

Community consultation over the previous 18 months indicated support for renaming the park to Gumbri, one of three names proposed by the Wurundjeri Council. Gumbri, also known as Jessie Hunter, was a much loved and respected Wurundjeri Elder.

On 17 July 2018, the Office of Geographic Names announced that while it was supportive of Batman Park being renamed it had decided against renaming Batman Park to Gumbri Park.

While Darebin City Council is very disappointed by this decision we will continue our advocacy to rename the park, working in partnership with the Wurundjeri Council to come up with other naming options.

Marriage equality

Darebin Council strongly supports the wellbeing and rights of our LGBTIQ residents.

In August 2017, Council resolved to reaffirm its long-term support for marriage equality and support the yes campaign in the lead up to the Federal Government's postal survey held between 12 September and 7 November 2017.

We used various platforms to communicate our support of the yes campaign to the wider community, including flying the rainbow flag above Preston City Hall.

The majority of responses to the survey indicated that the law should be changed to allow same-sex couples to marry, with 7,817,247 (61.6 per cent) responding Yes and 4,873,987 (38.4 per cent) responding No.

The amendment to the *Marriage Act 1961* to provide for same sex marriages came into operation on Saturday 9 December 2017.

Public housing

Council continued to advocate strongly to increase social housing across the municipality. We remain firm in our belief that the supply of affordable housing is a responsibility of all levels of government and continued to push the State Government to increase supply and protect existing public housing stock.

Approximately 90 dwellings in Walker Street Northcote have been ear-marked for demolition and replacement as part of the State Government's Public Housing Renewal Program. We are advocating for substantial increases in public housing delivery at this site, and for the State Government to ensure that no residents are needlessly displaced by this process.

Council also proactively drove conversations with stakeholders within Oakover Village, Preston, including advocating for positive outcomes on

land owned by the Department of Health and Human Services.

Preston Market

Preston Market is one of the most-loved, iconic features of our City and we share our community's deep interest in its long-term future. During the year, we sought the Minister for Planning's approval to review the Preston Market Incorporated Plan, and update the Darebin Planning Scheme, to ensure the future viability of the market.

We commenced work with the Victorian Planning Authority on delivering community engagement to understand what the community loves about the market and established a Community Reference Group to develop a vision and high-level principles for the Preston Market precinct. The Victorian Planning Authority expects to deliver its recommendations to the Planning Minister in October 2018.

Level crossings

Council continued to advocate for three additional level crossing removals along Bell Street in Preston (at Cramer Street, Murray Road and Oakover Road), as well as at High Street in Reservoir, using an elevated rail solution, and for improved road solutions, urban design and place making. This advocacy will continue in 2018-19.

Public transport

Tram Route 11

During the year we advocated to the Victorian Government to undertake works along Tram Route 11 (West Preston to Docklands), including the upgrade of the Regent Street terminus and the Reservoir level crossing.

A Federal and State Government Advocacy Plan was developed focusing on extending the tram line from Regent Street to Edwardes Lake Park. This project will continue in 2018-19.

As a consequence, The Hon. Jacinta Allan MP wrote to the Mayor in a letter

dated 14 June 2018 stating that: “The Victorian Government is future proofing the possibility of the route 11 extension and has taken into account in both the design of the new terminus at West Preston and the level crossing removal at Reservoir Station. If Labor is successful at both the next Victorian and Federal elections then it will be able to work cooperatively with Darebin City Council to deliver the extension to the 11 tram route.”

Bus services

We continued to advocate to the Victorian Government for an increase in bus service and coverage across Darebin, and attended the Metropolitan Transport Bus Matters forum to plan partnership advocacy with other local governments. Council is currently preparing a partnership advocacy strategy with other local governments. This project will continue in 2018-19.

Tram Route 86 accessible tram stops

We advocated to the Victorian Government to proceed with the design phase for the installation of Tram Route 86 (Bundoora to Docklands) accessible ‘super stop’ tram stops.

Council is developing a Thornbury Streetscape Masterplan to support this advocacy. This project will continue in 2018-19.

Gambling

Council advocated during the year for a reduction in approvals for gaming machines. We lodged an appeal with VCAT against the decision made by the Victorian Commission for Gambling and Liquor Regulation allowing Darebin RSL to increase its number of electronic gaming machines and to extend its opening hours. We also actively participated as an Alliance for Gambling Reform Member.

Landfill Levy

Council continued to advocate for a share of the landfill levy imposed on its residents and traders by the State Government. The levy is paid on solid waste disposed at licensed landfills, with the funds used for environment protection activities and a sustainability fund.

We understand that a large amount of the levy collected over many years remains unspent and have advocated for it to be shared among councils for waste and recycling activities.

We supported the Municipal Association of Victoria’s campaign in asking the State Government to provide better transparency on the spending of the landfill levy and to ensure that a minimum of 50 per cent of the accrued funds is allocated to the originating local government for landfill remediation and projects on climate change, waste reduction, recycling and illegal dumping, which has risen since a sharp increase in the levy in 2010.

Regional economic growth

Darebin City Council continued our partnership with NORTH Link and the Northern Region of Councils (Darebin plus Banyule, Hume, Moreland, Nillumbik and Whittlesea) to collectively advocate for regional economic growth through infrastructure, industry support and tourism development.

During the year, we participated in regional events and supported NORTH Link’s successful bid for \$400,000 over two years to establish the Melbourne’s North Food Group. Darebin also hosted the inaugural Food and Beverage Expo, which showcased export-ready products from Melbourne’s north.



57%
of Darebin residents are aged 25-64

SECTION 07

Governance and corporate information

07



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1. An overview of our governance in 2017–18

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

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

Council is committed to an ongoing development program for all Councillors by providing and facilitating opportunities for professional development to assist them in the performance of their roles as elected representatives.

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  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 \$30,223 per annum for Councillors and up to \$96,534 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.

On 13 November 2017, Councillor Le Cerf was re-elected to serve as Mayor of Darebin Council for one further 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  darebin.vic.gov.au/Governance and presented to the Audit Committee.

Councillor expenses – 1 July 2017 to 30 June 2018

	Cr McCarthy	Cr Greco	Cr Laurence	Cr Williams	Cr Le Cerf	Cr Messina	Cr Rennie	Cr Amir	Cr Newton	Total
Day-to-day activities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Mobile	503	558	381	1,248	391	548	389	347	332	4,697
Landline										
Internet	241	241	241	241	241	482	220	241	241	2,389
Travel	1,439			711	53	2,366	1,326	69		5,964
Family care				588						588
Conferences/training		519		441	7,787	4,602	8,224	225	3,676	25,474
Functions/events				155					155	310
Approved by Council resolution										
Other										
Net expenses	2,183	1,318	622	3,383	8,471	7,997	10,160	881	4,404	39,419
Reimbursements to Council										
Total net expenses	2,183	1,318	622	3,383	8,471	7,997	10,160	881	4,404	39,419

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 2017–18, there were 17 conflicts of interest declared by Councillors and four conflicts of interest declared by Council Officers.

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

5. Assemblies of Councillors

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

In 2017–18, there were 82 Assemblies of Councillors convened, including Councillor briefing sessions and strategic workshops, which usually take place twice a month.

6. Council meetings

Council meetings are usually held every third Monday. The times and venues of Council meetings are fixed annually and advertised in Darebin's local newspapers and on our website darebin.vic.gov.au/Meetings.

Council meetings are generally open to the public. Council is committed to transparent governance and meetings are only closed when reports being considered are deemed by the Chief Executive Officer and/or Council to be confidential. During 2017–18, there were 12 Council reports considered confidential matters.

In addition to following the discussions at Council meetings, the community is invited to ask or submit questions during Public Question Time. In 2017–18, there were 173 questions submitted. The record of Councillor attendance at Ordinary meetings of Council and Special Council meetings held during 2017–18 is shown in the table on page 122.

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

darebin.vic.gov.au/Committees.

7.1 Council Meeting attendance from 1 July 2017 to 30 June 2018

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
03/07/2017	1		8	1	5	1	1	1	LoA	1	1	1	1	1	1
17/07/2017	1		11	1	6	0	1	1	LoA	1	1	1	1	1	1
24/07/2017		1	1	0	0	0	Ap	Ap	LoA	1	1	1	1	1	1
07/08/2017	1		7	0	3	0	1	1	LoA	1	1	1	1	1	1
21/08/2017	1		12	1	16	2	1	1	LoA	1	1	Ap	1	Ap	1
04/09/2017	1		5	0	9	0	1	1	LoA	1	1	1	1	1	1
18/09/2017	1		5	1	24	0	Ap	1	LoA	1	1	1	1	1	1
02/10/2017	1		5	1	5	1	Ap	1	LoA	1	1	1	1	1	1
16/10/2017	1		6	0	0	0	1	1	LoA	1	1	1	1	1	1
13/11/2017		1	4	0	0	0	1	1	1	1	1	1	1	1	1
20/11/2017	1		11	1	5	1	LoA	1	LoA	1	1	1	1	1	1
04/12/2017	1		5	0	0	2	1	1	LoA	1	1	Ap	1	1	1
18/12/2017	1		7	4	3	2	1	1	LoA	1	1	1	1	1	1
12/02/2018		1	2	0	0	0	1	1	LoA	1	1	1	1	1	1
26/02/2018	1		9	0	6	0	1	1	LoA	1	1	1	1	1	1
19/03/2018	1		6	0	9	1	1	1	LoA	1	1	1	1	1	Ap
09/04/2018	1		6	0	4	0	1	1	LoA	1	1	Ap	1	1	1
30/04/2018	1		7	1	4	3	1	1	LoA	1	1	1	1	1	1
21/05/2018	1		7	1	4	0	1	1	LoA	1	1	1	1	1	1
31/05/2018		1	0	0	0	2	1	1	1	1	1	1	1	1	1
12/06/2018	1		7	0	2	3	1	1	1	1	1	1	1	1	LoA
	17	4	131	12	105	18	18	20	21	21	21	18	21	20	20

LoA: Approved leave of absence (counted as an attendance) Ap: Apology

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 2017-18

Date	Hearing of Submissions Committee	Cr Laurence	Cr Williams	Cr McCarthy	Cr Greco	Cr Amir	Cr Le Cerf	Cr Rennie	Cr Newton	Cr Messina
31/05/2018	1	1	1	1	1	1	1	1	1	1
	1	1	1	1	1	1	1	1	1	1

LoA: Approved leave of absence (counted as an attendance) Ap: Apology

8.2 The year in review for the Hearing of Submissions Committee

One meeting was held in 2017-18 to hear submissions in relation to the proposed Budget 2018-19.

- 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. 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; applications that fail to meet the objectives of adopted Council policy, or raise major policy implications; applications for major development and change of use; and

9.1 Planning Committee membership and attendance 2017-18

All Councillors were members of the Committee. Cr Le Cerf (Mayor 1 July 2017 to 30 June 2018) was the Chairperson. Councillor attendance at Planning Committee meetings is shown in the table on page 124.

Planning Committee attendance from 1 July 2017 to 30 June 2018

Date	Planning Committee	Number of Reports	Cr Amir	Cr Greco	Cr Laurence	Cr Le Cerf	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
10/07/2017	1	4	1	1	LoA	Ap	1	Ap	1	1	1
14/08/2017	1	3	1	1	LoA	1	1	1	1	1	1
11/09/2017	1	2	1	1	LoA	1	1	Ap	1	1	1
09/10/2017	1	2	1	1	LoA	1	1	1	1	1	1
30/10/2017	1	1	1	1	LoA	1	LoA	1	1	1	1
11/12/2017	1	8	1	Ap	LoA	1	1	1	1	1	1
12/02/2018	1	2	1	1	LoA	1	1	1	1	1	1
13/03/2018	1	3	1	1	LoA	1	Ap	1	1	1	Ap
16/04/2018	1	3	Ap	1	LoA	1	1	1	1	1	1
14/05/2018	1	4	1	Ap	LoA	1	1	1	1	1	1
25/06/2018	1	1	1	1	LoA	1	1	1	1	1	LoA
12/06/2018	11	33	10	9	11	10	10	9	11	11	10
	17	4	131	12	105	18	18	20	21	21	21

LoA: Approved leave of absence (counted as an attendance) Ap: Apology

9.2 The year in review for the Planning Committee

The Planning Committee considered reports on 40 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 2017-18

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

- A proposal at 49 Johnson Street Reservoir for a six-storey mixed-use development, including ground floor retail/commercial floor space and 68 dwellings.

- An amendment to the development plan for the former Australian Horizons site at 4-18 Arthurlton Road Northcote proposing a nine-storey mixed-use development containing 400 dwellings and 4,300 square metres of retail and commercial floor space.
- A five-storey mixed-use development at 431 Plenty Road Preston, containing a ground-floor shop and three dwellings.
- Refusal of an application proposing a major refurbishment and provision of additional electronic gaming machines within the Darebin RSL, 396-402 Bell Street Preston.
- A 12-storey mixed-use development at 70-82 High Street Preston, proposing 98 dwellings with four ground-floor shops.
- A five-storey mixed-use development at 409 St Georges Road Thornbury, which proposes 14 dwellings and a ground-floor shop.

- A development plan approval for 198 Beavers Road Northcote proposing a combination of three and four-storey residential apartments and townhouses, providing a total of up to 95 dwellings.
- A six-storey mixed-use development at 386-392 Bell Street Preston, which proposes 39 dwellings and ground-floor shops.
- An amendment to a plan for the Polaris development at 1056-1140 Plenty Road Bundoora allowing a combination of three-storey apartments and townhouses.

Challenges

The Planning Committee functioned efficiently and made decisions on 40 applications in 2017-18. This was a reduction on previous years and resulted in a stronger focus on more significant development proposals.

A challenge for Council and the Planning Committee in particular is working within the limits of State Planning Policy. As Council is constantly pressing for better standards of development, the number of planning applications appealed at VCAT continues to increase.

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 2017-18, the Board was chaired by Kirsten Matthews.

Bundoora Homestead Board of Management from 1 July 2017 to 30 June 2018

Date	Kirsten Matthews (Chair)	Cr Gaetano Greco	Cr Tim Laurence	Cr Susanne Newton	Angela Bailey	Michael Brennan	Katrina Knox	Christina Lew	Janette Lewis	Kade McDonald	Valentina Maxwell-Tansley	JD Mittman	Alice Park	Giacomina Pradolini	Lyndel Wischer	
19/10/17	1	1	Ap	LoA	Ap	1	Ap	Ap	Ap	1	1	Ap	Ap	1	1	1
12/12/17	1	1	Ap	LoA	Ap	LoA	N/A	Ap	1	1	Ap	Ap	1	Ap	Ap	1
17/4/18	1	1	Ap	LoA	Ap	LoA	N/A	N/A	Ap	1	1	1	Ap	1	N/A	1
	3	3	0	3	2	1	0	0	1	3	2	1	1	2	1	3

LoA: Approved leave of absence (counted as an attendance) Ap: Apology
N/A: Not applicable due to resignation or change of status of Board Member

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

2017-18 highlights:

- Three Board meetings, one workshop and one informal catch-up were held. The Board workshop (27 May) provided an opportunity for the Board to discuss specific

issues in more detail including:

- Board memberships and recruitment
- marketing
- business development and fundraising
- measuring and evaluating success.

The workshop resulted in a series of actions that the Board and staff will implement during the next year.

- The Board adopted a new Operations Plan and People Plan for Bundoora Homestead Art Centre that paved the way for an increase in staffing and a more sustainable outlook for the facility and the service.
- The Board also adopted a new Collections Policy for the Darebin Art Collection. This policy will guide acquisitions, de-acquisitions and care of the collection, ensuring that it remains a collection of high-quality artworks forming a valuable record of community ideas, interests and people.

The new collection policy outlines several key focus areas:

- contemporary works by South East Australian Aboriginal artists
- contemporary video art and new media art
- contemporary ceramics and craft
- contemporary works that reflect Darebin and adjoining municipalities
- Smith family heritage items
- Bundoora Repatriation Mental Hospital heritage items
- heritage pottery from the local area.

10.2 Bundoora Homestead Board of Management outlook for 2018-19

- Continue to develop new guiding documents for the operations of the facility and growth of visual art and heritage service in Darebin including a Marketing Plan and Measures and Evaluation Framework.
- Explore diverse funding opportunities to grow the reach of Bundoora Homestead Art Centre.
- Support and value volunteers through a revised volunteer program.
- Develop the Board by increasing Board diversity.

You can find more information about Bundoora Homestead at

 darebin.vic.gov.au/BundooraHomestead
or
 bundoorahomestead.com.

11. Audit Committee

The Audit Committee is an Advisory Committee 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 members. 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 six occasions in 2017-18:

- 17 July 2017
- 28 August 2017
- 2 October 2017
- 4 December 2017
- 22 March 2018
- 4 June 2018.

Audit Committee Members

Name	Role	Period	Attendance
Mr Terry Richards	Chairperson External Member	01/07/2017 – 30/06/2018	17/07/2018, 28/08/2017, 02/10/2017, 04/12/2017, 22/03/2018, 04/06/2018
Qualifications 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	01/07/2017 – 30/06/2018	17/07/2018, 28/08/2017, 02/10/2017, 04/12/2017, 22/03/2018, 4/06/2018
Qualifications Certified Practising Accountant (CPA), Business Accounting (Honours), Bachelor of Commerce and Economics, ANZ Leadership and Management Diploma			
Dr Marco Bini	Independent External Member	04/12/2017 – 30/06/2018	04/12/2017, 22/03/2018, 04/06/2018
Qualifications Doctor of Philosophy in Law - University of Melbourne, Master of Public Policy - University of Melbourne, Master of Commerce in Economics - University of Melbourne			
Cr Le Cerf	Internal Member	01/07/2017 – 30/06/2018	17/07/2017, 28/08/2017, 02/10/2017, 04/12/2017, 22/03/2018, 04/06/2018
Cr Rennie	Internal Member	01/07/2017 – 30/06/2018	17/07/2017, 02/10/2017, 04/12/2017, 22/03/2018, 04/06/2018

11.1 Audit Committee attendance 2017–18

The table above reflects the attendance by Committee members for the 2017–18 period. 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 2017–18, the following internal audits were conducted and reports tabled at Audit Committee meetings for endorsement:

- Asset Protection (building works)
- Human Resources/Payroll
- Infringements and Permits
- Road Management Plan Compliance
- VicRoads Confidentiality Signoff
- Security of Assets (minor and attractive)
- Follow-up of past recommendations
- Financial Functions – sundry debtors, purchasing cards, rates
- CAMMS Follow-Up 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 are maintained.
- Determine, as part of the Audit Committee’s annual assessment of performance, the 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 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 2017-18, Council’s Financial and Standard Statements and Performance Statement were externally audited by the Victorian Auditor-General.

The external auditors attended all 2017-18 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 draws 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 2017-18

This information is also available on our website darebin.vic.gov.au/Committees.

Community Advisory Committee	Appointments for 2017-18
Active and Healthy Ageing Community Board	Cr Greco Cr Messina (Deputy Mayor) Cr Newton
Darebin Aboriginal Advisory Committee	Cr Greco Cr Newton Cr Rennie
Darebin Arts Ambassadors	Cr Newton Cr Laurence
Darebin Bicycle Advisory Committee	Cr Amir Cr Rennie (Proxy)
Darebin Disability Advisory Committee	Cr Williams Cr Newton (Proxy)
Darebin Domestic Animal Management Reference Group	Cr Le Cerf (Mayor) Cr Williams
Darebin Education Committee	Cr Le Cerf (Mayor) Cr Greco
Darebin Energy Foundation (this interim Committee was superseded by an ongoing Committee, the Climate Emergency Darebin Advisory Committee, on 26 February 2018, with Mayor Cr Le Cerf and Cr McCarthy appointed to represent Council)	Cr Le Cerf (Mayor) Cr Messina (Deputy Mayor) Cr Greco Cr McCarthy Cr Rennie (Proxy)
Darebin Environmental Reference Group	Cr Le Cerf (Mayor) Cr McCarthy (Proxy)
Darebin Housing Committee	Cr Greco Cr Laurence Cr Newton
Darebin Interfaith Council	Cr Greco Cr Rennie
Darebin Nature Trust	Cr Le Cerf (Mayor) Cr McCarthy Cr Newton Cr Rennie
Darebin Women's Advisory Committee	Cr Le Cerf (Mayor) Cr Messina (Deputy Mayor)
Darebin Youth Advisory Group	Cr Amir Cr Rennie (Proxy)
Edwardes Lake Park Reference Group	Cr Greco Cr Laurence Cr Newton
Municipal Emergency Management Planning Committee	Cr Le Cerf (Mayor)
Northland Urban Renewal Precinct Steering Committee	Cr Amir Cr Messina (Deputy Mayor) Cr Williams
Preston Business Advisory Committee	Cr Messina (Deputy Mayor) Cr Williams
Sexuality, Sex and Gender Diversity Advisory Committee	Cr Amir Cr Newton

13.2 Some highlights from our Advisory Committees

- The Active and Healthy Ageing Community Board continued its advocacy role on the health and wellbeing of older people through input into various Council plans and projects including the Northern Pipe Trail, Oakover Village Housing Diversity Report, Northern Urban Renewal Precinct and TW Blake Park Concept Plan, and the Safe Travel and Walking Strategies. The Committee will also have a significant consultancy role in the Age Friendly Darebin Review announced by Council in May 2018.
- The Darebin Aboriginal Advisory Committee provided cultural advice and leadership on Council policies and strategies, in particular the ongoing discussion to review further employment pathway opportunities for Aboriginal and Torres Strait Islander employees at Darebin Council as part of the Aboriginal and Torres Strait Islander Employment Strategy. The Committee successfully advocated for the renaming of the Federal electorate of Batman and continued to advocate for the renaming of Batman Park.
- The Darebin Arts Ambassadors Reference Group considered several items, including the Creative Culture Infrastructure Framework 2018 adopted by Council in March 2018 to ensure consideration of new creative spaces in new buildings, masterplans and developments, and the Arts Precincts reviews of Northcote Town Hall Arts Centre and the Darebin Arts Centre.
- The Darebin Bicycle Advisory Committee provided feedback and suggestions on projects including the Northern Pipe Trail Masterplan, Streets for People (Bicycle Friendly Roads), new and upgraded bridge projects, GE Robinson Park and Crawley Road, the Northern Regional Trails Strategy, the Merri Creek Trail, Bundoora Park shared path, Public Bike Repair

Stations and bike boxes at traffic lights. The Committee also participated in behaviour change programs, including Octopus schools (Safe Walking to School), Ride2Work Day, Bike Skills Workshops and Preston Market bike skills and bike parking.

- The Darebin Disability Advisory Committee provided input into Council projects including the Northland Urban Renewal Precinct, and the Safe Travel and Walking Strategies. During the year, the Committee provided submissions to the Federal Senate Inquiry (overseen by the Rural and Regional Affairs and Transport References Committee) into the need for regulation of mobility scooters, also known as motorised wheelchairs, and the Victorian Parliamentary Inquiry into the Public Housing Renewal Program.
- The Darebin Domestic Animal Management Reference Group highlights included endorsement by Council on 16 October 2017 of the new Domestic Animal Management Plan 2017-21 following extensive community consultation and the opening on 16 October 2017 of the new state-of-the-art Epping Animal Welfare Facility, a partnership with the RSPCA and the cities of Whittlesea and Moreland. The focus continued to be on cat management and strategies to reduce overpopulation.
- The Darebin Energy Foundation Interim Advisory Board met for the fourth and final time in January 2018. At its final meeting, the foundation name was changed to Climate Emergency Darebin and the Advisory Committee was renamed the Climate Emergency Darebin Advisory Committee, effective from 26 February 2018. The new Committee met in April and May to finalise its Terms of Reference and discuss future activities, including the establishment of working groups in key areas such as communication, advocacy, research and strategy, and funding.

- Darebin Education Committee highlights included: completion by four primary schools (more than 90 educators) of the Berry Street Education Model, which is a trauma-informed program that supports the resiliency of students, and commencement of the program by a second network of four Darebin schools (including Government, Catholic and Independent schools); and a Council Careers Fair for Year 10 students, with more than 60 Council staff and 230 students from five Darebin secondary schools participating.
- The Darebin Environmental Reference Group provided input on the draft Lifelong Learning Strategy, and community engagement advice on the launch of the natural heritage film, as part of the Natural Heritage Strategy. Group members also participated in Council's climate emergency research work.
- The Darebin Interfaith Council provided advice and feedback to Council on the implementation of the interfaith projects including the Darebin Community Inclusion Plan (DCIP), and supported the implementation of the Memorandum of Understanding with the Islamic Society of Victoria/Preston Mosque.
- The Northland Urban Renewal Precinct Steering Committee worked to develop an Engagement Plan that oversaw wider community engagement activities between April and June 2018 including the delivery of 8,000 postcards within 800 metres of the precinct and the sending of 2,500 letters to businesses and landowners. The engagement also included the development of a designated project website, an online survey, ongoing and targeted social media, translations of letters into nine languages, six pop-up sessions at different locations and an ideas hack with community members.
- The Sexuality, Sex and Gender Diversity Advisory Committee participated in: Midsumma Festival 2018, via a Council stall on carnival day and a contingent in the Pride March (jointly with Banyule, Yarra and Moreland councils); and the Council's IDAHOBIT event (International Day Against Homophobia, Biphobia and Transphobia) on 17 May. The Committee also planned Council's first-time recognition of International Transgender Day of Visibility on 31 May, including flying of the Transgender flag from Preston Town Hall, and provided advice and feedback to Your Community Health on a proposed new LGBTIQ health clinic at their Northcote site.
- The Darebin Women's Advisory Committee applied a gender lens on Council's Community Safety Audits to create safer cities for women and on Council's Health and Wellbeing Plan 2017-21. The Committee also supported the development of Council's first partnership program with Global Sisters, to deliver the Sister School business education program.

13.3 Newly established Advisory Committees

The Darebin Nature Trust was formed in 2017-18.

14. Community Grants Program

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

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

The program aims to support community projects and activities that address Council Plan 2017-21 priority areas, including building social inclusion, addressing climate change and enhancing the wellbeing of Darebin residents.

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

Summary of applications received and recommendations for the 2017-18 funding round

Program	Applications Received	Applications Approved	Percentage Approved	Amount Requested	Amount Approved
Cash Grants	114	102	89	\$432,710	\$229,800
Venue Hire Subsidy Grants	58	57	98	\$106,999	\$79,891
Quick response grants	15	15	100	\$10,735	\$5,923
Total	187	174		\$550,444	\$315,614

Annual Cash Grant applications by funding streams

Funding Stream	Applications Received	Applications Recommended	Percentage Approved	Amount Requested	Amount Recommended
Arts and Culture	27	24	88	\$107,649	\$60,650
Sport and Recreation	9	6	66	\$35,969	\$20,855
Environment	15	14	93	\$64,710	\$24,000
Community Development	63	58	92	\$224,582	\$124,295
Total	114	102		\$432,910	\$229,800

Annual facility hire subsidy applications by venue

Venue	Applications Received	Applications Recommended	Percentage Approved	Amount Requested	Amount Recommended
Northcote Town Hall Arts Centre	9	8	88	\$19,106	\$15,869
Darebin Arts Centre	4	4	100	\$13,025	\$7,000
Northcote and Preston Libraries' Meeting Rooms	11	11	100	\$16,956	\$10,000
City and Shire Halls	14	14	100	\$27,527	\$22,000
Intercultural Centre	11	11	100	\$23,364	\$18,000
Reservoir Community and Learning Centre	4	4	100	\$1,971	\$1,971
Donald Street Community Hall	1	1	100	\$769	\$769
Clyde Street Community Hall	2	2	100	\$1,233	\$1,233
Fairfield Community Hall	1	1	100	\$1,147	\$1,147
Keon Park Children's Hub	1	1	100	\$1,901	\$1,901
Total	58	57		\$106,999	\$79,890

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

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	2014-15	2015-16	2016-17	2017-18
New requests	31	35	37	39
Access granted in full	0	0	3	9
Access granted in part	18	17	20	19
Access denied in full	2	0	0	5
Requests not finalised at the end of the reporting period	2	4	8	1
Withdrawn	2	8	2	0
Requests outside the Act	2	0	0	1
Requests, no documents existed	1	3	1	1
Others: not processed, not proceeded with				
Act did not apply	4	4	3	3
Application fees collected	\$817	\$868	\$834	\$788
Charges collected	\$501	\$706	\$876	\$911

16. Information Privacy

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

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

Darebin City Council received three privacy complaints in 2017-18.

17. Protected Disclosures

The *Protected Disclosure Act 2012* 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 this Act.

17.1 Disclosures

A protected disclosure:

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

On receipt of a disclosure (via a Protected Disclosure Form) the Protected Disclosure Coordinator will determine if it is made in accordance with the *Protected Disclosure Act 2012*, 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 Act.

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 *Protected Disclosure Act 2012*, 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 *Protected Disclosure Act 2012*, the complainant must be informed of the decision and of their entitlement to make the disclosure directly to IBAC.

During 2017-18, one complaint was received relating to alleged improper conduct, which was referred to IBAC for assessment as a protected disclosure.

Further information about applying the *Protected Disclosure Act 2012* is available from the Protected Disclosure Coordinator and from our website [darebin.vic.gov.au/Governance](https://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, 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 2017
- The program for applying Best Value principles, together with any quality or cost standards adopted by Council
- The Council Plan, Strategic Resource Plan, Council Budget and Annual Report
- The Councillor Code of Conduct
- The Councillor Support and Expenses Policy
- Election campaign donation returns by candidates at the previous Council election
- Council's Procurement Policy

- Certified voters' roll – can be inspected according to section 24B of the *Local Government Act 1989*
- Names of Councillors who submitted returns of interest during the financial year
- Names of Council officers who were required to submit a return of interest during the financial year
- Register of Delegations to Special Committees and to members of Council staff, including date of last review

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

20. Contracts

Compliance with Council's procurement requirements remained strong in 2017-18.

- 1) 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.
- 2) Council 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.
 - a) With the exception of one package of works related to building demolition at Preston. Unfortunately the process used by a contractor to procure a sub-contractor was not compliant (approximate value \$267,000).
- 3) The above breach has helped to inform improvements to Council's procurement policies and procedures.

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*. The aim of the *Road Management Act 2004* is to provide a safe and efficient road network via a coordinated approach and a legal framework for the management of public roads.

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

The Road Management Plan:

- Establishes a management system for 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 *Road Management Act 2004*, "a road authority must in accordance with the regulations conduct a review of its Road Management Plan at prescribed intervals". Road Management (General) Regulations 2016, Part 3 requires Council to complete its review of the Road Management Plan within six months after each general election or by the next 30 June, whichever is later.

Council uses mobile devices to collect 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. Statutory information

22.1 Best Value Report 2017-18

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 2017-18 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.
- In 2018, quarterly reports on progress against the Council Plan Action Plan 2017-18 were presented to Council and posted on the City of Darebin website.

- The PuLSE continuous improvement framework was developed and is being 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), staff will be able to contribute to service improvements.

In addition, there were a number of programs and projects that addressed the Best Value principles. They included:

- The Street Cleaning team worked with the Access and Inclusion Team to increase the accessibility of a specialist hard waste collection. This service operates when a resident cannot access the booked or annual collection for various reasons such as age, disability or injury.
- The Streets for People project took a new community-led approach to street design. Designs were informed by street champions from a community design day, survey responses, drop-in sessions, and consultation with schools, community groups and other stakeholders.
- A Community Reference Group was involved in shaping the services provided by the East Preston Community Centre, thereby ensuring that the services provided met their needs.
- Council launched an online portal for families registering with the Darebin Kindergarten and Child Care Registration System. Families now have 24-hour access to their information and the ability to update their profiles, all with improved confirmation and communication functionality.

- Consultation with the community on the Budget 2018–19 included face-to-face conversations at community meeting places, wide-spread publication, including social media platforms, and an online opportunity for ratepayers to provide their feedback and make submissions.
- Significant changes in the Aged Care Assessment Team structure, workflows and processes resulted in improved results upon the previous year. Commonwealth targets and performance indicators were met, the service received high client satisfaction ratings and savings were seen in the Budget.
- Changes were made to the Planning Committee Charter to facilitate the provision of more timely and relevant information being provided to Councillors on planning applications.
- The Light\$mart program and the range of sustainable business supports provided to the commercial sector not only produced cost savings from the introduction of LED lights and other waste and power saving initiatives, but also allowed Council to share information that will assist with the long-term growth of these local businesses.
- All procedural actions from the April 2017 review of Statutory Planning services were implemented thereby improving a number of processes including allocations and registration of planning applications.
- The ‘Lola’ app, a local government first developed by Darebin, went live during 2017–18. The app allows Local Laws officers to easily and efficiently respond to requests for service away from the office. This ultimately delivers a more cost effective and efficient service to our community and highlights the department’s ethos of continuous improvement.

22.2 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; and
- 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.

22.3 Charter of Human Rights and Responsibilities

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

During 2017-18, 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.

- Training and information for staff on the Charter and, specifically, the responsibilities it places on staff to protect, promote and uphold rights in their everyday work.
- Flying the transgender flag above Preston Town Hall for the first time in recognition of the International Transgender Day of Visibility.
- Welcome to Wurundjeri Country, an accessible all-ages information session to bring information about Wurundjeri culture, history and language into the community.
- A stronger discussion-based internal process for considering proposals using the charter, to ensure rights are protected, that any potential limitations to rights are avoided as far as possible or (if determined as necessary) meet the requirements in the Act. This process sits within a broader discussion on the equity, inclusion, wellbeing and human rights implications of Council's work.

In 2017-18, there was one complaint relating to Darebin City Council's implementation of the *Victorian Charter of Human Rights and Responsibilities Act 2006* received by Council or the Victorian Ombudsman.

Further information relating to the ongoing implementation of the Act can be obtained from our Equity and Wellbeing department.

22.4 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 and inclusion in the City of Darebin.

Council worked in partnership with Government, peak bodies, the local area coordinator Brotherhood of St Laurence and the service sector to continue to support the Darebin community as the National Disability Insurance Scheme (NDIS) moved into the second year in the North Eastern Melbourne Area.

The Darebin Access and Inclusion Plan 2015-19 includes actions that promote:

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

Highlights from the 2017-18 year include:

- Successful application for Changing Places funding from the State Government and designs completed for the construction of the first Changing Place in Darebin in 2018.
- Partnership Project with Brotherhood of St Laurence and North East Melbourne Area Councils continued, with recruitment of Regional Capacity Building Project Lead.
- Support of accessible and sensory friendly festival initiatives at the Darebin Kite Festival, including the provision of a sensory tent, marveloo, rest and recharge station and partnering with VicDeaf to provide Auslan interpreting in the story-telling tent.
- Supported the delivery of two Housing Roadshow workshops providing information to people with a disability, their families and carers, as well as service providers, about the journey of leaving home and living in the community, including the development of practical information kits.
- Ongoing support of Bandmates Victoria to increase community and cultural participation of people with a disability. The program matches people with a disability and/or mental health issues with volunteers to see live music in Melbourne venues.

- Delivery of the Enabling Women Leadership Program in participation with Women With Disabilities Victoria, City of Yarra, Moreland City Council and Women's Health in the North. The aim of the program is to equip women with a disability with knowledge, skills, tools and networks so they can speak up in their community and make it more welcoming and inclusive.
- Supported Co-Health in partnership with Yarra Council and Melbourne Polytechnic to provide workshops to young adults with an intellectual disability to learn about their sexual rights and respectful relationships. The program was delivered by peer educators, creating employment opportunities for people with a disability.
- Ongoing publication of the Get Active in Darebin seasonal program of free exercise and low-cost social sport opportunities in Darebin. The program caters for people of all ages, abilities and fitness levels.

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.

22.5 Domestic Animal Management Plan

The Domestic Animal Management Plan 2017–21 was adopted by Council on 17 October 2017 and aims to guide Council and the community towards the goal of responsible animal ownership and management. The Plan was developed in accordance with the *Domestic Animals Act 1994*.

Key highlights and achievements in 2017–18 include:

- The RSPCA was awarded the tender as preferred supplier to manage the Epping Animal Management Facility, commencing operations on 17 October 2017. The facility is a joint initiative between Darebin, Moreland and Whittlesea councils. Darebin Council contributed \$2 million towards this project. In the first seven months of operations, the three Councils admitted more than 1,000 dogs and 2,000 cats, with 95 per cent of dogs and 40 per cent of cats either reclaimed or adopted.
- Council entered into a shared services agreement with the City of Moreland to utilise the Reservoir holding facility and transfer animals to the Epping Animal Welfare Facility. Holding

animals overnight at the Reservoir holding facility allowed for an increase in animals returned to their owners before entering the facility. In addition, strong partnerships with rescue group organisations gave all dogs and cats a chance of being rehoused after the statutory holding time. The more efficient use of the holding facility provided for a more cost-effective service with greater outcomes for the community.

- The percentage of impounded cats euthanised in Darebin was 16 per cent, which is significantly lower than the Victorian average. This was achieved by working in partnership with the RSPCA and rescue group organisations to rehouse the many cats unable to find new homes through Council’s facility. 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.

Dogs returned to owner not impounded increased from 32 last year to 75 this year

Dogs	2015–16	2016–17	2017–18
Number of dogs impounded	551	527	448
Returned to owner by Council	23	32	75
Number returned to owner	439 (80%)	447 (85%)	321 (72%)
Number rehoused	18 (3%)	35 (7%)	62 (14%)
Number transferred to rescue	17	16	8
Surrendered directly to rescue	3	0	1
Number euthanised	9 (2%)	7 (1%)	12 (3%)

Cats	2015–16	2016–17	2017–18
Number of cats impounded	728	734	782
Returned to owner by Council	2	2	10
Number returned to owner	53 (7%)	69 (9%)	51 (7%)
Number rehoused	78 (11%)	81 (11%)	397 (51%)
Number transferred to rescue	262	342	80
Surrendered directly to rescue	16	21	16
Number euthanised	138 (19%)	66 (9%)	145 (19%)

22.6 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 2017–18.

22.7 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 2017–18, no levies were received, no works-in-kind were accepted, and there was no expenditure of funds from Infrastructure Contributions Plans.

Development contributions

In 2017–18, 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 2017–18 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	\$473,244	\$0	\$0	\$0	\$473,244	13%

23. Local Government Performance Reporting Framework Indicators

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
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Aquatic Facilities 🌿

Satisfaction ○

User satisfaction with aquatic facilities (optional) ●	76.20	0.00	0.00	0.00	
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[User satisfaction with how Council has performed on provision of aquatic facilities]

Service standard ○

Health inspections of aquatic facilities ●	1.00	1.50	4.00	3.50	
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[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]

Over the last two years Council has significantly increased the frequency of its inspections at its two aquatic facilities to help mitigate health risks. In 2017–18 there was one fewer inspection than 2016–17 but the overall frequency was relatively consistent with most of the inspections being carried out at the busiest times of the year.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Health and Safety ○					
Reportable safety incidents at aquatic facilities ● [Number of WorkSafe reportable aquatic facility safety incidents]	3.00	1.00	0.00	3.00	Reportable workplace incidents rose to three this year. Follow-up investigations from each incident occurred to ensure that potential risks were mitigated for the future. Each of the incidences were isolated, with no direct link between type of incident or injury that occurred.
Service cost ○					
Cost of indoor aquatic facilities ● [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	-\$0.47	-\$0.71	-\$0.38	\$0.23	The Reservoir Leisure Centre (RLC) experienced a number of services interruptions resulting in a reduction in income and increased operational costs. Both RLC and the Northcote Aquatic and Recreation Centre are prioritised for upgrade, renewal or redevelopment.
Service Cost ○					
Cost of outdoor aquatic facilities ● [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$0.00	\$0.00	\$0.00	\$0.00	
Utilisation ○					
Utilisation of aquatic facilities ● [Number of visits to aquatic facilities / Municipal population]	6.31	5.55	5.41	5.25	Currently two leisure centres operate within the City of Darebin; Northcote Aquatic and Recreation Centre (NARC) which is managed externally by YMCA Victoria, and Reservoir Leisure Centre (RLC) which is managed in-house. Both facilities are considered ageing assets with a Feasibility Study for NARC currently being completed to inform Council of the options moving forward for redevelopment. A Feasibility Study will also occur in 2018-19 to identify options for upgrade and renewal at RLC.

Animal Management *

Timeliness ○					
Time taken to action animal management requests ● [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.84	1.78	2.12	Darebin City Council continues its commitment to delivering a high-quality animal service. Council responded to all 3,009 animal-related requests. All matters were responded to within two business days.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Service standard ○					
Animals reclaimed ● [Number of animals reclaimed / Number of animals collected] x100	36.00%	38.47%	40.23%	37.15%	In October 2017 Council commenced a new service agreement with the RSPCA and collected 1,230 animals during the year with a reduced number of dogs collected (down 75) and an increase in cat collections (up 48). This indicator only measures owners that reclaimed their impounded animal from the shelter. It does not include the 150 animals diverted to animal rescue groups for rehousing.
Service cost ○					
Cost of animal management service ● [Direct cost of the animal management service / Number of registered animals]	\$67.97	\$64.51	\$66.34	\$81.77	In 2017, Darebin City Council established a combined animal management facility and shared service agreements across neighbouring Councils to better deliver a more effective service. Darebin City Council is providing an additional 24 hour on-call service, which is not offered by other councils. Our service costs 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.
Health and safety ○					
Animal management prosecutions ● [Number of successful animal management prosecutions]	11.00	3.00	8.00	3.00	Increased public education with a particular focus on early morning and late evening park patrols increased compliance. This has resulted in fewer offences being committed and therefore fewer matters proceeding to court.

Food Safety 🌿

Timeliness ○					
Time taken to action food complaints ● [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	1.50	2.09	2.14	Virtually all food complaints within Darebin were responded to within 2 days and 45% (or 76 complaints) were responded to on the same business day.
Service standard ○					
Food safety assessments ● [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	96.00%	90.21%	99.16%	98.39%	The only premises that did not receive an assessment were those that did not open for trade or were new premises that opened late in the reporting period.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
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Service cost ○

<p>Cost of food safety service ●</p> <p>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]</p>	\$535.14	\$537.75	\$527.66	\$530.59	This indicator showed a marginal increase of \$2.93 (or 0.56%) per business when compared to the previous reporting period. This figure is well within the Consumer Price Index (CPI) and demonstrates Council's commitment to local economic growth.
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Health and safety ○

<p>Critical and major non-compliance outcome notifications ●</p> <p>[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</p>	98.00%	100.00%	92.13%	100.00%	Although an increase was recorded on the 2016-17 result, this was due to the negative impact of the indicator changing from a financial year to a calendar year during the 2016-17 reporting period. Council is satisfied with the result for the 2017-18 year.
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Governance *

Transparency ○

<p>Council decisions made at meetings closed to the public ●</p> <p>[Number of Council resolutions made at Ordinary or Special Meetings of Council, or at meetings of a Special Committee consisting only of Councillors, closed to the public / Number of Council resolutions made at Ordinary or Special Meetings of Council or at meetings of a Special Committee consisting only of Councillors] x100</p>	11.00%	5.14%	6.37%	4.11%	Council is committed to transparent governance and meetings are only closed when considering reports which are deemed confidential, as resolved by Council.
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Consultation and engagement ○

<p>Satisfaction with community consultation and engagement ●</p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement] x 100</p>	66.80	66.00	65.20	67.80	Over the last year Council undertook more than 60 engagement projects including the Northern Pipe Trail (shared path) redevelopment, which involved a mail drop to 20,000 properties, and the Budget Submission process, which involved Listening Post sessions at our libraries, the Preston Market, Bundoora Park Farmers Market and the Alphington Farmers Market.
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Attendance ○

<p>Councillor attendance at Council meetings ●</p> <p>[The sum of the number of Councillors who attended each Ordinary and Special Council Meeting / (Number of Ordinary and Special Council Meetings) x (Number of Councillors elected at the last Council general election)] x100</p>	96.00%	92.63%	94.02%	95.24%	
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Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
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Service cost ○

<p>Cost of governance ●</p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p> <p>*This indicator has been recalculated.</p>	\$48,494.00*	\$45,771.00*	\$52,913.78	\$53,774.22	The cost of governance for 2017-18 (\$53,774.22) increased marginally from the previous year (\$52,913.78). The main factor in this change is the cost of recruitment for a new Chief Executive Officer.
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Satisfaction ○

<p>Satisfaction with Council decisions</p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	67.80	66.90	65.00	66.70	
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Home and Community Care (HACC) ●

Timeliness ○

<p>Time taken to commence the HACC service ●</p> <p>[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]</p>	0.00	28.08	Reporting Ceased 01.07.16	Reporting Ceased 01.07.16	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
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Service standard ○

<p>Compliance with Community Care Common Standards ●</p> <p>[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100</p>	94.00%	94.44%	Reporting Ceased 01.07.16	Reporting Ceased 01.07.16	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
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Service cost ○

<p>Cost of domestic care service ●</p> <p>[Cost of the domestic care service / Hours of domestic care service provided]</p>	\$0.00	\$69.69	Reporting Ceased 01.07.16	Reporting Ceased 01.07.16	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
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Service cost ○

<p>Cost of personal care service ●</p> <p>[Cost of the personal care service / Hours of personal care service provided]</p>	\$0.00	\$36.47	Reporting Ceased 01.07.16	Reporting Ceased 01.07.16	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
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Service cost ○

<p>Cost of respite care service ●</p> <p>[Cost of the respite care service / Hours of respite care service provided]</p>	\$0.00	\$48.47	Reporting Ceased 01.07.16	Reporting Ceased 01.07.16	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
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Participation ○

<p>Participation in HACC service ●</p> <p>[Number of people that received a HACC service / Municipal target population for HACC services] x100</p>	18.70%	19.57%	Reporting Ceased 01.07.16	Reporting Ceased 01.07.16	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
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Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Participation ○					
Participation in HACC service by CALD people ● [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	17.90%	18.51%	Reporting Ceased 01.07.16	Reporting Ceased 01.07.16	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs

Libraries ●

Utilisation ○					
Library collection usage ● [Number of library collection item loans / Number of library collection items]	6.10	5.92	5.71	5.71	Increased investment and promotion of digital collections has resulted in a 22% increase in loans of those resources; these increases are now offsetting the decline in physical item loans.
Resource standard ○					
Standard of library collection ● [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	70.00%	72.70%	70.14%	71.29%	Darebin is continuing to invest in new and relevant resources for the community, especially digital collections and those in community languages. Collection HQ, software that maps the age and usage of the collection, has enabled a more structured approach to collection management.
Service cost ○					
Cost of library service ● [Direct cost of the library service / Number of visits]	\$7.66	\$8.12	\$8.37	\$8.42	Council and our community value its library services. Council allocates appropriate financial resources to support changing customer needs. The Libraries After Dark initiative has increased Preston Library opening hours and includes weekly programming to encourage community participation. Increasing investment in digital resources and access through the Darebin Libraries app enables customers to access library services without visiting a branch.
Participation ○					
Active library members ● [Number of active library members / Municipal population] x100	16.00%	16.02%	15.01%	14.68%	While the number of active library members has remained more or less constant, the overall utilisation rate has fallen slightly due to the increase in population.

Maternal and Child Health (MCH) ●

Satisfaction ○					
Participation in first MCH home visit ● [Number of first MCH home visits / Number of birth notifications received] x100	104.00%	99.80%	101.31%	99.48%	This result can fluctuate naturally from year to year such as when families move out of the area after Council receives a birth notification.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Service standard ○					
Infant enrolments in the MCH service ● [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	96.80%	103.47%	102.88%	This number is slightly more than 100% due to the small number of families that moved into the area after their baby was born.
Service cost ○					
Cost of the MCH service ● [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$74.18	\$73.73	\$77.41	The service experienced an unprecedented number of nurses taking sick leave which were required to be filled by casual workers. This situation was compounded by a number of resignations.
Participation ○					
Participation in the MCH service ● [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	76.00%	80.37%	78.47%	81.40%	Darebin City Council has implemented a reminder system so that all families can be followed up and proactively contacted.
Participation ○					
Participation in the MCH service by Aboriginal children ● [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60.00%	52.94%	91.53%	90.91%	Darebin City Council has maintained a very high participation rate among Indigenous children by fostering relationships with the Victorian Aboriginal Child Care Agency and the Victorian Aboriginal Health Service.
Roads 🌳					
Satisfaction of use ○					
Sealed local road requests ● [Number of sealed local road requests / Kilometres of sealed local roads] x100	45.91	27.21	18.54	19.92	In 2017 Council reviewed the Road Management Plan and included shimmy routes (safe travel routes for bike riders) and bike lanes which resulted in more requests for repairs being received by Council.
Condition ○					
Sealed local roads maintained to condition standards ● [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.00%	99.81%	99.88%	99.94%	

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Service cost ○					
Cost of sealed local road reconstruction ● [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$0.00	\$151.00	\$315.38	\$103.35	This measure can vary substantially from year to year due to the scope and complexity of individual projects. Works can include footpath repairs, vehicle crossing reconstruction, pavement patching, kerb and channel reconstruction, asphalt overlay, as well as surface and underground drainage to improve overall condition and extend asset life. The figure for 2016-17 was higher than 2017-18 due to significant drainage works and a slope reconstruction.
Service Cost ○					
Cost of sealed local road resealing ● [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	\$24.74	A reduction in the 2017-18 program resulted from late tendering of works which also led to higher rates from contractors due to tight market conditions.
Satisfaction ○					
Satisfaction with sealed local roads ● [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	69.30	70.80	70.00	69.90	Community satisfaction has decreased very slightly from the previous year's score of 70.

Statutory Planning 🌱

Timeliness ○					
Time taken to decide planning applications ● [The median number of days between receipt of a planning application and a decision on the application]	107.00	103.00	116.00	127.00	Council increased its staffing levels to address workload issues associated with increased complexity in the planning system and higher turnover of and demand for professional planning staff. This was done with the aim of reducing planning decision times.
Service standard ○					
Planning applications decided within required time frames ● [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	45.00%	40.01%	46.18%	31.23%	There was a 10% increase in the number of decisions made compared with 2016-17. The 'days taken' data was also impacted by Council acting to close out 90 planning applications that had been inactive for a period of up to three years (at the applicants' request).

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
--------------------------------	--------------	--------------	--------------	--------------	----------------------------------

Service cost ○

<p>Cost of statutory planning service ●</p> <p>[Direct cost of the statutory planning service / Number of planning applications received]</p>	\$2,234.93	\$2,351.37	\$2,821.56	\$3,246.35	In 2017-18, two items made a significant impact on the cost of delivering the Statutory Planning service; legal advice relating to a possible re-development of the Preston Market, and a project to digitise hundreds of planning applications to make the planning process more accessible and transparent. Other than these items, the baseline cost of delivering the Statutory Planning service increased by an amount commensurate with the Consumer Price Index.
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Decision-making ○

<p>Council planning decisions upheld at VCAT ●</p> <p>[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</p>	45.00%	60.32%	41.33%	46.05%	The improvement for 2017-18 can be attributed to Council's ongoing commitment to improving our processes and decision-making.
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Waste Collection ✱

Satisfaction ○

<p>Kerbside bin collection requests ●</p> <p>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</p>	126.48	116.65	101.65	99.78	This is an improvement on last year's result of 101.65. This improvement is an indication of continued improvement in driver skills and care while servicing the bins.
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Service standard ○

<p>Kerbside collection bins missed ●</p> <p>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</p>	9.88	9.51	7.80	7.70	This is an improvement on last year's figure of 7.79. In 2017-18 the number of households increased by 1,145 to 64,773 but there was only an increase of 23 missed bins reported. The improved result may be attributed to the introduction of cameras on trucks, increased education and a continued focus by staff on missed bins and service quality.
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Service cost ○

<p>Cost of kerbside garbage bin collection service ●</p> <p>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</p>	\$95.71	\$97.03	\$96.30	\$94.70	An increase of 1,145 households in the City equated to a minimal increase in servicing costs of \$6,473. The resulting cost per bin serviced dropped to \$94.70 per residential bin per annum. The main area of decrease was in tipping which dropped by 1,362 tonnes over the year resulting in a saving of approximately \$75k.
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Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
--------------------------------	--------------	--------------	--------------	--------------	----------------------------------

Service cost ○

Cost of kerbside recyclables collection service ●	\$25.14	\$25.55	\$26.63	\$22.30	The cost to deliver the service only increased by \$2,017 but the number of residences serviced increased by 1,145 which led to an overall decrease in the cost per residence. Please note that the recent changes to the service as a result of China's restriction on the importation of comingled recyclables have not been included.
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					

Waste diversion

Kerbside collection waste diverted from landfill ●	48.00%	47.42%	47.95%	49.10%	This is a great improvement on last year's diversion from landfill figure of 47.95%. There was a decrease of 1,362 tonnes of garbage sent to landfill, a decrease of 600 tonnes of green waste and an increase of 466 tonnes of recyclables collected and processed. Food waste is a significant component of waste sent to landfill and a trial is underway for food waste to be diverted to green waste recycling.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Workforce data 2017-2018

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 - F	0.0	0.0	5.0	28.0	51.0	64.0	29.0	17.0	22.0	216.0
Permanent Full-Time - M	0.0	2.0	85.0	32.0	42.0	43.0	36.0	10.0	23.0	273.0
Permanent Full-Time - X	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent Part-Time - F	8.5	3.1	66.8	18.4	18.0	16.8	8.2	1.4	13.5	154.7
Permanent Part-Time - M	8.1	0.8	11.5	4.7	3.6	3.3	0.0	0.0	0.0	32.0
Permanent Part-Time - X	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Casual - F	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Casual - M	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Casual - X	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL	16.6	5.9	168.3	83.1	114.6	127.1	73.2	28.4	58.5	675.7

24. Governance and Management Checklist

Governance and Management Items	Assessment
1 Community engagement policy (policy outlining Council’s commitment to engaging with the community on matters of public interest)	<p>Policy <input checked="" type="checkbox"/></p> <p>Date of operation of current policy: 20/08/2012</p> <p>OR</p> <p>No policy <input type="checkbox"/></p> <p>Reason for no policy:</p>
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	<p>Guidelines <input checked="" type="checkbox"/></p> <p>Date of operation of current guidelines: 20/08/2012</p> <p>OR</p> <p>No guidelines <input type="checkbox"/></p> <p>Reason for no guidelines:</p>
3 Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	<p>Adopted in accordance with section 126 of the Act <input checked="" type="checkbox"/></p> <p>Date of adoption: 12/06/2018</p> <p>OR</p> <p>Not adopted in accordance with section 126 of the Act <input type="checkbox"/></p> <p>Reason for not adopting:</p>
4 Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	<p>Adopted in accordance with section 130 of the Act <input checked="" type="checkbox"/></p> <p>Date of adoption: 12/06/2018</p> <p>OR</p> <p>Not adopted in accordance with section 130 of the Act <input type="checkbox"/></p> <p>Reason for not adopting:</p>
5 Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	<p>Plans <input checked="" type="checkbox"/></p> <p>Date of operation of current plans:</p> <p>Asset Management Policy – 06/10/2017</p> <p>Asset Management Strategy – 18/05/2015-2019</p> <p>Building Asset Management Plan 07/08/2007</p> <p>Drainage Asset Management Plan 21/05/2007,</p> <p>Property Asset Management Strategy 19/05/2014</p> <p>Road Asset Management Plan 20/06/2016</p> <p>Road Management Plan 19/06/2017</p> <p>OR</p> <p>No plans <input type="checkbox"/></p> <p>Reason for no plans:</p>
6 Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	<p>Strategy <input checked="" type="checkbox"/></p> <p>Date of operation of current strategy: 12/06/2018</p> <p>OR</p> <p>No strategy <input type="checkbox"/></p> <p>Reason for no strategy:</p>
7 Risk policy (policy outlining Council’s commitment and approach to minimising the risks to Council’s operations)	<p>Policy <input checked="" type="checkbox"/></p> <p>Date of operation of current policy: 20/12/2016</p> <p>OR</p> <p>No policy <input type="checkbox"/></p> <p>Reasons for no policy:</p>

Governance and Management Items	Assessment
8 Fraud policy (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 Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> <input checked="" type="checkbox"/> Date of preparation: 24/08/2016 OR Not prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> <input type="checkbox"/> Reason for not preparing a plan:
10 Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> <input checked="" type="checkbox"/> Date of approval: 01/08/2017 OR Not approved in accordance with section 186A of the <i>Local Government Act 1989</i> <input type="checkbox"/> Reason for not preparing a policy:
11 Business continuity plan (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: 01/09/2017 OR No plan <input type="checkbox"/> Reason for no plan:
12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan <input checked="" type="checkbox"/> Date of operation of current plan: 01/05/2018 OR No plan <input type="checkbox"/> Reason for no plan:
13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework <input checked="" type="checkbox"/> Date of operation of current framework: 20/12/2016 OR No framework <input type="checkbox"/> Reason for no framework:
14 Audit Committee (Advisory Committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	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 Internal audit (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:

Governance and Management Items	Assessment
16 Performance reporting framework (a set of indicators measuring financial and non financial performance, including the performance indicators referred to in section 131 of the Act)	<p>Framework <input checked="" type="checkbox"/></p> <p>Date of operation of current framework: 28/06/2016</p> <p>OR</p> <p>No framework <input type="checkbox"/></p> <p>Reason for no framework:</p>
17 Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	<p>Report <input checked="" type="checkbox"/></p> <p>Date of report: 19/03/2018, 21/05/2018</p> <p>OR</p> <p>No report <input type="checkbox"/></p> <p>Reason for no report:</p>
18 Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	<p>Statements presented to Council in accordance with section 138(1) of the Act <input checked="" type="checkbox"/></p> <p>Dates statements presented: 04/09/2017, 20/11/2017, 19/03/2018, 21/05/2018</p> <p>OR</p> <p>No statements presented to Council in accordance with section 138(1) of the Act <input type="checkbox"/></p> <p>Reason for not presenting statements:</p>
19 Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	<p>Reports <input checked="" type="checkbox"/></p> <p>Council's strategic risk profile was updated in October 2017. Regular reports on Council's risk processes and related functions were provided on: 17/07/2017, 02/10/2017, 04/12/2017, 22/03/2018, 04/06/2018</p> <p>OR</p> <p>No reports <input type="checkbox"/></p> <p>Reason for no reports:</p>
20 Performance reporting (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>Reports <input checked="" type="checkbox"/></p> <p>Date of reports: 19/09/2017, 27/02/2018</p> <p>OR</p> <p>No reports <input type="checkbox"/></p> <p>Reason for no reports:</p>
21 Annual Report (Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	<p>Considered at meeting of the Council in accordance with section 134 of the Act <input checked="" type="checkbox"/></p> <p>Date of consideration: 16/10/2017</p> <p>OR</p> <p>Not considered at meeting of the Council in accordance with section 134 of the Act <input type="checkbox"/></p> <p>Reason for not considering Annual Report:</p>
22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	<p>Reviewed in accordance with section 76C of the Act <input checked="" type="checkbox"/></p> <p>Date reviewed: 13/02/2017</p> <p>OR</p> <p>Not approved in accordance with section 76C of the Act <input type="checkbox"/></p> <p>Reason for no review:</p>

Governance and Management Items	Assessment
23 Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act <input checked="" type="checkbox"/> Date of review: 18/09/2017 OR Not reviewed in accordance with section 98(6) of the Act <input type="checkbox"/> Reason for no review:
24 Meeting procedures (a local law governing the conduct of meetings of Council and Special Committees)	Meeting procedures local law made in accordance with section 91(1) of the Act <input checked="" type="checkbox"/> Date local law made: 18/09/2017 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:

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

Signature of Chief Executive Officer
Date: 25 September 2018

Signature of Mayor
Date: 25 September 2018

16%

Children under the age of 14 make up 16% of Darebin's total population



SECTION 08

Annual Financial report and Performance Statement

08



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Guide to the Financial Statements

For the year ended 30 June 2018

This guide provides an overview of each of the statements including the 2017-18 financial statements for the Darebin City Council and the key financial results. The guide is best read in conjunction with the financial overview, which starts on page 159.

Financial Statements

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

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

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

Comprehensive Income Statement

The Comprehensive Income Statement measures Council's financial performance for the year ending 30 June 2018 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 in 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 2017-18 year the Darebin City Council recorded a surplus of \$11.87 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 2018. It details Council's net worth and discloses owned assets such as cash, investments, buildings, 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 2018 the Balance Sheet shows Council to be in a healthy financial position, with \$85.77 million in cash and financial assets and a net worth of \$1.52 billion. Council's liquidity or current ratio is 2.4:1 (current assets:current liabilities). This means that for every \$1 of current liabilities, Council has \$2.40 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 2018 the Statement of Changes in Equity shows an increase in equity, or net worth, of \$161.75 million during the 2017-18 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 2017-18 Council generated a \$40.66 million cash inflow from operating activities. A cash outflow of \$44.22 million was incurred on investing activities and financing activities incurred a nil cash outflow. Total cash balances decreased by \$3.56 million during the year to \$43.48 million at 30 June 2018.

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 2017-18 \$32.81 million was expended on capital works.

Notes to the Financial Statements

The Financial Statements contain 32 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 2.1 is shown next to Rates and Charges. Note 2.1 shows a number of items that make up the Rates and Charges value for the current and previous year.

Performance Statement

The Victorian Government developed a performance reporting framework to ensure that all councils across Victoria measure and report their performance in a consistent way. The framework became mandatory from 1 July 2014 and this Performance Statement is a required part of all councils' 2017-18 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.

FINANCIAL REPORT OVERVIEW

Our financial performance for 2017-18 reflects the careful financial management and strategies that were developed in the context of our long-term financial planning.

In brief:

- \$172.56 million revenue with 71.46 per cent coming from rates and charges.
- \$160.69 million expenditure with 50.34 per cent attributable to employee costs and 31.30 per cent for materials and services.
- \$11.87 million surplus, which includes the early receipt of the first and second quarter 2018-19 Victorian Grants Commission funding of \$2.19 million that was received in June.

- \$1.52 billion net assets, comprising community facilities and infrastructure.
- \$85.77 million holdings of cash and other financial assets, \$10.89 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 (SRP), which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2018 and shows surpluses will continue to be achieved in all years over the period 2018–19 to 2021–22 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 that will average \$57.42 million per annum over the four years to 30 June 2022.

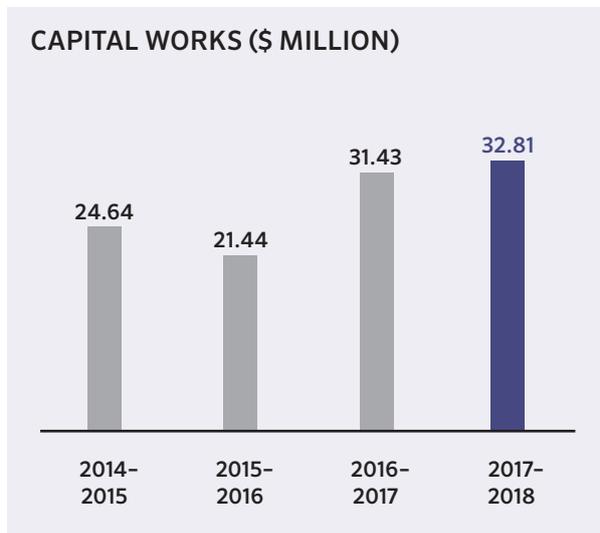
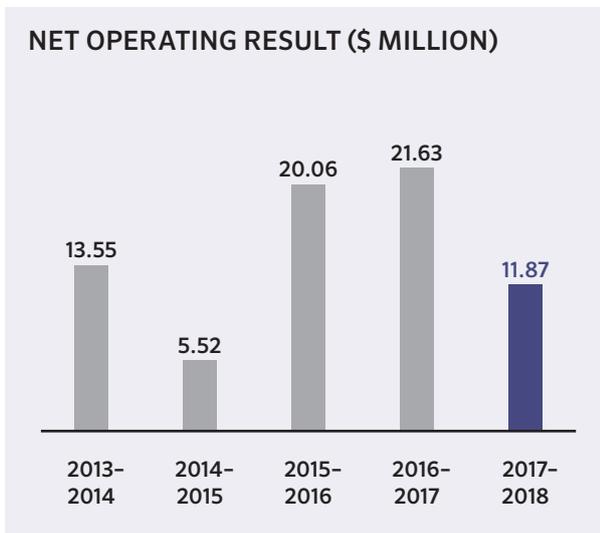
Capital works

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

The Statement of Capital Works details the \$32.81 million of capital works expenditure across Darebin for 2017–18. This includes \$22.89 million on asset renewal, \$3.61 million on asset upgrade, \$0.54 million on asset expansion, and \$5.76 million on new assets.

Cash flow

Cash and cash equivalents decreased by \$3.56 million to \$43.48 million. The main movements during the year were a cash inflow from operating activities of \$40.66 million, offset by a cash outflow from investing activities of \$44.22 million from investing activities. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook no borrowings during the 2017–18 year and had no outstanding borrowings at 30 June 2018.



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 2017-18 are looked at in the context of the long-term financial strategic objectives that are reflected in the Council Plan 2017-21 and articulated in the Strategic Resource Plan.

The key principles in 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 to meet payment obligations to suppliers and employees as they fall due.

Council has forecast rate increases at 2.25 per cent for 2018-19 and 2.15 per cent for 2019-20, 2020-21 and 2021-22.

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.

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.



Annual Financial Report

For year ended 30 June 2018

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Certification of the Financial Statements

For the year ended 30 June 2018

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
3 September 2018

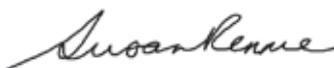
In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2018 and the financial position of the Council as at that date.

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



Susan Rennie
Councillor



Sue Wilkinson
Chief Executive Officer

Melbourne
3 September 2018

Independent Auditor's Report

For the Year Ended 30 June 2017



Independent Auditor's Report

To the Councillors of Darebin City Council

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

- balance sheet as at 30 June 2018
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

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

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

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

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

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

Independent Auditor's Report

For the Year Ended 30 June 2017

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
11 September 2018



Tim Loughnan
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Income			
Rates and charges	2.1	123,315	119,474
Statutory fees and fines	2.2	9,205	8,650
User fees	2.3	11,574	12,924
Grants - operating	2.4	15,946	18,228
Grants - capital	2.4	2,222	2,103
Contributions	2.5	5,990	5,495
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	2.6	713	682
Fair value adjustments for investment property	5.2	(302)	275
Other income	2.7	3,893	3,762
Total income		172,556	171,593
Expenses			
Employee costs	3.1	80,902	77,854
Materials and services	3.2	50,292	45,008
Depreciation and amortisation	3.3	23,003	22,055
Bad and doubtful debts	3.4	1,563	1,373
Other expenses	3.5	4,927	3,676
Total expenses		160,687	149,966
Surplus/(deficit) for the year		11,869	21,627
Other comprehensive income			
Items that will not be classified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	8.1	149,876	69,542
Total comprehensive result		161,745	91,169

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

Balance Sheet

For the year ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	4.1	43,480	47,035
Trade and other receivables	4.1	12,855	13,140
Other financial assets	4.1	42,286	27,846
Inventories	4.2	89	67
Other assets	4.2	3,695	3,596
Total current assets		102,405	91,684
Non-current assets			
Trade and other receivables	4.1	176	185
Other financial assets	4.1	236	236
Property, infrastructure, plant and equipment	5.1	1,458,568	1,299,929
Investment property	5.2	2,840	3,142
Intangible assets	4.2	665	781
Total non-current assets		1,462,485	1,304,273
Total assets		1,564,890	1,395,957
Liabilities			
Current liabilities			
Trade and other payables	4.3	17,419	11,662
Trust funds and deposits	4.3	5,335	5,034
Provisions	4.4	19,568	18,618
Total current liabilities		42,322	35,314
Non-current liabilities			
Provisions	4.4	1,954	1,774
Total non-current liabilities		1,954	1,774
Total liabilities		44,276	37,088
Net assets		1,520,614	1,358,869
Equity			
Accumulated surplus		540,836	534,108
Reserves	8.1	979,778	824,761
Total equity		1,520,614	1,358,869

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

Statement of Changes in Equity

For the year ended 30 June 2018

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018					
Balance at beginning of the financial year		1,358,869	534,108	811,699	13,062
Surplus/(deficit) for the year		11,869	11,869	0	0
Net asset revaluation increment/(decrement)	8.1	149,876	0	149,876	0
Transfers to other reserves	8.1	0	(9,243)	0	9,243
Transfers from other reserves	8.1	0	4,102	0	(4,102)
Balance at end of financial year		1,520,614	540,836	961,575	18,203
2017					
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)	8.1	69,542	0	69,542	0
Transfers to other reserves	8.1	0	(4,843)	0	4,843
Transfers from other reserves	8.1	0	10,800	0	(10,800)
Balance at end of financial year		1,358,869	534,108	811,699	13,062

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

Statement of Cash Flows

For the year ended 30 June 2018

	Note	2018 Inflows/ (Outflows) \$'000	2017 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		122,959	118,384
Statutory fees and fines		7,928	8,014
User fees (inclusive of GST)		13,409	16,131
Grants – operating		16,188	17,996
Grants – capital		2,222	2,103
Contributions – monetary		5,737	5,077
Interest received		2,376	1,284
Net trust funds and deposits		352	311
Other receipts		1,586	1,684
Net GST refund/(payment)		7,550	5,789
Employee costs		(78,498)	(77,678)
Materials and services (inclusive of GST)		(61,097)	(58,734)
Net FSPL receipt/(payment)		(51)	53
Net cash provided by/(used in) from operating activities	8.2	40,661	40,414
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	5.1	(30,529)	(30,617)
Proceeds from sale of property, infrastructure, plant and equipment		744	559
Payments for investments		(14,440)	(8,682)
Repayment of loans and advances		9	(80)
Net cash provided by/(used in) investing activities		(44,216)	(38,820)
Net increase/(decrease) in cash and cash equivalents		(3,555)	1,594
Cash and cash equivalents at the beginning of the financial year		47,035	45,441
Cash and cash equivalents at the end of the financial year	4.1	43,480	47,035
Financing arrangements	4.5		
Restrictions on cash assets	4.1		

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

Statement of Capital Works

For the year ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Property			
Land		0	7,683
Buildings		6,521	3,625
Total buildings		6,521	3,625
Total property		6,521	11,308
Plant and equipment			
Plant, machinery and equipment		3,408	2,063
Fixtures, fittings and furniture		138	137
Computers and telecommunications		790	1,389
Library books		562	734
Total plant and equipment		4,898	4,323
Infrastructure			
Roads		6,849	7,127
Bridges		712	134
Footpaths and cycleways		3,945	3,420
Drainage		1,812	586
Land improvements		4,194	315
Parks, open space and streetscapes		3,828	4,184
Off-street car parks		53	37
Total infrastructure		21,393	15,803
Total capital works expenditure		32,812	31,434
Represented by:			
New asset expenditure		5,764	10,969
Asset renewal expenditure		22,892	17,078
Asset expansion expenditure		544	286
Asset upgrade expenditure		3,612	3,101
Total capital works expenditure		32,812	31,434

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

Notes to the financial report

For the year ended 30 June 2018

Introduction

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

Statement of compliance

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

Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 5.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.1)
- the determination of employee provisions (refer to Note 4.4).

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

Note 1 Performance against budget

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

The budget figures detailed below are those adopted by Council on 22 June 2017. The budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

Notes to the financial report

For the year ended 30 June 2018

Note 1 Performance against budget (continued)

1.1 Income and Expenditure

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Variance 2018 %	Ref
Income					
Rates and charges	124,187	123,315	(872)	-1%	
Statutory fees and fines	8,348	9,205	857	10%	I1
User fees	11,229	11,574	345	3%	
Grants - operating	14,850	15,946	1,096	7%	
Grants - capital	3,163	2,222	(941)	-30%	I2
Contributions - monetary	5,000	5,737	737	15%	I3
Contributions - non-monetary assets	0	253	253	+100%	I4
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	610	713	103	17%	I5
Fair value adjustments for investment property	0	(302)	(302)	+100%	I6
Other income	2,794	3,893	1,099	39%	I7
Total income	170,181	172,556	2,375		
Expenses					
Employee costs	81,860	80,902	958	1%	
Materials and services	48,125	50,292	(2,167)	-5%	E1
Bad and doubtful debts	876	1,563	(687)	-78%	E2
Depreciation and amortisation	22,784	23,003	(219)	-1%	
Other expenses	3,736	4,927	(1,191)	-32%	E3
Other Total expenses	157,381	160,687	(3,306)		
Surplus/(deficit) for the year	12,800	11,869	(931)		
Other comprehensive income					
Items that will not be classified to surplus or deficit in future periods					
Net asset revaluation increment/ (decrement)	0	149,876	149,876	+100%	O1
Total comprehensive result	12,800	161,745	148,945		

Notes to the financial report

For the year ended 30 June 2018

Note 1 Performance against budget (continued)

(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 (\$0.2 million) and fines for traffic enforcement (\$0.7 million).
I2	Grants - capital	Capital grants and contributions were not achieved due to new funding not being received for the construction of Beavers Road bridge (\$1.25 million) and funding for the Inner City Netball Program (\$0.7 million) which was received in the previous year. Roads to Recovery funding which was due to be received in the previous year was received in 2017-18 (\$1.05 million).
I3	Contributions - monetary	Contributions - monetary were exceeded due to higher than anticipated open space contributions received from developments undertaken within the municipality (\$0.6 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 adjustments for investment property was not achieved due to a decrease in the fair value of the Sullivan Reserve stadium land (\$0.4 million). 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 (\$0.6 million) and larger than anticipated recoup for workcover (\$0.4 million) and paid parental leave (\$0.2 million).
E1	Materials and services	Materials and services was exceeded due to a higher than anticipated major maintenance expenditure which was originally anticipated as capital works expenditure. This includes purchases or projects not recognised as assets in accordance with Council's asset capitalisation policy thresholds (see Note 5). Projects include, Bicycle friendly roads (\$0.4 million), Urban forest strategy (\$0.2 million), NARC feasibility (\$0.4 million) and IT strategy implementation (\$0.4 million).
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 (\$0.7 million).
E3	Other expenses	Other expenses was exceeded mainly due to legal fees incurred for development issues and employee relations (\$0.3 million) and the write-off of land beneath electricity substations which was transferred to utility companies for no consideration (\$0.8 million).
O1	Net asset revaluation increment/(decrement)	This item was exceeded due to an increases in Land, Building and infrastructure asset which were all revalued during the year.

Notes to the financial report

For the year ended 30 June 2018

Note 1 Performance against budget (continued)

1.2 Capital Works

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Variance 2018 %	Ref
Property					
Buildings	7,358	6,030	(1,328)	-18%	CW1
Building improvements	1,154	491	(663)	-57%	CW2
Total Buildings	8,512	6,521	(1,991)		
Total Property	8,512	6,521	(1,991)		
Plant and Equipment					
Plant, machinery and equipment	5,458	3,408	(2,050)	-38%	CW3
Fixtures, fittings and furniture	177	138	(39)	-22%	CW4
Computers and telecommunications	3,034	790	(2,244)	-74%	CW5
Library books	789	562	(227)	-29%	CW6
Total Plant and Equipment	9,458	4,898	(4,560)		
Infrastructure					
Roads	6,999	5,661	(1,338)	-19%	CW7
Bridges	3,417	712	(2,705)	-79%	CW8
Footpaths and cycleways	3,690	3,945	255	7%	
Drainage	1,621	1,812	191	12%	CW9
Land improvements	2,908	2,567	(341)	-12%	CW10
Recreational, leisure and community facilities	386	514	128	33%	CW11
Parks, open space and streetscapes	9,087	4,940	(4,147)	-46%	CW12
Off street car parks	46	53	7	15%	
Other infrastructure	1,203	1,189	(14)	-1%	
Total Infrastructure	29,357	21,393	(7,964)		
Total Capital Works Expenditure	47,327	32,812	(14,515)		
Represented by:					
New asset expenditure	9,985	5,764	(4,221)		
Asset renewal expenditure	27,766	22,892	(4,874)		
Asset expansion expenditure	1,265	544	(721)		
Asset upgrade expenditure	8,311	3,612	(4,699)		
Total Capital Works Expenditure	47,327	32,812	(14,515)		

Notes to the financial report

For the year ended 30 June 2018

Note 1 Performance against budget (continued)

(i) Explanation of material variations

Var Ref	Item	Explanation
CW1	Buildings	The budget for buildings was not achieved largely due to delays completing works on the Multi-Sports Stadium (\$1.10 million), WH Robinson Reserve pavilion (\$0.7 million), Office accommodation (\$0.4 million) and public convenience works (\$0.2 million).
CW2	Building improvements	The budget for building improvements was not achieved largely due to delays in environmental sustainable building upgrades at Council facilities (\$0.2 million) and neighbourhood houses accessibility works (\$0.2 million).
CW3	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 and light vehicles purchased late in the reporting period (\$1.6 million), Chiller/boiler replacement at Preston Civic Centre (\$0.2 million) and a number of purchases not recognised as assets in accordance with Council's policy (see Note 5) (\$0.4 million).
CW4	Fixtures, fittings and furniture	The budget for fixtures, fittings and furniture was not achieved due to a number of purchases not recognised as assets in accordance with Council's policy (see Note 5).
CW5	Computers and telecommunications	The budget for computers and telecommunications was not achieved due to delays in the implementation of the planned IT strategy and ERP replacement upgrade (\$1.0 million), Council's customer service platform (\$0.3 million) and IT integration platform (\$0.2 million).
CW6	Library books	The budget for Library books was not achieved due to a number of purchases not recognised as assets in accordance with Council's policy (see Note 5) (\$0.2 million).
CW7	Roads	The budget for roads was not achieved due to delays in the federally funded Myrtle Grove, Cornwell Street and Simpson Street reconstructions (\$0.5 million), Edwin Street reconstruction (\$0.3 million) and bicycle friendly road works (\$0.5 million).
CW8	Bridges	The budget for bridges was not achieved due to delays in completing the Beavers Road bridge (\$2.4 million).
CW9	Drainage	The budget for drainage was exceeded due to additional works undertaken for the DISC stormwater harvest and flood mitigation works (\$1.1 million). External funding for these works has been sought.
CW10	Land improvements	The budget for land improvements was not achieved due to completed sports grounds upgrade works for Bill Lawry Oval, Mayer Park and Crispe Park being allocated to Parks, open space and streetscapes (\$0.5 million).
CW11	Recreational, leisure and community facilities	The budget for recreational, leisure and community facilities was exceeded largely due to additional sports safety fencing (\$0.1 million).
CW12	Parks, open space and streetscapes	The budget for parks, open space and streetscapes was not achieved largely due to delays completing works including playspace upgrades (\$0.6 million), sports-field lighting (\$0.4 million), streetscape upgrades (\$1.0 million) and the Inner City Netball Program (\$0.9 million).

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 2 Funding for the delivery of our services

2.1 Rates and charges

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. Capital Improved Value means the sum 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 2017-18 was \$46,208,273,361 (2016-17): \$45,637,043,061).

General rates	118,702	115,217
Cultural and recreational properties	32	30
Green waste services	2,418	2,297
Special rates and charges	337	329
Supplementary rates and rate adjustments	1,321	1,113
Interest on rates and charges	505	488
Total rates and charges	123,315	119,474

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.

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.

2.2 Statutory fees and fines

Animal registration	612	626
Building services	979	931
Environmental health	756	662
Statutory planning	1,981	1,815
Traffic enforcement	3,307	3,298
Infringement court recoveries	1,337	1,007
Other statutory fees and fines	233	311
Total statutory fees and fines	9,205	8,650

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.

2.3 User fees

Aged and health services	1,044	1,223
Arts and culture	2,027	2,314
Family, children and community programs	185	198
Golf course attendance	941	911
Leisure centres and recreation	3,873	3,858
Library	197	210
Recycling	577	795
Registrations and other permits	2,571	2,671
Other fees and charges	159	744
Total user fees	11,574	12,924

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

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 2 Funding for the delivery of our services (continued)

2.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants	2018 \$'000	2017 \$'000
Commonwealth funded grants	11,675	12,874
State funded grants	6,493	7,457
Total grants	18,168	20,331
Operating Grants		
Recurrent - Commonwealth Government		
Diesel fuel rebate scheme	88	85
Centre-based care	352	441
General home care	5,614	5,364
Financial assistance grant - general purpose	3,215	5,553
Financial assistance grant - local roads	882	1,281
Recurrent - State Government/Other		
Centre-based care	13	11
Disability resource	182	179
Family support	450	428
General home care	883	1,540
Health and safety	116	114
Immunisation	150	144
Libraries	956	935
Maternal and child health	1,218	1,273
Metro access	139	132
Playgroup initiatives	237	131
School crossings	474	313
Youth services	43	40
Other programs	6	15
Total recurrent operating grants	15,018	17,979
Non-recurrent Commonwealth Government		
Other programs	0	5
Non-recurrent State Government/Other		
Immunisation	101	0
Maternal and child health	130	0
Strategic Planning - Northland Urban Renewal	150	0
Recycling Services	146	0
Darebin Speak	60	0
Youth services	96	0
Other programs	245	244
Total non-recurrent operating grants	928	249
Total operating grants	15,946	18,228
Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,523	145
Recurrent State Government/Other		
Minor Works	18	18
Total recurrent capital grants	1,541	163

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 2 Funding for the delivery of our services (continued)

2.4 Grants (continued)

Non-recurrent State Government/Other

Active Transport	0	50
Aged and disability	0	35
Minor works	10	57
Bicycle Friendly Roads	100	0
Pavilion upgrades	180	0
Public Convenience Works	100	0
Outdoor Sports Facility	0	204
Inner City Netball Program	291	1,547
Safe travel projects	0	47
Total non-recurrent capital grants	681	1,940
Total capital grants	2,222	2,103
Total grants	18,168	20,331

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

Balance at start of year	4,415	2,022
Received during the financial year and remained unspent at balance date	2,655	3,901
Received in prior years and spent during the financial year	(2,022)	(1,508)
Balance at end of year	5,048	4,415

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.

2.5 Contributions

(a) Monetary

Drainage and open space	5,386	4,843
Other capital and minor works	351	234
Monetary	5,737	5,077
Non-monetary	253	418
Total contributions	5,990	5,495

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

Land	36	50
Land under roads	10	39
Roads	12	94
Drainage	195	235
Total non-monetary contributions	253	418

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

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

Proceeds of sale - Rights of way	590	656
Proceeds of sale - Other assets	793	570
Write down value of assets disposed	(670)	(544)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	713	682

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

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 2 Funding for the delivery of our services (continued)

2.7 Other income

Interest on investments, loans and advances	1,853	1,715
Property rental and leases	454	363
Workers compensation insurance recovery	416	523
Other recovery of costs	1,170	1,161
Total other income	3,893	3,762

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 3 The cost of delivering services

3.1 Employee costs

Wages, salaries and related on-costs	65,873	62,907
Casual staff	6,013	5,875
Superannuation	7,537	7,904
Personal gratuity leave	118	112
WorkCover	1,010	668
Fringe benefits tax	351	388
Total employee costs	80,902	77,854

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	919	1,020
Employer contributions – other funds	0	0
	919	1,020
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,572	4,916
Employer contributions – other funds	2,046	1,968
	6,618	6,884
Employer contributions payable at reporting date.	514	540

Refer to Note 8.3 for further information relating to Council's superannuation obligations.

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

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\$'000

Note 3 The cost of delivering services (continued)

3.2 Materials and services

Advertising, marketing and promotions	668	536
Apprentices and trainees	481	467
Banking fees and charges	400	374
Consultants	2,449	1,494
Contract payments for goods and services	27,588	23,567
Facility rental and hire	368	186
Fleet parts, consumables and registration	817	707
Fuel and oil	939	930
Insurances and excess	1,365	1,475
Licence fees	114	122
Materials and consumables	2,179	2,448
Memberships and subscriptions	270	294
Minor equipment purchases	495	327
Office administration	3,358	3,283
Repairs and maintenance	4,675	5,242
Other supplies and services	577	82
Utilities	3,549	3,474
Total materials and services	50,292	45,008

3.3 Depreciation and amortisation

Property	5,838	5,760
Plant and equipment	4,654	4,442
Infrastructure	12,044	11,429
Total depreciation	22,536	21,631
Intangibles	467	424
Total depreciation and amortisation	23,003	22,055

Refer to Notes 4.2 (c) and 5.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

3.4 Bad and doubtful debts

Parking fine debtors	192	246
Parking-related debtors - Fines Victoria	1,202	688
Other debtors	169	439
Total bad and doubtful debts	1,563	1,373

(b) Movement in Provision for Doubtful Debts

Balance at the beginning of the year	5,147	4,365
New provisions recognised during the year	1,668	1,306
Amounts already provided for and written off as uncollectible	(546)	(524)
Amounts provided for but recovered during the year	0	0
Balance at end of year	6,269	5,147

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

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\$'000

Note 3 The cost of delivering services (continued)

3.5 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	73	71
Auditors' remuneration - internal audit	136	137
Community grants and other contributions	1,857	1,535
Councillors' emoluments	368	345
Fire services levies	111	113
Lease payments	122	142
Legal expenses	1,047	861
Fines Victoria processing costs	169	119
Special rate payments	302	316
Write-off of property, infrastructure and plant and equipment	742	37
Total other expenses	4,927	3,676

Note 4 Our financial position

4.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	20	19
Cash at bank	902	710
Money market call accounts	24,919	24,472
Term deposits	17,639	21,834
	43,480	47,035

Restrictions

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

- Developer contribution scheme	5,630	6,104
- Drainage development reserve	23	23
- Public resort and recreation reserve	10,123	6,708
- Fire Services Property Levy payable	27	77
- Contractor and security deposits (see Note 4.3 (b))	5,309	4,957
Total restricted funds	21,112	17,869
Total unrestricted cash and cash equivalents	22,368	29,166

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works	5,854	11,335
- Car park development reserve	228	228
- Unspent conditional grants	5,048	4,415
Total funds subject to intended allocations	11,130	15,978

(b) Other financial assets

Current

Term deposits	42,286	27,846
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Non-current

Unlisted shares in corporations at cost	236	236
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Total other financial assets	42,522	28,082
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Total financial assets	86,002	75,117
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Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 4 Our financial position (continued)

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

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

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

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	7,144	7,150
Special rate assessment	1,030	1,210
Infringement debtors	6,338	5,061
Less: Provision for doubtful debts - infringements	(5,328)	(3,907)

Non statutory receivables

Other debtors	2,938	3,067
Less: Provision for doubtful debts - other	(942)	(1,240)
GST receivable	1,666	1,790
Loans and advances	9	9
Total current trade and other receivables	12,855	13,140

Non-current

Non statutory receivables

Loans and advances	176	185
Total non-current trade and other receivables	176	185

Total trade and other receivables

13,031 13,325

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

(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 and other receivables (excluding statutory receivables) was:

Current (not yet due)	618	796
Past due by up to 30 days	211	288
Past due between 31 and 60 days	508	189
Past due between 61 and 90 days	517	209
Past due above 90 days	1,084	1,585
Total trade and other receivables	2,938	3,067

(c) Ageing of individually impaired Trade and Other Receivables

At balance date, other debtors representing financial assets with a nominal value of \$950,000 (2017: \$1,262,000) were impaired. The amount of the provision raised against these debtors was \$942,000 (2017: \$1,240,000). 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	950	1,262
Total trade and other receivables	950	1,262

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 4 Our financial position (continued)

4.2 Non-financial assets

(a) Inventories

Inventories held for distribution	51	26
Inventories held for sale	38	41
Total inventories	89	67

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Accrued income	1,550	1,337
Prepayments	2,145	2,259
Total other assets	3,695	3,596

(c) Intangible assets

Software and system development costs	538	654
Water access rights	127	127
Total intangible assets	665	781

	Software \$'000	Water rights \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2017	4,834	127	4,961
Other additions	351	0	351
Balance at 30 June 2018	5,185	127	5,312
Accumulated amortisation and impairment			
Balance at 1 July 2017	(4,180)	0	(4,180)
Amortisation expense	(467)	0	(467)
Balance at 30 June 2018	(4,647)	0	(4,647)
Net book value at 30 June 2017	654	127	781
Net book value at 30 June 2018	538	127	665

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

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\$'000

Note 4 Our financial position (continued)

4.3 Payables

(a) Trade and other payables

Trade payables	14,778	10,304
Employee costs	2,577	1,305
Unearned revenue	64	53
Total trade and other payables	17,419	11,662

(b) Trust funds and deposits

Contractor and security deposits	5,112	4,723
Fire Services Property Levy payable	26	77
Retention amounts	197	234
Total trust funds and deposits	5,335	5,034

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

Purpose and nature of items

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

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

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

4.4 Provisions

	Employee \$'000	Other \$'000	Total \$'000
2018			
Balance at beginning of the financial year	20,347	45	20,392
Additional provisions	7,707	0	7,707
Amounts used	(6,894)	0	(6,894)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	317	0	317
Balance at the end of the financial year	21,477	45	21,522
2017			
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	20,347	45	20,392

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 4 Our financial position (continued)

4.4 Provisions (continued)

(a) Employee provisions

Current employee provisions expected to be wholly settled within 12 months		
Annual leave	4,117	3,803
Long service leave	1,477	1,341
Personal gratuity	268	255
Redundancy	377	182
	6,239	5,581
Current employee provisions expected to be wholly settled after 12 months		
Annual leave	2,300	2,371
Long service leave	9,098	8,660
Personal gratuity	1,886	1,961
Redundancy	0	0
	13,284	12,992
Total current employee provisions	19,523	18,573
Non-current		
Long service leave	1,954	1,774
Total non-current employee provisions	1,954	1,774
Aggregate carrying amount of employee provisions:		
Current	19,568	18,618
Non-current	1,954	1,774
Total aggregate carrying amount of employee provisions	21,522	20,392

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

Wages and salaries and annual leave

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

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

Long service leave

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

Personal gratuity leave

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

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

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 4 Our financial position (continued)

4.4 Provisions (continued)

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

	%	%
Weighted average rates of increase in employee costs	3.9	2.8
Weighted average discount rates	2.3	2.6
	Years	Years
Weighted average settlement period	4.0	3.5
Long Service Leave	2.2	3.0
Annual Leave		

(b) Other provisions

Current	45	45
Total current provisions	19,568	18,618

4.5 Financing arrangements

Credit card facility	43	43
Used facilities	15	25
Unused facilities	28	18

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

4.6 Commitments

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

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2018					
Operating					
Animal welfare services	411	411	1,645	1,509	3,976
Information systems and technology	1,420	0	0	0	1,420
Collection and processing of recyclable waste (i)	298	0	0	0	298
Collection and processing of hard waste (i)	617	0	0	0	617
Cleaning contracts for Council buildings	239	0	0	0	239
Golf course management and maintenance	501	501	0	0	1,002
Insurance	1,292	0	0	0	1,292
Valuations	78	0	0	0	78
Waste disposal	262	0	0	0	262
Traffic signal maintenance	52	52	198	0	302
Tree management	631	0	0	0	631
Total	5,801	964	1,843	1,509	10,117
Capital					
Construction works	6,604	0	0	0	6,604
Total	6,604	0	0	0	6,604

Notes to the financial report

For the year ended 30 June 2018

2018
\$'000

2017
\$'000

Note 4 Our financial position (continued)

4.6 Commitments (continued)

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2017					
Operating					
Information systems and technology	1,647	0	0	0	1,647
Collection and processing of recyclable waste (i)	1,551	0	0	0	1,551
Collection and processing of hard waste (i)	308	0	0	0	308
Cleaning contracts for Council buildings	588	0	0	0	588
Golf course management and 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
Total	6,742	141	145	0	7,028
Capital					
Construction works	2,196	0	0	0	2,196
Total	2,196	0	0	0	2,196

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

Operating lease commitments

At the reporting date, Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than 1 year	236	139
Later than 1 year and not later than 5 years	329	261
Later than 5 years	31	33
	596	432

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

Notes to the financial report

For the year ended 30 June 2018

Note 5 Assets we manage

5.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2017 \$'000	Acquisitions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfer \$'000	At Fair Value 30 June 2018 \$'000
Land	690,043	0	10	47,454	0	(737)	35	736,805
Buildings	190,767	3,679	0	19,114	(5,838)	(5)	606	208,323
Plant and equipment	18,927	4,424	0	0	(4,654)	(670)	0	18,027
Infrastructure	396,857	18,880	207	83,308	(12,044)	0	1,770	488,978
Work in progress	3,335	5,477	0	0	0	0	(2,377)	6,435
	1,299,929	32,460	217	149,876	(22,536)	(1,412)	34	1,458,568

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write-offs \$'000	Closing WIP \$'000
Buildings	1,005	2,842	(606)	0	3,241
Plant and equipment	0	122	0	0	122
Infrastructure	2,330	2,513	(1,771)	0	3,072
Total	3,335	5,477	(2,377)	0	6,435

Notes to the financial report

For the year ended 30 June 2018

Note 5 Assets we manage (continued)

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 - 10 years	1,000
plant, machinery and parks equipment	5 - 20 years	1,000
fixtures, fittings and furniture	10 years	1,000
computers and telecommunications	3 - 5 years	1,000
library books, tapes, videos and DVDs	3 - 8 years	All
Infrastructure		
road pavements and seals	20 - 30 years	All
road substructure	80 - 120 years	All
road formation and earthworks	-	All
road kerb, channel and minor culverts	40 - 60 years	All
bridges deck	50 - 100 years	All
bridges substructure	50 - 100 years	All
footpaths and cycleways	30 - 50 years	All
drainage including pipes, pits and gross pollutant traps	100 - 120 years	5,000
recreational, leisure and community facilities	10 - 50 years	5,000
waste management	50 years	5,000
parks, open space and streetscapes	10 - 50 years	5,000
off street car parks	10 - 50 years	5,000
Intangible assets		
software and system development costs	3 - 5 years	1,000

Notes to the financial report

For the year ended 30 June 2018

Note 5 Assets we manage (continued)

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Total Land \$'000	Buildings - heritage \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Work in progress \$'000	Total Buildings \$'000	Total Property \$'000
At fair value 1 July 2017	655,501	34,542	690,043	42,600	301,435	11,039	1,005	356,079	1,046,122
Accumulated depreciation at 1 July 2017	0	0	0	(27,334)	(130,887)	(6,086)	0	(164,307)	(164,307)
	655,501	34,542	690,043	15,266	170,548	4,953	1,005	191,772	881,815
Movements in fair value									
Acquisition of assets at fair value	0	0	0	316	3,363	0	2,842	6,521	6,521
Contributed assets	10	0	10	0	0	0	0	0	10
Revaluation increments/decrements	42,352	5,102	47,454	1,399	21,435	751	0	23,585	71,039
Fair value of assets disposed	(737)	0	(737)	0	(1,614)	0	0	(1,614)	(2,351)
Transfers	35	0	35	0	606	0	(606)	0	35
	41,659	5,102	46,762	1,715	23,790	751	2,236	28,492	75,254
Movements in accumulated depreciation									
Depreciation and amortisation	0	0	0	(268)	(5,387)	(183)	0	(5,838)	(5,838)
Accumulated depreciation of disposals	0	0	0	0	1,609	0	0	1,609	1,609
Revaluation increments/decrements	0	0	0	(523)	(3,695)	(253)	0	(4,471)	(4,471)
	0	0	0	(791)	(7,473)	(436)	0	(8,700)	(8,700)
At fair value 30 June 2018	697,161	39,644	736,805	44,315	325,225	11,790	3,241	384,571	1,121,376
Accumulated depreciation at 30 June 2018	0	0	0	(28,125)	(138,360)	(6,522)	0	(173,007)	(173,007)
	697,161	39,644	736,805	16,190	186,865	5,268	3,241	211,564	948,369

Notes to the financial report

For the year ended 30 June 2018

Note 5 Assets we manage (continued)

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Computers and telecomms \$'000	Fixtures fittings and furniture \$'000	Library books \$'000	Artwork and historical \$'000	Other \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2017	17,069	21,471	7,636	8,618	1,760	5,844	0	62,398
Accumulated depreciation at 1 July 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
Movements in fair value								
Acquisition of assets at fair value	2,438	955	138	562	59	272	122	4,546
Fair value of assets disposed	(2,589)	(413)	0	0	0	0	0	(3,002)
	(151)	542	138	562	59	272	122	1,544
Movements in accumulated depreciation								
Depreciation and amortisation	(2,111)	(1,425)	(136)	(738)	0	(244)	0	(4,654)
Accumulated depreciation of disposals	1,919	413	0	0	0	0	0	2,332
	(192)	(1,012)	(136)	(738)	0	(244)	0	(2,323)
At fair value 30 June 2018	16,918	22,013	7,774	9,180	1,819	6,116	122	63,942
Accumulated depreciation at 30 June 2018	(8,963)	(18,446)	(6,946)	(6,806)	0	(4,632)	0	(45,794)
	7,955	3,567	828	2,374	1,819	1,484	122	18,149

Notes to the financial report

For the year ended 30 June 2018

Note 5 Assets we manage (continued)

(c) Infrastructure

	Roads \$'000	Footpaths and cycleways \$'000	Bridges \$'000	Drainage \$'000	Land improvements \$'000	Parks, open spaces and streetscapes \$'000	Off street car parks \$'000	Work in progress \$'000	Total Infrastructure \$'000
At fair value 1 July 2017	290,527	106,545	7,980	174,862	48,249	35,698	8,388	2,330	674,579
Accumulated depreciation at 1 July 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
Movements in fair value									
Acquisition of assets at fair value	6,655	3,945	0	1,728	3,642	2,865	45	2,513	21,393
Contributed assets	12	0	0	195	0	0	0	0	207
Revaluation increments/ decrements	4,842	11,317	791	8,309	(787)	0	(160)	0	24,312
Transfers	212	158	0	181	637	582	0	(1,771)	(1)
	11,721	15,420	791	10,413	3,492	3,447	(115)	743	45,911
Movements in accumulated depreciation									
Depreciation and amortisation	(4,793)	(2,203)	(96)	(1,462)	(1,020)	(2,333)	(137)	0	(12,044)
Revaluation increments/ decrements	41,740	16,561	2,148	(2,451)	777	0	221	0	58,996
	36,947	14,358	2,052	(3,913)	(243)	(2,333)	84	0	46,952
At fair value 30 June 2018	302,248	121,965	8,771	185,275	51,741	39,145	8,273	3,073	720,491
Accumulated depreciation at 30 June 2018	(71,740)	(39,275)	(1,195)	(77,720)	(16,062)	(18,086)	(4,362)	0	(228,440)
	230,508	82,690	7,576	107,555	35,679	21,059	3,911	3,073	492,051

Note: Revaluation increments/decrements. The condition assessment undertaken on roads and shared paths for the current valuation has resulted in an increase in the estimated remaining useful lives of these assets. The condition assessment detailed an improvement in the network overall condition. Factors contributing to this include a significant increase in pavement maintenance and resealing and rehabilitation work over the past five years. Condition survey roughness calculated on all roads and paths has shown improved pavement condition.

Notes to the financial report

For the year ended 30 June 2018

Note 5 Assets we manage (continued)

Acquisition

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

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

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

Land under roads

Land under roads acquired on or after 1 July 2008 is recognised at cost.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to 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.

Repairs and maintenance

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

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 15-year period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified valuer Mr D Archer, AAPI, the City Valuer. The last valuation was undertaken as at 30 June 2018. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. A full revaluation of these assets was conducted in 2017-18.

Notes to the financial report

For the year ended 30 June 2018

Note 5 Assets we manage (continued)

Details of the Council's land, land improvements and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
2018					
Assets measured at fair value					
Land	0	39,644	697,161	736,805	June 2018
Buildings	0	5,268	203,055	208,323	June 2018
	0	44,912	900,216	945,128	

No transfers between levels occurred during the year.

Valuations of infrastructure

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

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

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

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

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

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

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

There were no changes in valuation techniques throughout the period 30 June 2018.

For all assets measured at fair value, the current use is considered the highest and best use.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
2018					
Assets measured at fair value					
Roads	0	0	230,508	230,508	June 2018
Footpaths and cycleways	0	0	82,690	82,690	June 2018
Bridges	0	0	7,576	7,576	June 2018
Drainage	0	0	107,555	107,555	June 2018
Land improvements	0	0	35,679	35,679	June 2018
Parks, open spaces and streetscapes	0	0	21,059	21,059	June 2018
Off street carparks	0	0	3,911	3,911	June 2018
	0	0	488,978	488,978	

No transfers between levels occurred during the year.

Notes to the financial report

For the year ended 30 June 2018

Note 5 Assets we manage (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads

Specialised land and land under roads is valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$20 and \$3,732 per square metre.

Specialised buildings

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

Infrastructure assets

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

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

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

Drainage assets range between \$92 to \$1,785 per unit.

Bridge assets range vary depending on construction type.

	2018 \$'000	2017 \$'000
Reconciliation of specialised land		
Land under roads	1,074	1,029
Community facilities	69,540	54,677
Council administration and depots	28,598	27,888
Off street car parks	14,497	12,668
Parks and reserves	583,452	559,239
Total specialised land	697,161	655,501

5.2 Investment property

	2018 \$'000	2017 \$'000
Balance at beginning of financial year	3,142	2,867
Fair value adjustments	(302)	275
Balance at end of financial year	2,840	3,142

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.

Valuation of investment property

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.

Notes to the financial report

For the year ended 30 June 2018

Note 6 People and relationships

6.1 Council and key management remuneration

(a) Related Parties

Council is the parent entity.

(b) Key Management Personnel

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

Councillors

Stephanie Amir (01/07/2017 - Current)

Tim Laurence (01/07/2017 - Current)

Lina Messina (01/07/2017 - Current)

Susanne Newton (01/07/2017 - Current)

Julie Williams (01/07/2017 - Current)

Gaetano Greco (01/07/2017 - Current)

Kim Le Cerf (Mayor 14/11/2017 - Current)

Trent McCarthy (01/07/2017 - Current)

Susan Rennie (01/07/2017 - Current)

Chief Executive Officer

Philip Shanahan (02/01/2017 - 15/09/2017)

Sue Wilkinson (18/09/2017 - Current)

Other Key Management Personnel

GM Operations and Capital

Vito Albicini (12/02/2018 - Current)

GM Governance and Engagement

Ingrid Bishop (19/03/2018 - Current)

GM City Sustainability and Strategy

Rachael Ollivier (01/02/2018 - Current)

GM Community

Cathy Henderson (19/03/2018 - Current)

Director Community Development

Katrina Knox (01/07/2017 - 02/02/2018)

Director Corporate Services

Andrew McLeod (01/07/2017 - 26/1/2018)

Director City Futures and Assets

Stephen Hamilton (01/07/2017 - 15/09/2017)

Director Civic Governance and Compliance

Jacinta Stevens (01/07/2017 - 02/02/2018)

Director Operations and Environment

Oliver Vido (01/07/2017 - 09/02/2018)

	2018 Number	2017 Number
Total Number of Councillors	9	14
Chief Executive Officer and other Key Management Personnel	11	8
Total Key Management Personnel	20	22

(c) Remuneration of Key Management Personnel

	2018 \$'000	2017 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,663	1,738
Post-employment benefits	123	117
Long-term benefits	206	170
Termination benefits	301	182
Total	2,293	2,207

Notes to the financial report

For the year ended 30 June 2018

Note 6 People and relationships (continued)

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

	2018 Number	2017 Number
\$10,000 - \$19,999	0	4
\$20,000 - \$29,999	0	4
\$30,000 - \$39,999	8	5
\$60,000 - \$69,999	0	2
\$70,000 - \$79,999	4	0
\$80,000 - \$89,999	1	0
\$100,000 - \$109,999	1	1
\$140,000 - \$149,999	0	1
\$150,000 - \$159,999	1	1
\$190,000 - \$199,999	1	0
\$230,000 - \$239,999	0	1
\$260,000 - \$269,999	1	1
\$280,000 - \$289,999	0	1
\$290,000 - \$299,999	1	0
\$310,000 - \$319,999	2	0
\$590,000 - \$599,999	0	1
	20	22

(d) Senior Officers' Remuneration

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

- a) has management responsibilities and reports directly to the Chief Executive Officer; or
- b) whose total annual remuneration exceeds \$145,000.

The number of Senior Officers are shown below in their relevant income bands:

	2018 Number	2017 Number
* < \$145,000	0	4
\$145,000 - \$149,999	2	1
\$150,000 - \$159,999	4	3
\$160,000 - \$169,999	2	2
\$170,000 - \$179,999	2	6
\$180,000 - \$189,999	3	1
\$190,000 - \$199,999	1	2
\$200,000 - \$209,999	0	1
\$210,000 - \$219,999	2	0
\$230,000 - \$239,999	1	0
\$240,000 - \$249,999	1	0
\$260,000 - \$269,999	1	0
\$290,000 - \$299,999	1	0
	20	20
Note: * Senior Officer departed during the year		
	\$'000	\$'000
Total remuneration for the year for Senior Officers included above amounted to:	3,805	3,341

Notes to the financial report

For the year ended 30 June 2018

Note 6 People and relationships (continued)

6.2 Related party disclosure

(a) Transactions with related parties

During the period Council had no reportable transactions with related parties.

(b) Outstanding balances with related parties

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

(d) Commitments to/from related parties

Council has no outstanding commitments to/from other related parties.

Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

(a) Contingent assets

Operating lease receivables

Council has entered into commercial property leases on its investment property, consisting of surplus freehold buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 75 years. All leases include a CPI-based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases at the end of the year are as follows:

	2018 \$'000	2017 \$'000
Not later than 1 year	205	340
Later than 1 year and not later than 5 years	493	575
Later than 5 years	770	842
	1,468	1,757

(b) Contingent liabilities

Superannuation

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

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 during the year 2017-18 year (2016-17 \$0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2018. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2019 are \$863,000.

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

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.

Notes to the financial report

For the year ended 30 June 2018

Note 7 Managing uncertainties (continued)

7.2 Change in accounting standards

The following new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2018 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.

Financial Instruments - Disclosures (AASB 7) (applies 2018-19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018-19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

Revenue from contracts with customers (AASB 15) (applies 2019-20 for LG sector)

The standard shifts the focus from the transaction level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019-20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019-20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019-20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to the not-for-profit entity to further its objectives.

Notes to the financial report

For the year ended 30 June 2018

Note 7 Managing uncertainties (continued)

7.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates 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 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 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 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 7.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the Balance Sheet and the Notes To The Financial Statements. Council does not hold any collateral against these financial assets.

Notes to the financial report

For the year ended 30 June 2018

Note 7 Managing uncertainties (continued)

7.3 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:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet and the amounts related to financial guarantees disclosed in Note 7.1, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from Reserve Bank of Australia):

- parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year-end rates of 2.74%.

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

7.4 Fair value measurement

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.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair Value Measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

Notes to the financial report

For the year ended 30 June 2018

Note 7 Managing uncertainties (continued)

7.4 Fair value measurement (continued)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by 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.

Revaluation

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

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

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

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

7.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the financial report

For the year ended 30 June 2018

Note 8 Other matters

8.1 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Share of increment (decrement) on revaluation by an associate \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation				
2018				
Property				
Land	564,634	47,444	0	612,078
Buildings	76,369	19,114	0	95,483
	641,003	66,558	0	707,561
Plant and equipment				
Other	6,143	0	0	6,143
Infrastructure				
Roads	94,360	74,521	0	168,881
Drainage	66,756	5,858	0	72,614
Bridges	3,437	2,939	0	6,376
	164,553	83,318	0	247,871
Total asset revaluation reserves	811,699	149,876	0	961,575
2017				
Property				
Land	495,092	69,542	0	564,634
Buildings	76,369	0	0	76,369
	571,461	69,542	0	641,003
Plant and equipment				
Other	6,143	0	0	6,143
Infrastructure				
Roads	94,360	0	0	94,360
Drainage	66,756	0	0	66,756
Bridges	3,437	0	0	3,437
	164,553	0	0	164,553
Total asset revaluation reserves	742,157	69,542	0	811,699

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

Notes to the financial report

For the year ended 30 June 2018

Note 8 Other matters (continued)

8.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2018				
Car park development	228	0	0	228
Capital works	0	1,775	0	1,775
Developer contribution scheme	6,104	0	473	5,631
Drainage development	23	0	0	23
Plant replacement	0	2,082	1,658	424
Public open space and recreation	6,707	5,386	1,971	10,122
Total other reserves	13,062	9,243	4,102	18,203
2017				
Car park development	228	0	0	228
Developer contribution scheme	6,310	0	206	6,104
Drainage development	23	0	0	23
Public open space and recreation	12,458	4,843	10,594	6,707
Total other reserves	19,019	4,843	10,800	13,062

Nature and purpose of reserves

Statutory and discretionary reserves:

Car park development

The car park development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Capital works

The capital works reserve fund was established with effect from 19 March 2018 by Council resolution for the purpose of financing future capital works projects. Funding is derived from identified capital works project savings. Council may expend funds from the reserve for the purposes of major capital works.

Developer contribution scheme

The developer contribution reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Drainage development

The drainage development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Plant replacement

The plant replacement reserve was established to ensure adequate funds are available to purchase plant at the optimum replacement point. Transfers to and from the reserve are based upon plant depreciation or replacement charges less the net plant purchases as per the approved plant replacement program.

Public open space and recreation

The public open space and recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space 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.

Notes to the financial report

For the year ended 30 June 2018

Note 8 Other matters (continued)

8.2 Reconciliation of cash flows from operating activities to surplus

	2018 \$'000	2017 \$'000
Surplus/(Deficit) for the year	11,869	21,627
Depreciation and amortisation	23,003	22,055
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(713)	(26)
Bad and doubtful debts	1,563	1,373
Fair value adjustments for investment property	302	(275)
Contributions - non-monetary assets	(253)	(418)
Write-off of property, plant and equipment	742	37
Finance costs	0	0
	24,644	22,746
Change in operating assets and liabilities		
Decrease (increase) in trade and other receivables	(1,227)	(2,576)
Decrease (increase) in inventories	(22)	(2)
Decrease (increase) in accrued income	375	30
Decrease (increase) in prepayments	114	(1,806)
Increase (decrease) in trade and other payables	3,426	126
Increase (decrease) in trust funds and deposits	352	311
Increase (decrease) in provisions	1,130	(42)
	4,148	(3,959)
Net cash provided by/(used in) operating activities	40,661	40,414

8.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018, this was 9.5 per cent 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.

Notes to the financial report

For the year ended 30 June 2018

Note 8 Other matters (continued)

8.3 Superannuation (continued)

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0 per cent. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6.5% pa

Salary information 3.5% pa

Price inflation (CPI) 2.5% pa

Vision Super has advised that the VBI for the LASF Defined Benefit sub-plan is 106.0 per cent as at 30 June 2018.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2017 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 2017 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 2018, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2016-17). 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 per cent.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2017 Full triennial actuarial investigation

The Fund's triennial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$69.8 million; and
- A total service liability surplus of \$193.5 million.
- A discounted accrued benefits surplus of \$228.8 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 2017. Council was notified of the 30 June 2017 VBI during August 2017.

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 2018 VBI during August 2018.

2018 interim actuarial investigation

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in December 2018.

Performance Statement

For year ended 30 June 2018

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 158,553 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.

Service Performance Indicators

For the year ended 30 June 2018

SERVICE **INDICATOR** Measure

		Results				Material Variations
		2015	2016	2017	2018	
AQUATIC FACILITIES						
UTILISATION						
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	6.3	5.6	5.4	5.3	Currently two leisure centres operate within the City of Darebin; Northcote Aquatic and Recreation Centre (NARC) which is managed externally by YMCA Victoria, and Reservoir Leisure Centre (RLC) which is managed in-house. Both facilities are considered ageing assets with a Feasibility Study for NARC currently being completed to inform Council of the options moving forward for redevelopment. A feasibility study will occur in 2018-19 to identify options for upgrade and renewal at RLC.
ANIMAL MANAGEMENT						
HEALTH AND SAFETY						
AM4	Animal management prosecutions [Number of successful animal management prosecutions]	11	3	8	3	Increased public education with a particular focus on early morning and late evening park patrols has increased compliance. This has resulted in fewer offences being committed and therefore fewer matters proceeding to court.
FOOD SAFETY						
HEALTH AND SAFETY						
FS4	Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	98.0%	100.0%	92.1%	100.0%	Council achieved a 100% result for the reporting period which is an 8.5% improvement on the previous year. The improved result is an outcome of the indicator changing from a financial year to a calendar year reporting period that aligns with the requirements of the Department of Health and Human Services.
GOVERNANCE						
SATISFACTION						
G5	Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	67.8	66.9	65.0	66.7	
HOME AND COMMUNITY CARE						
PARTICIPATION						
HC6	Participation in HACC service [Number of CALD people who receive a HACC service / Municipal target population for HACC services] x100	22.4%	19.6%	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
HC7	Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	21.1%	18.5%	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

Service Performance Indicators

For the year ended 30 June 2018

SERVICE

INDICATOR

Measure

		Results				Material Variations
		2015	2016	2017	2018	
LIBRARIES						
PARTICIPATION						
LB4	Active library members [Number of active library members / Municipal population] x100	16.2%	16.0%	15.0%	14.7%	The number of active library members has remained steady. Darebin Libraries experienced a significant increase in digital collection loans and access as well as event attendance demonstrating our community's appreciation for the changing and expanding focus of library services.
MATERNAL AND CHILD HEALTH						
PARTICIPATION						
MC4	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	75.9%	N/A	78.5%	81.4%	Council has implemented a reminder system so that all families can be followed up and proactively contacted.
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%	90.9%	Council has maintained a very high participation rate amongst Indigenous children by fostering relationships with the Victorian Aboriginal Child Care Agency and the Victorian Aboriginal Health Service.
ROADS						
SATISFACTION						
R5	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	69.3	70.8	70.4	69.9	Community satisfaction has decreased very slightly from the previous year's score of 70.4.
STATUTORY PLANNING						
DECISION MAKING						
SP4	Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	45.3%	60.3%	41.3%	46.1%	The improvement for 2017-18 can be attributed to Council's ongoing commitment to improving our processes and decision making.
WASTE COLLECTION						
WASTE DIVERSION						
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.3%	47.4%	48.0%	49.1%	This is a great improvement on last year's diversion from landfill figure of 47.95%. There was a decrease of 1,362 tonnes of garbage sent to landfill, a decrease of 600 tonnes of green waste and an increase of 466 tonnes of recyclables collected and processed. Food waste is a significant component of waste sent to landfill and a trial is underway for food waste to be diverted to green waste recycling.

Service Performance Indicators

For the year ended 30 June 2018

SERVICE

INDICATOR

Measure

Definitions

“Aboriginal child” means a child who is an Aboriginal person.

“Aboriginal person” has the same meaning as in the *Aboriginal Heritage Act 2006*.

“active library member” means a member of a library who has borrowed a book from the library.

“Annual Report” means an Annual Report prepared by a council under sections 131, 132 and 133 of the Act.

“CALD” means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.

“class 1 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.

“class 2 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act.

“Community Care Common Standards” means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth Government.

“critical non-compliance outcome notification” means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.

“food premises” has the same meaning as in the *Food Act 1984*.

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.

“major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to a council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

“MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.

“population” means the resident population estimated by Council.

“target population” has the same meaning as in the Agreement entered into for the purposes of the Home and *Community Care Act 1985* of the Commonwealth.

“WorkSafe reportable aquatic facility safety incident” means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Sustainable Capacity Indicators

For the year ended 30 June 2018

INDICATOR Measure

		Results				Material Variations
		2015	2016	2017	2018	
POPULATION						
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,024	\$930	\$967	\$1,013	No material variation from the previous year.
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$3,827	\$4,032	\$3,934	\$4,552	Infrastructure value has increased by \$111.8 million. Increase is mainly due to the revaluation of property, plant and infrastructure undertaken during the year \$102.4 million.
C3	Population density per length of road [Municipal population / Kilometres of local roads]	291	296	305	311	No material variation from the previous year.
OWN-SOURCE REVENUE						
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$879	\$922	\$940	\$936	No material variation from the previous year.
RECURRENT GRANTS						
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$123	\$94	\$117	\$104	Recurrent grant funding decreased by \$1.6 million from previous year. Previous year was impacted by advance payment of financial assistance grant \$2.3 million.
DISADVANTAGE						
C6	Relative socio-economic disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	5.0	5.0	5.0	7.0	The Commonwealth Government calculates an index of relative socio-economic disadvantage which outlines an overall measure of disadvantage across the municipality. Darebin has risen in the relative ranking indicating a general improvement in economic conditions between 2011-2016.

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).

“infrastructure” means non-current property, plant and equipment excluding land.

“local road” means a sealed or unsealed road for which 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.

Financial Performance Indicators

For the year ended 30 June 2018

DIMENSION **INDICATOR** Measure

	Results				Forecasts				Material Variations	
	2015	2016	2017	2018	2019	2020	2021	2022		
EFFICIENCY										
REVENUE LEVEL										
E1	Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,381	\$1,448	\$1,487	\$1,519	\$1,572	\$1,607	\$1,643	\$1,680	No material variation from the previous year.
EXPENDITURE LEVEL										
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,290	\$2,087	\$2,175	\$2,290	\$2,360	\$2,423	\$2,486	\$2,551	Total expenditure increased by \$10.7 million from previous year.
WORKFORCE TURNOVER										
E3	Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.8%	5.0%	9.6%	12.0%	9.3%	9.3%	9.3%	9.3%	Terminations and resignation impacted by organisational review undertaken in early 2018.
LIQUIDITY										
WORKING CAPITAL										
L1	Current assets compared to current liabilities [Current assets / Current liabilities] x100	159.5%	226.8%	259.6%	242.0%	193.1%	173.3%	97.5%	98.0%	Current liabilities impacted by holding greater trade payables than previous year. Current assets impacted by increased cash and cash equivalents arising mainly from delays in completing the planned capital works program and receipt of 50% of the 2018-19 Victorian Grants Commission funding.
UNRESTRICTED CASH										
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	61.6%	91.5%	116.8%	127.0%	127.1%	100.2%	23.4%	24.1%	Delays in completing the planned capital works program and receipt of the 2018-19 Victorian Grants Commission funding has impacted on unrestricted cash balances.
OBLIGATIONS										
ASSET RENEWAL										
O1	Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	60.3%	66.1%	79.0%	101.6%	104.4%	137.2%	156.1%	144.6%	More spending has been incurred on asset renewal projects than in the previous year. The previous year indicator was impacted by delays in completing the 2016-17 capital works program particularly renewal type projects.

Financial Performance Indicators

For the year ended 30 June 2018

DIMENSION **INDICATOR** Measure

	Results				Forecasts				Material Variations	
	2015	2016	2017	2018	2019	2020	2021	2022		
LOANS AND BORROWINGS										
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%	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%	0.00%	No material variation from the previous year.
INDEBTEDNESS										
O4	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	1.1%	1.2%	1.2%	1.3%	1.1%	1.1%	1.1%	1.0%	No material variation from the previous year.
OPERATING POSITION										
ADJUSTED UNDERLYING RESULT										
OP 1	Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	(1.9%)	8.0%	8.6%	6.2%	4.0%	5.8%	6.6%	7.4%	Adjusted underlying surplus has decreased by \$3.6 million from previous year. Result impacted by increase in total expenditure.
STABILITY										
RATES CONCENTRATION										
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	71.4%	73.9%	72.3%	71.5%	73.8%	72.7%	72.5%	72.2%	No material variation from the previous year.
RATES EFFORT										
S2	Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.27%	0.25%	0.26%	0.26%	0.22%	0.22%	0.23%	0.24%	No material variation from the previous year.

Financial Performance Indicators

For the year ended 30 June 2018

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure;
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure.

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

“current assets” has the same meaning as in the AAS.

“current liabilities” has the same meaning as in the AAS.

“non-current assets” means all assets other than current assets.

“non-current liabilities” means all liabilities other than current liabilities.

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan.

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).

“population” means the resident population estimated by Council.

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges.

“recurrent grant” means a grant other than a non-recurrent grant.

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2018

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. the Australian Bureau of Statistics).

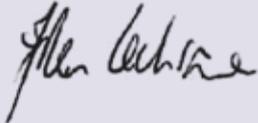
The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's Strategic Resource Plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material 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 22 June 2017 and which form part of the Council Plan 2017–21. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

Certification of Performance Statement

For the year ended 30 June 2018

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
3 September 2018

In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2018 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.

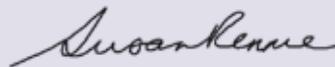
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

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



Susanne Rennie
Councillor



Sue Wilkinson
Chief Executive Officer

Melbourne
3 September 2018

Independent Auditor’s Report

For the Year Ended 30 June 2017



Independent Auditor’s Report

To the Councillors of Darebin City Council

Opinion

I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2018
- sustainable capacity indicators for the year ended 30 June 2018
- service performance indicators for the year ended 30 June 2018
- financial performance indicators for the year ended 30 June 2018
- other information and
- the certification of performance statement.

In my opinion, the performance statement of Darebin City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor’s Responsibilities for the Audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Councillors’ responsibilities for the performance statement

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors 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.

Auditor’s responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
11 September 2018



Tim Loughnan
as delegate for the Auditor-General of Victoria

Glossary of financial terms

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

Term	Definition
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice – a system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Intangible assets	Non-current assets held by Council that are not material assets (such as computer software and licences).
Interest and investment income	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
Interest bearing loans and borrowings	Council's borrowings.
Inventories	Includes fuel and consumables located at Council's depot and recreation centres.
Investment property assets	Land or buildings held to earn rentals or for capital appreciation or both, rather than for providing services or for administrative purposes.
Investments in associates accounted for using the equity method	Council's share of the carrying value of its investment in its joint venture partnerships.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Materials and services expenditure	Expenditure incurred in relation to contract payments and trade services, building maintenance, general maintenance, plant and equipment maintenance, utilities, consultants, office and administration, insurance, registration and the Metropolitan Fire Brigade levy, financial and legal costs and information technology costs.
Movement in equity for the period	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
Net asset revaluation increment (decrement)	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes, which were re-valued during the year.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net gain (loss) on disposal of property, plant and equipment, infrastructure	The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next 12 months.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other revenue income	Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources.
Prepaid income	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.

Term	Definition
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment assets	Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register.
Provisions	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
Rate and charges income	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Reserves	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. The drainage contributions reserve includes non-refundable contributions sought from developers to upgrade drainage as a result of development in the municipality.
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Share of net profits (losses) of associates and joint ventures accounted for by the equity method	Council's share of the net profit/loss recognised in its joint venture partnerships.
Statutory fees and fines income	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities/individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
Underlying operating surplus/(deficit)	Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, child care/children's program fees, debt collection recovery charges, election fines, parking meter fees, ticket machine fees, leisure centre and recreation fees, library fines and other charges and tow-away charges.

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 2018-19 Annual Report.

STANDARD DISCLOSURES	SECTION/COMMENT
Strategy and analysis	
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
Organisational profile	
G4-3 Name of the organisation	Darebin City Council
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
Organisational profile: commitments to external initiatives	
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
Identified material aspects and boundaries	
G4-17 Organisational entities	Our People, Organisation Structure, Operational and
Financial Reports	

STANDARD DISCLOSURES

SECTION/COMMENT

G4-18 Process for defining report content	Reporting framework
G4-20 and 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

Stakeholder engagement

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 and Engagement Summary

Report profile

G4-28 Reporting period for information provided	Front cover, throughout the report
G4-29 Date of most recent previous report	Annual Report 2016-17
G4-30 Reporting cycle	Financial year
G4-31 Contact point for questions	Inside back cover, website references

Report profile: GRI index

G4-32 Table identifying the location of the standard disclosures in the report.	GRI index
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Report profile: Assurance

G4-33 Policy and current practice regarding seeking external assurance for the report.	Audit Reports, Governance and Corporate Information
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Governance

G4-34 and 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 and 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

STANDARD DISCLOSURES	SECTION/COMMENT
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

Ethics and integrity

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
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SPECIFIC STANDARD DISCLOSURES	SECTION/COMMENT
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Economic

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

Environmental

G4-EN6 Energy saved due to conservation and efficiency improvements.	Environmental Report
G4-EN15 and 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 non-compliance with environmental laws and regulations.	No fines or sanctions were received

Social

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 non-compliance with laws and regulations.	Financial statements

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Contact us

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Feedback details

We would love to hear your feedback about this report. Comments, concerns or suggestions should be addressed to the Planning and Reporting Unit.

Council Customer Service Centres

Preston Customer Service Centre

Darebin Civic Centre
274 Gower Street, Preston
Hours: 8:30am – 5:00pm,
Monday to Friday

Northcote Customer Service Centre

Northcote Library Complex
32-38 Separation Street, Northcote
Hours: 8:30am – 5:00pm,
Monday to Friday

Reservoir Customer Service Centre

Reservoir Community and Learning Centre
23 Edwardes Street, Reservoir
Hours: 10:00am – 5:00pm,
Monday to Friday

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This report contains a summary of the performance of Darebin City Council over the 2017–18 financial year. If you would like a section of this report translated please call our Multilingual Telephone Line (03) 8470 8470.

Arabic

لاخل التمسك التيلامط 2018/2017 إذا نكت ترغب في اصحلول في لءة ترةمجزء من Darebin مضتين هذا اقتلرير اصخلم لأداء لجس مدتني هذا اقتلرير يريء اصتلال خبط اتاهلف عمدد المغلت المخلص انب في لءة الرقم .(03) 8470 8470

Chinese

本报告包含戴瑞宾市议会2017–18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 2017–18. Αν θέλετε να μεταφραστεί ένα απόσπασμα της παρούσας έκθεσης, παρακαλούμε καλέστε την Πολύγλωσση Τηλεφωνική μας Γραμμή στο (03) 8470 8470.

Hindi

इस रिपोर्ट म 2017–18 विीय वर्ष के लिए डयरिबन सिटी काउंसिल के प्रश्न का सारांश दिया गया है. अगर आप इस रिपोर्ट के किसी भाग का अनुवाद करवाना चाहते ह तो हमारी बहुभाषी टेलीफोन लाइन (03) 8470 8470 पर कॉल कर .

Italian

Questa relazione contiene un riassunto dell'operato del comune di Darebin City nell'anno finanziario 2017–18. 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 2017–18 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 2017–18. 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 2017–18. 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.

CITY OF DAREBIN

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National Relay Service

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