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AGENDA OF THE ORDINARY COUNCIL MEETING

To be held on Monday 22 November 2021 at 6.00pm

This Council Meeting will be held virtually.

This meeting will be closed to the public pursuant to Section 395 of the Local Government Act 2020.

This meeting will be livestreamed and may be accessed from Councils website www.darebin.vic.gov.au.

Persons wishing to submit a 'Public Question' may do so online by 12.00 noon on the day of the meeting via the Question and Submissions form.



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

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

Council 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 Islander communities and the right to self-determination in the spirit of mutual understanding and respect.



English

These are the Minutes for the Council Meeting. For assistance with any of the items in the minutes, please telephone 8470 8888.

Arabic

هذه هي محاضر اجتماع المجلس. للحصول على المساعدة في أي من البنود في المحاضر، يرجى الاتصال بالهاتف 8470 8888.

Chinese

这些是市议会会议纪要。如需协助了解任何纪要项目，请致电8470 8888。

Greek

Αυτά είναι τα Πρακτικά της συνεδρίασης του Δημοτικού Συμβουλίου. Για βοήθεια με οποιαδήποτε θέματα στα πρακτικά, παρακαλείστε να καλέσετε το 8470 8888.

Hindi

ये काउंसिल की बैठक का सारांश है। सारांश के किसी भी आइटम में सहायता के लिए, कृपया 8470 8888 पर टेलीफोन करें।

Italian

Questo è il verbale della riunione del Comune. Per assistenza con qualsiasi punto del verbale, si prega di chiamare il numero 8470 8888.

Macedonian

Ова е Записникот од состанокот на Општинскиот одбор. За помош во врска со која и да било точка од записникот, ве молиме телефонирајте на 8470 8888.

Nepali

यी परिषद्को बैठकका माइन्युटहरू हुन्। माइन्युटका कुनै पनि वस्तुसम्बन्धी सहायताका लागि कृपया 8470 8888 मा कल गर्नुहोस्।

Punjabi

ਇਹ ਵੈੱਸਲ ਦੀ ਮੀਟਿੰਗ ਵਾਸਤੇ ਸੰਖੇਪ ਸਾਰਾਂਸ਼ ਹੈ। ਸੰਖੇਪ ਸਾਰਾਂਸ਼ ਵਿਚਲੀਆਂ ਕਿਸੇ ਵੀ ਆਈਟਮਾਂ ਸੰਬੰਧੀ ਸਹਾਇਤਾ ਵਾਸਤੇ, ਕਿਰਪਾ ਕਰਕੇ 8470 8888 ਨੂੰ ਟੈਲੀਫੋਨ ਕਰੋ।

Somali

Kuwaani waa qodobadii lagaga wada hadlay Fadhiga Golaha. Caawimada mid kasta oo ka mid ah qodobada laga wada hadlay, fadlan la xiriiir 8470 8888.

Spanish

Estas son las Actas de la Reunión del Concejo. Para recibir ayuda acerca de algún tema de las actas, llame al teléfono 8470 8888.

Urdu

یہ کاؤنسل کی میٹنگ کا ایجنڈا ہے۔ ایجنڈے کے کسی بھی حصے کے بارے میں مدد کے لیے براہ مہربانی 8470 8888 پر فون کریں۔

Vietnamese

Đây là những Biên bản Họp Hội đồng Thành phố. Muốn có người trợ giúp mình về bất kỳ mục nào trong biên bản họp, xin quý vị gọi điện thoại số 8470 8888.

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Agenda

1. OPENING OF MEETING AND MEMBERSHIP

Cr. Lina Messina (Mayor) (Chairperson)

Cr. Gaetano Greco (Deputy Mayor)

Cr. Emily Dimitriadis

Cr. Tom Hannan

Cr. Tim Laurence

Cr. Trent McCarthy

Cr. Susanne Newton

Cr. Susan Rennie

Cr. Julie Williams

2. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

3. APOLOGIES

4. DISCLOSURES OF CONFLICTS OF INTEREST

5. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

Recommendation

That the Minutes of the Ordinary Meeting of Council held on 25 October 2021 be confirmed as a correct record of business transacted.

6. QUESTION AND SUBMISSION TIME

Members of the public can lodge questions for Council to answer at an Ordinary Council meeting.

Due to the current COVID-19 health crisis and associated requirements, residents and interested persons are strongly encouraged to view this Council meeting online.

The meeting will not be open to the public and accordingly public questions to be answered at the meeting will only be received up until 12.00 noon on the day of the meeting.

QUESTIONS

Members of the public can ask up to three (3) questions at an Ordinary Council meeting.

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

In accordance with the Council Governnace Rules 2020, the Chairperson may disallow a question if it:

- a) relates to a matter outside the duties, functions or powers of Council;
- b) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- c) may lead to a breach of Council's statutory obligations;
- d) relates to a Notice of Motion, Petition or item of urgent business;
- e) deals with a subject matter already answered;
- f) is aimed at embarrassing a Councillor or an Officer; or
- g) deals with a matter that should be, or has been, considered as a confidential matter or relates to any matter in respect of which Council may close the Meeting to the public under section 66 of the *Local Government Act 2020*.

No questions directed at an individual Councillor or Officer will be allowed

SUBMISSIONS OR COMMENTS

Due to the meeting not being open to members of the public no submissions or comments will be able to be made on reports listed on the agenda.

HOW TO SUBMIT YOUR QUESTION OR MAKE A COMMENT OR SUBMISSION

MEMBERS OF THE PUBLIC WHO WISH TO ASK A QUESTION AT AN ORDINARY COUNCIL MEETING MAY REGISTER THEIR QUESTION BEFORE 12.00 NOON ON THE DAY OF THE MEETING IN ONE OF THE FOLLOWING WAYS:

- (A) ONLINE AT DAREBIN.VIC.GOV.AU/QUESTIONSANDSUBMISSIONS; OR
- (B) BY MAIL TO PO BOX 91, PRESTON 3072.

COUNCIL MEETINGS CAN BE VIEWED AT THE WATCH COUNCIL AND PLANNING COMMITTEE MEETINGS WEB PAGE.

AGENDA'S WILL BE AVAILABLE FOR VIEWING ON COUNCIL'S WEBSITE AT THE 'MEETING AGENDAS AND MINUTES' PAGE BY 5PM, UP TO 6 DAYS PRIOR TO THE DATE OF THE MEETING.

7. PETITIONS

8. CONSIDERATION OF REPORTS

8.1 ANNUAL REPORT 2020-21

Author: Coordinator Corporate Strategy
Corporate Planning Officer

Reviewed By: Acting Manager Governance and Corporate Strategy

EXECUTIVE SUMMARY

The *Local Government Act 1989* requires each Council in Victoria to prepare an Annual Report for the previous financial year that contains a report of operations and the audited financial and performance statements. It is noted that, notwithstanding the proclamation of the *Local Government Act 2020*, the provisions of the 1989 Act apply to preparation of this year's Annual Report.

The Annual Report 2020-21 contains Darebin City Council's audited Financial and Performance Statements and provides information on Council operations and services delivered to and for the Darebin community for the 2020-21 financial year.

The Annual Report 2020-21 (**Appendix A**), contains the key highlights and achievements of Darebin Council for the year.

The Annual Report has been submitted to the Minister in accordance with the requirements of the *Local Government Act 1989* (the Act), the Local Government (Planning and Reporting) Regulations and the Ministerial extension to 30 November 2021.

Public notice was given on 1 November in advance of the Annual Report 2020-21 being considered for adoption by Council at its meeting on 22 November 2021, as required by the *Local Government Act 1989*. The Annual Report was made available on Council's website in accordance with this public notice.

A summary of the annual report is currently in production for Council's website to share with the community Darebin Council's achievements over the past year in an engaging and accessible way. This is a new approach for Council and enables the use of key features of the new website including translation of content into 109 languages, adjustable font size of content and audio translation of content.

Officer Recommendation

- (1) Notes that the Annual Report 2020-21 (**Appendix A**) was submitted to the Minister for Local Government on 4th November.
 - (2) Adopts the Darebin City Council Annual Report 2020–21, attached at **Appendix A**.
 - (3) Notes that a summary of the Annual Report 2020-21 will be available digitally on Council's website, enabling use of accessibility features including translation into 109 languages and audio translation, to increase transparency and accessibility, along with a full copy of the Annual Report 2020-21 for download.
 - (4) Notes that, in accordance with accordance with section 134(2)(b) of the *Local Government Act 1989*, a public notice was placed in *The Age* on 1st November 2021 noting the report's availability for public inspection and advising that it would be considered at the 22 November 2021 Council Meeting.
-

BACKGROUND / KEY INFORMATION

The Annual Report 2020–21 at **Appendix A** contains the audited Performance and Financial Statements. Council's Audit and Risk Committee recommended to Council that the Financial and Performance Statements be adopted in principle and subsequently, Council, at its meeting on 27 September 2021 approved in principle the Financial and Performance Statements.

The Annual Report 2020-21 has been prepared in accordance with the *Local Government Act 1989* and meets the State Government's performance reporting framework that became mandatory from 1 July 2014. All Councils are required to report results as part of their Annual Report. The framework was introduced to ensure Councils measure and report on their performance in a consistent way.

The Minister for Local Government was provided a copy of the Annual Report 2020-21 on 4 November 2021, which is later than the usual timing of 30 September. This variation on standard practice is permissible owing to the extension recently approved by the Minister for Local Government until 30 November 2021 for Councils in Victoria to submit their annual report.

Previous Council Resolution

At its meeting held on 27 September 2021, Council resolved:

'That Council:

- (1) *Notes the 2020-21 Quarter 4 Council Plan Action Plan Progress Report at Appendix A.*
- (2) *Notes the Financial Report (in Appendix A) for the 12 months ended 30 June 2021.*
- (3) *Notes the Chief Executive Officer, as required under Section 97(3) of the Local Government Act 2020, is of the opinion that a revised budget is not required.'*

At its meeting held on 27 September 2021, Council resolved:

'That Council, in accordance with the recommendations of the Audit and Risk Management Committee, and having considered Council's draft Financial and Performance Statements for 2020/2021, at Appendix A & B to this report:

- (1) *Approve in principle the Financial Statements for the year ended 30 June 2021 as per Appendix A to this report;*
- (2) *Authorise the Manager Finance to make any non-material changes to the Annual Financial Report and the Annual Performance Statement that may arise from the completion of audit and internal review procedures;*
- (3) *Authorise Mayor Lina Messina and Councillor Tom Hannan to certify the Financial Statements in their final form after any changes recommended or agreed to by the Auditor-General have been made;*
- (4) *Approve in principle the Performance Statements for the year ended 30 June 2021 as per Appendix B to this report;*
- (5) *Authorise Mayor Lina Messina and Councillor Tom Hannan to certify the Performance Statements in their final form after any changes recommended or agreed to by the Auditor-General have been made;*
- (6) *Authorise the Chief Executive Officer to forward the Annual Financial Report and the Annual Performance Statement to the Victorian Auditor-General's Office (VAGO).'*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

DISCUSSION

A public notice alerting the community to the completion of the report appeared in *The Age* newspaper on Monday 1 November 2021. The report has been available for inspection on Council's website since 1 November 2021. It is noted that the document was not able to be displayed at the customer services centres from this date as they were closed due to COVID-19 restrictions. Upon re-opening on 4 November, copies of the document were made available for inspection at the earliest opportunity.

The intent of the Annual Report 2020-21 is to inform the Darebin community and stakeholders of Council's performance in 2020-21 against the objectives and priorities outlined in the Council Plan 2017-21.

The draft Annual Report 2020-21 includes:

- Mayor and Chief Executive Officer's message – achievements and reflections of the year.
- Highlights of the year in relation to the strategic objectives outlined in the Council Plan 2017-21.
- The year in review including a financial overview, pandemic diary and capital works.
- Our City – an overview of information about our city, our community and our Council.
- Our People – an overview of senior management team and corporate structure, health and safety performance.
- Our Performance – reporting on key achievements and initiatives which have been implemented in line with the Council Plan 2020-21.
- Governance and corporate information – including an overview of Councillor activities, Committees, Grants, and governance matters.
- Financial report – an explanation about the financial report and financial statements.

Key achievements highlighted for the 2020-21 year include:

- 120 businesses received support through an extended outdoor dining project
- 1300+ additional seats were provided to local cafes, restaurants, and bars.
- 2,354 calls were received on the business support line.
- 700+ business visitations were undertaken, providing general business recovery information, and linking through to support.
- Community service leases were renewed, including 18 Children's Services sites.

- Construction of the new Narrandjeri multi-sports stadium is on track to be up and running early next year.
- Council achieved carbon neutral certification in 2020-21.
- Council's rewilding program saw 200,000 indigenous trees, shrubs, grasses, and groundcovers planted throughout many parks and open space areas.
- Delivered new playgrounds, sports fields and lighting, solar panels, energy efficiency works, accessible toilets and facility upgrades.
- Designs were completed for the Northcote Aquatic and Recreation Centre (NARC) so that the project can proceed to the tendering of works.
- Endorsement of Council's advocacy plan for the level crossing removal project ('Preston Reconnected') to ensure the delivery of well-designed new open spaces and pathways along the rail corridor, and provision of disruption support to traders and community.
- Implemented Bituminous Resurfacing Program for a total spend of \$1.7M.
- Key customer experience initiatives were launched, including Customer Commitments and a new Complaints Handling Process and Procedure.
- The adoption of a Community Engagement Policy before the legislated due date
- The community engagement undertaken for the Darebin 2041 Community Vision, 2021-2025 Council Plan (incorporating the Municipal Public Health and Wellbeing Plan) and Financial Plan 2021-2031.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The Annual Report 2020-21 includes a financial report and performance statement for the twelve months ended 30 June 2021.

Community Engagement

The preparation of the Annual Report 2020-21 was supported by all senior leaders from across the organisation and involved detailed discussions with Managers, Service Managers and Project Managers.

Public notice was given on 1 November 2021 that the Annual Report 2020-21 would be considered at the 22 November Council meeting.

The community will be informed of the content of the Annual Report 2020-21 by publishing it on the corporate website and social media.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

The 2017-21 Council Plan has a specific goal that addresses Council's commitment to environmental sustainability, which is a theme that runs through the goals of the plan and the Annual Report 2020-21.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The 2017-21 Council Plan has specific goals that address Council's commitment to equity, inclusion, wellbeing and human rights considerations, which are themes that run through the goals of the plan and the Annual Report 2020-21.

Language translations, multilingual telephone line details, Speak Your Language, and National Relay Service information is listed on the back cover of the report. The report is available in hardcopy and electronic format to make it accessible to all members of the Darebin community.

Economic Development and Cultural Considerations

The 2017-21 Council Plan has specific goals that address Council's commitment to economic and cultural development, which are themes that run through the goals of the plan and the Annual Report 2020-21.

Legal and Risk Implications

Preparing the Annual Report 2020-21 allows the identification of issues and potential issues that may affect the delivery of Council's work plan and allows those issues to be addressed to minimise the impact on the community and Council.

IMPLEMENTATION ACTIONS


A summary of the annual report is currently in production for Council's website to share with the community Darebin Council's achievements over the past year in an engaging and accessible way. This is a new approach for Council and enables the use of key features of the new website including translation of content into 109 languages, adjustable font size of content and audio translation of content.

A graphically designed version of the Annual Report 2020-21 is being prepared and will be available on Council's website and in hardcopy in late November 2021.

RELATED DOCUMENTS

- Council Plan 2017–21
- Darebin City Council Annual Budget 2020–21
- Council Plan Action Plan 2020–21

Attachments

- Annual Report 2020-2021 (**Appendix A**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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



The place we live

A greener, bolder, more connected city

ANNUAL REPORT

2020-21

English

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

Arabic

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

Chinese

本报告包含戴瑞宾市议会整个财政年度的绩效概要。

Greek

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

Hindi

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

Italian

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

Macedonian

Овој извештај содржи краток преглед на сработеното од страна на Општината на Даремин во текот на финансиската година.

Nepali

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

Punjabi

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

Spanish

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

Somali

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

Urdu

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

Vietnamese

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

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Acknowledgements

Aboriginal and Torres Strait Islander people

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

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

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

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

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

Darebin's Diversity Statement

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

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

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

2020–2021 HIGHLIGHTS

GOALS	HIGHLIGHTS	RESULTS	LOOKING FORWARD
GOAL 1 A sustainable city (pages 63 - 72)	<ul style="list-style-type: none"> • Council's rewilding program saw 200,000 indigenous trees, shrubs, grasses and groundcovers planted throughout many parks and open space areas. • Council achieved carbon neutral certification in 2020-21. • Council successfully met its 2016 goal of doubling the amount of solar power in Darebin in late 2019 - one year early. 	<p>Amount of solar power generated in Darebin (kW) Target: 36,000 kW by 2021 Result: 48,691 kW (MET)</p> <p>Volume of waste to landfill (kg per person) Target: Reduce by 1kg per person each year Result: 114kg per person, down from 153kg per person in 2019-20 (MET)</p>	<ul style="list-style-type: none"> • Delivering Council's exciting climate and circular economy agenda. • Delivering Council's new approach to transport management – a three year rolling Local Area Place Making program. • Delivering the \$60m Capital Works program (Big Build in 2021-2022).
GOAL 2 Opportunities to live well (pages 73 - 82)	<ul style="list-style-type: none"> • Community service leases were renewed, including 18 Children's Services sites. • Construction of the new Narrandjeri multi-sports stadium is on track to be up and running early next year. • Delivered new playgrounds, sports fields and lighting, solar panels, energy efficiency works, accessible toilets and facility upgrades. • Designs were completed for the Northcote Aquatic and Recreation Centre (NARC) so that the project can proceed to the tendering of works. 	<p>Proportion of children fully immunised up to 5 years (%) Target: Increase to 95% by 2021 Result: 95.3% (MET)</p> <p>Satisfaction with Council's festivals and events (%) Target: 85% year-on-year Result: 95.3% (MET)</p>	<ul style="list-style-type: none"> • Awarding the Northcote Aquatic and Recreation Centre (NARC) contract and building one of the first 6-star Green Star, gas-free aquatic centres in Australia. • Delivering an expanded Activity Centres-focused program to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres. • Supporting Early Childhood Services to provide funded three-year-old kindergarten in Darebin from 2022 onwards and collaborating to create additional kindergarten capacity through infrastructure projects.

GOALS	HIGHLIGHTS	RESULTS	LOOKING FORWARD
GOAL 3 A liveable city (pages 83 - 90)	<ul style="list-style-type: none"> • Endorsement of Council’s advocacy plan for the level crossing removal project (‘Preston Reconnected’) to ensure the delivery of well-designed new open spaces and pathways along the rail corridor, and provision of disruption support to traders and community. • Implemented Bituminous Resurfacing Program for a total spend of \$1.7M. • Substantial progress on the Development Contributions Plan planning scheme amendment and further work on the Open Space levy. 	<p>Satisfaction with condition of sealed local roads (%) Target: 85% year-on-year Result: 86.2% (MET)</p> <p>Satisfaction with public arts and cultural infrastructure Target: 85% Result: 89.6% (MET)</p>	<ul style="list-style-type: none"> • Complete the review and submission of Councils 4-year Domestic Animal Management Plan. • Continue to look at the way technology can improve the way we engage with our community on the key issues dealt with by Council.
GOAL 4 A strong economy (pages 91 - 94)	<ul style="list-style-type: none"> • 700+ business visitations were undertaken, providing general business recovery information and linking through to support. • 2,354 calls were received on the business support line. • 120 businesses received support through an extended outdoor dining project • 1300+ additional seats were provided to local cafes, restaurants and bars. 	<p>Number of registered local businesses of all kinds Target: Increase Result: 13,582 (MET)</p> <p>Number of reactivated vacant shopfronts Target: Increase Result: 4 (NOT MET)</p>	<ul style="list-style-type: none"> • Develop an Economic Development Strategy to attract new industries and investment in sectors such as food, health, renewables, creative, circular economy and digital industries. • Invest \$6.3 million in initiatives to support existing and new industries to ensure that Darebin’s economy is robust and resilient.
GOAL 5 Involving our diverse communities (pages 95 - 100)	<ul style="list-style-type: none"> • Council continued to support the rights and wellbeing of refugees and people seeking asylum. • The adoption of a Community Engagement Policy before the legislative due date • The community engagement undertaken for the Darebin 2041 Community Vision, 2021-2025 Council Plan (incorporating the Municipal Public Health and Wellbeing Plan) and Financial Plan 2021-2031. 	<p>Satisfaction with Council's performance in making decisions in the interests of the community (%) Target: 80% year-on-year Result: 83.2% (MET)</p> <p>Electronic gambling machine losses in Darebin (\$'000s/day) Target: Reduce below \$231,000 Result: \$128,000 (MET)</p>	<ul style="list-style-type: none"> • Implementation of a Community Engagement Policy that will put the community at the heart of our decision-making. • Ongoing work to be responsive and respectful to the current and emerging aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities. • The construction phase of the Intercultural Centre project.

GOALS	HIGHLIGHTS	RESULTS	LOOKING FORWARD
<p>GOAL 6 A well-governed Council (pages 101 - 105)</p>	<ul style="list-style-type: none"> • Successful induction of the newly elected Council (Nov 2020) • Council’s Redeployment Program continued through to early 2021. • Development of a draft Asset Management Strategy and Plan to support and guide the long-term planning of Council’s Assets. • Key customer experience initiatives were launched, including Customer Commitments and a new Complaints Handling Process and Procedure. • Review of 300 Council processes to improve service. 	<p>Satisfaction with Council decisions (rating out of 100) Result: 2019–2020: 68.8 Result: 2020–2021: 68.1</p> <p>Councillor attendance at Council meetings (%) Result: 2019-2020: 93.1 Result: 2020-2021: 98.0</p>	<ul style="list-style-type: none"> • Developing Council’s 10 Year Asset Plan. • Go-live of the new Corporate website will improve accessibility to up-to-date information. • Implementation of the 2021-2025 Council Plan, through the adoption of a Corporate Plan and new Unit Work Plans. • The new Integrated Finance System went live on 1 July.

For more details about our performance in 2020–2021, go to page 60. You can read the Council Plan 2017-21 on our website, www.darebin.vic.gov.au/CouncilPlan

1. INTRODUCTION

Purpose of the annual report

The Annual Report 2020–2021 reviews our strategic, operational and financial performance for the financial year 1 July 2020 to 30 June 2021. It is an important document that tells our community how we performed and whether we did what we promised. This report compares our highlights and achievements with our strategic objectives and the goals set out in our Council Plan 2017–2021 (darebin.vic.gov.au/CouncilPlan). It also meets legislative and compliance reporting requirements.

The year in review (page 13) provides a general overview of our operations throughout 2020–2021. It includes a message from the Mayor and a message from the Chief Executive Officer, a financial summary for 2020–2021 and information about our services and achievements.

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

Our people (page 49) tells the story of our organisation and the people who lead it.

Our performance (page 60) sets out how we performed against the major initiatives in our Budget 2020–2021 and the goals stated in our Council Plan 2017–2021.

Governance and corporate information (page 106) 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 144) contains the audited performance and financial statements that we are required by law to provide.

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

Council Plan 2017–2021

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

The plan’s goals are:

- Goal 1: A sustainable city
- 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 fourth and last year of reporting against the Council Plan 2017–2021. More information about the plan and the Council Plan Action Plan 2020–2021 can be found on the website at: www.darebin.vic.gov.au/CouncilPlan

Our mission

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

Good Governance

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

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

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

Our services

For families

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

For older people and people with disabilities

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

- Navigation support for older residents
- Older person housing sponsorship program
- Personal care
- Social support groups

For businesses

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

For the whole community

- Actively engage with newly arrived populations, migrants and refugees
- Art and heritage including Council's indoor and outdoor art works
- Arts events, exhibitions, performances, festivals and cultural programs
- Building services and planning permits
- Collection of waste and recycling
- Community facilities and buildings maintenance, repair and upgrades
- Community safety and crime prevention programs
- Construction of new community facilities
- Construction of new community gathering spaces in our parks
- Education and leadership on environmental sustainability
- Employment programs
- Encourage and provide increased opportunities for sustainable transport
- Graffiti removal and prevention
- Information about pests and pollution
- Leisure facilities
- Libraries
- Local law enforcement
- Maintenance of local amenities and

facilities

- Natural resource management
- Parking permits
- Parks and open spaces
- Play spaces, skate parks and outdoor fitness equipment
- Pet registration
- Provide training and education to encourage more local businesses and jobs
- Publications including quarterly print newsletter *Darebin Community News* and monthly online newsletter, *Your Darebin*
- Raise awareness of gender equity and violence against women
- Road and footpath maintenance
- Sporting facilities
- Strategic rainwater management, both quality and quantity, e.g. local flood mitigation, rain gardens and water harvesting treatments
- Street cleansing
- Support sustainable food and environment initiatives
- Volunteering programs

2. THE YEAR IN REVIEW

Message from the Mayor

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

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

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

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

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

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

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

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

Our popular Solar Savers program continues to grow and has now delivered over 7900kW worth

of solar for the Darebin community since its inception.

Darebin's new rewilding program saw an incredible 200,000 indigenous trees, shrubs, grasses and groundcovers planted throughout many parks and open space areas. These new plantings are already making significant contributions to the local amenity and biodiversity values of each site. We also planted 3,400 trees to provide canopy and habitat in the future. This work is bringing to life Council's open space strategy 'Breathing Space'.

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

We have continued to deliver on Age Friendly Darebin initiatives, such as the trial of café meals, home care package trial, digital connection support for older people and an intergenerational gardening trial.

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

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

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

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

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

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

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

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

Lina Messina
Mayor

Message from the Chief Executive Officer

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

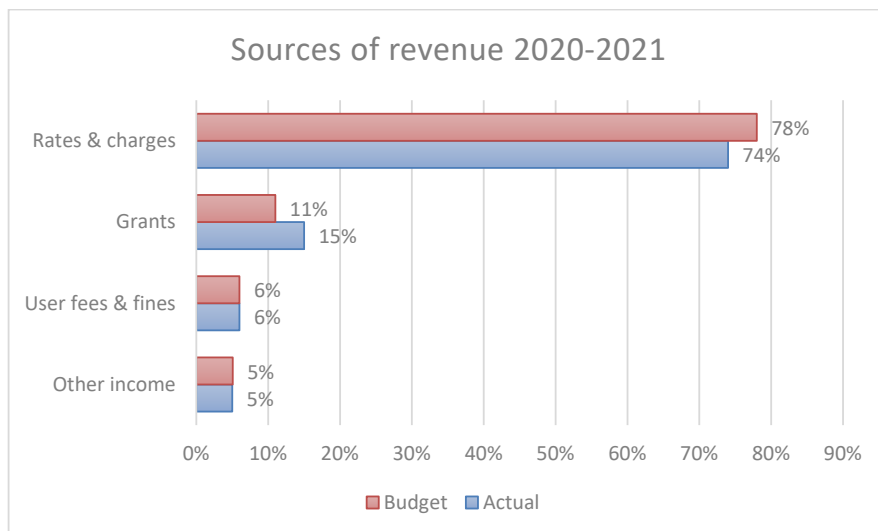
Sue Wilkinson
Chief Executive Officer

Financial summary 2020–2021

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

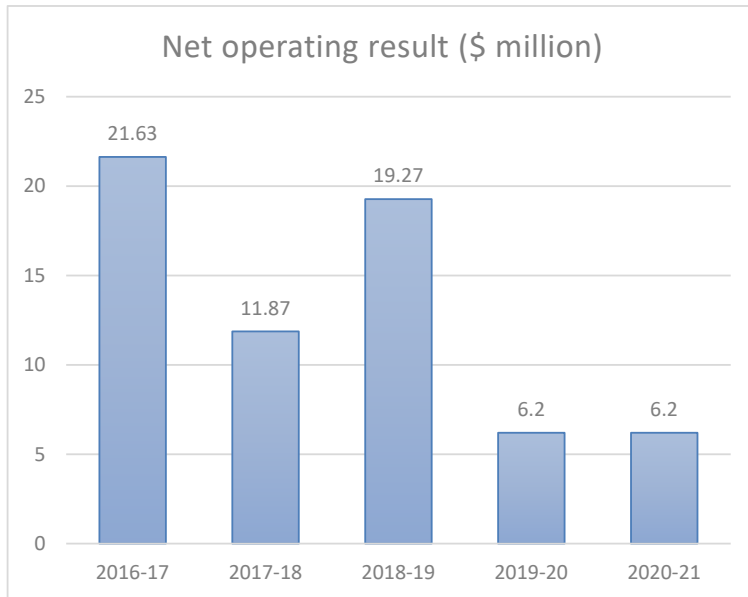
In brief

- Revenue of \$182.60 million, with 74% coming from rates and charges.
- Expenditure of \$176.42 million, with 52% attributable to employee costs and 30% for materials and services.
- Surplus of \$6.19 million.
- Net assets of \$1.49 billion, including community facilities and infrastructure.
- Cash and financial assets held of \$64.58 million, which is \$8.95 million less than the previous year.



Operating result

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



For the year ended 30 June 2021, Council achieved an operating surplus of \$6.19 million, which was a \$0.14 million decrease from the 2019–2020 result. The main reasons for the decrease were: revenue increased by \$1.36 million; employee costs increased by \$5.93 million*; and materials and services decreased by \$4.72 million.

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

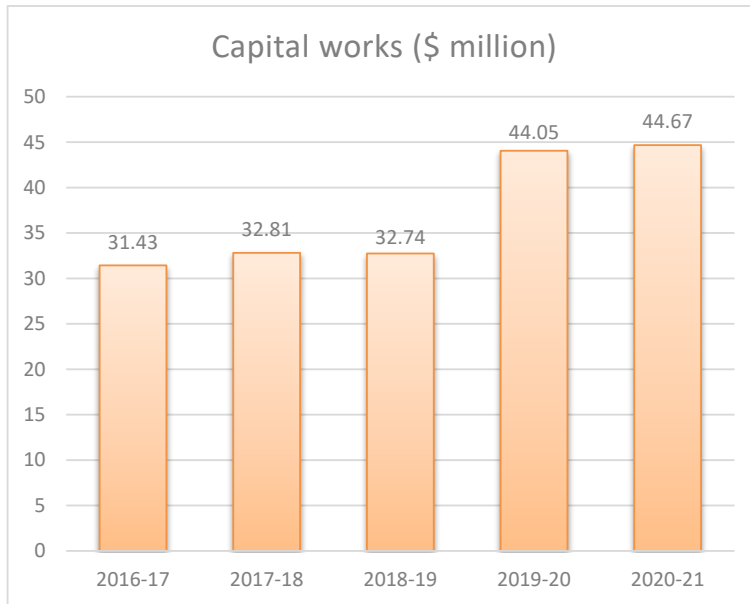
The Revenue and Rating Plan 2021–2025, which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2021 and shows surpluses will continue to be achieved in all years over the period 2021–2022 to 2024–2025 while maintaining existing service delivery. These surpluses are critical as they are the primary source of funding for the renewal, replacement and upgrade of community infrastructure through Council’s capital works program, which will average \$55.39 million a year over the next four years to 30 June 2025.

Capital works

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

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

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



Cash flow

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

Financial stewardship

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

Our future

It is important that the results in this report for 2020–2021 are viewed in the context of Council’s long-term financial strategic objectives, which are reflected in the Council Plan 2021–2025 and articulated in the Revenue and Rating Plan 2021–25.

The key principles in the Revenue and Rating Plan 2021–25 that underpin long-term financial planning are:

- We will maintain the scope and standard of ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities, including Darebin’s \$3.2 million financial assistance package to residents and job seekers and \$6.3 million towards an ongoing business economic recovery package.
- During the financial year, there was a 26% increase in asset renewal expenditure. This will contribute to closing the renewal gap over the long-term and help to improve the sustainability of infrastructure assets. This, in turn, will result in better infrastructure for the community, in line with the long-term financial and strategic plan. We will continue to focus

on renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard to meet required service levels. We will improve our asset management practices by reviewing our key asset management policies, strategies, plans and procedures.

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

Council has forecast rate increases at 1.5% in 2021–2022 and 1.75% onward for 2022–2023, 2023–2024 and 2024–25.

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

While financially sustainable, Darebin is heavily dependent on rate revenue to deliver our services. The introduction of rate capping has had a significant impact on our Revenue and Rating Plan 2021–2025 and Financial Plan 2021–31.

Our financial accounts were audited and issued an unqualified audit opinion by the Victorian Auditor-General. Refer to page 144 for the full Financial Report including Auditor-General reports.

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

Economic and other factors

The Australian economy is experiencing a period of low inflation, record low interest rates and low wage increases. The Reserve Bank of Australia's official cash rate steadily decreased in 2020–2021 and dropped to a historic all-time low of 0.10% on 4 November 2020. This has led to continued low investment income returns for Council's cash holdings, which has been offset by placing funds in longer-term deposits and floating rate notes. Council had no outstanding loans at 30 June 2021.

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

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

A pandemic diary

Q1	Service changes and initiatives
July 2020	<ul style="list-style-type: none"> • In response to growing case numbers in surrounding local government areas, and active cases in Darebin, the State Government announced a testing blitz in Reservoir. Council’s Incident Control team worked around the clock with the Department of Health and Human Services (DHHS) to set up and conduct nearly 25,000 COVID-19 tests in under a week. Keon Park Basketball Stadium became the site of the logistics and operations base while small testing sites were set up in the streets of Reservoir. • The Revenue team sent out thousands of emails and made hundreds of phone calls to check in on residents who were paying rates by direct debit, with a focus on supporting those suffering financial hardship due to the pandemic. • Council’s Information Services department kept working tirelessly to enable more than 500 staff to work securely from home and continue delivering support to the community with as little interruption as possible. The team also developed virtual meetings solutions that allowed Council to continue meeting throughout the COVID-19 crisis. • The Community Engagement team completed Darebin’s Community Survey by phone, reaching 1000 Darebin households. • On 8 July, metropolitan Melbourne and Mitchell Shire went back into a six-week lockdown with the return of stage 3 restrictions. This resulted in the closure of Darebin’s libraries, leisure centres, arts centres, play equipment, outdoor gyms, and skateparks. Maternal and Child Health nurse visits to homes also ceased. Essential services such as waste collection and meal delivery to older residents continued. • Bundoora Homestead Art Centre presented the biennial A1 Darebin Art Salon exhibition exclusively online. • Council partnered with Northern Community Careworks to provide up to 150 hot prepared meals weekly to international students, people experiencing homelessness and asylum seekers and refugees in Darebin. • Community transmission rates in Melbourne skyrocketed. Face masks became mandatory outside the home. All Council buildings were closed. All Council staff worked from home except workers providing essential services in the field under strict guidelines for use of personal protective equipment (PPE), etc. • Darebin’s 2020–2021 budget went online. The budget included an \$11.8 million COVID-19 Community and Business Resilience and Recovery Package, as well as funds for the construction of the new \$24.8 million Darebin Multi-Sports Stadium in Thornbury. Darebin was one of 10 Councils to receive funding in the latest round of the State Government’s Working For Victoria program. • Darebin workers supported the DHHS to test about 100 residents in the Holmes Street public housing flats in Northcote. This included providing 120 meals, an interpreting service and post-testing support.

	<ul style="list-style-type: none"> • On 15 July, Council adopted the Council Plan Action Plan for 2020–2021, with its main focus being on COVID response and recovery actions. • The Community and Wellbeing team partnered with local organisations to support people with sewing skills to make cloth masks to be given to people in East Reservoir and East Preston who may otherwise not have had access to them. • The Aged and Disability team coordinated supply of extra masks from the DHHS to vulnerable community members.
August 2020	<ul style="list-style-type: none"> • A State of Disaster was declared across Victoria until 11.59pm on Sunday 13 September, with metropolitan Melbourne moving to stage 4 restrictions and regional Victoria (including Mitchell Shire) moving to stage 3 restrictions. This included a nightly curfew and a return to remote learning. Kindergartens and child care centres were also closed. • All community sport was cancelled, including closure of local golf courses. • A first batch of postcards designed by local artists was sent out to the community as part of the <i>Dear Darebin: A Mail Art Project</i>. The project aimed to share artwork and encourage analogue forms of communication during a time of social distancing. • Council staff were guaranteed that there would be no job losses for permanent staff during the six-week lockdown. Flexible work and leave, redeployment and professional development options were given to all staff whose work did not fall within the strict ‘essential’ category under the Government’s stage 4 restrictions. Work permits were mandated for those who were in the essential category. • Applications opened for the next round of Council’s recovery grants program; \$1 million was made available in this round for local businesses, sports clubs and creative organisations. • The State Government announced that local government elections would go ahead, as scheduled, on 24 October 2020, releasing safe campaigning guidelines. Council entered the pre-election period on 28 August 2020, with the caretaker period to begin on 22 September. • Approximately twenty staff members were redeployed to a massive document scanning project. More than 300 people were redeployed over the previous four months into 150 different roles. • Darebin Libraries created a special sustainable transport-themed Stay-at-Home Storytime. This coincided with Darebin’s ongoing Room to Move COVID-19 transport response, reflecting Council’s commitment to supporting active transport through the pandemic and beyond. • By the end of August, case numbers began to drop. • The State Government’s updated definitions of essential services meant that some Parks and Open Space operations were able to return under strict protocols and some capital works projects that had been put on hold could resume. • Thirty more staff were redeployed to new pandemic response work including community and business grants, communications and advocacy, Business Support Hotline, and Resilience and Recovery Program reporting. Other assignments focused on organisational improvement, including in the Assets and Business Improvement team.

<p>September 2020</p>	<ul style="list-style-type: none"> • Our multi-arts festival, FUSE (spring), moved online with a diverse program of music, art, performance, workshops, heritage architecture, literature and an immersive installation. • Nominations for the Darebin Community Awards opened. The awards were moved to March 2021 as a result of COVID-19 restrictions. • Our community transport drivers provided support to Darebin’s emergency relief agencies through the Redeployment Program. Since May, they had been packing and delivering emergency food and supplies for Darebin Information, Volunteer and Resource Service (DIVRS) and Encompass Care. They delivered reusable masks to Aboriginal Community Elders Services, delivered hundreds of frozen meals and loaves of bread donated to outreach services for residents, delivered groceries and much more wonderful work. • Council’s Shower Access Program, providing people experiencing homelessness with access to leisure centre showers and facilities free of charge, continued to assist vulnerable community members through stage 4 restrictions. • The State Government released its roadmap to reopening. Stage 4 restrictions were extended until 28 September. • Our Parks team prepared for the opening of playgrounds and outdoor gym equipment on 13 September. • Child care centres were allowed to open and in-home care was able to resume from 28 September, with kindergartens reopening from 5 October. • Curfew was lifted on 13 September. • As part of our COVID Resilience and Recovery Plan, rate payments were made deferrable to June 2021 for people in Darebin experiencing financial hardship. • Council launched the Workplace Giving Scheme across the organisation, giving all staff members the opportunity to personally support local community organisations by making regular charitable donations to community groups operating in Darebin. There were four local organisations to choose from in the program, all of which focused on creating positive social change. <ul style="list-style-type: none"> ○ Free to Feed – supporting refugees and asylum seekers ○ Inner North Community Foundation – through food box relief for vulnerable community members ○ Santa Singh and Balwant Kaur Scholarship at La Trobe University – supporting Aboriginal and Torres Strait Islander women experiencing financial disadvantage ○ Haven Home Safe – an integrated affordable rental housing and homelessness services provider. • Council entered caretaker period on 22 September. • The Maternal and Child Health team received 371 birth notifications and provided 2,885 consultations from July to September. These consultations were mostly through telehealth and phone but also face-to-face for infants 0–8 weeks and Aboriginal infants and children. • Council received funding under the Victorian Government’s Working for Victoria program to add more than 110 people to join our team in six-month roles in a range of work areas. The roles were open to anyone who had lost their job because of COVID-19. • Darebin was one of 13 councils involved in the finalisation of a North and West Melbourne City Deal, a blueprint for the region to respond to the impacts of the
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	<p>pandemic in the immediate and medium term, and to reform the local economy for the future.</p>
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Q2	Service changes and initiatives
October 2020	<ul style="list-style-type: none"> • As part of Fuse Festival, local film students at La Trobe University were challenged to make short documentaries that profiled how COVID-19, social isolation and financial pressures were affecting artists and their practice in the Darebin area. The finished films were made available on the Fuse website. • Northcote and Bundoora golf courses re-opened, along with tennis courts, skate parks and the Northcote pool. Our Economic Development team began work on providing support to local hospitality businesses with outdoor dining provisions in anticipation of re-opening from 1 November. • Restrictions continued to ease after several ‘double doughnut’ days (no new COVID cases reported). More Darebin services opened up with incremental density increases. Four hundred Darebin hospitality venues opened, and Council received nearly 100 permit applications for extensions to outdoor dining capacities. • The Schools Yarning Conference was held online with the theme ‘Always Was, Always Will Be’. There were four interactive workshops led by amazing Aboriginal cultural educators, Elders and artists including art, dance, traditional games and media.
November 2020	<ul style="list-style-type: none"> • Council supported the DHHS to set up a new COVID testing site at the Darebin Arts Centre. This replaced the Northland testing site. Council provided support with logistics, access and communication and did a letterbox drop to nearby residents advising them of the site. • Four schools approached Council asking for social distancing decals on the footpaths to remind the school community to keep their distance. We designed and installed the decals in time for the return to school. • Our CEO helped launch a new organisation, Ending Loneliness Together, to address the emerging issue of loneliness, particularly during the pandemic. • The rescheduled NAIDOC Week began with a range of art projects including from Darebin artists. • The new Councillors were sworn in, inducted and then elected the new Mayor and Deputy Mayor for the year ahead – Mayor Cr Lina Messina and Deputy Mayor Cr Gaetano Greco. • Bundoora Park Farm and Café re-opened and was booked to capacity on its first day. Northcote and Reservoir Libraries re-opened to the community for up to 10 people at a time. • Council worked towards COVID-safe returns of face-to-face services. Customer Service and Planning counters re-opened at the Preston offices for the community, with more than 250 people visiting in the first week. • The Premier announced a plan for workers to return to offices.

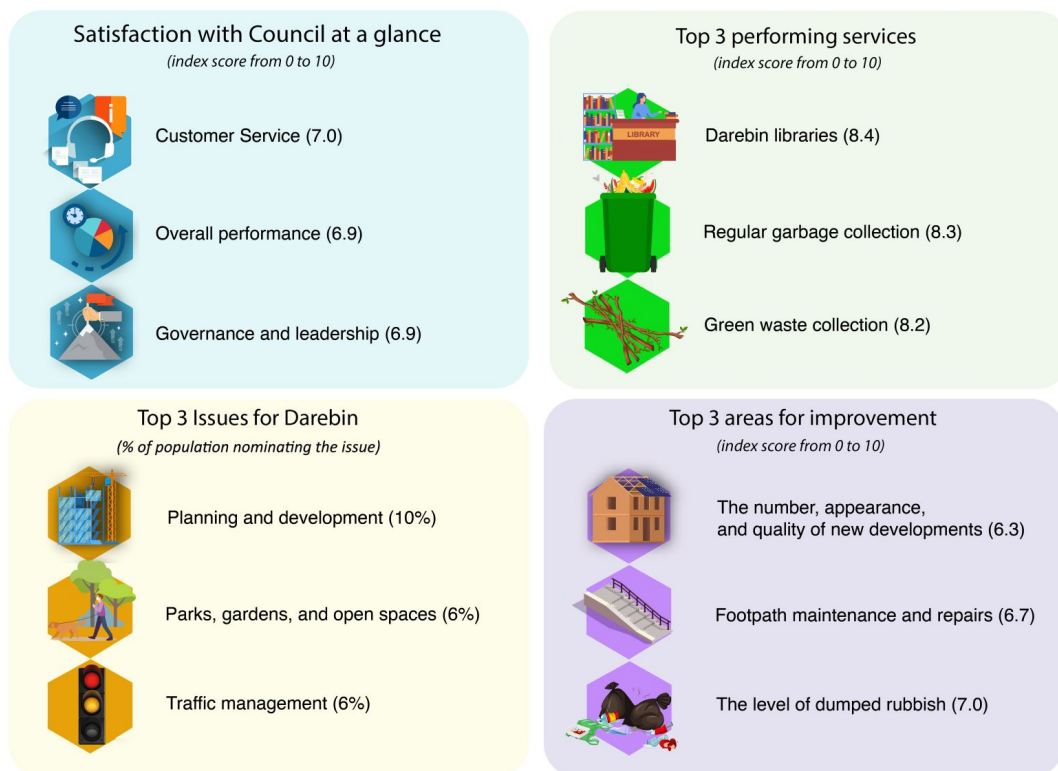
December 2020	<ul style="list-style-type: none"> • Carols in All Nations Park were cancelled. However, the lighting spectacular – Illuminate Darebin – lit up three Council venues over three weekends and the Festive Community Mixed Tape was launched, with contributions from local artists, performers and choirs. • The first full Council Meeting of the new term was held, with a special Welcome to Country and smoking ceremony by Wurundjeri Woi-Wurrung Elder Aunty Di Kerr. • Bundoora Homestead Art Centre reopened. • The Incident Control team worked on installing QR codes for all Council buildings. • The Working for Victoria team continued the process of recruiting and inducting 110 new staff members.
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Q3	Service changes and initiatives
January 2021	<ul style="list-style-type: none"> • 2021 began with the reintroduction of some restrictions following three new COVID cases over the New Year period. The Darebin Arts Centre team supported the testing site as testing numbers increased significantly. The outbreak was contained by mid-January. • Council's Communications team began developing the first <i>Your Darebin</i> newsletter, a digital Darebin community newsletter initially focussing on Council's Love Local Campaign – an initiative to support local businesses recovery. • Council's outdoor dining initiative created around 1,153 additional seats for 89 businesses using footpath trading and 19 parklets in laneways and car parking spaces. The project helped hospitality venues serve more customers and employ more staff. • Council's Redeployment Program started to wind down. This program had kept staff employed across multiple areas during stage 4 restrictions. As stated by the CEO: "As an organisation, this program should rank amongst our proudest achievements. When tested, in tough circumstances, we stayed true to our values and demonstrated that # We are Accountable # We have Integrity # We show Respect # We are Creative # We are Collaborative # We Make a Difference."
February 2021	<ul style="list-style-type: none"> • Applications for our Arts Recovery Grants opened. Creative businesses, live music venues and arts organisations were eligible for an Arts Recovery Partnership Grant of up to \$25,000. The grants were intended to help Darebin's local creative, arts, and live music industries test and adapt their operations in a COVID-safe way, as well as supporting artists and welcoming back audiences. • The State Government announced that Melbourne would enter a snap five-day lockdown in response to an outbreak of the UK variant virus linked to quarantine. Many of Council's services and venues shut down once again from 12 to 17 February. By the end of February, Victoria had returned to pre-Christmas COVID-safe restrictions.

March 2021	<ul style="list-style-type: none"> • The Working For Victoria rewilding crew members continued getting their hands dirty in pouring rain, extreme heat, humidity, dust and pollen and the occasional perfect condition day. Together, this team hand-weeded 47,500 square metres and spread 180 cubic metres of mulch over 13 sites in this quarter. • Council meetings went from online to on-the-road. The first on-the-road meeting was held at Merrilands Community Centre in Reservoir. • Darebin Intercultural Centre held a special online poetry event with Slamalamadingdong for Harmony Week.
Q4	Service changes and initiatives
April 2021	<ul style="list-style-type: none"> • Council prepared a budget to respond to the pandemic with the following initiatives: <ul style="list-style-type: none"> ➢ A relief and recovery program that supported our local traders, pensioners, and those most vulnerable in our community. It included a voucher system for eligible residents to spend and support our local traders, as well as fee waivers and the ability for ratepayers to defer payment until 2022. ➢ Funding for around 130,000 hours of aged care services, programs and assistance. ➢ The planting of 4,800 trees and 250,000 indigenous plants. ➢ The maintenance of more than 56 sports ovals and fields. • Council's Incident Control team, set up in early March 2020 to respond to the pandemic, was wound up as the state slowly returned to normal. • Council staff began to return to their workplaces across the City.
May 2021	<ul style="list-style-type: none"> • About 130 staff across the organisation helped kick off the 2021 Rewilding Program. • With a focus on increasing indigenous vegetation throughout our park and open space areas, the rewilding launch saw an incredible 12,000 indigenous grasses, ground cover and wildflowers planted throughout TW Blake Reserve, Preston. The program committed to planting an additional 200,000 plants over the next 12 months. • Victoria went back into its fourth pandemic lockdown. • Preston City Hall became an exposure site. Council assisted staff with emergency supplies by way of food, other provisions and support. Council staff also assisted on the frontline at Darebin pop-up testing sites.
June 2021	<ul style="list-style-type: none"> • More than 20 Council staff donned PPE gear to lend a helping hand at the Your Community Health in East Reservoir, which provided pop-up COVID-19 testing and outreach to the Holmes Street older persons housing estate. • Council ramped up its support for its Love Local campaign, including continuing to promote the Darebin Business Map, to assist local business during lockdowns. • The 2021–22 budget was endorsed and continued our work in supporting the community affected by the COVID pandemic by delivering a \$3.2 million financial

	<p>assistance package, including an innovative voucher program to stimulate the local economy.</p> <ul style="list-style-type: none"> • Council services began to reopen with density limits, starting from 18 June. • State government advised that offices could return to 75% capacity.
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Darebin community survey results 2021



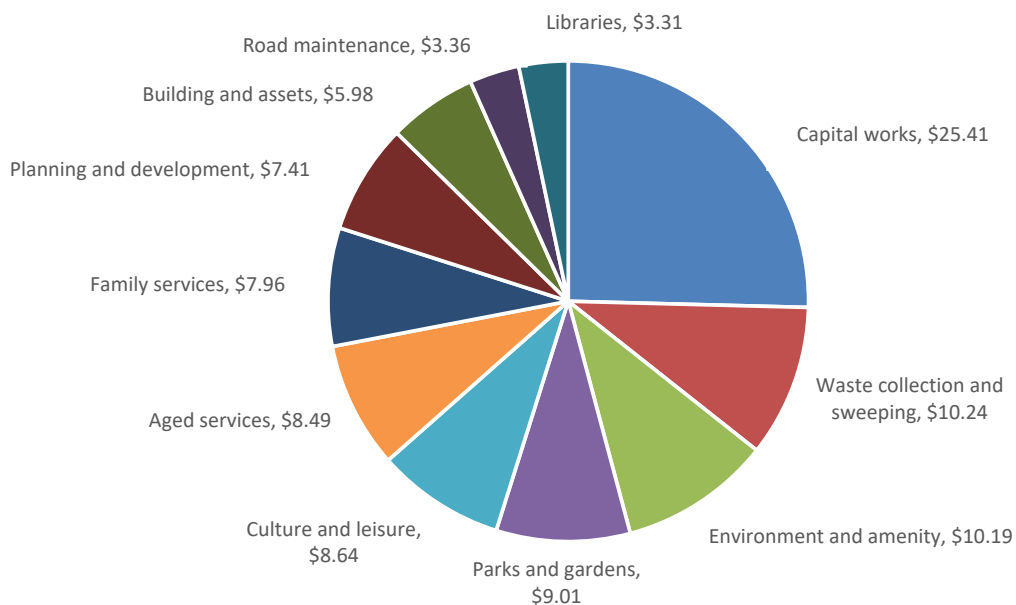
Source: Darebin Community Survey, 2021

A summary of how we spent your rates in 2020–2021

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

Each \$100 of Council expenditure was allocated to:

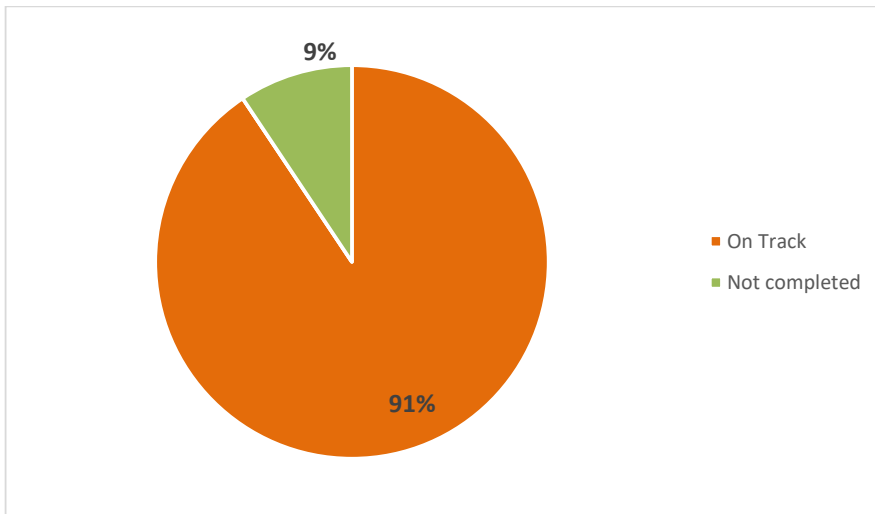
\$25.41	Capital works
\$10.24	Waste collection and sweeping
\$10.19	Environment and amenity
\$9.01	Parks and gardens
\$8.64	Culture and leisure
\$8.49	Aged services
\$7.96	Family services
\$7.41	Planning and development
\$5.98	Building and assets
\$3.36	Road maintenance
\$3.31	Libraries



Capital works 2020–2021

This is the fourth and last year of the Council Plan 2017–2021. Darebin’s capital works program continued Council’s strong investment in new and renewed infrastructure. In the Annual Adjusted Budget 2020–2021, Council committed \$49.79 million to its 2020–2021 capital works program of 57 projects and programs of work.

Actual spend on the capital works program for 2020–2021 is \$50.08 million, which represents 100.01% of the portfolio budget.



Bridge renewal – Broadhurst Avenue Bridge

Total project budget: \$85,000

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

The project cost was approximately \$85,000, with Moreland contributing 50%.

Perry Street Child Care Centre

Total project budget: \$65,000

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

These works included:

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

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

City of Darebin Operations Centre – rainwater tank installation

Total project budget: \$80,000

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

Road Resurfacing Program

Total project budget: \$1,703,584

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

Darebin Arts Centre accessible ramp

Total project budget: \$130,000

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

Urban Forest Strategy Program

Total project budget: \$800,000

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

3. OUR CITY

About the Darebin municipality

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

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

Darebin City Council owns, controls, manages or maintains 509km of roads, 78.5km of rights-of-way, 30.6km of shared paths, 1,035km of footpaths, 333 buildings, 13 road bridges, 52 foot bridges, 30 gross pollutant traps (structures that trap solid waste such as litter), 23,370 stormwater pits, 614km of stormwater pipe drains and 930 hectares of open space (including parks and gardens).

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

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

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

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

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

Quick facts about Darebin



Place of birth

59%
born in Australia

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

8%
not stated

Aboriginal or Torres Strait Islander

0.8%
are Aboriginal or Torres Strait Islanders



Languages spoken at home

36.9%
Speak a language other than English at home

82
Languages in total

- 56% English only
- 7% Italian
- 6% Greek
- 4% Mandarin
- 3% Arabic
- 2% Vietnamese
- 15% Other
- 7% not stated



Place of birth of parents

58%
have either one or both parents born overseas



Households

60%
Live with family

26%
Live alone

8%
Live in group houses

6%
Other



Tertiary qualifications

40,282
32.7% Bachelor Degree
(27.5% Greater Melbourne)



Religion

40
Religions in total

- 43% Christian (all denominations)
- 36% not religious
- 5% Muslim
- 3% Buddhist
- 3% Hindu
- 1% other religions
- 9% not stated

Ages



16%
children 0-14

13%
young people 15-24

57%
25-64

14%
65+



Employment

70,306
Residents employed in 2016

60% Full-time

38% Part-time

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



Income

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

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

Source: ABS Census 2016

Our community

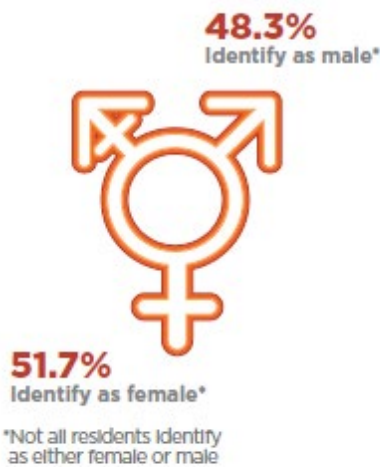
Population



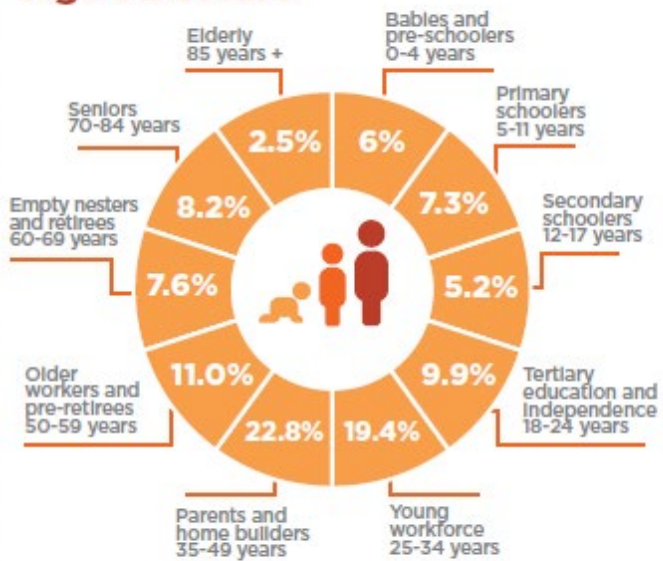
Aboriginal and Torres Strait Islander people



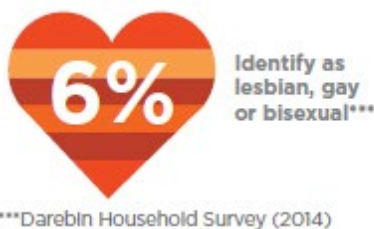
Gender



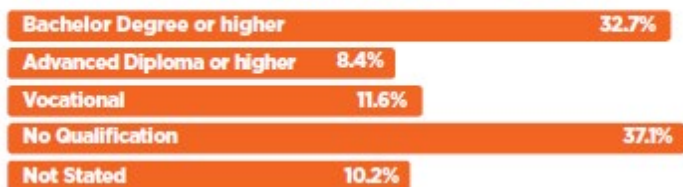
Age structure



Sexuality



Highest education qualification achieved



Households



People with a disability and needing assistance

8,774

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



Multilingual



36.9%
Spoke a language other than English at home



Place of birth

59.2%
Born in Australia

7.5%
Not stated

142
Asylum-seekers (holders of Illegal Maritime Arrival Bridging Visa E or IMA BE)**

51.4%
Female

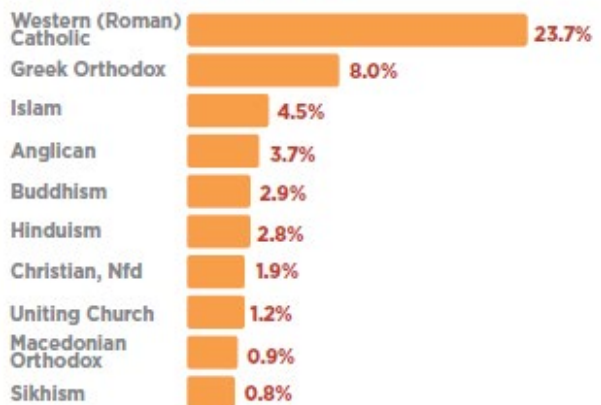
48.6%
Male

33.2%
Born in overseas

2,000
International students*

* Source: id consulting. Estimated here as persons attending tertiary education, who were born overseas, arrived in Australia less than 4.5 years ago, and were living either in a group household, as an unrelated person in a household, as an overseas visitor in household, or alone.
** Estimation provided by the City of Greater Dandenong.

Faiths and beliefs



Place of birth of parents

58%

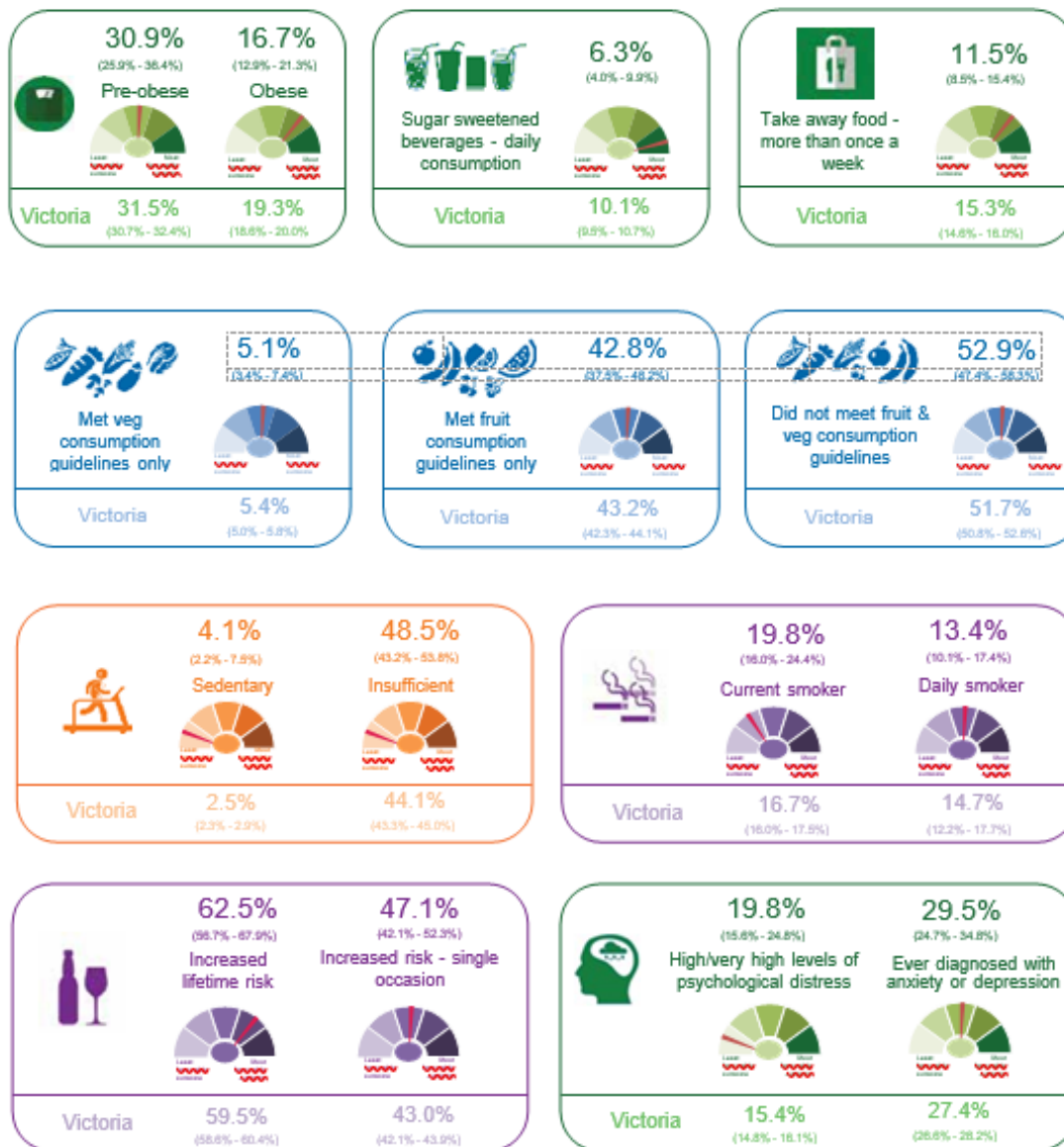
of Darebin residents have either one or both parents born overseas*

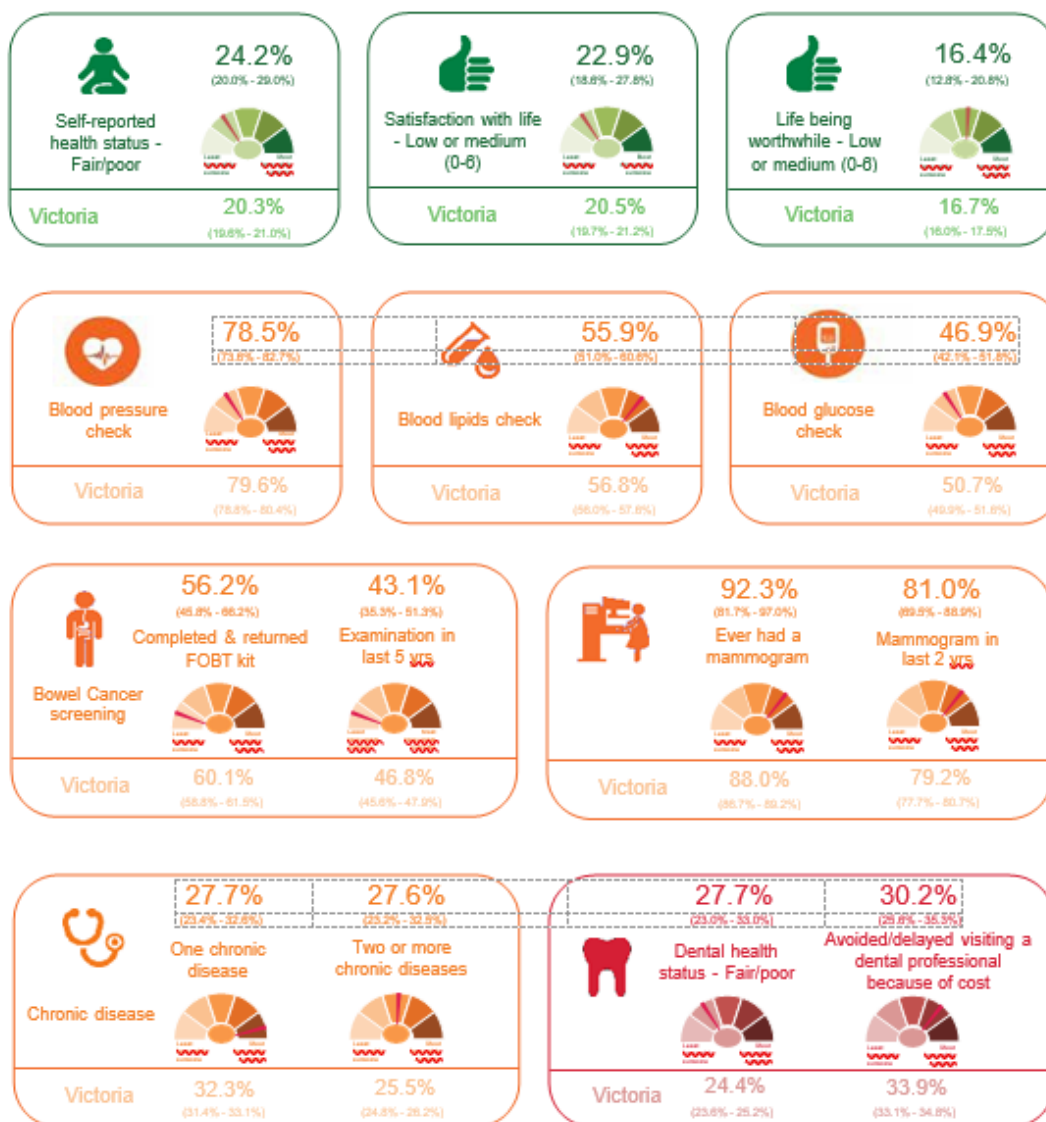
*source 2016 Census

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

Health and wellbeing indicators

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





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

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

Our Council

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

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

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

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

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

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

Council meetings

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

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

Information about Councillors' attendance at meetings is available in the Governance and Corporate Information section of this report. To see the schedule of Council meetings or watch meetings live online, go to our website: www.darebin.vic.gov.au/About-Council/Councillors-and-meetings/Council-and-Committee-Meetings/Council-meetings/2021-Council-meeting-agendas-and-minutes

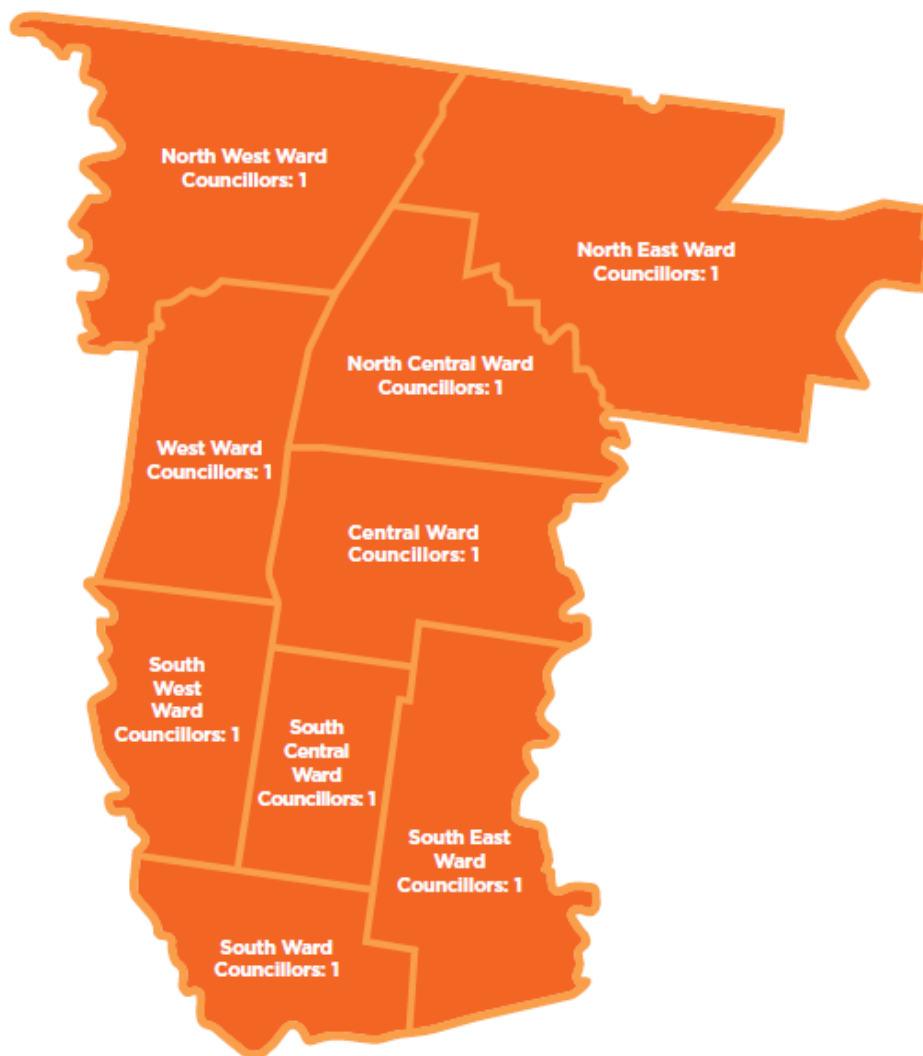
Briefing sessions

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

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

Darebin map of wards

The City of Darebin ward structure changed for the general municipal election in October 2020. Our city is now divided into nine, single member wards.



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

Our Councillors



Cr Trent McCarthy – South West Ward

0419 750 604

Trent.McCarthy@darebin.vic.gov.au

Committees

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

Terms as Councillor

2008–2012, 2012–2016, 2016–2020, Current term 2020-2024



Cr Susan Rennie – South Central Ward

0419 750 035

Susan.Rennie@darebin.vic.gov.au

Committees

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

Terms as Councillor

2016–2020, current term 2020–2024

Terms as Mayor

2018–2019

2019–2020



Cr Lina Messina – Central Ward

Mayor

0419 750 504

Lina.Messina@darebin.vic.gov.au

Committees

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

Terms as Councillor

2016–2020, current term 2020–2024

Term as Mayor

2020–2021

**Cr Julie Williams – North Central Ward**

0419 750 152

Julie.Williams@darebin.vic.gov.au

Committees

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

Terms as Councillor2012–2016, 2016–2020, current term 2020–2024

**Cr Gaetano Greco – North West Ward****Deputy Mayor**

0419 750 214

Gaetano.Greco@darebin.vic.gov.au

Committees

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

Terms as Councillor

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

Terms as Mayor

2013–2014

**Cr Tim Laurence – North East Ward**

0419 750 234

Tim.Laurence@darebin.vic.gov.au

Committees

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

Terms as Councillor

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

Term as Mayor2000–2001, 2012–2013

**Cr Susanne Newton – West Ward**

0419 764 245

Susanne.Newton@darebin.vic.gov.au

Committees

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

Terms as Councillor

2016–2020, current term 2020–2024

**Cr Tom Hannan – South Ward**

0437 917 078

Tom.Hannan@darebin.vic.gov.au

Committees

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

Term as CouncillorCurrent term 2020–2024

**Cr Emily Dimitriadis – South East Ward**

0437 918 708

Emily.Dimitriadis@darebin.vic.gov.au

Committees

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

Term as CouncillorCurrent term 2020–2024

Cazaly Ward

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



Cr Steph Amir

Term as Councillor

2016–2020

Rucker Ward

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



Cr Kim Le Cerf

Terms as Councillor

2016–2020

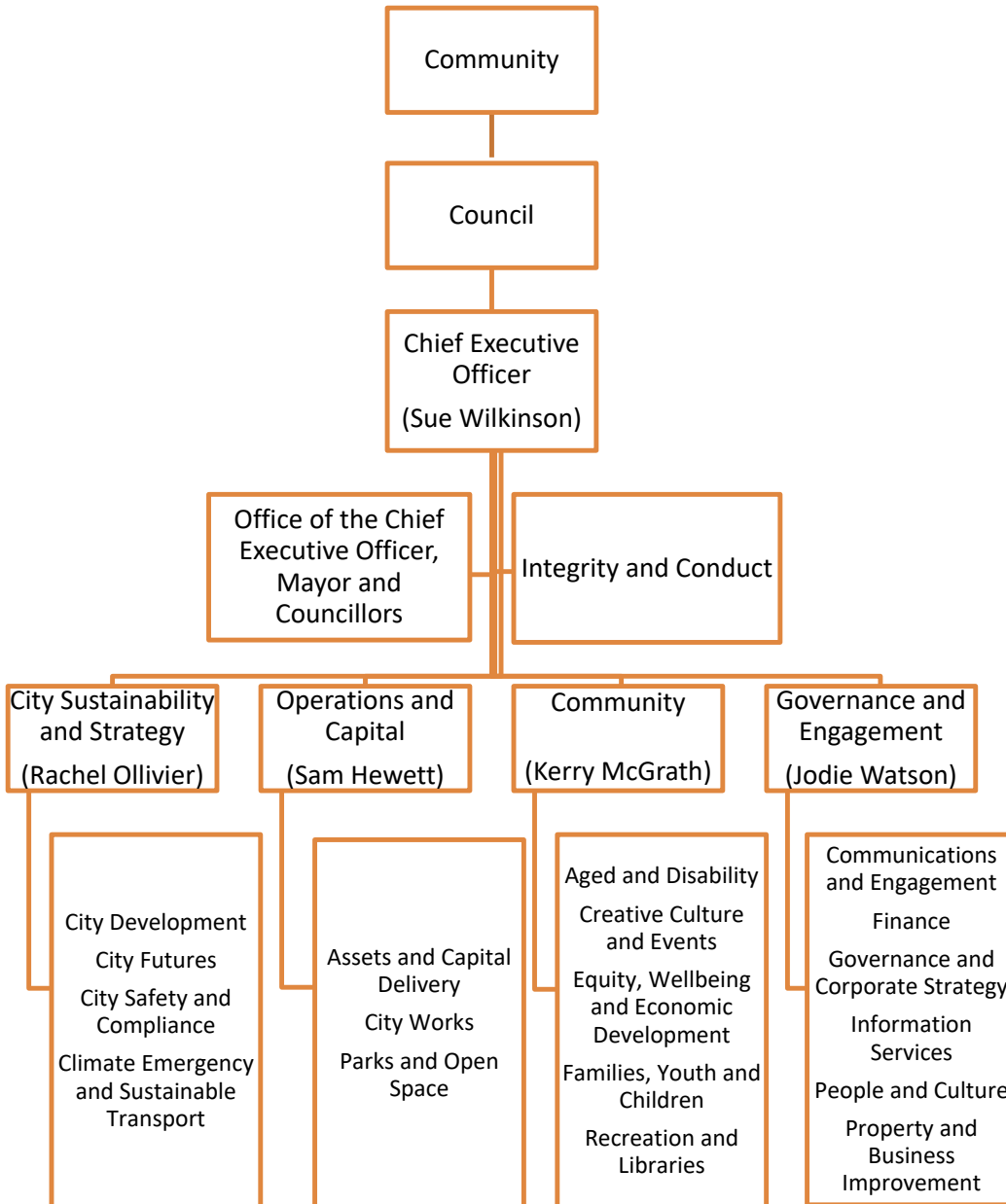
Term as Mayor

2016–2017

2017–2018

4. OUR PEOPLE

Organisation structure as at 30 June 2021



www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Organisation-structure

Our Executive Management team

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

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

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

Chief Executive Officer

Sue Wilkinson

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

General Managers

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

Jodie Watson

General Manager Governance and Engagement

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

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

Kerry McGrath

General Manager Community

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

Kerry McGrath joined Darebin Council as the General Manager Community in February 2020. Before this, she worked at Australian Red Cross (2004–2020) including as the National Director of Community Programs, where she had Australia-wide strategic and operational accountability for humanitarian programming. Kerry has also held senior roles in local government, state

government and the not-for profit sector. The Community Division includes the following departments: Aged and Disability; Families, Youth and Children; Recreation and Libraries; Equity and Wellbeing; Creative Culture and Events; and Economic Recovery and Resilience.

Rachel Ollivier

General Manager City Sustainability and Strategy

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

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

Sam Hewett

General Manager Operations and Capital

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

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

Workplace report

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

Structure	CEO's Office	City Sustainability & Strategy	Community	Governance & Engagement	Operations & Capital	Total headcount
Classification						
Permanent FT	2	98	134	93	162	489
Permanent PT	0	115	216	23	3	357
Temporary	1	22	100	24	13	160
Casual	0	13	230	13	11	267
Total Headcount	3	248	680	153	189	1,273

Workforce by classification and gender at 30 June 2021

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

*SO = Senior Officer; SEO = Senior Executive Officer

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

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

Number of FTE employees by classification at 30 June 2021

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

Industrial relations

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

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

Workplace diversity profile****Aboriginal or Torres Strait Islander background**

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

Year	2016	2017	2018	2019	2020	2021
Percentage	0.9%	0.8%	0.7%	0.5%	0.6%	1.4%

Non-English-speaking background

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

Year	2016	2017	2018	2019	2020	2021
Percentage	14.5%	14.6%	17.5%	15.7%	15.2%	21%

Employees' country of birth

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

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

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

Learning and development

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

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

Darebin Capability Framework

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

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

Workforce Diversity and Inclusion Strategy

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

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

The Strategy has six key focus areas:

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

VAGO report on Sexual Harassment

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

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

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

Health, safety and wellbeing

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

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

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

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

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

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

- working with staff needs and preferences around office/home-based work
- delivering excellent ongoing services for the community

- enabling team collaboration and connection
- keeping everyone COVID-safe.

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

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

Incident and injury reporting

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

Child Safety

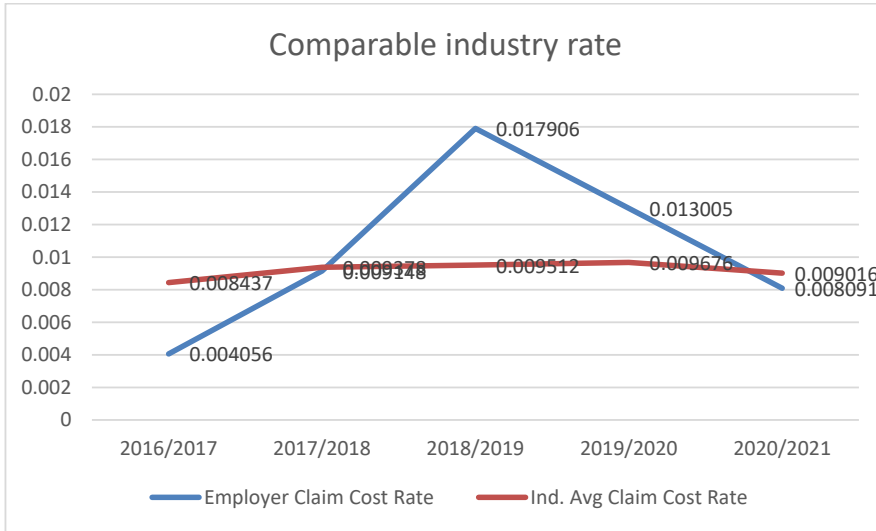
In support of Darebin Council being a Child Safe Organisation, we have:

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

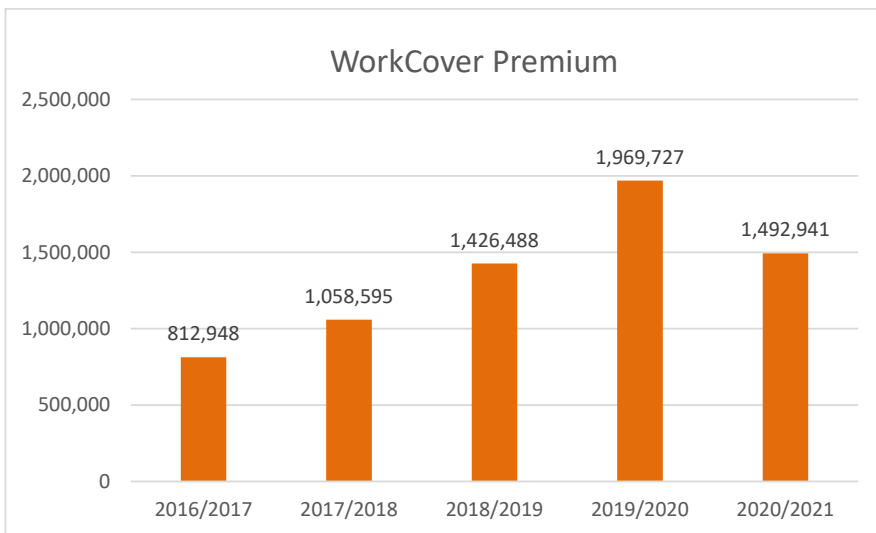
We also have Working with Children Checks for all staff.

WorkCover premium

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



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



Celebrating Darebin's volunteers

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

Thanks to volunteers

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

5. OUR PERFORMANCE

Overview

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

Integration with Council Plan and Council Budget

Our Integrated Strategic Planning Framework was reviewed and updated in accordance with the Local Government Act 2020 in 2020/21. The accompanying chart illustrates how the Annual Report and the Council Plan are integrated with the business planning and reporting cycle.

The Council Plan is a strategic document that describes the vision, mission, goals, strategies and targets that guide our work for a four-year period. Each year an annual action plan is established to deliver the Council Plan – the Council Plan Action Plan. The Strategic Resource Plan 2018–2022 complemented the Council Plan 2017–2021 and described how key projects and objectives would be resourced. Please note: the Strategic Resource Plan 2018–2022 has been superseded by the Financial Plan 2021–2031 adopted on 28 June 2021 alongside the new Council Plan 2021–25.

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

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

The Annual Report 2020–2021 shows our progress in realising the vision of the Council Plan 2017–2021. Detailed performance reports on the organisation’s progress against the annual Council Plan Action Plan are also posted quarterly on our website at darebin.vic.gov.au/CouncilPlan



Darebin Council Plan 2017–2021

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

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

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

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

Goal 1: A sustainable city (page 63)

Goal 2: Opportunities to live well (page 73)

Goal 3: A liveable city (page 83)

Goal 4: A strong economy (page 91)

Goal 5: Involving our diverse communities (page 95)

Goal 6: A well-governed Council (page 101)

For each goal, we have reported on:

- services and their costs
- big actions
- highlights and achievements
- challenges
- performance indicators and our results
- future plans.

We have reported on our progress for 2020–2021 against each of the actions in the Council Plan Action Plan Progress Report 2020–2021, which can be found on our website at www.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.

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

Budget allocated to Goal 1

Net cost	2020–2021 \$'000
Budget	34,241
Actual	34,537
Variance	(297)

Services for Goal 1

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



Note: The service areas in the table align with the 2020–2021 budget and are consistent with the Council Plan 2017–2021.

Service area	Description of services provided	Net cost of providing this service in 2020–2021 Budget Actual Variance \$'000
A sustainable city		
Environment and natural resources	Develops and implements policies and programs that contribute to sustainability within Council and the community. Responsible for the Climate Emergency Plan, Natural Heritage Strategy, Sustainable Water Strategy, Sustainable Water Use Plan, Urban Forest Strategy and the Waste Management Strategy.	3,836 <u>4,323</u> (487)

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 street trees and 100,000 trees in parks and reserves.	14,744 <u>14,332</u> 412
Sustainable transport	Develops policy and project delivery for transport management and safety.	2,296 <u>1,775</u> 521
Waste management	Collection of domestic garbage and recyclables, green waste and dumped rubbish, street and right-of-way cleansing, the hard waste collection service, and management of the contract for the operation of the Resource and Recovery Centre in Reservoir.	13,364 <u>14,107</u> (743)

Big Actions for Goal 1

Legend

 GREEN	 AMBER	 RED
Completed	Delayed, delivery will be complete in 2021	Will not be delivered in 2021

Big Action 1: Double solar power in Darebin



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

Big Action 2: Create a new Darebin Energy Foundation (now the Climate Emergency Darebin Advisory Committee), a climate emergency think-tank and initiative innovator - to address climate change



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

Big Action 3: Dramatically improve walking and cycling



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

Big Action 4: Advocate for better public transport

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

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

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

Big Action 11: Increase our tree canopy and urban forest

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

Highlights and achievements for Goal 1

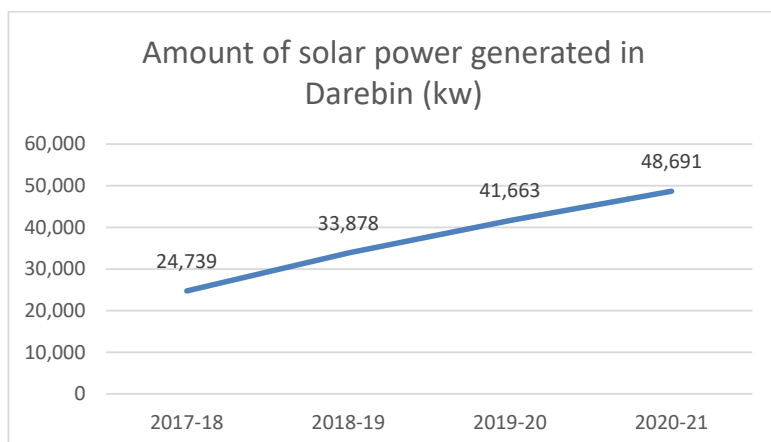
- A total of 3,400 trees were planted through Council's RAPID Canopy program.
- Council achieved a 10% reduction in gross carbon emissions from its operations in 2020–2021. This was largely due to solar installations, energy efficiency upgrades and reduced energy use due to COVID-19 closures. By switching to 100% renewable energy via VECO (the Victorian Energy Collaboration), Council expects to halve gross emissions in 2021–2022.
- Council achieved carbon neutral certification in 2020–21, thereby achieving the goal in the Climate Emergency Plan of net zero emissions from Council operations.
- Council's Rewilding Program saw 200,000 indigenous trees, shrubs, grasses and groundcovers planted throughout many parks and open space areas. These new plantings are already making significant contributions to the local amenity and biodiversity values of each site.
- Darebin has been the lead council in securing new electricity contracts for 46 Victorian councils to switch to 100% renewable energy from 1 July 2021. Our streetlights, libraries, sporting facilities and town halls will now be powered by renewable energy. Victorian councils have come together to drive investment in renewable energy, resulting in pooling 240GWh of electricity. This is the equivalent to powering 45,000 homes with renewable energy or taking 90,000 cars off the road each year.
- Delivered 14 drainage projects, on budget and on time, in 2020–2021 for a total spend of \$950,000. This included the first permeable paving road project within Darebin (Bundoora Golf Course car park).

- Delivered active transport projects, including improved access at the Wood Street Bridge for walkers and cyclists, and bicycle lane safety improvements on Wingrove Street, Alphington.
- Following Council's advocacy, the State Government announced additional tram services between Docklands and Preston to respond to COVID-19. Additional train services were also added on the Mernda and Hurstbridge lines.
- Installed raised zebra crossings at the intersection of Hawthorn Road and Herbert Street, Northcote, to provide slow points for vehicles and safer crossing points for pedestrians for a total spend of \$108,000.
- Made improvements to the intersection of Cheddar Road and Dole Avenue, Reservoir for a total spend of \$1.76 million. The project included improved traffic control by installing traffic signals and widened the road to provide a dedicated right turn lane into Dole Avenue.
- Plants, soil and mulch were donated to community groups to revitalise railway areas while contributing to Council's Rewilding Program.
- Secured State Government approval to roll-out two new 40 kmh zones areas in Darebin, with changes rolled out by the end of June 2021. With these changes, 24% of Darebin streets now have a 40kmh speed limit.
- The Solar Saver Program continued to inspire broad solar uptake across Darebin, with Council successfully meeting its 2016 goal of doubling the amount of solar power in Darebin in late 2019 – one year early. With Darebin residents being such strong solar supporters, the amount continued to grow into 2020–2021. The Solar Saver Program has now delivered more than 7,900kW worth of solar energy for the Darebin community since its inception.

Challenges for Goal 1

- Delays in supply of materials required for capital works caused by pandemic restrictions and hold-ups with international freight.
- The increasing complexity and volume of resident transport enquiries, as the impact of COVID-19 changes the transport environment.
- Working remotely, experiencing restricted access for contractors to do works during Victoria's hard lock downs. Adapting to different ways of working, showing significant resilience and working through problems in a collaborative way.

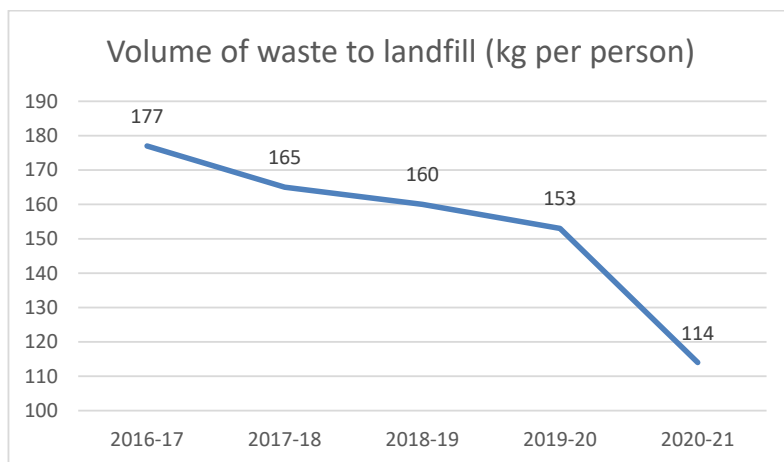
Performance indicators and results for Goal 1



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

Target: 36,000kW by 2021

Status: Met

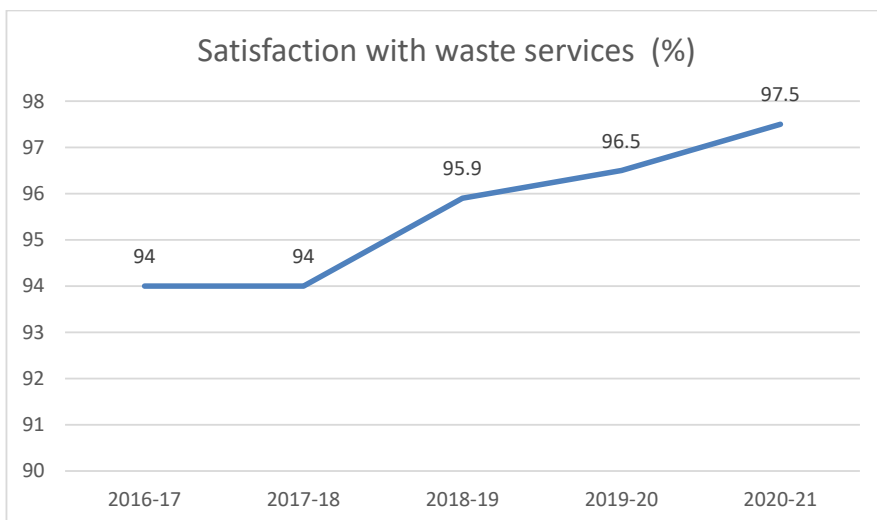


Note: the data in this chart does not include Mixed Use Developments (MUDs) as these are privately serviced.

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

Target: Reduce by 1kg per person each year

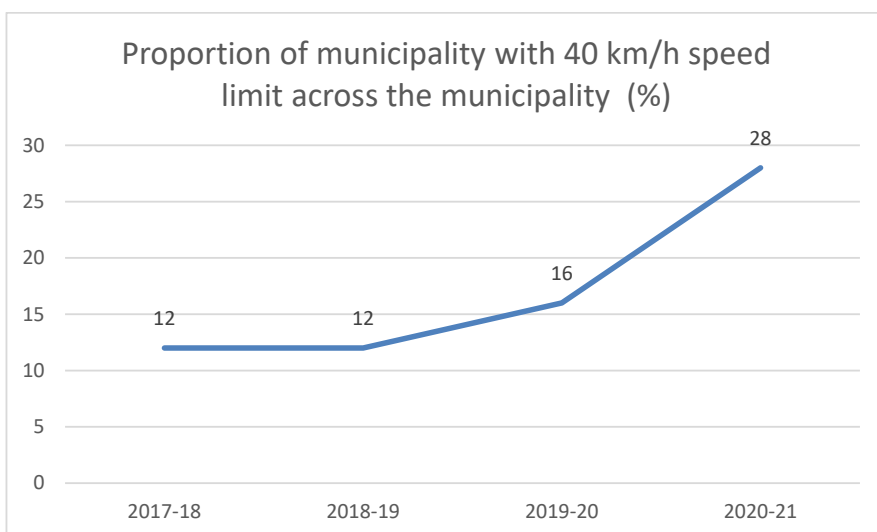
Status: Met



Source: Darebin City Council Community Satisfaction Survey

Target: 80% (year-on-year)

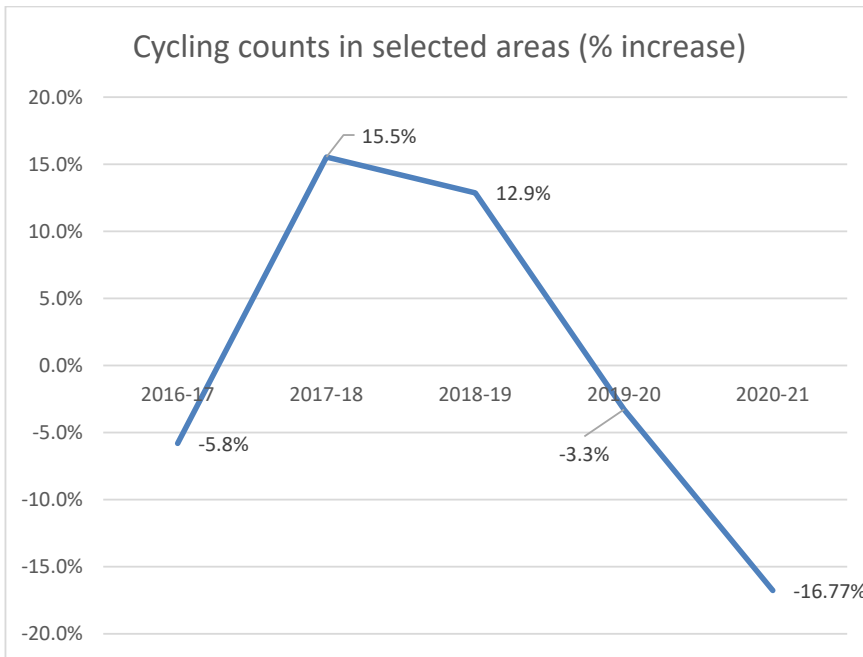
Status: Met



Source: Darebin Asset System and GIS

Target: 30% by 2021

Status: Getting there

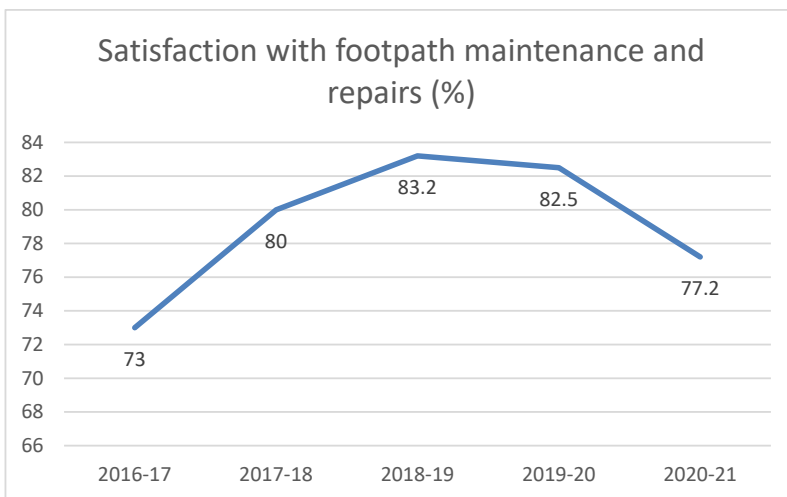


COVID-19 has had a significant impact on levels of cycling in Darebin and across Australia. There were large increases reported for recreational cycling but also significant reductions in cycling for commuting due to working from home arrangements. Only one of the six permanent bicycle counters used to compile the data are located on recreational routes, which accounts for the drop in the numbers for the 2019-20 and 2020-21 financial years.

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

Target: 12% increase by 2021

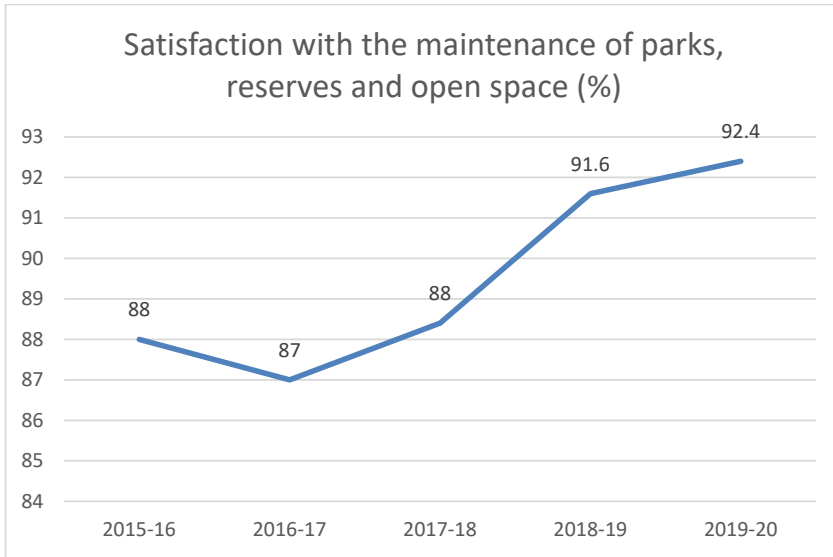
Status: Off track



Source: Darebin City Council Community Satisfaction Survey.

Target: 80% year-on-year

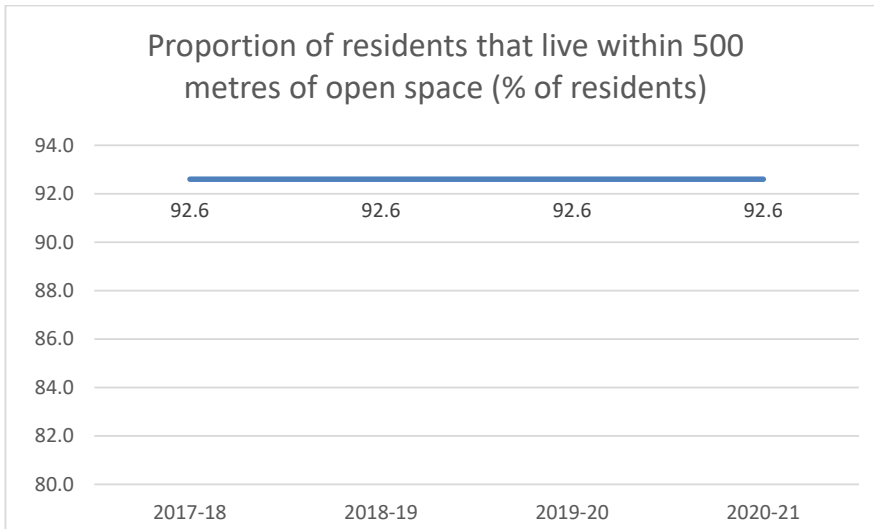
Status: Off track



Source: Darebin City Council Community Satisfaction Survey.

Target: 85% year-on-year

Status: Met

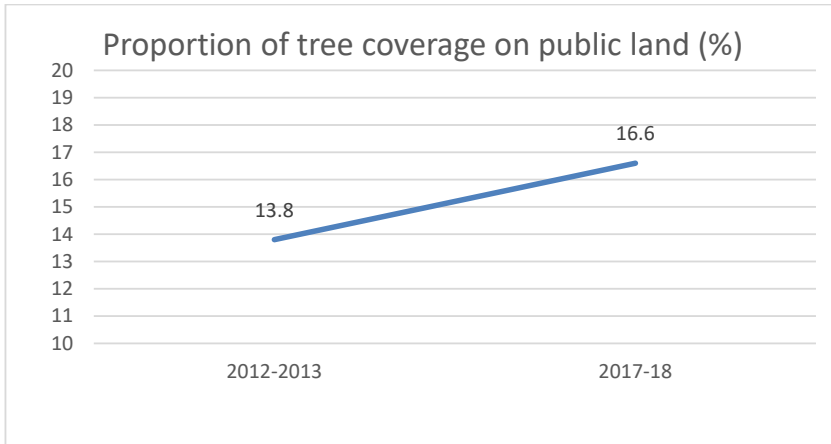


Source: Darebin Asset System, GIS and 2016 Census data.

Target: 100% by 2021

Status: Off track

It will take Council longer than 2021 to meet this target. Council has progressed an open space levy on developers, which is expected to increase funding available to accelerate achievement of this target. Council has also successfully advocated for the level crossing removals to be elevated, creating large new open spaces underneath. When the works are completed, these will significantly enhance access to open space. Council's new open space strategy (Breathing Space) will guide our work towards improving the quality of open spaces and parklands and the overall amount of public open space.

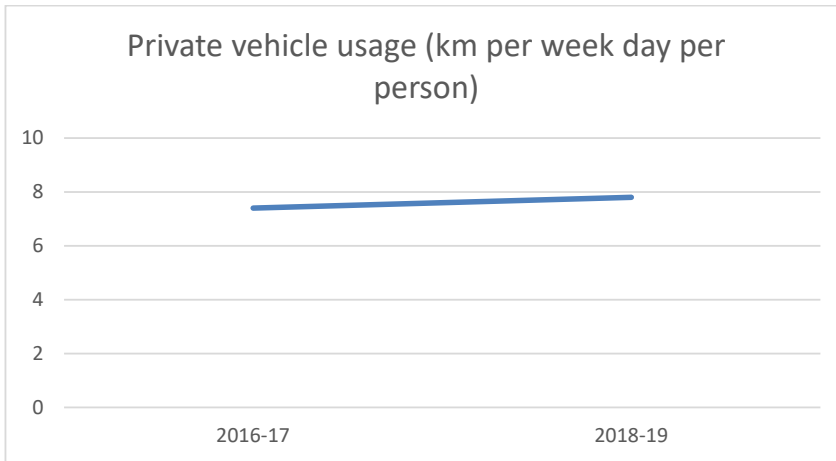


Data collection for this indicator is on a five-year cycle and will be collected again in 2023 and 2028.

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

Target: 25% increase by 2028

Status: On track



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

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

Target: No target has been adopted for this dataset. *

Status: Not applicable

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

Please note:

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

Looking forward

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

A detailed Council Plan Action Plan for 2021–2022 can be found at darebin.vic.gov.au/CouncilPlan

Goal 2 – Opportunities to live well

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

Strategy 2.1

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

Strategy 2.2

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

Strategy 2.3

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

There are 50 actions listed under Goal 2 in the Council Plan Action Plan 2020–2021. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on all 50 actions relating to this goal can be found at darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 2

Net cost	2020–2021 \$'000
Budget	19,802
Actual	18,539
Variance	1,263

Services for Goal 2

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




Note: The service areas in the table align with the 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

Service area	Description of services provided	Net cost of providing this service in 2020–2021 Budget Actual Variance \$'000
Opportunities to live well		
Aged and disability	Provides a range of services to assist older people and those with a disability and their carers who wish to live independently and remain active in the community. Services and activities include general home care, personal care, respite care, home maintenance, housing support, support to navigate the My Aged Care system, dementia care, meals and community transport.	5,230 <u>4,614</u> 616
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 school holiday programs, early childhood	5,464 <u>4,738</u> 726

	resources and liaison, help for early years services to support children with additional needs, a pre-school enrolment service, centralised child care waiting list, support to playgroups, a toy library, maternal and child health services, an immunisation program and youth services.	
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.	4,850 <u>5,220</u> (370)
Learning and libraries	Responsible for our library services at Fairfield, Northcote, Preston and Reservoir and e-book, e-audiobook and e-magazine collection loans via our virtual library at www.darebinlibraries.vic.gov.au	4,258 <u>3,968</u> 290

Big Actions for Goal 2

Legend

 GREEN	 AMBER	 RED
Completed	Delayed, delivery will be complete in 2021	Will not be delivered in 2021

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

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

Big Action 7: Build a multi-sports stadium 

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

Big Action 8: Renew the Northcote Aquatic and Recreation Centre 

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

August 2021.

Big Action 9: Reimagine and revitalise seniors' clubs



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

Highlights and achievements for Goal 2

- Changes to service delivery across Youth Services due to remote delivery provided an opportunity to target further support and initiatives to young people, with a specific focus on those who are most vulnerable or experiencing disadvantage. The service has expanded contact hours by more than 50% at our youth facilities and youth outreach program.
- Community service leases were renewed, including 18 children's services sites. Kids Under Cover has a land lease for the site at 1 Spring Street, where it has built Village 21. This comprises one-bedroom studios for young people experiencing homelessness.
- Completed an Intergenerational Gardening Program trial, which included 61 participants, with more than 300 hours of client contacts.
- Construction of the Narrandjeri Stadium is continuing, with 62% completed. The level one concrete slab work is complete; structural steel and roofing underway; and work for a retaining wall has started at the northern end.
- Council consulted with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation about names for the new multi-sports stadium. This resulted in three names being put forward for the community consultation. Narrandjeri Stadium (which means 'Women Leader' in Woi Wurrung language) was the community's overwhelming favourite, receiving more than half of all votes.
- Council delivered 10 new community gardens at the Bundoora Park Farm, using recycled iron from the Reservoir Cross Removal Project.
- Council obtained a \$10 million, low-interest loan from the State Government to help deliver the Northcote Aquatic and Recreation Centre.
- Council committed to a 12-month partnership with Job Access through its Employer Partnership Program. Finalised in June 2021, the no-cost partnership has strengthened the organisation's capacity to attract, recruit, and retain people with a disability in our workforce.
- COVID responses by Library Services to support the community have included: free on-line exercise classes, on-line library events (Story Time and Rhyme Time and Conversation Café), continuing the shower program for people experiencing homelessness, library home delivery service for people who cannot get out of the house, redeploying staff to the Rewilding Program, phone calls to our library and Reservoir Leisure Centre users who do not have access to the internet or emails and delivery spots.
- Darebin Road intersection works to improve access and pedestrian safety at the John Cain Memorial Park entrance included: new traffic signals and pedestrian crossing; shared footpaths; and, bus stop relocation.

- Delivered Age Friendly Darebin Year 2 activities (services), including: a Café Meals trial (20 participants accessed meals at local cafés); expanded community transport to deliver community bus excursions for seniors; and, a Home Care Packages Continuity of Care trial (20 clients continued to receive home support services from Darebin as part of their Home Care Package).
- Delivered Age Friendly Darebin Year 2 activities (social inclusion and participation), including: Digital Access and Empowerment – completed digital learning trial in partnership with Libraries, Equity and Wellbeing and Your Community Health; support for Aboriginal Elders, progressing work with Elders to set up a local business; co-design of services, programs and service information and brochures; participation in Fuse Festival and Climate Action Program.
- Delivered new playgrounds, sports fields and lighting, solar panels, energy efficiency works, accessible toilets and facility upgrades.
- Designs were completed for the Northcote Aquatic and Recreation Centre (NARC) so that the project can proceed to the tendering of works.
- FUSE Autumn 2021 included 16 events (13 of them free), featuring 160 artists at 18 locations across Darebin. All 16 events had live, face-to-face components to them, which were managed effectively in accordance with COVID-safe plans.
- Implemented Community Navigation and Social Connection and Inclusion programs as part of the Community COVID Support Program.
- Improvements were made to our open spaces with adapted playspace designs for Ruthven Park and Penders, construction of a pocket park at Oakover Road, upgrades at Vale Reserve and CH Sullivan Reserve playspace, as well as rewilding initiatives.
- In 2020, Council developed a new arts outreach initiative titled *Dear Darebin: A Mail Art Project*. Intended to help alleviate loneliness and isolation resulting from pandemic lockdowns, the project aimed to assist those in our community who may not have access to a computer or smartphone, by reaching out to them and in turn helping them to reach out and connect.
- In 2020, with the closure of Council’s public art gallery due to COVID-19, the Bundoora Homestead Art Centre pivoted the much-loved A1 Darebin Art Salon into an online exhibition from 10 July to 4 September. More than 100 high-quality submissions to the 2020 Salon were received, including 33 entries by culturally and linguistically diverse (CALD) artists and 22 entries by artists with disability. Artists ranged across all age groups and stages of their career. More than 1,200 votes were cast on the exhibited artworks and the online exhibition was shared directly to Facebook more than 1,000 times.
- In partnership with Moreland City Council, Darebin Council received \$1.6 million as part of the Jobs Victoria Advocate Program. Six Jobs Victoria Advocates were employed to support job seekers across the Darebin and Moreland communities until 30 June 2023. Advocates will work through a place-based model in the East Preston and East Reservoir communities, as well as supporting youth and CALD job seekers across the municipality. The team will also include a full-time Aboriginal & Torres Strait Islander Identified Advocate, working across Darebin, Moreland and parts of Banyule.
- ‘Let’s Take Over 2021’ took over the Northcote Town Hall on 19–20 February with a multidisciplinary arts event designed and delivered by 15–25 year-olds. Now in its third year, ‘Let’s Take Over’ is a professional development program for 10 young people with a variety of

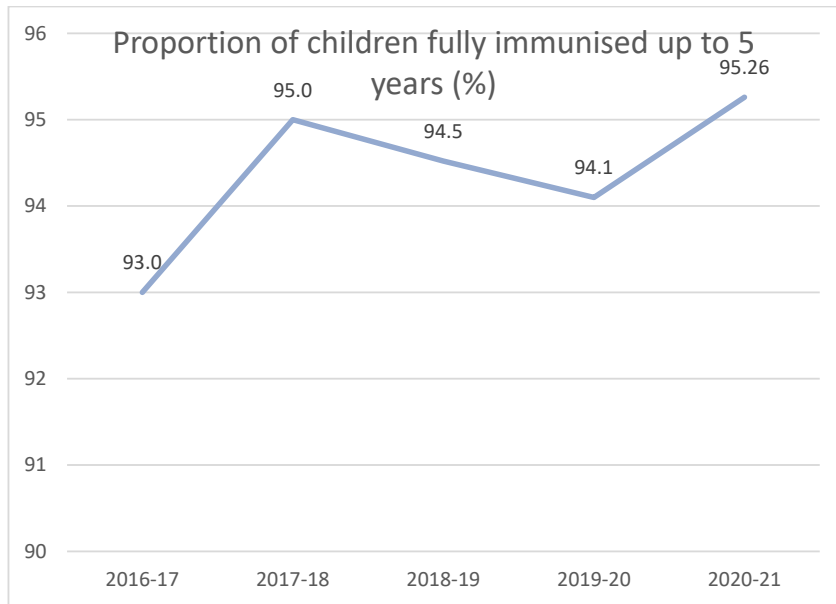
diverse experiences. They are guided through 16 weeks of artistic and leadership training and are given the keys to the Northcote Town Hall to put on their own arts event. A total of 270 patrons attended, split into intimate COVID-safe groups. 'Let's Take Over' has developed a strong reputation for building the next generation of diverse artistic leaders.

- Logs and nature-based equipment were installed to promote bush kinder activities and outdoor education.
- Our six senior citizens' centres were refurbished to make them more welcoming and accessible for our community and senior citizen groups and to support groups with COVID-safe practices.
- Redevelopment of the Hardiman Reserve Reservoir hockey pitch.
- Successful grant applications have included: \$3.9 million for the Aboriginal Women's and Girls' Wellness Centre at the Sir Doug Nicholls Reserve; \$1.0176 million for three sports field light projects in Reservoir; and \$25,000 for the Darebin and Yarra Libraries Health and Wellbeing Innovation Grant.
- The Darebin Assertive Outreach Program continued, supporting people sleeping rough throughout 2020 and COVID lockdowns. In its first full year of operation, the program has: received 199 referrals for support (including individuals and groups of people referred to the program); supported 160 people to access brief intervention and 83 to with ongoing case management; and, assisted 46 people into accommodation, with 15 being placed in long term housing.
- The Darebin Early Years Resource Van expanded its collection of resources available to kindergartens and child care centres across Darebin. This included the development of more than 50 new kits that support early childhood services to provide welcoming and inclusive environments for all children.
- The Supported Playgroup service was not permitted to deliver face-to-face playgroup sessions or face-to-face in-home support (parent coaching sessions) due to the lockdowns. Staff adapted to this by providing virtual contact with families through group communications such as email, WhatsApp, and SMS texts. Staff also provided individual support via telephone. A total of 268 parents were supported via a group and 91 vulnerable families were provided with individual parenting coaching via online platforms.
- Through the Redeployment and Working for Victoria programs, the Parks and Open Space Department engaged more than 60 people to join the team on a temporary basis. Council staff showed incredible adaptability, agility and resilience to help 60 people who had lost their jobs to upskill each individual while making a significant contribution towards enhancing the natural environment and amenity of parks.
- Two play spaces were renewed to ensure appropriately designed and safe equipment that enhances children's play experience and development: Johnson Park and Clyde Community Hall.

Challenges for Goal 2

- Arts programming and community programs under COVID capacity limits or, more broadly, how to assist the community to rebuild and get back together in a way that promotes safe and celebratory environments, both indoor and outdoor.
- COVID has been an across-the-board challenge: adapting to change, working virtually, working in uncertainty, reinventing services, making sure community and staff are safe in our new service provision models, and keeping up with restrictions and managing change fatigue while still providing community services.
- Creative sector resilience and Council's response to investment. The need emerging out of COVID lockdowns and disruptions. Ensuring Council investments are done in a coordinated and planned manner with other tiers of government. Targeting Council investment where there are gaps in support and ensure it invests where there is immediate and urgent need in the sector.
- Negotiating multiple lockdowns, services closures and re-openings, and changing public health advice was challenging for the Youth Services team (and many other teams). It was difficult to make definite plans during 2020–21 due to the uncertainty the pandemic produced. After the second lockdown in the first and second quarter of the year, young people reported becoming digitally fatigued. This meant the service needed to innovate constantly to maintain connections with young people.
- The mental health effects of the COVID-19 pandemic on children, young people and families was a massive challenge that will require an ongoing and sustained response.
- The ongoing impact of the pandemic on community and service users and continuing to provide services to meet changing needs. This was overlaid with the impact of COVID on the workforce from ongoing lockdowns, increased isolation and changes to service requirements in order to continue to provide services safely.
- The ongoing uncertainty of funding while the Federal Government responds to the recommendations of the Royal Commission into Aged Care Quality and Safety.

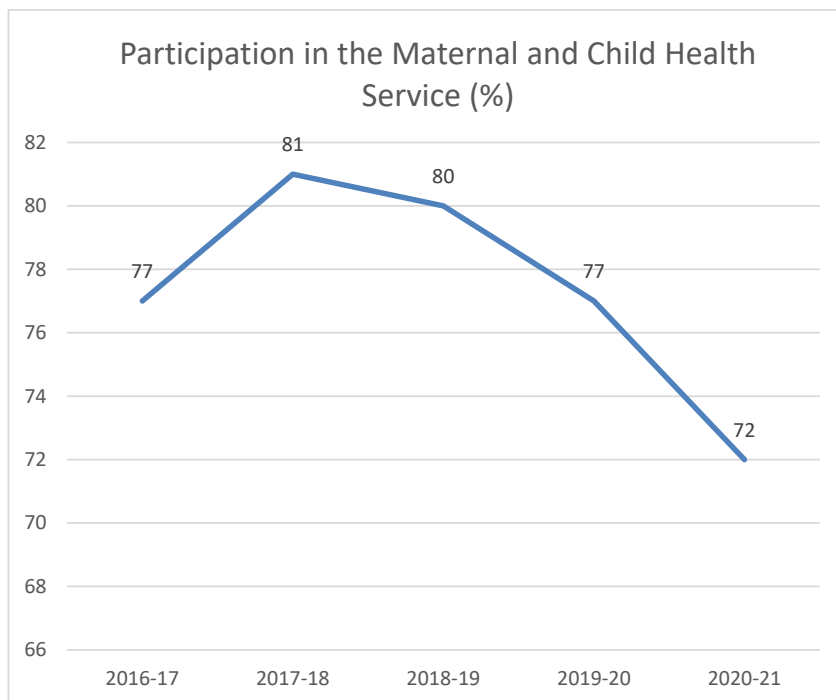
Performance indicators and results for Goal 2



Source: Australian Immunisation Register.

Target: 95% by 2021

Status: Met

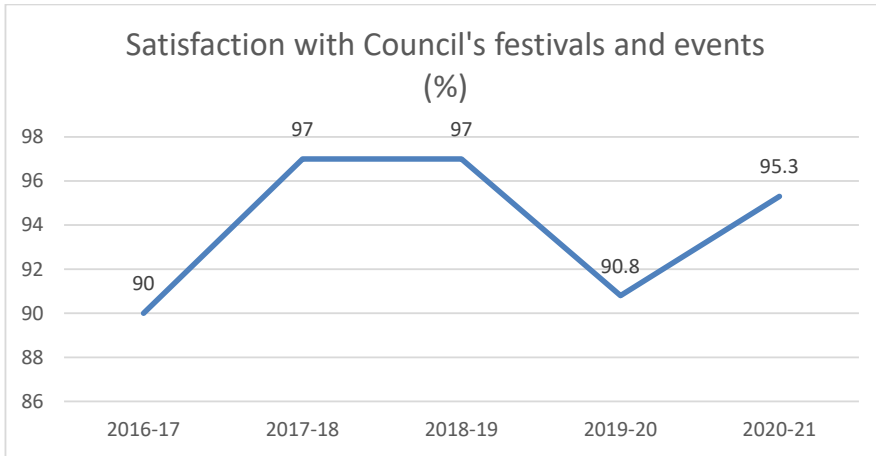


Source: Child Development Information System.

Target: Increase from 2016–2017 baseline

Status: Off track

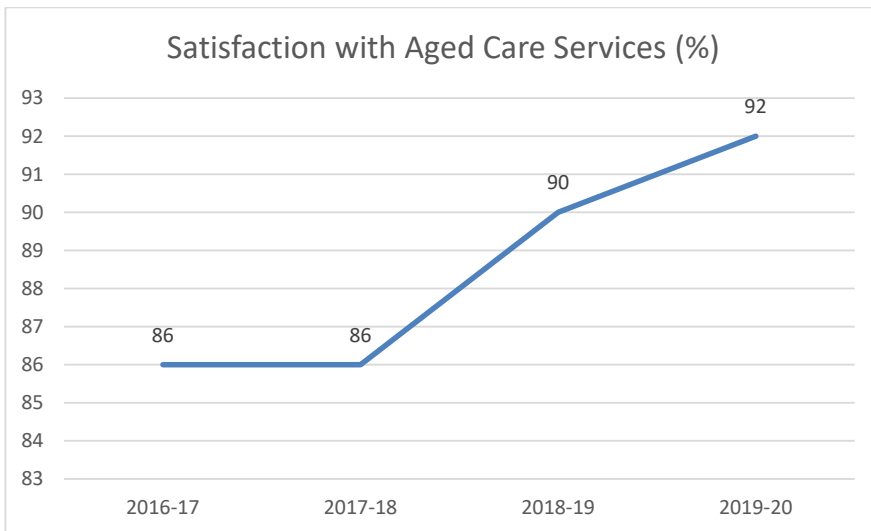
The Maternal and Child health service has continued to support families during the COVID pandemic by offering a range of options to conduct assessments. They ranged from face to face, using an online platform and telephone. The parents in consultation with the nurse decided on the best approach. The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



Source: Darebin City Council Community Satisfaction Survey.

Target: 85% year-on-year

Status: Met

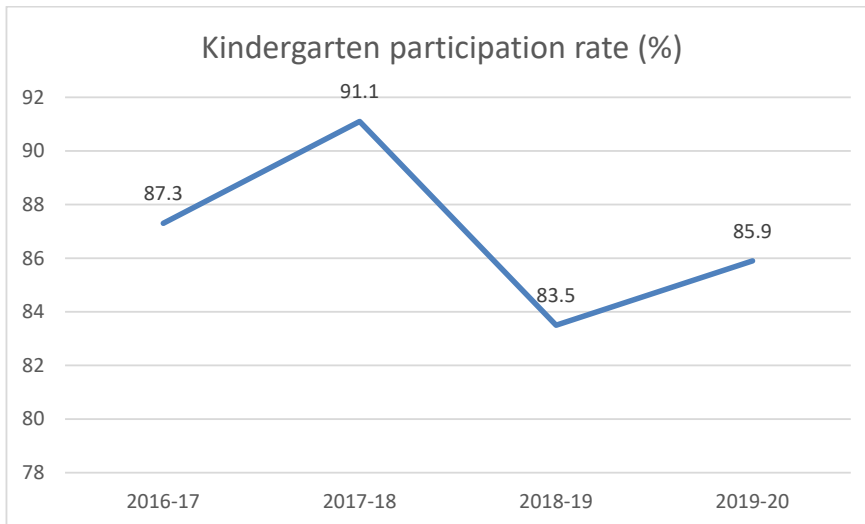


Source: Internal Council survey.

Target: 85% year-on-year

Status: Met

The 2020–2021 result is not available until October 2021 due to postponement of the relevant survey.



This is the most recent data available on the DET website

Source: Department of Education and Training

Target: 87% year on year

Status: On track

Looking forward

- Awarding the Northcote Aquatic and Recreation Centre contract and building one of the first 6-star Green Star, gas-free aquatic centres in Australia.
- Delivering an expanded activity centres-focused program to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres.
- Expanding our place-based community development in East Reservoir and East Preston. As a significant focus of the 2021–25 Council Plan, this provides a further opportunity to work with the community to support their resilience and recovery. It also provides an opportunity to engage with public housing residents across both neighbourhoods.
- Extending the opening hours at the Reservoir Library to include Sundays and one late night per week for the Libraries After Dark Program.
- Ongoing implementation of Age Friendly Darebin (AFD) initiatives and the expansion of trials following evaluation to become new programs/services where appropriate.
- Reopening our venues and facilities to full capacity. Designing and delivering events and festivals that bring our community back together after a long year of lockdown, disruption and limitations.
- Supporting Early Childhood Services to provide funded three-year-old kindergarten in Darebin from 2022 onwards and collaborating to create additional kindergarten capacity through infrastructure projects.
- The continued involvement of young people in the design and delivery of initiatives that directly support young people’s recovery from the COVID-19 pandemic. This includes initiatives that continue to address young people’s mental health and employment. Also, the establishment of support, in partnership with schools, to connect students from with Darebin Youth Services and our staff, supports and programs.
- Volunteering is a crucial aspect of our Darebin community. It contributes to the community’s social wellbeing through connection, participation, and by supporting community services delivered by Council. In the year ahead we will be delivering a coordinated approach to volunteering with Council across our diverse communities to ensure our commitment to volunteer participation and engagement is articulated and delivered through a shared vision, planning, transparent processes, appropriate resourcing, fairness and equity.

A detailed Council Plan Action Plan for 2021–2022 can be found at darebin.vic.gov.au/CouncilPlan

Goal 3 – A liveable city

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

Strategy 3.1

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

Strategy 3.2

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

Strategy 3.3

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

There are 41 actions listed under Goal 3 in the Council Plan Action Plan for 2020–2021. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on the 41 actions relating to this goal can be found at darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 3

Net cost	2020–2021 \$'000
Budget	27,163
Actual	22,756
Variance	4,407

Services for Goal 3

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




Note: The service areas in the table align with the 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

Service area	Description of services provided	Net cost of providing this service in 2020–2021 Budget Actual Variance \$'000
A liveable city		
City development and health	Provides support and advice to Council with respect to the Darebin Planning Scheme (strategic planning) as well as delivering services to ensure compliance with building legislation and industry standards (statutory planning). Responsible for Council’s environmental health service (enforcement of the <i>Food Act</i> , <i>Health Act</i> , <i>Tobacco Act</i> and <i>Environmental Protection Act</i> and associated regulations).	6,861 <u>5,318</u> 1,543
Creative culture and events	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts	5,962 <u>5,629</u>

Service area	Description of services provided	Net cost of providing this service in 2020–2021 Budget Actual Variance \$'000
	practice in the municipality. Management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall Arts Centre and community venues.	333
Civic compliance	Responsible for Council's animal management, local laws, planning enforcement, traffic enforcement and School Crossings Supervision Service.	2,723 <u>2,231</u> 492
Facilities and infrastructure management and maintenance	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the capital works program including the delivery of major infrastructure projects.	11,617 <u>9578</u> 2,039

Big Actions for Goal 3

Legend

 GREEN	 AMBER	 RED
Completed	Delayed, delivery will be complete in 2021	Will not be delivered in 2021

Big Action 12: Expand our land subdivision levy



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

Big Action 13: Create a Developer Contributions Scheme



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

Big Action 14: Create a new suburb for Northland

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

[DISCONTINUED]

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

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

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

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

Highlights and achievements for Goal 3

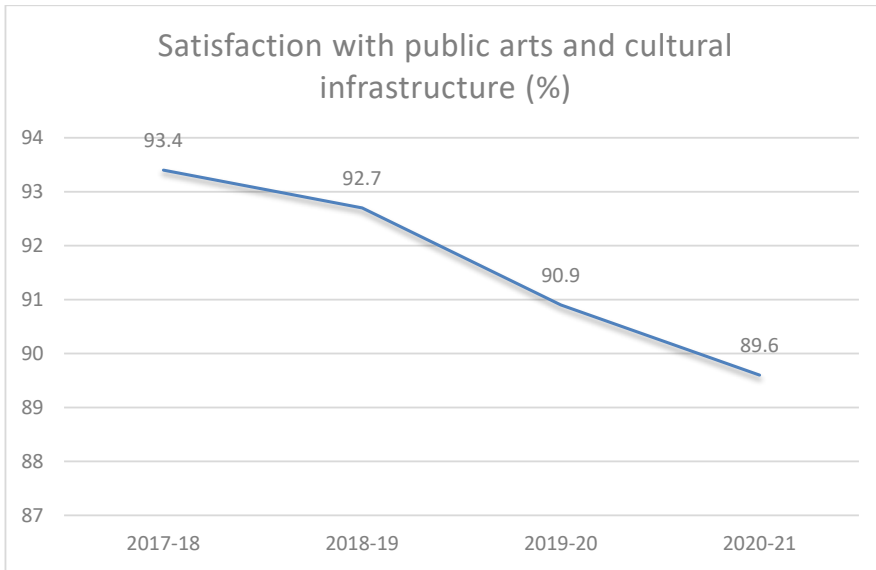
- Ageing electrical infrastructure was an unacceptable risk for Bundoora Farm, Bridge Darebin, Operations Centre workshops, and Merrilands Community Centre. Updates increased reliable power supply with reductions in lost time due to outages.
- Community engagement on the Heidelberg Road Corridor proposed plans to introduce built form and heritage controls and consider rezoning to support more local jobs.
- Completed Bundoora Park Flood Mitigation, including: 140 linear metres of drainage pipes and box culverts; seven stormwater pits and three end walls; 155m² of footpath poured; and, 80m of retaining wall built.
- Eight organisations received a \$20,000 Arts Recovery Partnerships Grant and each has been assigned a Council officer. The grants are part of Darebin's COVID-19 Community and Local Business Resilience and Recovery Package. The grants were designed to help Darebin's creative businesses, arts organisations and live music venues to test and adapt their operations in a COVID-safe way and support artists as they return to practice.

- Endorsement of Council’s advocacy plan for the level crossing removal project (*Preston Reconnected*) to ensure the delivery of well-designed new open spaces and pathways along the rail corridor, and provision of disruption support to traders and community.
- Endorsement of Council’s submission to the Victorian Planning Authority’s draft planning framework for the Preston Market Precinct, advocating for the protection of the Preston Market’s social, cultural and heritage values, along with high standards for design excellence and sustainability.
- Implemented Bituminous Resurfacing Program for a total spend of \$1.7 million. Council annually invests funds to protect its road network by resurfacing, prioritising by age, condition and traffic volumes.
- Improvements to Maryborough and Blake Street Kindergarten cost \$200,000 and included: LED light fitting replacement; patching and painting; kitchen replacement; anti-slip vinyl replacement; child-friendly bathroom fittings; front gate; and higher fencing.
- Increased morning and afternoon Animal Ranger park patrols to provide education and awareness of *Domestic Animal Act* and on-lead areas and reduce the number of dog attacks as a result of a greater presence in the parks.
- Installed new rainwater tanks at the Operations Centre, providing total storage of 65,000Litres. Rainwater can be used to flush toilets and fill vehicle tanks to water plants throughout the municipality.
- Removal of gas appliances and asbestos at the following facilities: Blake Street Kindergarten; Keon Park Tennis Club; Darebin Brass Band Hall; Mayer Park Reserve Pavilion; Kingsbury Youth Club; and Leinster Grove Community Hall .
- Renewal of the Darebin Brass Band Hall (Cramer Street Preston) at a cost of \$180,000, included: Colorbond® steel roof, gutters, downpipes and facias; structure and plaster repairs, internal and external painting; and, kitchen and amenities upgrade.
- Replacement of the fire indicator panel at City Hall and Solaris buildings at a cost of \$40,000 and included: installing external warning devices; ensuring Council meets legislative obligations; and, ensuring that building users were safe.
- Substantial progress was made on the Development Contributions Plan planning scheme amendment and further work was done on the open space levy to ensure developers are paying their fair share of providing infrastructure to support a growing city.
- Under the Working for Victoria initiative, Council was funded for 110 FTE six-month positions to be filled by eligible candidates who had lost their jobs due to the impacts of COVID. The work included: cleaning of buildings and public spaces; planting and parks improvement works; IT and digitisation service improvement works; website communications; community support services to neighbourhood houses; and support roles for other small organisations and local business.
- The upgrade of Bundoora Homestead’s heating and cooling cost \$200,000, providing a better amenity for staff and visitors, lowering the daily electricity and gas consumption, and reducing the facility’s carbon footprint emissions.
- The upgrade of the Darebin North East Community Hub direct digital control cost \$50,000, facilitating best practice energy efficient controls, reporting and asset management.

Challenges for Goal 3

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

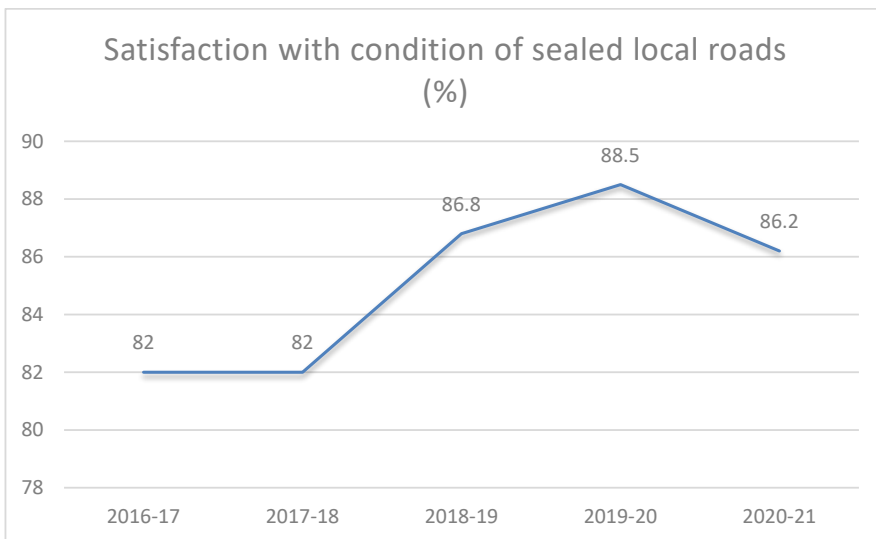
Performance indicators and results for Goal 3



Source: Darebin City Council Community Satisfaction Survey.

Target: 85% year-on-year

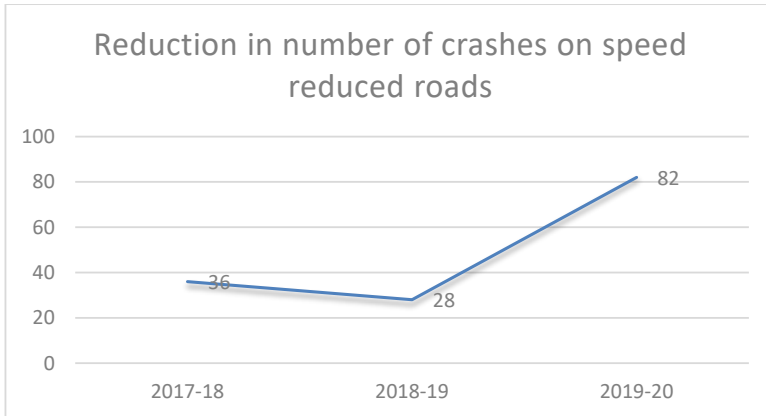
Status: Met



Source: Darebin City Council Community Satisfaction Survey.

Target: 85% year-on-year

Status: Met

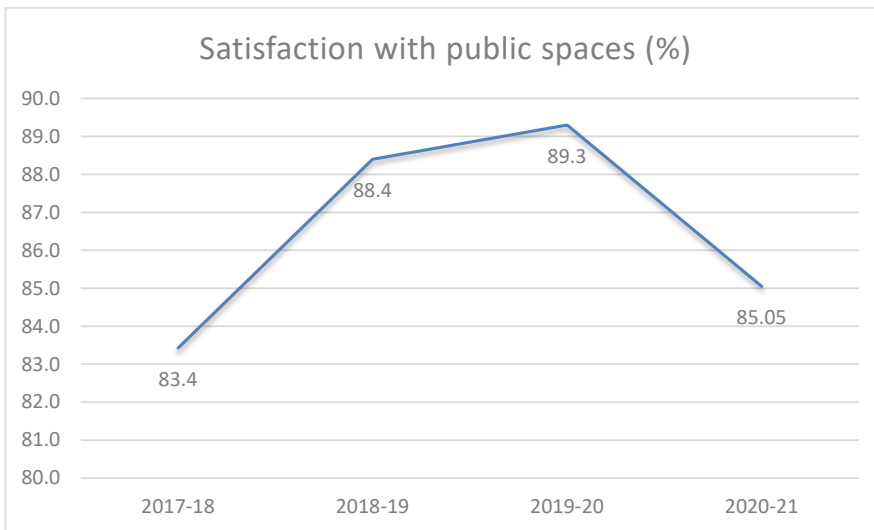


Data for 2020-21 was not available at the time of writing. Data available in 2019–2020 for almost 50km of Darebin roads that have had a speed reduction showed there were 82 fewer crashes than measured crash rates prior to the change. This was a 193% improvement on the previous year, largely due to an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

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

Target: Reduce

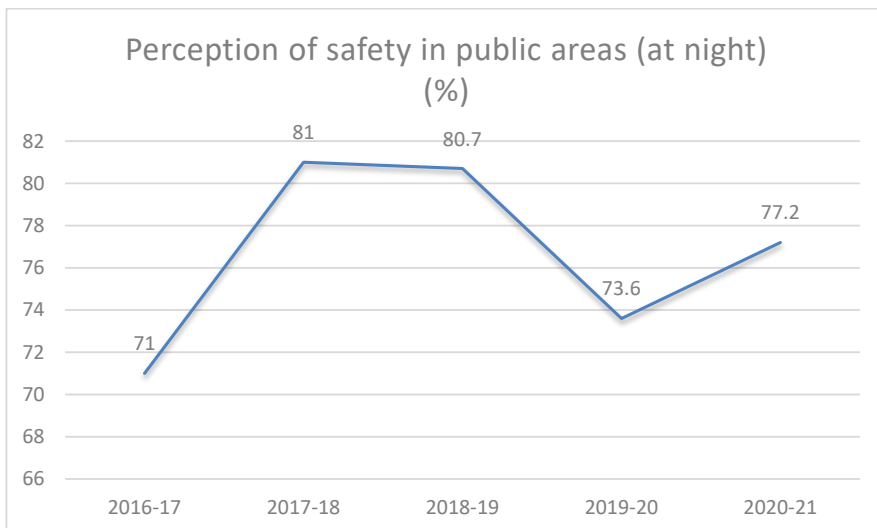
Status: Met



Source: Darebin City Council Community Satisfaction Survey.

Target: 80% year-on-year

Status: Met



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

Source: Darebin City Council Community Satisfaction Survey.

Target: 80% year-on-year

Status: Getting there

Looking forward

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

A detailed Council Plan Action Plan for 2021–2022 can be found at darebin.vic.gov.au/CouncilPlan

Goal 4 – A strong economy

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

Strategy 4.1

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

Strategy 4.2

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

Strategy 4.3

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

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

Budget allocated to Goal 4

Net cost	2020–2021 \$'000
Budget	4,116
Actual	3,271
Variance	845

Services for Goal 4

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

Note: The service areas in the table align with the 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

Service area	Description of services provided	Net cost of providing this service in 2020–2021 Budget Actual Variance \$'000
A strong economy		
Economic recovery/development	Economic development develops and implements strategies and activities to foster and promote a sustainable business sector to provide local employment. We work with local trader and business associations to help them improve business performance. We work with neighbouring municipalities to develop and implement regional economic growth.	4,116 <u>3,271</u> 845

Big Actions for Goal 4

Legend

 GREEN	 AMBER	 RED
Completed	Delayed, delivery will be complete in 2021	Will not be delivered in 2021

Big Action 10: Reinvigorate the Darebin Arts Centre



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

Highlights and achievements for Goal 4

COVID response – business support

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

COVID response – outdoor dining

- 120 businesses received support through an extended outdoor dining project.
- 1300+ additional seats were provided to local cafés, restaurants and bars.
- 25 parklets and laneways were transformed. This was equivalent to opening between 30 and 40 seated cafés on our footpaths and laneways.
- Funded a job-matching program for hospitality businesses.

COVID response – COVID recovery

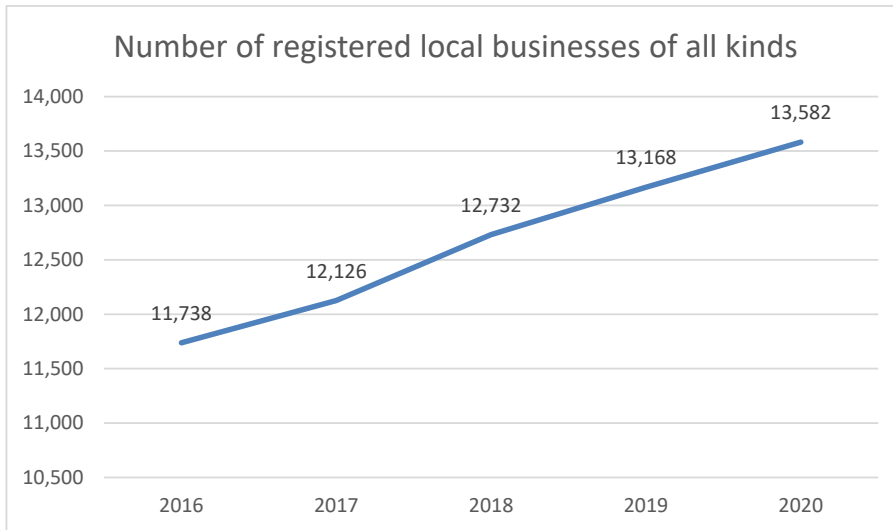
- Council has scaled up its apprentice and trainee program as part of our community employment and job pathway commitments, leveraging new and existing state and federal government funding. We have partnered with local enterprise Intowork and the Brotherhood of St Laurence’s ‘Given a Chance’ program. The program is a social enterprise designed to support disadvantaged job seekers into paid employment.
- Forty-two LED Light\$mart upgrades were implemented with Darebin businesses and organisations. The average saving per business was \$745 per year and the total annual CO² abatement for this year’s retrofits was 147 tonnes. In total, we now have upgraded lights in 281 Darebin businesses/organisations through Light\$mart, changing 18,862 lights

and saving businesses \$542,000 in electricity costs each year and abating 3,675 tonnes of CO².

Challenges for Goal 4

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

Performance indicators and results for Goal 4

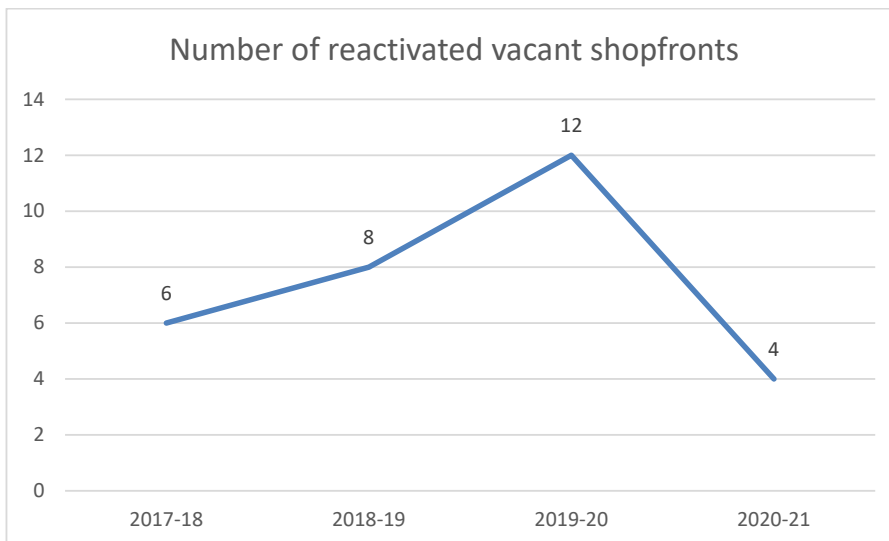


Data for this indicator is collected in June and released the following February, so there is a long delay between collection and release.

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

Target: Increase

Status: On track



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

Source: Darebin City Council's internal records.

Target: Increase

Status: Off track

Looking forward

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

A detailed Council Plan Action Plan for 2021–2022 can be found at darebin.vic.gov.au/CouncilPlan

Goal 5 – Involving our diverse communities

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

Strategy 5.1

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

Strategy 5.2

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

Strategy 5.3

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

There are 29 actions listed under Goal 5 in the Council Plan Action Plan for 2019–2020. The following section shows progress against the Big Action from the Council Plan and provides highlights from the Action Plan. Progress comments on all 29 actions relating to this goal can be found at darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 5

Net cost	2020–2021 \$'000
Budget	11,397
Actual	10,908
Variance	489

Services for Goal 5

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

Note: The service areas in the table align with the 2020–2021 Budget and are consistent with the Council Plan 2017–2021.

Service area	Description of services provided	Net cost of providing this service in 2020–2021 Budget Actual Variance \$'000
Involving our diverse communities		
Communication, advocacy and engagement	Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	2,423 <u>2,007</u> 416
Customer service	This service provides the customer interface for several services and a wide range of transactions. Service is	2,564 <u>2,468</u>

	accessed via customer service centres, a telephone call centre, our website and an after-hours emergency service.	96
Equity and wellbeing	This service develops policy and implements community development and community-led projects that address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents.	3,104 <u>3,202</u> (98)
People and development	Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development.	3,306 <u>3,232</u> 74

Big Actions for Goal 5

Legend

 GREEN	 AMBER	 RED
Completed	Delayed, delivery will be complete in 2021	Will not be delivered in 2021

Big Action 4: Advocate for better public transport*



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

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

Highlights and achievements for Goal 5

- ‘Be Kind’ and ‘Love Local’ campaigns on social media have had a favourable response.
- Council adopted a Community Engagement Policy before the legislative due date, with close to 690 community members engaged during four consultation meetings, three drop-in sessions, five workshops, and through telephone, online and hardcopy surveys.
- Council continued to be responsive and respectful to the aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities. The Darebin Aboriginal Advisory Committee (DAAC) guided and participated in the development of *Ganbul Gulin*, a film documenting the story of Council’s decision to end national celebrations on 26 January. Further to this, Council advertised 18 Aboriginal and Torres Strait Islander-identified positions and 371 staff members completed Aboriginal cultural awareness training.
- Council continued to support the rights and wellbeing of refugees and people seeking asylum. Council welcomed 26 men released from immigration detention into the Darebin community after a long period of advocacy with local partners. Council

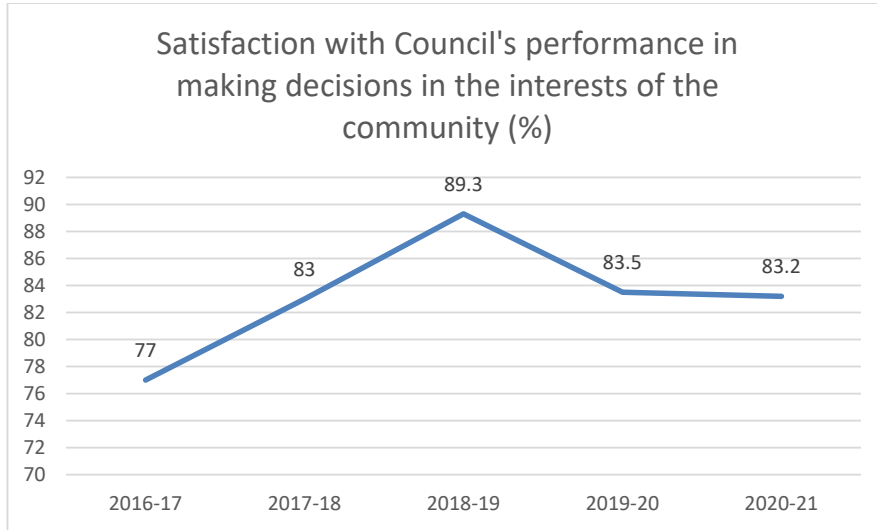
celebrated Refugee Week with an exhibition of tapestries made by women and girls from refugee and asylum-seeker backgrounds, a joint statement from Northsiders with Refugees and Refugee Action Collective, along with a statement from Mayor Cr Lina Messina in support of refugees and people seeking asylum.

- Council launched a new Workforce Diversity and Inclusion Strategy to support our people to recognise and remove systemic barriers and work inclusively together right across our organisation.
- Council launched the Women and Leadership 2020 program to give women and non-binary people from across sectors the opportunity to expand their knowledge, skills and confidence. Thirty participants from across Darebin's business and community sectors and Council developed skills and knowledge to support and enable one of Council's key goals – *to lead on equity and recognise our diverse community as our greatest asset for solving future challenges*.
- Public Space Jam is a new monthly program initiative that is delivered in public spaces to connect with young people in a post-lockdown environment. Public Space Jams aim to connect young people with Darebin Youth Services through fun and engaging activities while providing quick and timely support and referrals to young people in a welcoming space. Four events have been delivered since December 2020, with positive engagement and feedback from young people, partners and the community.
- The community engagement undertaken for the Darebin 2041 Community Vision, 2021–2025 Council Plan (incorporating the Municipal Public Health and Wellbeing Plan) and Financial Plan 2021–2031 captured the voices of almost 3,000 community members.
- The Darebin Intercultural Centre project's cyclical consultative process allowed for a constant flow of input, discussion and feedback between each of the parties and has ensured that the concept design delivered on community aspirations for the centre. The co-design process was an excellent investment for the project design, resulting in superior design outcomes and strong community advocacy for the Intercultural Centre and its future programs. It demonstrated the commitment required from Council and design teams to honour the approach of 'with us, not for us'.
- The third Darebin Schools Yarning conference was delivered online, celebrating the 2020 NAIDOC theme 'Always was Always Will be'. Eighteen schools and more than 700 students and teachers participated. The students shared their reflections and poems in response to the Darebin Aboriginal Advisory Committee (DAAC) Statement 'Our Black Lives Matter'. Highlights of the conference included Uncle Bill Nicholson's Welcome to Country, sharing his thoughts about the meaning of 'Always Was, Always Will Be' and the smoking ceremony.

Challenges for Goal 5

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

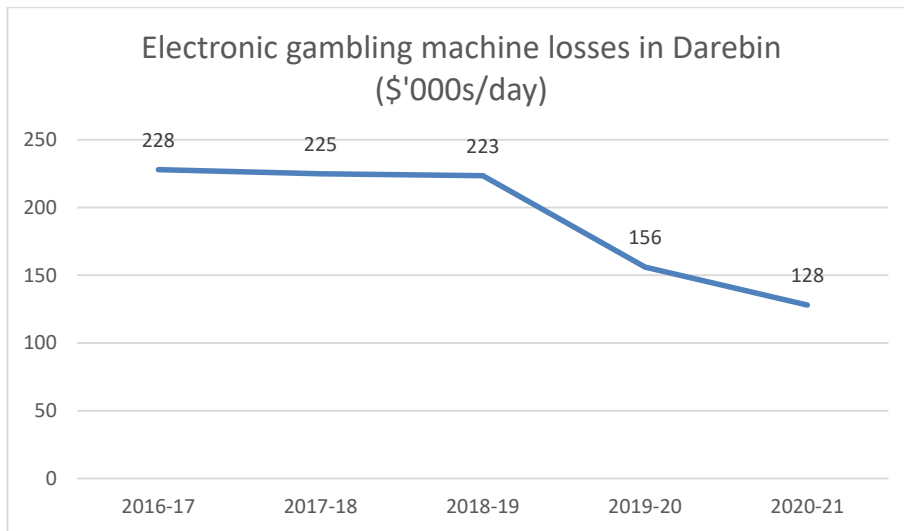
Performance indicators and results for Goal 5



Source: Darebin City Council Community Satisfaction Survey.

Target: Above 80% year-on-year

Status: Met



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

Source: Victorian Commission for Gambling and Liquor Regulation.

Target: Reduce below \$231,000

Status: Met

Looking forward

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

A detailed Council Plan Action Plan for 2021–2022 can be found at darebin.vic.gov.au/CouncilPlan

Goal 6 – A well-governed Council

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

Strategy 6.1

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

Strategy 6.2

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

Strategy 6.3

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

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

Budget allocated to Goal 6

Net cost	2020–2021 \$'000
Budget	21,622
Actual	22,368
Variance	(746)

Services for Goal 6

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

Note: The service areas below align with the 2020–21 budget and are consistent with the Council Plan 2017–2021.

Service area	Description of services provided	Net cost of providing this service in 2020–2021 Budget <u>Actual</u> Variance \$'000
A well-governed Council		
Mayor and Council	The Mayor and Councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation.	1,857 <u>2,007</u> (150)

Corporate governance	This service includes direct administrative support to the Mayor and Councillors and coordination of Council and committee meetings. It also includes the Chief Executive Officer, Executive Management team, administration of Council business, policy support and corporate risk.	4,719 <u>5,579</u> (860)
Digital services	This service provides Council with digital platforms to improve business performance and allows timely and informed decision-making. This service enables and enhances improved service provision to Council and the community.	7,423 <u>7,246</u> 177
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.	4,354 <u>4,097</u> 257
Fleet services	Responsible for oversight of the fleet required to support Council's service provision.	3,269 <u>3,440</u> (171)

Big Actions for Goal 6

There are no Big Actions for this goal.

Highlights and achievements for Goal 6

- A review of risk management and compliance services resulted in a new risk management and fraud prevention framework, strengthening our risk management and fraud and corruption approach.
- Adopted a \$3.2 million financial assistance package featuring \$50 and \$30 spend local vouchers for residential ratepayers and a \$50 shop local voucher for eligible job seekers.
- Council developed a 20-year community vision through a deliberative panel that was representative of the Darebin community. The Darebin 2041 Community Vision was adopted by Council on 28 June 2021. The vision will guide Council's work across its services and programs, including planning, growth and development. The community vision and underpinning pillars were incorporated into the 2021–2025 Council Plan (along with the Municipal Public Health and Wellbeing Plan), which was also adopted on the 28 June.
- Council renewed 13 insurance policies to safeguard Council activities and assets.
- Council's Redeployment Program continued through 2021. The program aimed, where possible, to redeploy those staff whose usual jobs had been negatively affected by COVID-19 to suitable temporary assignments. Our redeployed staff helped plant more than 50,000 trees, plants and grasses to rewild Darebin's parks and gardens; serviced the Rates Support Hotline; took part in City Clean-Up; were part of a full review of Council's policies and procedures; and, provided support with the rollout of Darebin's Community and Business Resilience and Recovery Package.

- Development of a draft Asset Management Strategy and Plan to support and guide the long-term planning for Council's assets.
- Digitisation of Council forms continued, with more than 50 forms digitised in 2020–2021.
- Implementation of the new principles-based *Local Government Act 2020*, including adoption of governance rules for Council meetings and other key practice and process changes.
- Invested \$6.3 million towards an ongoing economic recovery package that included investment in economic development and COVID recovery, namely job creation and industry sector partnerships to attract new industries and investment such as food, health, renewables, creative, circular economy and digital industries.
- Key customer experience initiatives were launched, including 'Customer Commitments' and a new complaints handling process and procedure.
- Large customer service call volumes and customer support due to COVID.
- Reviewed and updated internal-facing policies including associated process and procedure mapping.
- Reviewed Council's unused and underutilised properties to inform planning for future years.
- Successful induction of a new Council in November 2020.
- The Budget 2021–2022, Financial Plan 2021–2031 and Revenue and Rating Plan 2021–2025 were all adopted unanimously.
- The Darebin Change Journey, Council's flagship workplace and culture change program, delivered 28 projects and initiatives that focused on creating a great place to work; putting the community at the heart of everything we do; making our everyday work easier by streamlining our systems; and achieving community goals in our Council Plan. All these combine to ensure Council has a modernised and skilled workforce able to cohesively deliver on Council's key services and projects. Ten are still in progress to be completed through to mid-2022.
- The Darebin Toy Library was reviewed to ensure the service continued to be contemporary, accessible, affordable and responsive to Darebin's diverse community, particularly those most vulnerable and/or experiencing disadvantage. The findings of this review will shape the future service model and delivery to a diverse community.
- The objectives of the Social and Sustainable Procurement Policy have resulted in a significant increase in the number of contracts awarded to local businesses.
- The outlook over the four-year budget indicates Council will rebound and remain financially sustainable despite the challenges created by COVID and rate capping.
- Three hundred Council processes were examined, improved and mapped in Promapp.

Challenges for Goal 6.

- Ensuring operational continuity and team building in the COVID/working-from-home environment.
- Ensuring the health, wellbeing and connection of our workforce during continued uncertainty caused by COVID-19, particularly those staff providing front-line services and support.
- Implementing changes arising from the new *Local Government Act 2020*, which had consequences across the organisation, and the way we engaged with the community, while at the same time inducting a new Council in very short time frames.
- Increased demand and community expectations linked to increased usage of parks and open spaces as a result of the COVID pandemic.
- The management of the cash reserve balance throughout the year as ratepayers choose to defer their rate instalment payments to June 2022.
- The ongoing and unknown impact the COVID pandemic might have on Council's financial sustainability in the short- to medium-term.

Performance indicators and results for Goal 6

There are no performance indicators associated with this target.

Looking forward

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

- Undertake a review on a proposed separation of waste charges and the rating of public and social housing.

A detailed Council Plan Action Plan for 2021–2022 can be found at darebin.vic.gov.au/CouncilPlan

6. GOVERNANCE AND CORPORATE INFORMATION

1. An overview of our governance in 2020–2021

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

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

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

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

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

2. Councillor allowances

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

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

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

This process started in April 2021 and concluded on the 28 June 2021 when Council resolved

to set the Mayoral and Councillor allowances for the 2020 – 2024 term at \$31,444 a year for Councillors and up to \$100,434 a year for the Mayor. Mayoral and Councillor allowances are also subject to the addition of the equivalent of the superannuation guarantee, which is 9.5% and scheduled to increase to 10% from 1st July 2021.

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

3. Councillor expenses

Councillors incur expenses while fulfilling their roles as elected representatives. Expenditure is regulated by the Councillor Support and Expenses Policy, as endorsed by Council, and is consistent with section 75 of the *Local Government Act 2020*. A quarterly summary of Councillor expenses is published at www.darebin.vic.gov.au/Governance and presented to the Audit and Risk Committee twice per annum. Please refer to the table on the next page.

4. Conflict of interest declaration

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

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

5. Advisory committees, Councillor briefings and other informal meetings of Councillors

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

Councillor expenses, 1 July 2020 to 30 June 2021

	Cr Amir (ceased 24/10/2020)	Cr Dimitriadis (elected 24/10/2020)	Cr Greco	Cr Hannan (elected 24/10/2020)	Cr Laurence	Cr Le Cerf (ceased 24/10/2020)	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams	Total
Councillor allowances	\$10,594	\$23,837	\$34,431	\$23,837	\$34,431	\$10,594	\$34,431	\$83,825	\$34,431	\$57,675	\$34,431	\$382,517
Mobile (usage and data plan)	\$157	\$261	\$520	\$262	\$368	\$84	\$581	\$376	\$434	\$538	\$486	\$4067
Internet	\$44	\$107	\$320	\$107	\$147	\$54	\$347	\$215	\$206	\$359	\$616	\$2522
Travel (Cabcharge / misc. travel expenses)	0	0	0	0	\$69	0	0	\$309	0	0	0	\$378
Family care	0	0	0		0	0	0	0	0	0	0	
Mayoral Vehicle	0	0	0	0	0	0	0	0	0	\$3,397*	0	\$3,397
Conferences/Training (incl. all related costs / travel/meals/accom)	0	\$1,901**	\$2,434	\$12	0	0	\$12	\$3,010	\$2,526	\$1,823	0	\$11,718
Functions/events	0	0	0	0	0	0	0	0	0	0	0	0
Total net expenses	\$10,795	\$26,106	\$37,705	\$24,218	\$35,015	\$10,732	\$35,371	\$87,735	\$37,597	\$63,792	\$35,533	\$404,599

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

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

Definition pursuant to governance rules

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

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

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

6. Council meetings

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

Council meetings are generally open to the public. During this reporting period, due to COVID-19 health restrictions, Council has held some of its Council meetings and Planning Committees meetings virtually. These meetings were held pursuant to section 395 of the Act. The record of Councillor attendance at Ordinary Meetings of Council and Special Council Meetings held during 2020–2021 is shown in the table on page 110. This table additionally provides data on the number of reports presented to Council (including confidential reports) and Notice of Motions.

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

Councillor attendance at meetings, 1 July 2020 to 30 June 2021

Date	Ordinary Meeting	Special Meeting	Number of reports	Confidential items	Questions from the gallery	Notices of motion	Cr Rennie	Cr Greco	Cr Laurence	Cr Williams	Cr McCarthy	Cr Messina	Cr Newton	Cr Amir #	Cr Le Cerf #	Cr Dimitriadis	Cr Hannan
15/7/2020		1	2	0	0	0	1	1	1	1	1	1	1	1	1		
20/7/2020	1		10	1	15	3	1	1	1	1	1	1	1	Ap	1		
17&18/8/202	1		13	3	14	5	1	1	1	1	1	Ap	1	1	1		
7/9/2020	1		11	2	15	3	1	1	1	1	1	1	1	1	1		
19/10/2020	1		4	0	0	0	1	1	1	1	1	1	1	1	1		
23/11/2020		1	3	0	0	0	1	1	1	1	1	1	1			1	1
7/12/2020	1		10	0	18	1	1	1	1	1	1	1	1			1	1
21/12/2020	1		5	1	10	5	1	1	1	1	1	1	1			1	1
27/1/2021	1		3	0	14	2	1	1	1	1	1	1	1			1	1
22/2/2021	1		14	0	22	4	1	1	1	1	1	1	1			1	1
22/3/2021	1		19	1	54	8	1	1	1	1	1	1	1			1	1
8/4/2021	1		5	0	22	1	1	1	1	1	1	1	1			1	1
26/4/2021	1		11	0	21	1	1	1	1	1	1	1	1			1	1
10/5/2021		1	1	0	0	0	1	1	1	1	1	1	1			Ap	1
24/5/2021	1		5	1	19	1	1	1	1	1	1	1	1			1	1
15/6/2021		1	1	1	0	0	1	1	1	1	1	1	1			1	1
28/6/2021	1		9	0	23	2	1	1	1	1	1	1	1			1	1
Total	13	4	126	10	247	36	17	17	17	17	17	16	17	4	5	11	12

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

Ap: Apology

7. Our Council Committees

Darebin Council has two Standing Committees, known as Delegated Committees. These committees make decisions on behalf of Council on a specific area of Council’s functions or responsibilities. Our Delegated Committees are the Planning Committee and the Hearing of Submissions Committee.

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

8. Hearing of Submissions Committee

The Hearing of Submissions Committee is a Delegated Committee appointed pursuant to section 63 of the *Local Government Act 2020* to hear and report to Council on submissions received in accordance with section 223 of the Act.

The Committee comprises all Councillors and meets as required to hear submissions in relation to many of Council’s powers under various Acts.

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

8.1 Hearing of Submissions Committee membership and attendance in 2020–2021

From 1 July 2020 to 30 June 2021

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

Ap: Apology

8.2 The year in review for the Hearing of Submissions Committee

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

- proposed discontinuance of the right of way/road adjoining the rear of 1 to 11 Merrilands Road, 4 to 10 Hughes Parade and 12 Asquith Street, Reservoir. (Heard on 29 March 2021)
- proposed road declaration at rear of 137–143 Station Street, 100–104 Arthur Street and adjoining 2 Duncan Street, Fairfield. (Heard on 29 March 2021)
- 2021–2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) priorities. (Heard on 19 May 2021)
- 2021–2022 Annual Budget (Heard on 19 May 2021)
- proposed sale of the discontinued right of way/road at the rear of 127 to 133 Crookston Road, 10 and 12 White Street and adjoining 28 and 29 Macartney Street, Reservoir. (Heard on 31 May 2021)

9. Planning Committee

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

9.1 Planning Committee membership and attendance 2020–2021

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

From 1 July 2020 to 30 June 2021

Date	Planning Committee meeting	Number of reports	Cr Amir #	Cr Greco	Cr Laurence	Cr Le Cerf #	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
13/7/2020	1	4	1	1	Ap	1	1	1	1	1	1
12/10/2020	1	1	1	1	1	1	1	1	1	1	1

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

Ap: Apology

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

Date	Planning Committee meeting	Number of reports	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
14/12/2020	1	2	1	1	1	1	1	1	1	1	1
8/2/2021	1	2	1	1	1	1	1	1	1	1	1
9/3/2021	1	3	1	1	1	1	1	Ap	1	1	1
12/4/2021	1	4	Ap	1	Ap	1	1	Ap	1	Ap	1

10/5/2021	1	2	Ap	1	1	1	1	1	1	1	1
15/6/2021	1	1	1	1	1	1	1	1	1	1	1

Ap: Apology

9.2 The year in review for the Planning Committee

The Planning Committee considered reports on 19 planning applications and also received reports on:

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

9.3 Key issues in 2020–2021

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

9.4 Challenges

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

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

10. Audit Committee

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

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

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

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

- Lisa Tripodi June 2020 – December 2022 (independent member)
- Craig Geddes March 2020 – March 2022 (independent member)
- Dr. Marco Bini November 2017 – December 2021 (independent member)
- Cr Lina Messina December 2020 – ongoing (Councillor representative)
- Cr Tom Hannan December 2020 – ongoing (Councillor representative).

Previous Councillor representative's in 2020–21:

- Cr Kim Le Cerf October 2016 – October 2020
- Cr Susan Rennie October 2016 – October 2020.

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

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

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

www.darebin.vic.gov.au/About-Council/Councillors-and-meetings/Council-and-Committee-Meetings/Council-meetings/2021-Council-meeting-agendas-and-minutes

11. Darebin community advisory committees

Council currently draws upon 15 community advisory committees to facilitate community participation and provide input into policy and service development. Community advisory committees typically include one Councillor and a proxy, Council officers and community representatives.

The community representatives can be residents or representatives of service authorities, support agencies or community organisations. Advisory committee representatives are appointed through an expression of interest process. Council reviews its Advisory Committee regime in the six months after a general election, with this occurring in December 2020 when it re-established the Committees in conjunction with appointing Councillor representatives for the coming year.

The model Terms of Reference review completed in June 2021 caused each advisory committee to undertake a recruitment process for community members for a two-year period. Each committee has a Council officer who supports its operation. Community advisory committees report to Council on their special areas of expertise and interest twice a year and their advice contributes to the development and evaluation of Council strategies, policies and programs.

A list of the Darebin community advisory committees in 2020–2021

Community advisory committee	Appointments for 2020–2021
Active and Healthy Ageing Community Board	Cr. Gaetano Greco (Chair) Cr. Susan Rennie (Deputy) Cr. Julie Williams (proxy)
Arts and Heritage Advisory Panel	Cr. Newton (Delegate) Cr. Messina (proxy)
Climate Emergency Darebin Advisory Committee	Cr. Trent McCarthy (Chair) Cr. Susan Rennie (Deputy)
Darebin Aboriginal Advisory Committee	Cr. Lina Messina (Chair) Cr. Gaetano Greco (Deputy) Cr. Susan Rennie (proxy) Cr. Tim Laurence (proxy) Cr. Susanne Newton (proxy)
Darebin Community Awards Advisory Committee	Cr. Lina Messina (Chair)
Darebin Disability Advisory Committee	Cr. Julie Williams (Chair) Cr. Tim Laurence (Proxy)
Darebin Domestic Animal Management Reference Group	Cr. Julie Williams (Chair) Cr. Tim Laurence (proxy)
Darebin Education Network	Cr. Susan Rennie (Chair) Cr. Emily Dimitriadis (proxy)
Darebin Interfaith Council	Cr. Gaetano Greco (Chair)
Darebin Nature Trust	Cr. Trent McCarthy (Chair) Cr. Tim Laurence Cr. Gaetano Greco Cr. Tom Hannan
Darebin Women's Advisory Committee	Cr. Emily Dimitriadis (Chair)
Sexuality, Sex and Gender Diversity Advisory Committee	Cr. Susan Newton
Welcoming Cities Community Reference Group	Cr. Gaetano Greco
Intercultural Centre Community Reference Group	This advisory committee does not have a Councillor representative and was established for a limited period.
Youth Jury	This advisory committee does not have a Councillor representative.

This information is also available at www.darebin.vic.gov.au/about-council/councillors-and-meetings/governance-and-transparency/community-advisory-committees

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

12. Community Grants Program

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

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

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

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

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

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

Summary of Three-Year Partnership – Year Two approved

Three Year Grants Program	Received	Amount requested	Budget allocated	Amount recommended
Youth Partnerships	11	\$260,445	\$50,000	\$50,000
Environment and Sustainability	9	\$313,124	\$80,000	\$80,000

Three Year Grants Program	Received	Amount requested	Budget allocated	Amount recommended
Equity, Inclusion and Wellbeing	30	\$1,330,698	\$230,000	\$230,000
Key Cultural Organisations	7	\$55,200	\$64,000	\$55,200
	57	\$1,959,467	\$415,000	\$424,000

Summary of 2020–2021 Venue Hire Support Grants applications received and approved

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

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

Further information about the community support program is available at www.darebin.vic.gov.au/about-council/darebin-grants

13. Documents available for inspection

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

- Agendas and Minutes of Council meetings and delegated committees
- Local laws and governance rules
- Council Plan and Annual Plan
- Council Budget and Strategic Resource Plan
- Code of Conduct – Councillors
- Summary of Election Campaign Donation Returns
- Summary of Personal Interest Returns

- Project and service plans
- Adopted Council policies, plans and strategies
- Terms of reference or charters for Council advisory committees and groups
- Consultations and community engagement processes undertaken by Council
- Reporting from advisory committees and reference groups to Council
- Audit and Risk Committee performance reporting
- Relevant technical reports and/or research that informs decision-making
- Practice notes and operating procedures
- Guidelines and manuals
- Application processes for approvals, permits, grants and access to Council services
- Submissions made by Council
- Register of planning permits and applications
- Register of Building Permits, Occupancy Permits and temporary approvals
- FOI Part II Statement
- Registers of Delegation
- Register of gifts, benefits and hospitality offered to Councillors or Council staff
- Register of overseas and interstate travel undertaken by Councillors or Council staff
- Register of conflicts of interest disclosed by Councillors or Council staff
- Register of donations and grants made by Council
- Register of leases entered into by Council, as lessor and lessee
- Register of authorised officers
- Submissions received under section 223 of the *Local Government Act 1989* until its repeal or received through a community engagement process undertaken by Council (if those submissions are not part of a Council report)
- Any other registers or records required to be made available for public inspection under legislation or determined to be in the public interest.

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

14. Statutory information

14.1 Best Value Report 2020–2021

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

The principles are based on:

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

- reporting to the community.

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

Achievements within the Continuous Improvement Framework for 2020–2021 included:

- local government performance indicators and service indicators were incorporated into the Continuous Improvement Framework and benchmarked against previous results
- quarterly reports on progress against the Council Plan Action Plan 2020–2021 were presented to Council and posted on the website.

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

Some of the improvement activities included:

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

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

- A new approach to local area place making was included in the new Council Plan. This will support accessibility of services for those who need them, services being responsive to community needs, continuous improvement of services, and embedding community consultation in deliver design and delivery.
- A review of access to Council services via PDFs and hardcopy forms on the Council website and intranet is leading to the conversion of forms to an electronic format, providing a more accessible and responsive approach to contact and submit information to Council and/or internal areas.
- A review of immunisation policies and procedures has resulted in quality improvements in access and responsiveness, providing a better immunisation program for community and staff.
- A review of the Toy Library Service involved extensive community consultation to understand the community's perspective on the current service and ideas for the future. This included informal pop-sessions at parks and markets, an online survey completed by 142 adults, and activities at early childhood services that engaged 35 three and four-year-olds. The findings of this review are yet to be finalised.

- A whole-of-organisation review of policies and procedures ensured that quality, access and responsiveness were improved and that continuous improvement and legislative compliance were built into the new approach via templates.
- An Intercultural Centre Community Reference Group (CRG) process has informed new ways of ongoing consultation on significant community projects. The cyclical nature of the consultation between the CRG, Wurundjeri and the architects has allowed the time and space for all members to build trust, engage in a meaningful dialogue and for all voices to be heard. It should be considered best practice for Council projects. The co-design process was an excellent investment for the project design, resulting in superior design outcomes and strong community advocates for the Intercultural Centre and its future programs. It demonstrated the commitment required from Council and design teams to honour the approach of ‘with us, not for us’.
- Changes to the delivered meals service included change of the contracted meals provider, delivery of meals and the introduction of the café meals program.
- Council participated in the Victorian Energy Collaboration, which involved 46 councils coming together to purchase renewable energy. It achieved: energy services that delivered against quality and cost standards; energy services that were more responsive to changing community needs, where we need to reduce carbon emissions while supporting local communities; and, a step-change in how energy is purchased for Council operations.
- Creation of a Property Assessment Committee has provided for a more transparent and collaborative way of reviewing buildings that are seeking a new tenant and reviewing existing agreements to ensure fairness and equity was provided across a range of stakeholders.
- Implementation of new programs at the Reservoir Leisure Centre programs has provided a change in approach to produce a better outcome for the clients, including accessibility, responsiveness and quality. New programs included: a Community Gym Program, free on-line exercise classes, the shower program for people experiencing homelessness and the Aboriginal preschool swim and yarn program.
- In support of Darebin being a Child Safe organisation, the People and Culture Department reviewed and updated the Safeguarding Children Policy and Code of Conduct, expanded and trained Child Safe Officers, introduced and trained Child Safe Contact Officers, ensured mandatory training of all staff on Council being a Child Safe organisation and provided further training to senior management and front-facing staff working with children. Working with Children Checks were implemented for all staff across Council.
- The change to a more digital communication during the COVID pandemic, creating and publishing *Your Darebin*, running cohesive campaigns across social media and through electronic newsletters, and ensuring diversity with stories and images, and ensuring content was accessible.
- The community consultation on the draft 2021–25 Council Plan in 2021, which included the Municipal Public Health and Wellbeing Plan, was designed to specifically engage communities that are usually under-represented in community consultation processes, such as people from culturally and linguistically diverse communities or people from lower socio-economic backgrounds.
- The Equity, Wellbeing and Economic Development Department used existing networks and relationships, and ensured accessible and inclusive consultation practices, as demonstrated in a drop-in session at the East Reservoir Birds and the Beans Café, a community dinner at the East Preston Community Centre, as well as several focused engagement sessions with culturally and linguistically diverse communities and organisations.
- The People and Culture Department has reshaped Council’s Learning and Development

Program to enable and support staff in serving and supporting the Darebin community. This included mandatory compliance training to meet legal and regulatory requirements, mandatory foundation training to meet Council strategy and policy requirements, a group learning program focused on organisational capability and skill development informed by the new Darebin Capability Framework, tailored learning to meet local area needs, and a new Darebin Leadership Program.

- The People and Culture Department reviewed and redeveloped a new suite of People and Culture policies and practice to best support leaders and staff while ensuring compliance with legislation and regulation. Every new and reviewed policy has undergone consultation and an Equity Impact Assessment.
- The Property and Business Improvement Unit has started formal bi-annual operational risk reviews with departments to identify and manage those key risks that could have a strategic bearing on operations. These reviews aim to address continuous improvement, responsiveness and quality standards.
- We have built our new facilities to a standard that will drive down operational costs and maximise accessibility for our community.

14.2 Carers recognition

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

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

14.3 Charter of Human Rights and Responsibilities

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

During 2020–2021, activities that occurred under the Charter included:

- the implementation of Towards Equality, Council’s equity, inclusion and human rights framework. Towards Equality is a direct expression of Council’s legal obligations under the Charter and seeks to embed a human rights culture in our organisation, services, programs, facilities and community
- the application (as part of the Towards Equality implementation) of the Equity Impact Assessment (EIA) to 50 key Council policies, programs, facilities and services to ensure planning and implementation included human rights considerations. The EIA is Council’s mechanism to implement a ‘Charter check’ process to ensure any potential restriction of protected Charter rights are lawful and meet the requirements of the Act
- more prominent promotion of the Victorian Human Rights and Equal Opportunity Commission’s Community Reporting Tool on Council’s website to encourage residents to it to make a quick and anonymous (if preferred) reports of racism and other forms of harassment and discrimination
- commitments in the new Council Plan 2021–2025 reaffirming Council’s determination to address racism and discrimination and combat homophobia, biphobia and transphobia.
- roll-out of a compulsory Diversity and Inclusion training module to all staff, including a focus on the responsibilities that the Charter places on staff to protect, promote and uphold rights in their everyday work
- continuation of an advocacy strategy under the COVID-19 Community and Business Recovery and Resilience Package, which has been guided by human rights principles, concepts and language. It has focused on areas such as food security, international students and Medivac refugees who were detained in the municipality
- development and launch of a new Workforce Diversity and Inclusion Strategy (WDIS), which aims to remove systemic discrimination and barriers and build an inclusive, safe and welcoming workplace and a diverse workforce. The WDIS contains human rights values and themes in its commitments
- inclusion of a specific human rights-based capability in Council’s new Darebin Capability Framework. The framework sets out the desired capabilities of all Darebin staff to 1) Promote human rights: promote dignity, equality and freedom from discrimination, focus on community needs, and advance social justice and human rights. Related capabilities with a human rights focus include: 2) Value diversity and inclusion: demonstrate inclusive behaviour with people from diverse backgrounds, genders, experiences and perspectives; and 3) Justice for Aboriginal people: work towards justice, respect, understanding, truth-telling and the elimination of disadvantages and barriers for Aboriginal people.

In 2020–2021, there was one complaint relating to Darebin City Council’s implementation of the

Victorian Charter of Human Rights and Responsibilities Act 2006 received by Council or the Victorian Ombudsman. Council subsequently appeared at a Conciliation Conference for the Human Rights Commission on 24 May 2021. It was regarding Council's refusal of a vehicle crossover. The matter was closed out as unresolved. The matter may eventually proceed to a Tribunal hearing.

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

14.4 Disability Access and Inclusion Plan

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

Highlights for 2020–2021

- The Darebin Access and Inclusion Plan 2021–2026 was drafted and a Disability Action Plan for 2021–2022 compiled. These documents provide a framework for Council to reduce barriers to persons with a disability accessing goods, services and facilities and obtaining and maintaining employment. It also promotes inclusion and participation in the community of persons with a disability and seeks to achieve tangible changes in attitudes and practices that discriminate against persons with a disability.
- Council completed a 12-month partnership with Job Access through our Employer Partnership Program. Job Access provided tailored disability employment consultancy, resources and training to strengthen our capacity to attract, recruit and retain people with disability in our workforce. Council is now a Job Access alumni partner.
- We received funding from the Municipal Association of Victoria to develop the 'You Am I' inclusive work experience project. The project was designed for seven women with a disability to participate in short-term work experience placements across diverse Council departments. In response to COVID restrictions, the project was redesigned and delivered online through training, workshops and one-to-one meetings with participating officers.
- 'See the Person' online disability awareness training has been launched for all Council staff. Job Access also provided two sessions of disability awareness training for more than 60 staff regarding recruitment and employment.
- International Day of People with Disability was celebrated online on 3 December. Two online workshops were led by Darebin-based artists and community groups with lived experience of disability. They included an art workshop with the Northern Artist T and a dance session with Dance'N'Roll.
- Darebin Libraries curated and promoted a selection of accessible digital materials to celebrate International Day of People with Disability and continued to deliver the At Home Library Service to community members who were unable to access services.
- The Darebin Disability Advisory Committee met throughout the year to review projects and strategies and provide advice. The Committee has been supported to meet virtually throughout the pandemic.
- Ongoing support was provided to community networks during the pandemic, including compiling accessible COVID-19 information and resources on the Darebin website and in the monthly access e-newsletter.

- Council continued to support people with disability under the age of 65 and their carers through the Home and Community Care Program (HACC PYP) and the Support for Carers Program (SCP). Supports included Living at Home assessments, provision of personal care, domestic assistance, delivered and café meals, shopping, transport, respite care and home maintenance.
- The second Changing Places facility was opened at Edwardes Lake Park in December 2020. The facility has an adult-sized changing table, ceiling hoist and shower.
- A new process was developed to enable community members with a disability to apply for an accessible parking bay to be installed near their place of residence if appropriate.
- We performed Equity Impact Assessments, which consider *Disability Discrimination Act* requirements as well as other equity considerations, for many projects across Council.

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

14.5 Domestic Animal Management Plan

The Domestic Animal Management Plan 2017–2021, adopted by Council on 17 October 2017, guides Council and the community towards the goal of responsible animal ownership and management. The Plan was developed in accordance with the *Domestic Animals Act 1994* and the Victorian Government's requirements.

Key highlights and achievements in 2020–2021

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

14.6 Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of

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any Ministerial Directions received during the financial year. No Ministerial Directions were received in 2020–2021.

14.7 Infrastructure and development contributions

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

Infrastructure contributions

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

Development contributions

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

Land, works, services or facilities delivered in 2020–2021 from DCP levies collected							
Project description	DCP name (year approved)	DCP fund expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	% of item delivered
Multi-Sports Stadium	City of Darebin Development Contributions Plan, June 2004 (Revised 2015) as amended by Planning Scheme Amendment C148 May 2016	\$3,939,533	\$0	\$0	\$0	\$3,939,533	95%

14.8 Freedom of information

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

The Act has four main functions:

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

FOI Part II Statements

Part II of the *FOI Act* requires Council to publish a range of information about our functions and procedures, the types of documents we keep, reports and publications, and freedom of information

arrangements. This information is set out at www.darebin.vic.gov.au

Written requests for documents under the *Freedom of Information Act 1982* must be addressed to:
Freedom of Information Officer
Darebin City Council
PO Box 91
PRESTON VIC 3072
or
foi@darebin.vic.gov.au

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

14.9 Information privacy

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

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

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

14.10 Public interest disclosures

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

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

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

14.11 Contracts

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

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

14.12 Report against the *Road Management Act 2004*

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

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

The Road Management Plan:

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

Council adopted its initial Road Management Plan in 2004 and revised it in 2009, 2013 and 2017. The 2017 version was reviewed internally by all stakeholders before June 30, 2021 and drafted ready to proceed to public consultation in late July 2021. Under section 54(5) of the *Road Management Act 2004*, "a road authority must in accordance with the regulations conduct a review of its Road Management Plan at prescribed intervals". *Road Management (General) Regulations 2016*, Part 3,

requires Council to complete its review of the Road Management Plan by no later than 31 October 2021.

Council uses mobile devices to collect the data that results from our inspections carried out by the Inspections Officer live in the field. This data is uploaded directly into Council's asset management system and is used to produce a GPS record of the inspection, a temporary repair works request and the permanent repair work orders in real time and within the timeframes set out in the 2017 Plan. As part of the review, Council Officers have reviewed the timeframes and intervention levels throughout the Plan.

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

15. Climate change governance

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

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

- Embedding risk within its operations and municipal responsibilities.
- Driving sustainability outcomes through its Social and Sustainable Procurement Policy.
- Driving sustainability outcomes through its Capital Works Program.
- Embedding climate change mitigation and adaptation through the review of its policy framework.
- Improving its procedures.
- Strengthening accountability measures.

Under current governance arrangements:

- The Executive Management team oversees the organisational response to climate change risks and opportunities, led by the Climate Emergency and Sustainable Transport Department.
- All 2021/22 Unit Work Plans were developed to incorporate actions to drive the organisation-wide effort to respond to the climate emergency.
- Governance and Corporate Strategy and Climate Emergency and Sustainable Transport Departments are driving the visibility of climate related risks and strengthening governance arrangements.
- The Climate Emergency Unit provide expertise to integrate climate emergency thinking and actions across Council operations and the municipality.

16. Task Force on Climate-related Financial Disclosures

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

17. Local Government Performance Reporting Framework Indicators

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

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
Aquatic Facilities						
AF2	Service Standard Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	3.50	4.00	2.00	1.00	Council Aquatic facilities were closed for much of the second half of the reporting period resulting in fewer inspections from previous years.
AF6	Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities/Municipal population]	5.25	5.33	3.34	1.93	Currently two leisure centres operate within the City of Darebin: Northcote Aquatic and Recreation Centre, which is managed externally by YMCA Victoria, and Reservoir Leisure Centre, which is managed in house. During this period, there were significant impacts as a direct result of closures due to Covid-19.
AF7	Service cost Cost of aquatic facilities [Direct cost of aquatic facilities less income received/Number of visits to aquatic facilities]			\$2.47	\$10.08	The 2020-21 period continued to have challenges with COVID closures and restrictions on operations due to limited occupancy numbers permitted in the facilities. The COVID challenges and a community reluctance to return to using shared facilities have all contributed to a decline in attendance.
Animal Management						
AM1	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]	2.12	2.09	1.71	2.16	Council is committed to delivering a high-quality, risk-based animal management service and this service remains highly responsive even though COVID restrictions have seen the suspension of some services, resulting in some increase in response times.

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
AM2	Service standard Animals reclaimed [Number of animals reclaimed/Number of animals collected] x100	37.15%	40.10%	28.76%	49.66%	Council has actively sought to offer a return-to-owner service for any registered animal it encounters at large. This service has helped significantly reduce the number of lost and at large animals entering the shelter.
AM5	Service standard Animals rehomed [Number of animals rehomed/Number of animals collected] x100			46.20%	52.38%	The increase in rehoming rates can be attributed to the COVID-19 lockdowns and the demand for adoption that occurred with people being isolated and working from home.
AM6	Service cost Cost of animal management service per population [Direct cost of the animal management service/Population]	\$8.11	\$8.48	\$8.89	\$8.95	Most of Council’s animal management functions are essential throughout lockdowns and total costs were about the same. During lockdowns some non-essential services paused, but with more dog walking at these times, Council responded to more reports of aggressive dogs. Council increased patrols of off leash areas as a preventative measure.
AM7	Health and safety Animal management prosecutions[Number of successful animal management prosecutions/Number of animal management prosecutions] x 100	#N/A	#N/A	0.00%	0.00%	Council has taken a more educational approach to animal management enforcement during the COVID-19 outbreak. While Council did not take any animal management prosecutions to court, some particularly dangerous animals were surrendered to Council and others declared "menacing" or “dangerous” requiring the dog to wear a muzzle and/or a lead whilst outside of the property. Note: the one prosecution lodged in 2020-21 is pending an outcome.
Food Safety						
FS1	Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/Number of food complaints]	2.14	2.14	3.11	2.73	The time taken to action food complaints has reduced since last year, even in the challenging period with lockdowns. Supporting businesses to keep operating at this time has been a Council priority.

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
FS2	<p>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</p>	98.39%	95.39%	89.96%	71.88%	Council completed 71.9% of scheduled food safety assessments in the reporting period. The significant decrease from last year’s result of 89.96% can be attributed to disruptions due to COVID-19 and it is not expected to be a long-term issue. In this context, Council prioritised high risk matters and supporting businesses.
FS3	<p>Service cost Cost of food safety service [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984]</p>	\$530.59	\$512.14	\$541.69	\$501.77	This result is a slight decrease from the previous year and more in line with the result for ‘All Councils’ last year. The result is consistent with Council’s commitment to support business recovery after COVID.
FS4	<p>Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</p>	100.00%	100.00%	100.00%	100.00%	Darebin’s commitment to addressing non-compliance in food safety has been demonstrated by achieving 100% for this indicator over consecutive years.
Governance						
G1	<p>Transparency Council decisions made at meetings closed to the public [Number of Council resolutions made at</p>	4.11%	3.07%	4.75%	5.41%	In accordance with Council’s Public Transparency Policy and the Local Government Act 2020, Council managed all possible decisions in open Council meetings, with the exception of some decisions relating to the awarding of

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
	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					contracts and legal advice. The result is consistent with our 2019/20 result and compares favourably to similar Councils and the sector more broadly.
G2	Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	68.00	70.80	69.10	65.00	Council adopted a Community Engagement Policy in February 2021 which aims to put the community at the heart of our decision-making. This policy will improve our community engagement approach.
G3	Attendance Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting/(Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	95.24%	97.08%	93.12%	98.04%	This result represents an improvement on the 2019/20 result - from 93% to 98% attendance. This compares favourably with similar Councils and the sector more broadly. The capacity to conduct meetings virtually during periods of COVID-19 restrictions was a positive initiative that supported Councillors to perform this component of their role.
G4	Service cost Cost of governance [Direct cost of the governance service/Number of Councillors elected at the last Council general election]	\$53,774.22	\$54,342.78	\$55,189.33	\$59,002.89	The increase in average cost per Councillor from \$55,189 in 2019/20 to \$59,002 in 2020/21 was primarily associated with two areas. Firstly, increased costs associated with relocating a significant number of our Council and Planning Committee Meetings from the Council Chamber to the Preston Town Hall. And secondly costs, associated with the induction of the newly elected Council after the October 2020 elections.
G5	Satisfaction	67.00	70.80	69.00	68.00	This result compares very favourably with that of similar

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
	Satisfaction with council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					councils last year and the sector more broadly.
Libraries						
LB1	Utilisation Physical library collection usage [Number of library collection item loans/Number of library collection items]	5.71	5.64	4.47	2.43	The closure of library branches due to the COVID-19 pandemic has had a significant impact. Resources were redirected to our digital collection to support stay at home measures.
LB2	Resource standard Recently purchased library collection [Number of library collection items purchased in the last 5 years/Number of library collection items] x100	71.29%	65.65%	64.92%	62.32%	Management of our physical collection has been difficult during the pandemic with attention focused on ongoing service delivery adjustments. In response to the COVID-19 restrictions, Darebin redirected collections spending to digital collection purchases to support stay at home measures, most of which are not able to be included in this measure.
LB4	Participation Active library borrowers in municipality [Number of active library borrowers in the last three years/The sum of the population for the last three years] x100	14.68%	15.60%	14.32%	12.32%	The closure of library branches and community lifestyle changes due to the pandemic has had a significant impact. Many existing customers made good use of digital library collections during the stay at home measures; however, the number of new members dropped during the closure and some customers prefer to access physical collections only.
LB5	Service cost Cost of library service per population [Direct cost of the library service/Population]	\$33.47	\$33.15	\$33.10	\$31.67	Darebin Libraries significantly increased its digital collection spending to support customers and operational costs were reduced due to changes to service provision in response to restrictions. Compared to the previous year, digital collection performance improved by between 20-62%.
Maternal and Child Health (MCH)						
MC2	Service standard	102.88%	102.73%	101.61%	100.81%	The Maternal and Child Health service receives birth

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
	Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x100					notifications from hospitals and contacts families with 24 hours to introduce the service and organise a home visit.
MC3	Service cost Cost of the MCH service [Cost of the MCH service/Hours worked by MCH nurses]	\$77.41	\$77.38	\$76.76	\$78.11	The service employed additional staff to provide support to vulnerable families and children.
MC4	Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	81.40%	79.99%	76.91%	71.51%	Due to COVID-19 pandemic a higher number of families chose not to attend a face to face assessment and consulted with the nurse over the telephone.
MC5	Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100	90.91%	90.80%	84.11%	76.56%	Due to COVID-19 pandemic some families chose not to attend the MCH service for a face to face consultation but did consult with the nurse via the telephone
MC6	Satisfaction Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits/ Number of birth notifications received] x100			94.19%	91.26%	The Maternal and Child Health service provided a flexible service to ensure all infants and vulnerable children attended the centre for a physical assessment at four weeks.
Roads						
R1	Satisfaction Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads]	19.92	43.59	43.12	115.80	The result this year is more in line with the result for similar Councils last year. The apparent increase in the result compared to last year is largely due to a correction in the calculation - namely, the length of

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
	x100					roads, which was incorrectly reported for this indicator last year.
R2	Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed local roads] x100	99.94%	99.57%	99.28%	97.26%	Last year, road length was miscalculated by including the length of kerb and channel. This year the kerb and channel length has been excluded and the sealed road length has been corrected. However, the length of road above the level of service is still within the acceptable limit compared to similar Councils.
R3	Service cost Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$103.35	\$249.65	\$342.33	\$157.93	Last year's figure incorrectly included works other than road works, such as kerb and channel. This resulted in a relatively high figure. Non-road reconstruction items have not been included in calculating the rate per sqm this year. On the other hand, this year a larger volume of work was undertaken, consequently lower costs per sqm were achieved.
R4	Service cost Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$24.74	\$23.44	\$25.12	\$20.89	This year a larger volume of work was undertaken, consequently lower costs per sqm were achieved.
R5	Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	70.00	71.50	72.00	70.00	In 2020-21, 27,700 sqm of Darebin's local roads were resealed using asphalt containing a recycled product from steel slag, line marking and reinstating speed humps and traffic loops. The resurfacing works prolongs the life of the road, thereby avoiding more costly road rehabilitation works.
Statutory Planning						
SP1	Timeliness Time taken to decide planning applications [The median number of days between receipt	127.00	124.50	113.00	93.50	This is a significant improvement on the previous year and reflects ongoing service improvements Council is implementing. Council aims to further improve both the

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
	of a planning application and a decision on the application]					quality and timeliness of service provision.
SP2	Service standard Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days)/Number of planning application decisions made] x100	31.23%	27.70%	34.57%	41.74%	This is a significant improvement on the previous year and reflects ongoing service improvements. Council is committed to continuing to increase the percentage of planning applications determined within the required timeframes.
SP3	Service cost Cost of statutory planning service [Direct cost of the statutory planning service/Number of planning applications received]	\$3,246.35	\$3,413.72	\$3,734.41	\$3,732.25	Despite reduced application numbers and increased resourcing costs this year, the cost of the service has stayed consistent with the previous year. This is a result of significant operational efficiencies introduced as part of a broader ongoing service improvement program.
SP4	Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	46.05%	44.90%	41.18%	47.83%	The increase is the result of process and governance improvements to Council's management of VCAT applications. Ongoing improvements are planned and Council is aiming for further performance improvements at VCAT.
Waste Collection						
WC1	Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x1000	99.78	63.64	97.94	127.40	The increase in the number of kerbside bin requests is largely explained by: 1) An approach to standardise the size of Council's kerbside bins; 2) Many of Darebin's bins being at 'end of life' and have been damaged or replaced this year; and, 3) COVID resulted in an increase in bin requests as more people were working from home.
WC2	Service standard Kerbside collection bins missed	7.70	7.80	8.63	12.10	The increase is partly explained by the introduction of a new collections contractor for Council's kerbside

Code	Service measure	2017-18 Results	2018-19 Results	2019-20 Results	2020-21 Results	Comments
	[Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000					recycling bins and an improvement in the way that missed bins are being reported by the community.
WC3	Service cost Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$94.70	\$96.07	\$98.11	\$95.37	This result can be attributed to the shift towards the FOGO service which is recycling green waste resulting in lower volumes and weight going to landfill.
WC4	Service cost Cost of kerbside recyclables collection service[Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$22.30	\$26.82	\$40.88	\$48.04	The increase in the cost per bin for this service is largely due to: 1) Council entering into a new contract with a collection contractor where costs rose significantly; and, rising gate fees with Council’s receiving and sorting contractor. However, the cost is still relatively low compared to similar Councils.
WC5	Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	49.10%	46.39%	50.81%	63.64%	The increased diversion from landfill rate since last year is due to an increase in the number of food organic and garden organics (FOGO) bins being serviced by Council’s green waste contractor. This diverts more FOGO away from landfill.

18. Governance and Management Checklist

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

Governance and Management Items	Assessment
<p>9. Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency mitigation, response and recovery)</p>	<p>Plan</p> <p>Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i></p> <p>Date of preparation: 14 October 2019</p>
<p>10. Procurement policy (a policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)</p>	<p>No Policy (overdue for review)</p> <p>Reason for no policy: The Social and Sustainable Procurement Policy 2021-25 was scheduled to be adopted on 28 June 2021; however, it was deferred by Council. The policy was subsequently adopted on 23 August 2021.</p>
<p>11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan</p> <p>Date of operation of current plan: 15 April 2020</p>
<p>12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Plan</p> <p>Date of operation of current plan: 25 June 2021</p>
<p>13. Risk Management Framework (framework outlining council's approach to managing risks to the council's operations)</p>	<p>Framework</p> <p>Date of commencement of current framework: 29 June 2021</p>
<p>14. Audit and Risk Committee (an advisory committee of council under section 53 and 54 of the Act)</p>	<p>Established in accordance with section 53 of the Act</p> <p>Date of establishment: 20 July 2020 and 21 December 2020.</p>
<p>15. Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)</p>	<p>Engaged</p> <p>Date of engagement of current provider: 16 April 2019</p>
<p>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 Local Government Act 1989)</p>	<p>Framework</p> <p>Date of operation of current framework: 19 October 2020</p>

Governance and Management Items	Assessment
<p>17. Council Plan report (report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Report</p> <p>Date of reports: 2019/20 Q4 7 September 2020; 2020/21 Q1 7 December 2020; 2020/21 Q2 22 Feb 2021; 2020/21 Q3 24 May 2021.</p>
<p>18. Financial reporting (quarterly statements to the Council under section 138(1) of the Local Government Act 1989, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Reports presented to the Council in accordance with section 138(1) of the Local Government Act 1989</p> <p>Date reports presented: 2019/20 Q4 7 September 2020; 2020/21 Q1 7 December 2020; 2020/21 Q2 22 Feb 2021; 2020/21 Q3 24 May 2021</p>
<p>19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>No Report</p> <p>Reason for no report: Bi-annual (six-monthly) risk reviews undertaken: September/October 2020 and reported to Executive members in November 2020; and March/April 2021 and reported to Executive members in August 2021.</p>
<p>20. Performance reporting (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Local Government Act 1989)</p>	<p>No Report</p> <p>Reason for no report: Annual reporting completed on 15 September 2020.</p>
<p>21. Annual report (annual report under sections 131, 132 and 133 of the Local Government Act 1989 containing a report of operations and audited financial and performance statements)</p>	<p>Report</p> <p>Presented at a meeting of the Council in accordance with section 134 of the Act</p> <p>Date statements presented 19 October 2020</p>
<p>22. Councillor Code of Conduct (a code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act</p> <p>Date adopted: 21 January 2021</p>
<p>23. Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)</p>	<p>Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act</p> <p>Date of review: 17 August 2020</p>

Governance and Management Items	Assessment
24. Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated Committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 20 July 2020

19. Certification of the Governance and Management Checklist



**Certification of Governance and Management Arrangements
For the Year Ended 30 June 2021**

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

Sue Wilkinson
Chief Executive Officer
Dated: 27 September 2021

Cr Lina Messina
Mayor
Dated: 27 September 2021

7. ANNUAL FINANCIAL REPORT AND PERFORMANCE STATEMENT

1. Guide to the Financial Statements

For the year ended 30 June 2021

This guide provides an overview of each of the statements including the 2020-21 financial statements for the Darebin City Council and the key financial results. The guide is best read in conjunction with the financial overview.

Financial Statements

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

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

The Financial Statements also contain 36 Notes, which set out Council's accounting policies and details of the line item amounts contained in each of the five main statements.

Comprehensive Income Statement

The Comprehensive Income Statement measures Council's financial performance for the year ending 30 June 2021 and shows the value of revenues, such as rates, that Council earned and the value of expenses, such as employee costs and materials and services, Council incurred in delivering services. These expenses only relate to the operations of Council and do not include the costs associated with the purchase, renewal, upgrade or expansion of Council assets.

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

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

For the 2020-21 year the Darebin City Council recorded a surplus of \$6.19 million.

Balance Sheet

The Balance Sheet is a one-page summary that provides a snapshot of the financial situation of Council as at 30 June 2021. It details Council's net worth and discloses details about assets such as cash, investment, building, land, parks, roads and drains that it owns, and liabilities such as amounts owed to creditors and employees, and the equity. The bottom line of this statement is

net assets (total assets less total liabilities). This is the net worth of Council built up over many years.

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

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

At 30 June 2021 the Balance Sheet shows Council to be in a healthy financial position, with \$64.58 million in cash and financial assets and net assets of \$1.49 billion. Council's liquidity or current ratio is 1.72:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$1.72 of current assets to settle these liabilities. This demonstrates that the Darebin City Council has adequate funds on hand to pay current liabilities as they fall due.

Statement of Changes in Equity

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

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

At 30 June 2021 the Statement of Changes in Equity shows a decrease in equity, or net worth, of \$31.96 million during the 2020–21 financial year, representing the recorded comprehensive result for the year which has been impacted by the net asset revaluation decrement of \$38.14 million.

Cash Flow Statement

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

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

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

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

The Cash Flow Statement shows that in 2020-21 Council generated a \$36.84 million cash inflow

from operating activities. A cash outflow of \$31.95 million was incurred on investing activities and financing activities incurred \$89,000 cash outflow. Total cash balances increased by \$4.81 million during the year to \$47.73 million at 30 June 2021.

Statement of Capital Works

The Statement of Capital Works details all amounts expended on capital works by asset class and by type of asset expenditure. The Statement of Capital Works shows that, in 2020–21, \$44.67 million was expended on capital works.

Notes to the Financial Statements

The Financial Statements contain 36 notes that form an important and informative section of the report. To enable readers to understand the basis on which the values shown in the statements are established, it is necessary to detail Council's accounting policies. These are described in Note 1.

Apart from the accounting policies, the notes also give details behind many of the summary figures contained in the statements. Most notable for 2020-21 is the continued impact of the COVID-19 pandemic on Council's operations and the results reported in the annual financial report.

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

Performance Statement

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

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

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

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

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

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

Independent Audit Reports

The Independent Audit Report is the external and independent opinion of the Victorian Auditor-General and provides the reader with a totally independent view about Council's compliance with the statutory and professional requirements as well as the fairness aspects of the Statements. The Victorian Auditor-General issues two Audit Reports – a combined Report on the Financial Statements and a separate Report on the Performance Statement. Each of the Audit Reports is addressed to the Councillors of the Darebin City Council.

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3. Certification of the Financial Statements for the Year Ended 30 June 2021

Darebin City Council
2020/2021 Financial Report

Certification of the Financial Statements

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



Srimi Vasan CPA
Principal Accounting Officer

Melbourne
27 September 2021

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

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

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



Lina Messina
Councillor



Tom Haman
Councillor



Sue Wilkinson
Chief Executive Officer

Melbourne
27 September 2021

4. Independent Auditor's Report for the Year Ended 30 June 2021



Independent Auditor's Report

To the Councillors of Darebin City Council

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

Auditor's responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>
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MELBOURNE
12 October 2021



Sanchu Chummar
as delegate for the Auditor-General of Victoria

5. Financial Statements

Darebin City Council
2020/2021 Financial ReportComprehensive Income Statement
For the Year Ended 30 June 2021

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

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

Darebin City Council
2020/2021 Financial Report

Balance Sheet
As at 30 June 2021

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

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

Darebin City Council
2020/2021 Financial Report

Statement of Changes in Equity
For the Year Ended 30 June 2021

	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2021					
Balance at beginning of the financial year		1,521,142	560,464	936,646	24,032
Adjusted opening balance		1,521,142	560,464	936,646	24,032
Surplus/(deficit) for the year		6,182	6,182	0	0
Net asset revaluation increment/(decrement)	9.1 (a)	(38,141)	0	(38,141)	0
Transfers to other reserves	9.1 (b)	0	(7,612)	0	7,612
Transfers from other reserves	9.1 (b)	0	5,602	0	(5,602)
Balance at end of financial year		1,489,183	564,636	898,505	26,042

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

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

Darebin City Council
2020/2021 Financial Report

Statement of Cash Flows
For the Year Ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		132,293	127,703
Statutory fees and fines		5,428	6,911
User fees (inclusive of GST)		7,246	10,275
Grants - operating		29,555	16,047
Grants - capital		6,309	2,252
Contributions - monetary		5,720	9,186
Interest received		548	2,040
Net trust funds and deposits		569	(71)
Other receipts		1,367	1,295
Net GST refund/(payment)		8,391	9,495
Employee costs		(90,936)	(86,624)
Materials and services (inclusive of GST)		(69,376)	(73,751)
Short-term, low value and variable lease payments		(297)	(211)
Net FSPL receipt/(payment)		27	27
Net cash provided by/(used in) from operating activities	9.2	36,844	24,574
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(47,436)	(41,014)
Proceeds from sale of property, infrastructure, plant and equipment		1,381	892
Proceeds from sale of investments		13,984	3,095
Repayment of loans and advances		123	9
Net cash provided by/(used in) investing activities		(31,948)	(37,018)
Cash flows from financing activities			
Interest paid - lease liability		(6)	(8)
Repayment of lease liabilities		(83)	(27)
Net cash provided by/(used in) financing activities		(89)	(35)
Net increase/(decrease) in cash and cash equivalents		4,807	(12,479)
Cash and cash equivalents at the beginning of the financial year		42,920	55,399
Cash and cash equivalents at the end of the financial year	5.1	47,727	42,920
Financing arrangements	5.5		
Restrictions on cash assets	5.1		

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

Darebin City Council
2020/2021 Financial Report

Statement of Capital Works
For the Year Ended 30 June 2021

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

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

Darebin City Council
2020/2021 Financial Report

Notes to the financial report
For the Year Ended 30 June 2021

OVERVIEW

Introduction

The Darebin City Council was established by an Order of the Governor in Council on 22 June 1994 and is a body corporate.

Council's main office is located at 274 Gower Street, Preston.

Statement of compliance

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

Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.4)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- other areas requiring judgments

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

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

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

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

Darebin City Council **Notes to the financial report**
 2020/2021 Financial Report For the Year Ended 30 June 2021

Note 1 Performance against budget

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent or \$1.8 million or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 15 July 2020. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

1.1 Income and Expenditure

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

Darebin City Council
2020/2021 Financial Report

Notes to the financial report
For the Year Ended 30 June 2021

Note 1 Performance against budget

(i) Explanation of material variations

Var Ref	Item	Explanation
I1	Grants - operating	Grants- operating were favourable to budget by \$5.4 million due to Darebin City Council participating in the Victorian Government funded Working for Victoria initiative (\$4.5 million) and also Business support for the Outdoor Dining program (\$0.4 million).
I2	Grants - capital	Grants- capital were favourable to budget by \$1.7 million due to funding received for Local Roads and Community Infrastructure which was not budgeted to be received in 2020/21 (\$2.6 million). Council also received additional grant funding for the KP Hardiman Reserve hockey field resurfacing project (\$0.5 million).
I3	Contributions - monetary	Contributions - monetary were exceeded by \$2.2 million due to an increase on Public Open Space contributions for development projects (\$0.9 million) received during the year. These funds are committed to be spent on eligible open space projects. There was also an increase in external contributions received for the Local Government Power Purchasing Agreement project (\$0.3 million), funding received for strategic water outcomes (\$0.15 million) and receipt of contributions for the construction of the Beavers Rd bridge (\$0.4 million) and Darebin Creek Trail bridge (\$0.122 million).
I4	Other income	Other income is unfavourable to budget by \$0.42 million due to the fall in deposit interest rates which has resulted in lower interest income received (\$0.7 million) for the year.
E1	Materials and services	Materials and services were exceeded due to a higher than anticipated major maintenance expenditure that was originally anticipated as capital works expenditure. This includes purchases or projects not recognised as assets in accordance with Council's asset capitalisation policy thresholds (see Note 6). Projects include, Urban Forest Strategy (\$0.9 million), minor building works (\$0.8 million), library resources (\$0.5 million) and IT Software as a Service purchases (Saas) (\$1.3 million).
E2	Bad and doubtful debts	Bad and doubtful debts were favourable to budget by \$0.7 million mainly due to a lower provision amount required as a result of the reduced traffic fines and Local Law infringements issued in 2020/21.
E3	Amortisation - Right of Use assets	Some property and equipment previously captured under an operating lease are now required to be amortised over the life of that lease under AASB 16 Leases. Amortisation of right of use assets was not budgeted for in 2020/21.
E4	Other expenses	Other expenses were favourable by \$0.6 million mainly due to contributions and community support funding provided under Council's COVID-19 community and business resilience and recovery package and are offset in the Materials and services and Employee costs line.

Darebin City Council
2020/2021 Financial Report

Notes to the financial report
For the Year Ended 30 June 2021

Note 1 Performance against budget

1.2 Capital Works

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

Darebin City Council
2020/2021 Financial Report

Notes to the financial report
For the Year Ended 30 June 2021

Note 1 Performance against budget

(i) Explanation of material variations

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

Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2 (a) City Sustainability and Strategy

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

Operations and Capital

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

Community

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

Governance and Engagement

The Governance and Engagement Division's role is to act as a business partner by understanding the organisation's needs, risks and limitations and to provide timely specialist advice as well as smart, agile, customer oriented support. The Governance and Engagement Division includes the following departments: Communications and Engagement; Finance; Information Services; People and Culture; Governance and Corporate Strategy and Property & Business Improvement. Significant items allocated to the Division include, general rates and charges, interest on rates and investments, Victorian Grants Commission funding and fair value adjustment for investment property.

Darebin City Council
2020/2021 Financial Report

Notes to the financial report
For the Year Ended 30 June 2021

Note 2 Analysis of Council results by program

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

	Income	Expenses	Surplus / (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
City Sustainability and Strategy	8,996	28,581	(19,585)	1,023	190,071
Operations and Capital	9,525	63,573	(54,048)	5,929	845,106
Community	15,805	50,364	(34,559)	11,786	271,382
Governance and Engagement	148,274	33,900	114,374	8,666	170,582
Non-attributable	0	0	0	0	64,579
	182,600	176,418	6,182	27,404	1,541,720
2020					
City Sustainability and Strategy	15,163	34,554	(19,391)	1,565	190,229
Operations and Capital	4,687	62,989	(58,302)	939	862,146
Community	18,391	49,424	(31,033)	11,570	271,499
Governance and Engagement	143,001	28,079	114,922	4,551	169,013
Non-attributable	0	0	0	0	73,526
	181,242	175,046	6,196	18,625	1,566,413

Darebin City Council		Notes to the financial report	
2020/2021 Financial Report		For the Year Ended 30 June 2021	
		2021	2020
		\$'000	\$'000
Note 3	Funding for the delivery of our services		
3.1	Rates and charges		
	Council uses 'capital improved value' as the basis of valuation of all properties within the municipal district. Capital improved value means the sum that land and all its improvements might be expected to realise at the time of valuation, if offered for sale on any reasonable terms and conditions.		
	The valuation base used to calculate general rates for 2020/21 was \$61,333,178,005 (2019/20: \$55,463,427,066).		
	General rates	131,044	127,405
	Cultural and recreational properties	22	38
	Green waste services	2,705	2,630
	Special rates and charges	611	1,703
	Supplementary rates and rate adjustments	779	770
	Interest on rates and charges	0	675
	Total rates and charges	135,161	133,221
	The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation was first applied in the rating year commencing 1 July 2020.		
	Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.		
	Council adhered to the The Fair Go Rates System (FGRS) maximum amount increase rates set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.		
3.2	Statutory fees and fines		
	Animal registration	1,094	822
	Building services	888	802
	Environmental health	31	798
	Statutory planning	1,543	1,537
	Traffic enforcement	1,250	2,477
	Infringement court recoveries	434	1,284
	Other statutory fees and fines	359	374
	Total statutory fees and fines	5,599	8,094
	Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.		
3.3	User fees		
	Aged and health services	844	929
	Arts and culture	201	715
	Family, children and community programs	212	166
	Golf course attendance	1,178	984
	Leisure centres and recreation	1,264	2,949
	Library	29	134
	Registrations and other permits	1,762	1,800
	Other fees and charges	194	294
	Total user fees	5,684	7,971
	User fees by timing of revenue recognition		
	User fees recognised over time	518	668
	User fees recognised at a point in time	5,166	7,303
	Total user fees	5,684	7,971
	User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.		

Darebin City Council 2020/2021 Financial Report		Notes to the financial report For the Year Ended 30 June 2021	
		2021	2020
		\$'000	\$'000
3.4	Funding from other levels of government		
	Grants were received in respect of the following:		
	Summary of grants		
	Commonwealth funded grants	14,025	11,778
	State funded grants	13,380	6,847
	Total grants	27,405	18,625
	(a) Operating Grants		
	Recurrent - Commonwealth Government		
	Diesel fuel rebate scheme	95	89
	Centre based care	333	328
	General home care	6,227	6,106
	Financial assistance grant - general purpose	3,229	3,636
	Financial assistance grant - local roads	917	914
	Recurrent - State Government / other		
	Centre based care	52	13
	Disability resource	185	180
	Family support	512	510
	General home care	736	723
	Health and safety	122	120
	Immunisation	117	139
	Libraries	1,051	1,045
	Maternal and child health	1,585	1,513
	Metro access	0	25
	Playgroup initiatives	252	132
	School crossings	513	500
	Youth services	43	42
	Other programs	0	8
	Total recurrent operating grants	15,969	16,023
	Non-recurrent - Commonwealth Government		
	Non-recurrent - State Government / other		
	Working for Victoria	4,500	0
	Economic Recovery	420	0
	City development	80	0
	Arts	52	57
	Child care / kindergartens	0	94
	Talking back	24	63
	Other programs	50	136
	Total non-recurrent operating grants	5,126	350
	Total operating grants	21,095	16,373
	(b) Capital Grants		
	Recurrent - Commonwealth Government		
	Roads to Recovery	582	706
	Recurrent - State Government / Other		
	Total recurrent capital grants	582	706

Darebin City Council
2020/2021 Financial ReportNotes to the financial report
For the Year Ended 30 June 2021

	2021	2020
	\$'000	\$'000
3.4 Funding from other levels of government (continued)		
<i>Non-recurrent - Commonwealth Government</i>		
Local roads and community infrastructure program	2,643	0
<i>Non-recurrent - State Government / Other</i>		
Blackspot funding	0	259
Cycling facilities	0	619
E-waste facility	0	100
KP Hardiman Reserve	724	0
Mayer Park lighting	0	15
Minor works	82	40
Multi-Sports Stadium	1,800	0
Pavilion upgrades	20	35
Public safety infrastructure	90	300
Safe travel	368	130
Inner City Netball program	0	48
Total non-recurrent capital grants	5,727	1,546
Total capital grants	6,309	2,252
Total grants	27,404	18,625

(c) Unspent grants received on condition that they be spent in a specific manner**Operating Grants**

Balance at start of year	2,987	3,270
Received during the financial year and remained unspent at balance date	2,385	2,879
Received in prior years and spent during the financial year	(2,694)	(3,162)
Balance at end of year	2,678	2,987

Capital Grants

Balance at start of year	265	2,228
Received during the financial year and remained unspent at balance date	7,979	265
Received in prior years and spent during the financial year	(265)	(2,228)
Balance at end of year	7,979	265

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

3.5 Contributions**(a) Monetary**

Drainage and open space	4,353	5,353
Small-scale technology certificates	278	1,878
Other operating	505	803
Other capital and minor works	584	1,152
Monetary	5,720	9,186
Non-monetary	283	473
Total contributions	6,003	9,659

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

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

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

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		2021	2020
		\$'000	\$'000
3.6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
	Proceeds of sale - right of ways	531	522
	Proceeds of sale - other assets	830	364
	Write down value of assets disposed	(378)	(266)
	Write-off of property, infrastructure and plant and equipment	(335)	(54)
	Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>648</u>	<u>566</u>
	The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
3.7	Other income		
	Interest on investments, loans and advances	472	1,232
	Property rental and leases	338	599
	Workers' compensation insurance recovery	735	276
	Insurance recovery	12	149
	Other recovery of costs	620	870
	Total other income	<u>2,177</u>	<u>3,126</u>
	Interest is recognised as it is earned.		
	Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.		
Note 4	The cost of delivering services		
4.1	(a) Employee costs		
	Wages, salaries and related on-costs	76,981	68,970
	Casual staff	4,661	6,788
	Superannuation	8,720	8,294
	Personal gratuity leave	140	117
	WorkCover	1,378	1,773
	Fringe benefits tax	295	302
	Total employee costs	<u>92,175</u>	<u>86,244</u>
	(b) Superannuation		
	Council made contributions to the following funds:		
	Defined benefit fund		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	566	653
		<u>566</u>	<u>653</u>
	Accumulation funds		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,623	4,643
	Employer contributions - other funds	3,531	2,998
		<u>8,154</u>	<u>7,641</u>
	Employer contributions payable at reporting date.	640	820
	Refer to Note 9.3 for further information relating to Council's superannuation obligations.		

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Notes to the financial report
For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
4.2 Materials and services		
Advertising, marketing and promotions	474	646
Apprentices and trainees	379	337
Banking fees and charges	321	393
Building repairs and maintenance	3,773	5,770
General repairs and maintenance	2,147	3,329
Consultants	3,326	3,338
Contract payments for goods and services	13,585	18,249
Facility rental and hire	360	396
Fleet parts, consumables and registration	833	930
Fuel and oil	756	930
Insurances and excess	1,735	1,812
Information technology	5,625	3,669
Licence fees	284	123
Materials and consumables	2,019	2,247
Memberships and subscriptions	412	314
Minor equipment purchases	1,024	379
Office administration	769	958
Waste management and tipping	9,817	8,902
Other supplies and services	1,796	856
Utilities	3,486	4,059
Total materials and services	52,921	57,637
4.3 Depreciation		
Property	6,623	6,283
Plant and equipment	4,020	4,101
Infrastructure	12,748	12,176
Total depreciation	23,391	22,560
Refer to Note 5.2 (c) and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		
4.4 Amortisation - intangible assets		
Intangibles	452	526
Total amortisation - intangible assets	452	526
4.5 Amortisation - right of use assets		
Property	22	22
Other equipment	74	103
Total amortisation - right of use assets	96	125

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

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For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
4.6 Bad and doubtful debts		
Parking fine debtors	101	112
Parking-related debtors - Fines Victoria	178	1,398
Other debtors	300	311
Total bad and doubtful debts	579	1,821
Movement in provision for doubtful debts		
Balance at the beginning of the year	9,848	8,148
New provisions recognised during the year	649	2,030
Amounts already provided for and written off as uncollectible	(321)	(330)
Balance at end of year	10,176	9,848
4.7 Finance costs - leases		
Interest - lease liability	6	8
Total finance costs - leases	6	8
4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	76	75
Auditors' remuneration - internal audit	111	170
Community grants and other contributions	4,041	3,551
Councillor allowances	367	384
Fire Services Property levy	144	124
Short-term, low value lease payments	380	232
Legal expenses	1,029	1,023
Fines Victoria processing costs	58	185
Special rate payments	362	381
Write-off of other financial assets	230	0
Total other expenses	6,798	6,125

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Notes to the financial report
For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	13	11
Cash at bank	4,190	12,979
Money market call accounts	37,204	23,124
Term deposits	6,320	6,806
	<u>47,727</u>	<u>42,920</u>
Restrictions		
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Developer contribution scheme	0	3,940
- Drainage development reserve	23	23
- Public resort and recreation reserve	19,541	15,188
- Fire Services Property Levy payable	68	42
- Contractor and security deposits (see Note 5.3 (b))	5,054	4,485
Total restricted funds	<u>24,686</u>	<u>23,678</u>
Total unrestricted cash and cash equivalents	<u>23,041</u>	<u>19,242</u>
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	2,570	4,642
- Car park development reserve	227	227
- Capital grant funding	7,979	0
- Unspent conditional grants	2,679	3,252
Total funds subject to intended allocations	<u>13,455</u>	<u>8,121</u>
(b) Other financial assets		
Current		
Term deposits	<u>16,852</u>	30,606
Non-current		
Unlisted shares in corporations at cost	<u>6</u>	236
Total other financial assets	<u>16,858</u>	<u>30,842</u>
Total financial assets	<u>64,585</u>	<u>73,762</u>

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

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

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

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Notes to the financial report
For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
5.1 Financial assets (continued)		
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.		
Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Unlisted shares are valued at the lower of cost and net realisable amount. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		
The shares in unlisted corporations reflect Council's holdings in Maps Group Limited and Regional Kitchen Pty Ltd. Council's shareholding in Regional Kitchen Pty Ltd was transferred to Western Health on 7 August 2020. Pursuant to the Share Sale Agreement dated 16 July 2020, a purchase price of \$1 was paid to each shareholder.		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	14,769	11,699
Special rate assessment	682	606
Infringement debtors	10,191	10,020
GST receivable	1,769	1,608
Less: Provision for doubtful debts - infringements	(9,507)	(9,257)
<i>Non statutory receivables</i>		
Other debtors	2,694	3,082
Less: Provision for doubtful debts - other	(669)	(592)
Loans and advances	9	9
Total current trade and other receivables	<u>19,938</u>	<u>17,175</u>
Non-current		
<i>Statutory receivables</i>		
Special rate assessment	3,959	4,229
<i>Non statutory receivables</i>		
Loans and advances	36	158
Total non-current trade and other receivables	<u>3,995</u>	<u>4,387</u>
Total trade and other receivables	<u><u>23,933</u></u>	<u><u>21,562</u></u>
Short-term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long-term receivables are carried at amortised cost using the effective interest rate method.		
(d) Ageing of receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	0	0
Past due by up to 30 days	529	1,275
Past due between 31 and 60 days	808	678
Past due between 61 and 90 days	73	13
Past due above 90 days	1,284	1,116
Total trade and other receivables	<u><u>2,694</u></u>	<u><u>3,082</u></u>

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Notes to the financial report
For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000	
5.1 Financial assets (continued)			
(e) Ageing of individually impaired trade and other receivables			
At balance date, other debtors representing financial assets with a nominal value of \$1,284,000 (2020: \$1,116,000) were impaired. The amount of the provision raised against these debtors was \$669,000 (2020: \$592,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impaired at reporting date was:			
Past due between 31 and 180 days	669	592	
Total trade and other receivables	669	592	
5.2 Non-financial assets			
(a) Inventories			
Inventories held for distribution	36	34	
Inventories held for sale	22	26	
Total inventories	58	60	
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.			
(b) Other assets			
Accrued income	70	130	
Prepayments	2,142	2,398	
Total other assets	2,212	2,528	
(c) Intangible assets			
Software and system development costs	842	959	
Water-use licences	127	127	
Total intangible assets	969	1,086	
	Software	Water rights	Total
	\$'000	\$'000	\$'000
Gross carrying amount			
Balance at 1 July 2020	6,412	127	6,539
Other additions	336	0	336
Balance at 30 June 2021	6,748	127	6,875
Accumulated amortisation and impairment			
Balance at 1 July 2020	(5,454)	0	(5,454)
Amortisation expense	(452)	0	(452)
Balance at 30 June 2021	(5,906)	0	(5,906)
Net book value at 30 June 2020	959	127	1,086
Net book value at 30 June 2021	842	127	969

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight-line basis at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate. Water-use licences entitle Council to irrigate specific parcels of land within the municipality. Current licences are valued at historical cost.

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Notes to the financial report
For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
5.3 Payables		
(a) Trade and other payables		
Trade payables	13,438	15,194
Employee costs - (payable)	12	0
Accrued expenses	1,554	2,297
Total trade and other payables	15,004	17,491
(b) Trust funds and deposits		
Contractor and security deposits	4,978	4,286
Fire Services Property Levy payable	69	42
Retention amounts	76	199
Total trust funds and deposits	5,123	4,527
(c) Unearned income		
Unspent capital grants	7,979	0
Unearned income	65	29
Total unearned income	8,044	29

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

Purpose and nature of items

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

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

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

Unearned Income - In accordance with the introduction of the revenue recognition requirements under Australian Accounting Standards, Council has recorded revenue received during the year that has associated performance obligations that are yet to be met as unearned income. Income will be recognised as these obligations are met.

5.4 Provisions

	Employee \$'000	Other \$'000	Total \$'000
2021			
Balance at beginning of the financial year	22,982	0	22,982
Additional provisions	8,177	0	8,177
Amounts used	(6,680)	0	(6,680)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(271)	0	(271)
Balance at the end of the financial year	24,208	0	24,208
2020			
Balance at beginning of the financial year	22,059	45	22,104
Additional provisions	7,239	0	7,239
Amounts used	(6,665)	(45)	(6,710)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	349	0	349
Balance at the end of the financial year	22,982	0	22,982

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Notes to the financial report
For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
5.4 Provisions (continued)		
(a) Employee provisions		
Current employee provisions expected to be wholly settled within 12 months		
Annual leave	5,242	4,812
Long service leave	1,744	1,779
Personal gratuity	258	277
	<u>7,244</u>	<u>6,868</u>
Current employee provisions expected to be wholly settled after 12 months		
Annual leave	3,093	2,842
Long service leave	9,867	9,474
Personal gratuity	2,023	1,922
	<u>14,983</u>	<u>14,238</u>
Total current employee provisions	<u>22,227</u>	<u>21,106</u>
Non-current		
Long service leave	1,981	1,876
Total non-current employee provisions	<u>1,981</u>	<u>1,876</u>
Current	22,227	21,106
Non-current	1,981	1,876
Total aggregate carrying amount of employee provisions	<u>24,208</u>	<u>22,982</u>

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

Wages and salaries and annual leave

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

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

Long service leave

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

Personal gratuity leave

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

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

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

	%	%
Weighted average rates of increase in employee costs	2.8	3.0
Weighted average discount rates	0.7	0.5
Weighted average settlement period	Years	Years
Long service leave	4.3	3.8
Annual leave	2.3	2.3

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Notes to the financial report
For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
5.5 Financing arrangements		
Credit card facility	45	45
Used facilities	19	18
Unused facilities	26	27

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

5.6 Commitments

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

2021	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
Operating					
Animal welfare services	411	411	1,234	308	2,364
Information systems and technology	3,086	0	0	0	3,086
Internal audit	188	188	574	0	950
Collection/processing of recyclable waste (i)	4,834	4,833	9,803	4,357	23,827
Cleaning contracts for council buildings	414	0	0	0	414
Delivered meals	1,012	0	0	0	1,012
Insurance	1,986	0	0	0	1,986
Traffic signal maintenance	99	0	0	0	99
Waste disposal	3,442	0	0	0	3,442
Total	15,472	5,432	11,611	4,665	37,180
Capital					
Construction works	15,766	0	0	0	15,766
Total	15,766	0	0	0	15,766
2020					
Operating					
Animal welfare services	411	411	1,645	342	2,809
Information systems and technology	1,792	0	0	0	1,792
Internal audit	182	182	198	0	561
Collection/processing of recyclable waste (i)	3,513	519	0	0	4,032
Insurance	1,772	0	0	0	1,772
Traffic signal maintenance	81	83	0	0	164
Waste disposal	3,605	0	0	0	3,605
Total	11,355	1,195	1,843	342	14,735
Capital					
Construction works	3,813	0	0	0	3,813
Total	3,813	0	0	0	3,813

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

5.7 Leases

At inception of a contract, Council would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 *Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

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	2021 \$'000	2020 \$'000
5.7 Leases (continued)		
Right-of-use assets		
	Property \$'000	Other P&E \$'000
		Total \$'000
Balance at 1 July 2020	81	156
Additions	0	13
Amortisation charge	(22)	(74)
Balance at 30 June 2021	<u>59</u>	<u>95</u>
Lease Liabilities		
	2021 \$'000	2020 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	74	97
One to five years	84	144
More than five years	0	0
Total undiscounted lease liabilities as at 30 June:	<u>158</u>	<u>241</u>
Lease liabilities included in the Balance Sheet at 30 June:		
Current	74	97
Non-current	84	144
Total lease liabilities	<u>158</u>	<u>241</u>
Short-term and low value leases		
Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.		
	2021 \$'000	2020 \$'000
Expenses relating to:		
Short-term leases	4	0
Leases of low value assets	376	232
Total	<u>380</u>	<u>232</u>
Variable lease payments (not included in measurement of lease liabilities)		
Non-cancellable lease commitments - short-term and low-value leases		
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:		
Payable:		
Within one year	399	348
Later than one year but not later than five years	396	737
Total lease commitments	<u>795</u>	<u>1,085</u>

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Notes to the financial report
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Note 6 Assets we manage
6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfer	At Fair Value 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	713,995	0	53	0	0	0	0	0	714,048
Buildings	214,687	4,432	0	0	(6,623)	0	(275)	2,940	215,161
Plant and equipment	17,624	3,536	0	0	(4,020)	(377)	(60)	0	16,703
Infrastructure	501,652	17,513	230	(38,141)	(12,748)	0	0	8,125	476,631
Work in progress	16,430	19,187	0	0	0	0	0	(11,065)	24,552
	1,464,388	44,668	283	(38,141)	(23,391)	(377)	(335)	0	1,447,095

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write-offs	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	11,280	18,677	(6,332)	0	23,625
Infrastructure	5,149	510	(4,732)	0	927
Total	16,430	19,187	(11,064)	0	24,552

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Notes to the financial report
For the Year Ended 30 June 2021

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

(a) Property

	Land - specialised	Land - non specialised	Total Land	Buildings - heritage	Buildings - specialised	Buildings - non specialised	Work in progress	Total Buildings	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	672,540	41,455	713,995	47,100	342,813	15,268	11,280	416,461	1,130,456
Accumulated depreciation at 1 July 2020	0	0	0	(28,355)	(154,464)	(7,676)	0	(190,495)	(190,495)
	672,540	41,455	713,995	18,745	188,349	7,592	11,280	225,966	939,961
Movements in fair value									
Additions	0	0	0	599	3,833	0	18,677	23,109	23,109
Contributed assets	53	0	53	0	0	0	0	0	53
Revaluation increments/decrements	0	0	0	0	0	0	0	0	0
Fair value of assets disposed	0	0	0	0	0	0	0	0	0
Write-off	0	0	0	0	(1,773)	0	0	(1,773)	(1,773)
Transfers	0	0	0	23	2,918	0	(6,332)	(3,391)	(3,391)
	53	0	53	622	4,978	0	12,345	17,945	17,998
Movements in accumulated depreciation									
Depreciation and amortisation	0	0	0	(300)	(6,030)	(293)	0	(6,623)	(6,623)
Accumulated depreciation of disposals	0	0	0	0	1,498	0	0	1,498	1,498
Revaluation increments/decrements	0	0	0	0	0	0	0	0	0
Impairment losses recognised in operating result	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0
	0	0	0	(300)	(4,532)	(293)	0	(5,125)	(5,125)
At fair value 30 June 2021	672,593	41,455	714,048	47,722	347,791	15,268	23,625	434,406	1,148,454
Accumulated depreciation at 30 June 2021	0	0	0	(28,655)	(158,996)	(7,969)	0	(195,620)	(195,620)
	672,593	41,455	714,048	19,067	188,795	7,299	23,625	238,786	952,834

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Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

(b) Plant and Equipment

	Plant machinery and equipment	Computers and telecomms	Fixtures fittings and furniture	Library books	Artwork & historical collections	Other	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	18,503	24,143	8,211	10,056	1,914	7,055	0	69,882
Accumulated depreciation at 1 July 2020	(10,734)	(20,920)	(7,240)	(8,130)	0	(5,234)	0	(52,258)
	7,769	3,223	971	1,926	1,914	1,821	0	17,624
Movements in fair value								
Additions	1,518	1,206	75	366	0	371	0	3,536
Contributed assets	0	0	0	0	0	0	0	0
Revaluation increments/decrements	0	0	0	0	0	0	0	0
Fair value of assets disposed	(1,725)	(107)	0	0	0	0	0	(1,832)
Write-off	(201)	0	0	0	0	0	0	(201)
Transfers	0	0	0	0	0	0	0	0
	(408)	1,099	75	366	0	371	0	1,503
Movements in accumulated depreciation								
Depreciation and amortisation	(1,717)	(1,271)	(172)	(542)	0	(318)	0	(4,020)
Accumulated depreciation of disposals	1,348	107	0	0	0	0	0	1,455
Accumulated depreciation of write-off	141	0	0	0	0	0	0	141
	(228)	(1,164)	(172)	(542)	0	(318)	0	(2,424)
At fair value 30 June 2021	18,095	25,242	8,286	10,422	1,914	7,426	0	71,385
Accumulated depreciation at 30 June 2021	(10,962)	(22,084)	(7,412)	(8,672)	0	(5,552)	0	(54,682)
	7,133	3,158	874	1,750	1,914	1,874	0	16,703

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Notes to the financial report
For the Year Ended 30 June 2021

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

(c) Infrastructure

	Roads	Footpaths and cycleways	Bridges	Drainage	Land improvements	Parks, open spaces and streetscapes	Off street car parks	Work in progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	311,511	133,755	10,971	189,210	55,702	44,416	8,352	5,149	759,066
Accumulated depreciation at 1 July 2020	(80,222)	(43,451)	(1,432)	(80,835)	(18,479)	(23,274)	(4,572)	0	(252,265)
	231,289	90,304	9,539	108,375	37,223	21,142	3,780	5,149	506,801
Movements in fair value									
Additions	5,061	6,288	716	1,205	3,665	578	0	510	18,023
Contributed assets	23	0	0	207	0	0	0	0	230
Revaluation increments/decrements	(9,022)	(15,187)	(2,972)	(265)	1,676	0	(145)	0	(25,915)
Fair value of assets disposed	0	0	0	0	0	0	0	0	0
Write-off	0	0	0	0	0	0	0	0	0
Transfers	1,049	63	2,861	238	3,504	410	0	(4,732)	3,393
	(2,889)	(8,836)	605	1,385	8,845	988	(145)	(4,222)	(4,268)
Movements in accumulated depreciation									
Depreciation and amortisation	(4,494)	(2,181)	(176)	(1,586)	(1,372)	(2,834)	(105)	0	(12,748)
Revaluation increments/decrements	(2,569)	(8,211)	(1,473)	(1,307)	(678)	0	2,012	0	(12,226)
	(7,063)	(10,392)	(1,649)	(2,893)	(2,050)	(2,834)	1,907	0	(24,974)
At fair value 30 June 2021	308,622	124,919	11,576	190,595	64,547	45,404	8,207	927	754,797
Accumulated depreciation at 30 June 2021	(87,285)	(53,843)	(3,081)	(83,728)	(20,529)	(26,108)	(2,665)	0	(277,239)
	221,337	71,076	8,495	106,867	44,018	19,296	5,542	927	477,558

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Notes to the financial report
For the Year Ended 30 June 2021

6.1 Property, infrastructure, plant and equipment

Acquisition

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

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

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

Asset recognition thresholds and depreciation periods

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

Darebin City Council
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Notes to the financial report
For the Year Ended 30 June 2021

6.1 Property, infrastructure, plant and equipment

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

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

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

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight-line depreciation is charged based on the residual useful life as determined each year.

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

Repairs and maintenance

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

Leasehold improvements

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

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified valuer Mr A Lee, AAPI, (Valuer General's contract valuer). The last valuation was undertaken as at 30 June 2020. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. A full revaluation of these assets will be conducted in 2021/22.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

Assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
Land	0	41,455	672,593	714,048	June 2020
Buildings	0	7,299	207,862	215,161	June 2020
	0	48,754	880,455	929,209	

No transfers between levels occurred during the year.

Darebin City Council
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Notes to the financial report
For the Year Ended 30 June 2021

6.1 Property, infrastructure, plant and equipment

Valuations of infrastructure

Infrastructure includes road surface and substructures, footpaths, kerbs and channels, traffic devices (parking bays, off-street car parks, drainage pipes, pits, gross pollutant traps and bridges). The valuations for infrastructure assets were determined by Mr P Shah, B Eng (Civil), Co-ordinator Infrastructure Planning. The valuations were performed as at 30 June 2021 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

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

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

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

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

Land improvements includes playing surfaces, retarding basins and other land improvements. The valuations for land improvements were determined by Mr P Shah, B Eng (Civil), Co-ordinator Infrastructure Planning. The valuations were performed as at 30 June 2021 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

The next scheduled full revaluation for this purpose will be conducted in 2023/24.

There were no changes in valuation techniques throughout the period to 30 June 2021.

For all assets measured at fair value, the current use is considered the highest and best use.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

6.1 Property, infrastructure, plant and equipment

Assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
Roads	0	0	221,337	221,337	June 2021
Footpaths and cycleways	0	0	71,076	71,076	June 2021
Bridges	0	0	8,495	8,495	June 2021
Drainage	0	0	106,867	106,867	June 2021
Land improvements	0	0	44,018	44,018	June 2021
Parks, open spaces and streetscapes	0	0	19,296	19,296	June 2021
Off-street carparks	0	0	5,542	5,542	June 2021
	0	0	476,631	476,631	

No transfers between levels occurred during the year.

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads

Specialised land and land under roads are valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$20 and \$5,324 per square metre.

Darebin City Council
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Notes to the financial report
For the Year Ended 30 June 2021

6.1 Property, infrastructure, plant and equipment

Specialised buildings

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and range from \$500 to \$10,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 50 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 10 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets. Current replacement cost for infrastructure is calculated as follows:

Roads and off-street car parks range between \$47 to \$507 per square metre.

Shared paths and cycleways range between \$49 to \$244 per square metre.

Drainage assets range between \$92 to \$5,273 per unit.

Bridge assets range varies depending on construction type.

	2021	2020
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	1,258	1,205
Community facilities	62,217	62,217
Council administration and depots	27,145	27,145
Off-street carparks	14,371	14,371
Parks and reserves	567,602	567,602
Total specialised land	672,593	672,540

6.2 Investment property

	2021	2020
	\$'000	\$'000
Balance at beginning of financial year	2,790	2,810
Fair value adjustments	(76)	(20)
Balance at end of financial year	2,714	2,790

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the Comprehensive Income Statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

Valuation of investment property

The valuation of investment property has been determined by Mr A Lee, AAPI (Valuer General's contract valuer), who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

Darebin City Council
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Notes to the financial report
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Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Council is the parent entity.

(b) Key management personnel

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

Councillors

Stephanie Amir (1/7/2020 - 23/10/2020)
Gaetano Greco (1/7/2020 - current)
Tim Laurence (1/7/2020 - current)
Trent McCarthy (1/7/2020 - current)
Susanne Newton (1/7/2020 - current)
Susan Rennie (Mayor 1/7/2020 - 23/10/2020)
Susan Rennie (23/10/2020 - current)

Emily Dimitriadis (9/11/2020 - current)
Tom Hannan (9/11/2020 - current)
Kim Le Cerf (1/7/2020 - 23/10/2020)
Lina Messina (1/7/2020-23/10/2020)
Lina Messina (Mayor 9/11/2020 - current)
Julie Williams (1/7/2020 - current)

Chief Executive Officer

Sue Wilkinson (1/7/2020 - current)

Other key management personnel

GM City Sustainability and Strategy

Rachael Ollivier (1/7/2020 - current)

GM Operations and Capital

Sam Hewett (29/7/2020 - current)

GM Community

Kerry McGrath (1/7/2020 - current)

GM Governance and Engagement

Ingrid Bishop (1/7/2020 - 31/7/2020)

Jodie Watson (1/10/2020 - current)

	2021	2020
	Number	Number
Total number of councillors	11	9
Chief Executive Officer and other key management personnel	6	6
Total key management personnel	17	15

(c) Remuneration of key management personnel

	2021	2020
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,639	1,740
Long-term benefits	40	41
Post-employment benefits	116	122
Total	1,795	1,903

Darebin City Council
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Notes to the financial report
For the Year Ended 30 June 2021

7.1 Council and key management remuneration

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

	2021 Number	2020 Number
\$10,000 - \$19,999	2	0
\$20,000 - \$29,999	3	0
\$30,000 - \$39,999	5	8
\$50,000 - \$59,999	1	0
\$70,000 - \$79,999	1	0
\$100,000 - \$109,999	0	1
\$110,000 - \$119,999	0	1
\$150,000 - \$159,999	0	1
\$190,000 - \$199,999	1	0
\$220,000 - \$229,999	1	0
\$240,000 - \$249,999	0	1
\$280,000 - \$289,999	2	1
\$300,000 - \$309,999	0	1
\$360,000 - \$369,999	1	0
\$380,000 - \$389,999	0	1
	17	15

(d) Senior officers' remuneration

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

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

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

	2021 Number	2020 Number
< \$151,000	0	2
\$151,000 - \$159,999	7	7
\$160,000 - \$169,999	5	2
\$170,000 - \$179,999	4	8
\$180,000 - \$189,999	7	2
\$190,000 - \$199,999	2	2
\$200,000 - \$209,999	1	3
\$220,000 - \$229,999	0	2
\$230,000 - \$239,999	0	1
\$270,000 - \$279,999	0	1
	26	30
	\$'000	\$'000
Total remuneration for the year for senior officers included above amounted to:	4,497	5,314

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council had no reportable transactions with related parties.

(b) Outstanding balances with related parties

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

(d) Commitments to/from related parties

Council has no outstanding commitments to/from other related parties.

Darebin City Council

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Notes to the financial report

For the Year Ended 30 June 2021

Note 8 Managing uncertainties
8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

(a) Contingent assets**Operating lease receivables**

Council has entered into commercial property leases on its investment property, consisting of surplus freehold buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 30 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases at the end of the year are as follows :

	2021	2020
	\$'000	\$'000
Not later than one year	310	362
Later than one year and not later than five years	1,680	1,512
Later than five years	2,838	1,741
	4,828	3,615

(b) Contingent liabilities**Superannuation**

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

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$54,000 during the 2020/21 year (2019/20 \$45,000). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are \$470,000.

Former landfill sites

Council has responsibility for several facilities contained on former landfill sites. Council may have to carry out site rehabilitation works in the future. At balance date, Council is unable to accurately assess the financial implications of such works.

Legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Building cladding

Council has several buildings that may require rectification works as a result of flammable building cladding. Council is currently working with the Victorian Building Authority and Cladding Safety Victoria on monitoring and potential remediation of non-compliant cladding.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments**(a) Objectives and policies**

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

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates that exposes us to fair value interest rate risk. Council does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. We manage interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk, Council:

- has a policy for establishing credit limits for the entities it deals with;
- may require collateral where appropriate; and
- only invests surplus funds with financial institutions that have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets that are individually determined to be impaired.

Council may also be subject to credit risk for transactions that are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral against these financial assets.

8.3 Financial instruments (continued)**(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or when we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy that targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from the Reserve Bank of Australia):

- A parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year-end rates of 0.74%.

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

8.4 Fair value measurement**Fair value hierarchy**

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, rather, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair value measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

8.4 Fair value measurement

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

Revaluation

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

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

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

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared with the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

The COVID-19 lockdowns have resulted in the closure of Council facilities and services which will reduce revenue and to a lesser extent expenses. As such, Management will undertake an in depth review at the end of September to re-forecast figures to reflect the impact of these closures.

Darebin City Council

2020/2021 Financial Report

Notes to the financial report

For the Year Ended 30 June 2021

Note 9 Other matters

9.1 Reserves	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation			
2021			
Property			
Land	581,533	0	581,533
Land improvements	5,894	998	6,892
Buildings	95,205	0	95,205
	<u>682,632</u>	<u>998</u>	<u>683,630</u>
Plant and equipment			
Other	6,143	0	6,143
Infrastructure			
Roads	139,478	(9,724)	129,754
Footpaths and cycleways	29,403	(23,398)	6,005
Drainage	72,614	(1,572)	71,042
Bridges	6,376	(4,445)	1,931
	<u>247,871</u>	<u>(39,139)</u>	<u>208,732</u>
Total asset revaluation reserves	<u>936,646</u>	<u>(38,141)</u>	<u>898,505</u>
2020			
Property			
Land	513,318	68,215	581,533
Land improvements	5,894	0	5,894
Buildings	92,570	2,635	95,205
	<u>611,782</u>	<u>70,850</u>	<u>682,632</u>
Plant and equipment			
Other	6,143	0	6,143
Infrastructure			
Roads	139,478	0	139,478
Footpaths and cycleways	29,403	0	29,403
Drainage	72,614	0	72,614
Bridges	6,376	0	6,376
	<u>247,871</u>	<u>0</u>	<u>247,871</u>
Total asset revaluation reserves	<u>865,796</u>	<u>70,850</u>	<u>936,646</u>

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

Darebin City Council
2020/2021 Financial Report

Notes to the financial report
For the Year Ended 30 June 2021

Note 9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2021				
Car park development	228	0	0	228
Capital works	1,775	0	0	1,775
Developer Contribution Scheme	3,940	0	3,940	0
Drainage development	23	0	0	23
Information technology	1,422	0	0	1,422
Plant replacement	559	2,107	764	1,902
Public open space and recreation	15,187	4,354	0	19,541
Unspent grants and contributions	898	1,151	898	1,151
Total other reserves	24,032	7,612	5,602	26,042
(b) Other reserves				
2020				
Car park development	228	0	0	228
Capital works	1,775	0	0	1,775
Developer Contribution Scheme	5,070	0	1,130	3,940
Drainage development	23	0	0	23
Information technology	1,422	0	0	1,422
Plant replacement	753	2,089	2,283	559
Public open space and recreation	13,525	5,353	3,691	15,187
Unspent grants and contributions	3,677	898	3,677	898
Total other reserves	26,473	8,340	10,781	24,032

Darebin City Council

2020/2021 Financial Report

Notes to the financial report
For the Year Ended 30 June 2021**Note 9.1 Reserves (continued)****Nature and purpose of reserves****Statutory and discretionary reserves:****Car park development**

The Car Park Development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Capital works

The Capital Works reserve was established with effect from 19 March 2018 by Council resolution for the purpose of financing future capital works projects. Funding is derived from identified capital works project savings. Council may expend funds from the reserve for the purposes of major capital works.

Developer Contribution Scheme

The Developer Contribution Scheme reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Drainage development

The Drainage Development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Information technology

The Information Technology reserve was established by Council resolution for the purpose of financing Council's IT strategy over the coming years. Funding is derived from identified IT-related capital works project savings. Council may expend funds from the reserve for the purposes of information technology development and implementation projects.

Plant replacement

The Plant Replacement reserve was established to ensure adequate funds are available to purchase plant at the optimum replacement point. Transfers to and from the reserve are based upon plant depreciation or replacement charges less the net plant purchases as per the approved plant replacement program.

Public open space and recreation

The Public Open Space and Recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space that are initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Unspent grant and contributions funding

The Unspent Grant and Contributions reserve is used to fund future grant funded projects. Grant funding is received in advance from both federal and state government authorities to fund projects. Revenue from grants and contribution is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate the tracking of the total funds received but not yet spent.

Darebin City Council
2020/2021 Financial Report

Notes to the financial report
For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus		
Surplus / (Deficit) for the year	<u>6,182</u>	6,196
Depreciation and amortisation	23,939	23,211
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(983)	(620)
Bad and doubtful debts	579	1,821
Fair value adjustments for investment property	76	20
Contributions - non-monetary assets	(283)	(473)
Write-off of property, plant and equipment	335	54
Write-off of other financial assets	230	0
Finance costs - leases	6	8
	<u>23,899</u>	<u>24,021</u>
Change in operating assets and liabilities		
Decrease (increase) in trade and other receivables	(3,089)	(5,808)
Decrease (increase) in inventories	2	34
Decrease (increase) in accrued income	57	435
Decrease (increase) in prepayments	256	(298)
Decrease (increase) in other assets	83	21
Increase (decrease) in trade and other payables	7,659	(879)
Increase (decrease) in trust funds and deposits	569	(71)
Increase (decrease) in provisions	1,226	923
	<u>6,763</u>	<u>(5,643)</u>
Net cash provided by/(used in) operating activities	<u>36,844</u>	<u>24,574</u>

Darebin City Council

Notes to the financial report

2020/2021 Financial Report

For the Year Ended 30 June 2021

Note 9 Other matters
9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

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

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.7%. The financial assumptions used to calculate the VBI were:

Net investment returns 6.5% pa

Salary information 3.5% pa

Price inflation (CPI) 2.0% pa

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

Vision Super has advised that the VBI for the LASF Defined Benefit sub-plan is 109.7% as at 30 June 2021.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

9.3 Superannuation (continued)***Employer contributions******Regular contributions***

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

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

In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.

Darebin City Council

Notes to the financial report

2020/2021 Financial Report

For the Year Ended 30 June 2021

9.3 Superannuation (continued)***The 2020 triennial actuarial investigation surplus amounts***

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020 (Triennial) \$m	2021 (Interim) \$m
- A VBI surplus	\$100.0	\$151.3
- A total service liability surplus	\$200.0	\$233.4
- A discounted accrued benefits	\$217.8	\$256.7

The VBI surplus means that the market value of the Fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2021 VBI during August 2021. (2020: August 2020)

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

<i>Scheme</i>	<i>Type of Scheme</i>	<i>Rate</i>	2021 \$'000	2020 \$'000
Vision Super	Defined benefit	9.50%	566	653
Vision Super	Accumulation fund	9.50%	4,623	4,643
Other funds	Accumulation fund	9.50%	3,531	2,998

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$54,000 paid during the 2020/21 year (2019/20 \$45,000).

There were \$640,000 of contributions outstanding and nil loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$470,000.

6. Performance Statement

Darebin City Council
Performance Statement
For the Year Ended 30 June 2021

Description of municipality

The City of Darebin (Darebin) is situated over an area between 5 and 15 kilometres north of Melbourne's Central Business District. This area covers 53 square kilometres of land and stretches from Melbourne's inner northern suburbs of Northcote and Fairfield out to the traditional middle-ring suburbs of Reservoir and Bundoora. Darebin has a population of 164,181, which is projected to increase to 192,142 over the next 20 years. Darebin is home to one of the largest, most diverse communities in Victoria in terms of cultures, languages (148 languages are spoken), religions, socio-economic backgrounds, employment status, occupation and housing needs. Darebin's largest industries include education, training, retail trade, health care and social assistance.

The COVID-19 lockdowns experienced in 2020/21 have impacted on some of the results reported in the Performance Statement. The subsequent closure of Council facilities has impacted the participation rates of some of the services measured in the service performance indicators.

Darebin City Council
Sustainable Capacity Indicators
 For the Year Ended 30 June 2021

		Results				
Indicator/measure		2018	2019	2020	2021	Material Variations
Population						
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,013	\$1,035	\$1,066	\$1,060	No material variation from the previous year
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$4,552	\$4,499	\$4,571	\$4,405	No material variation from the previous year
C3	Population density per length of road [Municipal population / Kilometres of local roads]	311	318	323	314	No material variation from the previous year
Own-source revenue						
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$936	\$973	\$932	\$896	No material variation from the previous year
Recurrent grants						
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$104	\$98	\$102	\$99	No material variation from the previous year
Disadvantage						
C6	Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	7.0	7.0	7.0	7.0	The Commonwealth Government calculates an index of relative socio-economic disadvantage which outlines an overall measure of disadvantage across the municipality.
Workforce turnover						
C7	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.0%	14.2%	10.5%	13.4%	This financial year (20/21), departures from Council included a small number of retirements and redundancies, with the majority departing due to resignations (approx. 79%). Of that 79%, most left Darebin post January 2021, with one-third departing in Q4. These departures were evenly distributed over the organisation. After analysis, this is not identified as a concern. From what we know about the job market post the COVID lockdowns of 2020, the employment market was in a state of recovery and growth with a number of key industries booming. Departures from Darebin during this period are reflective of an open job market with a number of highly visible opportunities for job seekers to engage with.

Darebin City Council**Sustainable Capacity Indicators**

For the Year Ended 30 June 2021

Definitions

"adjusted underlying revenue" means total income other than —

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"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

Darebin City Council
Service Performance Indicators
 For the Year Ended 30 June 2021

		Results				Material Variations
Service/indicator/measure		2018	2019	2020	2021	
Aquatic Facilities						
Utilisation						
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	5.3	5.3	3.3	1.9	Currently two leisure centres operate within the City of Darebin: Northcote Aquatic and Recreation Centre (NARC) which is managed externally by YMCA Victoria, and Reservoir Leisure Centre (RLC) which is managed in-house. As with many facilities during this period, impacts were felt as a direct result of closures due to COVID-19.
Animal Management						
Health & safety						
AM4	Animal management prosecutions [Number of successful animal management prosecutions]	3	2	N/A	N/A	As of 1 July 2019, AM4 has been replaced by AM7
AM7	Animal management prosecutions [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	N/A	N/A	0	0.0%	Council has taken a more educational approach to animal management enforcement during the COVID-19 outbreak. While Council did not take any animal management prosecutions to court, some particularly dangerous animals were surrendered to Council and others declared "menacing" or "dangerous" requiring the dog to wear a muzzle and/or a lead whilst outside of the property. Note: the one prosecution lodged in 2020-21 is pending an outcome.
Food Safety						
FS4	Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100.0%	100.0%	100.0%	100.0%	Darebin's commitment to addressing high risk, non-compliant premises in food safety is demonstrated by achieving 100% in consecutive years.
Governance						
Satisfaction						
G5	Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	66.7	70.8	69.0	68.0	This result compares very favourably with that of similar councils last year and the sector more broadly.

Darebin City Council
Service Performance Indicators
 For the Year Ended 30 June 2021

		Results				
Service/indicator/measure	2018	2019	2020	2021	Material Variations	
Libraries Participation						
LB4	Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.7%	15.6%	14.3%	12.3%	The closure of library branches and community lifestyle changes due to the pandemic has had a significant impact. Many existing customers made good use of digital library collections during the stay at home measures. However, the number of new members dropped during the closure and some customers prefer to access physical collections only.
Maternal & Child Health Participation						
MC4	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	81.4%	80.0%	76.9%	71.5%	Due to COVID-19 pandemic a higher number of families chose not to attend a face-to-face assessment and consulted with the nurse over the telephone.
MC5	Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	90.9%	90.8%	84.1%	76.6%	Due to COVID 19 pandemic some families chose not to attend the MCH service for a face to face consultation but did consult with the nurse via the telephone.
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]	69.9	71.5	72.0	70.0	In 2020/21, 27,700 sqm of Darebin's local roads were resealed using asphalt containing a recycled product from steel slag, line marking and reinstating speed humps and traffic loops. The resurfacing works prolongs the life of the road, avoiding more costly road rehabilitation works.
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	46.1%	44.9%	41.2%	47.8%	The number of VCAT outcomes that uphold Council's decision has increased this year, from 41 per cent to 48 per cent. The increase is the result of process and governance improvements to Council's management of VCAT applications. Ongoing resource and process improvements are planned and Council is aiming for further performance improvements at VCAT.

Darebin City Council
Service Performance Indicators
 For the Year Ended 30 June 2021

		Results				
Service/Indicator/measure		2018	2019	2020	2021	Material Variations
Waste Collection						
Waste diversion						
WCS	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	49.1%	46.4%	50.8%	63.6%	The increase since last year in waste diverted from landfill is due to more Food Organic and Garden Organics (FOGO) bins being out in the Darebin community now.

Definitions

- "Aboriginal child" means a child who is an Aboriginal person
- "Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*
- "active library member" means a member of a library who has borrowed a book from the library
- "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
- "class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act
- "class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act
- "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
- "critical non-compliance outcome notification" means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health
- "food premises" has the same meaning as in the *Food Act 1984*
- "local road" means a sealed or unsealed road for which the Council is the responsible road authority under the *Road Management Act 2004*
- "major non-compliance outcome notification" means a notification received by a Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- "MCH" means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age
- "population" means the resident population estimated by Council
- "target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth
- "WorkSafe reportable aquatic facility safety incident" means an incident relating to a Council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Darebin City Council
Financial Performance Indicators
 For the Year Ended 30 June 2021

Dimension/Indicator/measure	Results				Forecasts				Material Variations	
	2018	2019	2020	2021	2022	2023	2024	2025		
Efficiency										
Revenue level										
E1	Average residential rate per residential property assessment [Residential rate revenue / Number of residential	\$1,519	\$1,553	N/A	N/A	N/A	N/A	N/A	N/A	As of 1 July 2019, E1 has been replaced by E4.
Expenditure level										
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,290	\$2,344	\$2,413	\$2,418	\$2,492	\$2,409	\$2,487	\$2,540	No material variation from the previous year
Revenue level										
E4	Average rate per property assessment [Total rate revenue / Number of property assessments]	N/A	N/A	\$1,756	\$1,806	\$1,850	\$1,910	\$1,954	\$1,999	Increase in-line with The Fair Go Rates System (FGRS) maximum amount increase for rates set at 2.0% for 2020/21
Working capital										
L1	Current assets compared to current liabilities [Current assets / Current liabilities] x100	242.0%	261.8%	215.7%	172.0%	143.4%	132.1%	129.9%	128.6%	Current assets impacted by decreased cash and cash equivalents arising mainly from completion of the planned capital works program and measures provided under Council's COVID-19 Community and Business Resilience and Recovery Package. Future years will be impacted by the capital expenditure for the Narrandjeri Stadium, Northcote Aquatic and Recreation Centre, and Reservoir Leisure Centre.
Unrestricted cash										
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	127.0%	130.7%	97.0%	68.6%	39.0%	31.2%	32.4%	30.5%	Greater completion rate of the planned capital works program and Council's COVID-19 Community and Business Resilience and Recovery Package has impacted unrestricted cash. Future years are impacted by the planned capital expenditure for the Narrandjeri Stadium, Northcote Aquatic and Recreation Centre, and Reservoir Leisure Centre.

Darebin City Council
Financial Performance Indicators
 For the Year Ended 30 June 2021

Dimension/indicator/measure	Results				Forecasts				Material Variations	
	2018	2019	2020	2021	2022	2023	2024	2025		
Obligations										
Loans & borrowings										
O2	Loans and borrowings compared to rates [(Interest bearing loans and borrowings / Rate revenue) x100]	0.00%	0.00%	0.00%	0.00%	5.74%	23.25%	30.88%	27.21%	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
O3	Loans and borrowings repayments compared to rates [(Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100]	0.00%	0.00%	0.00%	0.00%	0.05%	0.82%	2.78%	3.77%	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
Indebtedness										
O4	Non-current liabilities compared to own source revenue [(Non-current liabilities / Own source revenue) x100]	1.3%	1.2%	1.3%	1.4%	5.8%	19.2%	24.9%	21.7%	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
Asset renewal and upgrade										
O5	Asset renewal and upgrade compared to depreciation [(Asset renewal and upgrade expense / Asset depreciation) x100]	N/A	N/A	140.8%	110.4%	132.4%	173.2%	174.6%	121.0%	Expenditure on asset renewal and upgrade has decreased by \$5.9 million from previous year. Prior year included significant spending on buildings within the municipality.
Operating Position										
Adjusted underlying result										
OP1	Adjusted underlying surplus (or deficit) [(Adjusted underlying surplus (deficit)/ Adjusted underlying revenue) x100]	6.2%	7.9%	1.7%	-0.2%	-2.6%	6.8%	5.7%	6.0%	Adjusted underlying surplus has decreased by \$3.5 million from previous year due to the COVID -19 impact on the reduction in discretionary revenue items such as user fees and statutory fees and fines.

Darebin City Council
Financial Performance Indicators
 For the Year Ended 30 June 2021

Dimension/indicator/measure	Results				Forecasts				Material Variations	
	2018	2019	2020	2021	2022	2023	2024	2025		
Stability										
Rates concentration										
S1	Rates compared to adjusted underlying revenue [(Rate revenue / Adjusted underlying revenue) x100]	71.5%	69.6%	73.8%	76.4%	78.1%	75.4%	75.5%	75.4%	No material variation from the previous year
Rates effort										
S2	Rates compared to property values [(Rate revenue / Capital improved value of rateable properties in the municipality) x100]	0.26%	0.21%	0.23%	0.22%	0.22%	0.23%	0.24%	0.24%	Municipal Capital Improved Value (CIV) has increased by \$7.3 billion (13.2 %) since 1 Jan 2019. Rate revenue has increased by \$3.0 million (2.3%) from prior year.

Definitions

"adjusted underlying revenue" means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Darebin City Council**Other Information**

For the Year Ended 30 June 2021

Note 1 Basis of Preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's Strategic Resource Plan. The *Local Government Act 1989* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its Strategic Resource Plan on 28 June 2021 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

7. Certification of Performance Statement for the Year Ended 30 June 2021

Darebin City Council
Certification of performance statement
For the Year Ended 30 June 2021

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014*.



Srinivasan CPA
Principal Accounting Officer

Melbourne
27 September 2021

In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2021 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Lina Messina
Councillor



Tom Hannan
Councillor



Sue Wilkinson
Chief Executive Officer

Melbourne
27 September 2021

8. Independent Auditor's Report for the Year Ended 30 June 2021



Independent Auditor's Report

To the Councillors of Darebin City Council

Opinion	<p>I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.</p> <p>Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
12 October 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

9. Glossary of financial terms

Term	Definition
Accrual accounting	System of accounting where items are brought to account and included in the financial statements as they are earned or incurred, rather than as they are received or paid.
Accumulated surplus	The value of all net assets accumulated over time.
AIFRS	Australian equivalents to International Financial Reporting Standards.
Assets	Future economic benefits controlled by Council as a result of past transactions or other past events.
Bad and doubtful debts expenditure	Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors.
Balance sheet	A quantitative summary of Council's financial position at 30 June, including assets, liabilities and net equity.
Cash and cash equivalents assets	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
Contributions income	Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects.
Current assets	Assets where Council expects to receive the future economic benefit within the next 12 months.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next 12 months and Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.
Depreciation and amortisation expenditure	An expense that recognises the value of a fixed asset consumed over time.
Employee costs	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments.
Equity	The residual interest in Council assets after its liabilities are deducted, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Finance costs	Interest paid on borrowings.
Financial assets	Cash held in term deposits.
Fixed assets	See property, infrastructure, plant and equipment assets.
Grants – non-recurrent income	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants – recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Comprehensive Income Statement	A financial statement highlighting the accounting surplus or deficit of Council. It provides an indication of whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation and amortisation expenditure. It also includes other comprehensive income items such as net asset revaluation increments (decrements) and a share of other comprehensive income of associates and joint ventures accounted for by the equity method to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity from the prior year.
Intangible assets	Non-current assets held by Council that are not material assets (such as computer software and licences).
Interest and investment income	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
Interest bearing loans and borrowings	Council's borrowings.
Inventories	Includes fuel and consumables located at Council's depot and recreation centres.

Term	Definition
Investment property assets	Land or buildings held to earn rentals or for capital appreciation or both, rather than for providing services or for administrative purposes.
Investments in associates accounted for using the equity method	Council's share of the carrying value of its investment in its joint venture partnerships.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Materials and services expenditure	Expenditure incurred in relation to contract payments and trade services, building maintenance, general maintenance, plant and equipment maintenance, utilities, consultants, office and administration, insurance, registration and the Metropolitan Fire Brigade levy, financial and legal costs and information technology costs.
Movement in equity for the period	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
Net asset revaluation increment (decrement)	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes that were revalued during the year.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net gain (loss) on disposal of property, plant and equipment, infrastructure	The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next 12 months.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other revenue income	Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources.
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice – a system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Prepaid income	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment assets	Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register.
Provisions	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
Rate and charges income	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Reserves	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. The drainage contributions reserve includes non-refundable contributions sought from developers to upgrade drainage as a result of development in the municipality.

Term	Definition
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Share of net profits (losses) of associates and joint ventures accounted for by the equity method	Council's share of the net profit/loss recognised in its joint venture partnerships.
Statutory fees and fines income	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities/individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
Underlying operating surplus/(deficit)	Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, childcare/children's program fees, debt collection recovery charges, election fines, parking meter fees, ticket machine fees, leisure centre and recreation fees, library fines and other charges and tow-away charges.

CONTACT US

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After hours: 8470 8889

mailbox@darebin.vic.gov.au

ABN 75 815 980 522

Feedback details

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

Council Customer Service Centres

Preston Customer Service Centre

Darebin Civic Centre
274 Gower Street
Preston
Hours: 8.30am – 5pm Monday to Friday

Northcote Customer Service Centre

Northcote Library Complex
32–38 Separation Street
Northcote
Hours: 8.30am – 5pm Monday to Friday

Reservoir Customer Service Centre

Community and Learning Centre
23 Edwardes Street
Reservoir
Hours: 10am – 5pm Monday to Friday

Please note that, during COVID-19 restrictions, customer service centres may be closed to walk-ins; however, the call centre remains open from 8.30am to 5pm each day, and you can contact us on 8470 8888 or send us a message via email: mailbox@darebin.vic.gov.au

English

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

Arabic

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

Chinese

本报告包含戴瑞宾市议会整个财政年度的绩效概要。

Greek

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

Hindi

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

Italian

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

Macedonian

Овој извештај содржи краток преглед на сработеното од страна на Општината на Даребин во текот на финансиската година.

Nepali

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

Punjabi

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

Spanish

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

Somali

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

Urdu

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

Vietnamese

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

CITY OF DAREBIN

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National Relay Service
relayservice.gov.au

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.

Speak your language
T 8470 8470

العربية Italiano Soomalii
繁體中文 Македонски Español
Ελληνικά नेपाली اردو
हिंदी ਪੰਜਾਬੀ Tiếng Việt

8.2 SEPARATION OF WASTE COLLECTION SERVICE FEES FROM GENERAL RATES AND INTRODUCTION OF UNIVERSAL FOOD ORGANIC AND GARDEN ORGANIC WASTE COLLECTION

Author: Acting Manager Finance
Manager City Works
Manager Climate Emergency & Sustainable Transport
General Manager, Governance and Engagement

Reviewed By: Chief Executive Officer

EXECUTIVE SUMMARY

The State Government is overhauling household recycling to reduce waste, increase recycling and create a circular economy to make the most of our resources. This will mean big changes for local communities as all Councils roll out four bins: a rubbish bin, a recycling bin, a green and food and green waste bin and a glass bin.

With the Recycling Victoria Reforms, Council is facing a \$26 million gap over the next 10 years between the cost of waste services and what can be recovered through general rates within the imposed rate cap.

Of the 79 Councils in Victoria, Darebin is one of only 8 that has not separated waste service costs from its general rates. This has afforded protection to ratepayers from the cost impacts of external shocks and increasing waste costs experienced over the past decade, because they have been subsidised by Council. However, it is no longer viable or prudent to maintain the existing situation, with this \$26 million gap.

To ensure financial sustainability it is recommended that Council:

- separates all waste and recycling collection fees from general rates and creates a new service charge for kerbside waste collection services with concessions aligned to equity principles and a new service rate for public waste collection services, and
- incorporates the existing separate waste fee in place for food organic and garden organic service fees into the new waste service charge.

The cost for these services would be removed from general rates, reducing total general rates collected.

The estimated increase in revenue through this change is projected to be around \$1M in 2022/23 on top of projected revenue from rates at \$141.6M. This will be confirmed when the draft Budget is prepared.

To further support this change, it is also recommended that Council introduce a green organic and food organic (FOGO) waste recycling service to every household that gets a council kerbside waste service earlier than the reforms require. This will increase the amount of waste diverted from landfill, in turn saving costs on the landfill levy and optimising environmental outcomes.

Officer Recommendation**That Council:**

- (1) Note its support for the principles of the Statewide Recycling Victoria Reforms and alignment with Council's adopted Waste and Recycling Strategy.
 - (2) Note that in order to support the implementation of Recycling Victoria Reforms and to address financial impacts beyond its control, the way in which Council collects waste service cost recovery needs to change.
 - (3) Endorse the introduction of a municipal wide (universal) Food Organic and Garden Organic (FOGO) collection service effective from 1 July 2022.
 - (4) Establish a service charge for kerbside waste collection services, moving kerbside waste collection costs from the general rates payable by ratepayers, incorporating the existing waste collection fee for Green Waste.
 - (5) Establish a service rate for public waste collection services, moving public waste collection costs from the general rates payable by ratepayers.
 - (6) Note that the kerbside waste collection service charge, the service rate for public waste collection and the applicable concessions aligned to equity principles will be declared through the 2022/23 Budget, following receipt of valuations from the Valuer General in 2022 and consultation on the 2022/23 draft Budget.
 - (7) Note the Revenue and Rating Plan 2021-25 will be revised to incorporate the decision of Council to introduce the service rate for kerbside waste collection services, the service rate for public waste collection services and concessions aligned to equity principles and reported to Council alongside the draft Budget in March 2022.
 - (8) Note the Rates Financial Hardship Policy will be revised to incorporate the concessions aligned to equity principles (with benefit to approx. 40,000 households) and the safety net for kerbside waste collection services for those experiencing disadvantage and reported to Council alongside the draft Budget in March 2022.
 - (9) Authorise the CEO to enter into a contract in excess of their current delegation of \$750,000 up to a maximum contract value of \$1,300,000 inclusive of GST, with the recommended supplier of waste service bins for the introduction of Universal Food Organic and Garden Organic collection service and to report the outcome of the awarded contract to Council for noting.
 - (10) Authorise the CEO to sign and execute all contractual documentation on behalf of Council in relation to the introduction of a municipal wide (universal) FOGO collection service from 1 July 2022.
-

BACKGROUND / KEY INFORMATION**Financial Sustainability**

The financial sustainability of local governments across Australia continues to be a challenge, with increasing community demand for services, population growth and rising costs associated with maintenance and renewal of ageing infrastructure. Darebin is no exception.

It is essential that Council take action to address cost shifting from the State Government and, in addition to significant advocacy, exercise the one option available to mitigate this risk,

which is to exercise the right to introduce a separate waste fee for waste service cost recovery in accordance with the *Local Government Act 1989*.

The State Government has doubled the landfill levy and the projected deficit as a result of this change alone will be an \$11 million impact over the next 10 years that cannot be recovered within the Rate Cap.

With the Recycling Victoria Reforms and external waste sector impacts beyond its control, Council is forecasting a \$26 million gap over the next 10 years between the cost of waste services and what can be recovered through general rates with the imposed Rate Cap.

Council has legislated obligations, articulated through the principles of the *Local Government Act 2020*. These are identified later in this report against the principles of the *Local Government Act 2020*.

The Landscape

Waste costs across the local government sector have been rising at a rate that is greater than the Rate Cap. In addition, there have been a number of financial shocks that have impacted waste service costs. In 2011/12 the landfill levy increase from State Government was an additional \$950,000. In 2019/20 the collapse of recycler SKM impacted the waste sector significantly and as a result Council had to establish a new contract with VISY in market conditions that increased this cost by \$1.4 million. The landfill levy imposed on Council increased by \$800,000 in 2021/22 and will increase by a further \$500,000 in 2022/23 with a total increase of \$11 million over 10 years.

71 of 79 Victorian Councils have separate waste charges, which have enabled them to mitigate the impact of disruption to the waste sector and the impact of the landfill levy and future Recycling Victoria reforms.

Council is facing disruption, change and transformation. Disruption is due to Covid impacts on economy, business sector and revenue, recycling sector collapse and reduced landfill capacity. Change is due to Recycling Victoria waste reforms and standardised services across Victoria, the State Government proposal on non-rateable social housing, cost shifting from State Government and capital investment requirements. Transformation is due to service delivery pivot in response to Covid, adjustment in cost recovery model for waste service provision, introduction of Developer Contribution Plan and the review of the Open Space Levy.

Taking into account the known and forecast disruption, change and transformation impacting local government, it is incumbent upon Council to balance the view beyond the Council term to ensure the long term sustainability of Council services.

Current Waste Services

Council's suite of waste services is overseen by three departments who provide holistic management of service delivery, strategy, education and programs and financial sustainability.

The current suite of waste services are:

Weekly	Kerbside Rubbish Collection Service
Fortnightly	Recycling (Comingle) Collection Service Food & Green Waste Collection (FOGO) Service: Opt-In

Twice Yearly	Hard Rubbish Bundle Branch Pick Up
Ongoing	Public Waste Services Darebin Resource Recovery Centre

Council has an existing separate green waste collection fee for food organics and garden organics collection. The annual fee is \$56.50 for a 120 litre bin and \$106.85 for a 240 litre bin. This service is currently opt in and provides a discounted rate for pensioners and health care card holders, which is \$32.60 for a 120 litre bin and \$69.50 for a 240 litre bin.

Community satisfaction with the current waste services is high. Below is an overview of the top 15 services from the 2020 and 2021 Annual Community Satisfaction Survey, 7 of which are waste services.

COUNCIL SERVICE / FACILITY	2020		2021	
	SCORE OUT OF 10	CLASSIFICATION	SCORE OUT OF 10	CLASSIFICATION
Weekly garbage collection	8.58	Excellent	8.33	Excellent
Regular recycling	8.14	Excellent	8.01	Excellent
FOGO - Green waste collection service	8.04	Excellent	8.19	Excellent
Street sweeping	7.16	Good	7.15	Good
Litter collection in public areas	7.49	Very Good	7.19	Good
The level of dumped rubbish	6.93	Good	7	Good
Maintenance and cleaning of shopping strips	7.62	Very Good	7.39	Very Good
Maintenance of parks, reserves, open space	7.58	Very Good	7.50	Very Good
Council's festivals and events	7.43	Very Good	7.67	Very Good
The level of street lighting	7.37	Very Good	7.47	Very Good
Condition of sealed local roads	7.24	Good	7.05	Good
The availability of bicycle parking	7.10	Good	7.65	Good
The type and species of street trees	7.05	Good	7.10	Good
Footpath maintenance and repairs	6.96	Good	6.66	Good
Darebin Libraries	8.26	Excellent	8.39	Excellent

A comparison of available information on waste costs across the sector highlights the efficiency of Council's waste services and high proportion of waste diverted from landfill.

Performance	Darebin City	All Councils (average)	Similar Councils (average)
Cost of kerbside garbage bin collection service per bin	\$98.11	\$112.03	\$118.43
Cost of kerbside recyclables collection service per bin	\$40.88	\$65.17	\$61.45
Kerbside collection waste diverted from landfill	50.81%	44.13%	47.07%

Source: Victorian Government, KnowYourCouncil.vic.gov.au. Data relates to 2019-20.

In 2021/22 Council's waste and recycling services will cost approximately \$17.3 million, which is 12.6% of Council's rate revenue.

Current Waste Cost Recovery

Council's waste management costs are partly met through general rates. Additionally, Council provides an opt-in user pays FOGO green waste service. Currently, the costs of waste management in Darebin City are met by all ratepayers, regardless of whether, and how much, waste services they use. While some aspects of waste management have a benefit to the community as a whole (e.g., public waste street bins, street cleaning, dumped

rubbish collection), the vast majority of waste services provided by councils are for the private benefit of individual households and/or premises.

Council currently absorbs increasing waste management costs within the capped general rates revenue collection. Consequently, Council has a reduced ability and agility to absorb cost increases, expand or improve waste services in line with community expectations, without adversely reducing spending priorities in other areas of service to the community.

Not all residents receive council waste services, particularly those in Multi Unit Dwellings (MUDs), yet these residents pay for these services through their general rates. There are around 71,000 individual rated properties within Darebin City, however kerbside waste services are only used by approximately 63,000 properties. Similarly, most businesses do not receive Council waste services, yet are contributing to the cost of these services through their general rates. This inequity has not been an intentional direction of Council but is the result of Council not having previously separated waste cost recovery from general rates, as available through the *Local Government Act 1989* and as proposed in this report.

The State Government has doubled the landfill levy and the projected deficit as a result of this change alone will be an \$11 million impact over the next 10 years that cannot be recovered within the Rate Cap.

With the Recycling Victoria Reforms and external waste sector impacts beyond its control, Council is forecasting a \$26 million gap over the next 10 years between the cost of waste services and what can be recovered through general rates with the imposed Rate Cap.

10 year Financial Plan

Through the development of the Financial Plan 2021-31 earlier this year, deliberative engagement was undertaken with the deliberative panel comprising of community members. The panel completed two panel sessions on 2 May 2021 and 23 May 2021 to deliberate on key elements and dilemmas relating to the Financial Plan.

The Panel completed a deliberative engagement session to respond to the dilemma put to them by Council on 6th June. The topic centred on Waste Services and informed both the Financial Plan and the Council Plan.

To support their understanding of these topics, pre reading was provided to panel members and Council staff with subject matter expertise on these topics presented more detailed information to panel members on the day and were on hand throughout the day to respond to queries. Appendix A provides a summary of the Deliberative Panel in relation to the Council Plan (incorporating the Municipal Public Health and Wellbeing Plan) and Financial Plan. The outcomes from these deliberations were presented to Councillors by representatives of the panel on 7 June and included:

71% of panel members were fully supportive or mostly supportive of Council introducing a separate waste charge in the future, if Council had provisions in place. These provisions included:

- The waste charge has clear controls that can only be used to cover waste and recycling costs.
- There is complete transparency as to how the charge is calculated.
- It is implemented equitably – with measures to protect those experiencing hardship.
- Council works with the community to reduce waste with the long-term goal of achieving zero waste.
- Council explore applying the principle of user pays.

- Consideration is given to capping the amount of a separate waste charge.

Outcomes from all forms of consultation were considered and informed the Financial Plan. These outcomes have also informed the development of the proposed actions presented to Council for consideration through this report.

Waste and Recycling Strategy

On 10 January 2020, a YourSay page was launched, providing the community with a portal in which to engage with the Draft Waste and Recycling Strategy and to provide feedback on the Strategy's key objectives. Consultation remained open until 16 February 2020 and the draft Waste and Recycling Strategy was adopted by Council on 9 June 2020.

Key themes in the feedback were primarily centred around proposals to improve services, or issues with current services. These considerations in service improvements had already been identified in the Draft Strategy and are particularly evident in the Strategy's Action Plan. Given the strong alignment of the community's concerns with the objectives and actions in the Draft Strategy, no changes to the Draft Strategy in response to the community consultation were proposed.

One of the most common issues raised by Darebin residents who responded during the consultation was that they wanted the frequency of the food and green waste service to be increased. A program of deep community engagement will be undertaken in 2022/23 to consider the frequency of services as Council also plans for the future introduction of a glass waste collection service in future years.

Previous Council Resolution

Related resolutions include:

At its meeting on 28 June 2021, Council resolved:

That Council:

- (1) In accordance with section 94 of the *Local Government Act 2020* adopts the Budget 2021-22 (attached as **Appendix A**) but amended to include the following;
 - a. Reinstatement of community grants to \$982,250 and inclusion of an additional \$80,000 for a new specific community grant stream for women and girls in sport
 - b. Allocation of \$5,000 for the SES
- (2) In accordance with section 91 of the *Local Government Act 2020* adopts the Financial Plan 2021-2031 (**Appendix B**) including updates to reflect any consequential changes to the Budget 2021-22 and revokes the Strategic Resource Plan 2020-2024 and Ten Year Capital Works Plan 2020-21 to 2029-30;
- (3) In accordance with section 93 the *Local Government Act 2020* adopts the Revenue and Rating Plan 2021-2025 and revokes the Rating Strategy 2014 and Fees and Charges Policy 2014 (**Appendix C**);
- (4) In accordance with section 94 (2)(e) and (h) of the *Local Government Act 2020*, declares the Rates and Annual Service Charges for the 2021-22 rating year commencing 1 July 2021 and ending 30 June 2022 as detailed in the Budget 2021-22;
- (5) Declares a rebate in relation to rates of \$150 to each owner of rateable land who is an 'eligible recipient' within the meaning of the *State Concessions Act 2004* to assist the proper development of the municipal district as detailed in the Budget 2021-22 and is

being granted because Council considers that it provides a benefit to the Darebin community in that it provides some relief on rates to elderly and other eligible residents in addition to the State Government rates concession and is consistent with principles of fairness and equity;

- (6) Notes the summary of the submissions received, prepared on behalf of the Hearing of Submissions Committee (attached as **Appendix D**);
- (7) Advises all submitters that Council has considered their submissions relating to the Draft Budget 2021-22 and that the submitters be advised of the outcome of the consideration as it relates to their specific submission, and they be thanked for their contributions; and
- (8) Authorise the Chief Executive Officer to give public notice of the decision to adopt the Budget, and to submit a copy of the adopted Budget to the Minister for Local Government.

At its meeting on 10 May 2021, Council resolved:

That Council:

- (1) Endorses the following Waste Services dilemmas for the Darebin Deliberative Engagement Panel to deliberate on for the Council Plan (incorporating Municipal Public Health and Wellbeing Plan) and Financial Plan:
 - What is the community prepared to accept to cover the full cost and also increasing cost of the waste service? Would an increase in waste charges be acceptable with the same level of service or should an increased or adjusted level of service be considered?
 - Many people contact council asking for higher levels of service or investment in establishing a circular economy (such as weekly pick ups of green waste bins). This would also increase costs. Are higher levels of service something that community is happy to pay for?
 - How should we deal with disadvantage – should everyone pay more or should some services be free for those experiencing disadvantage, even if this means slightly higher costs covered by others?
- (2) Endorses the following Community Safety dilemmas for the Darebin Deliberative Engagement Panel to deliberate on for the Council Plan (incorporate Municipal Health and Wellbeing Plan) and Financial Plan:
 - What is the expectation of the role Council have in providing for a safe community and what initiatives or relationships should be prioritised to have the most impact?
 - In any year, council can improve a few public spaces because of the cost involved. How should council prioritise where to improve first?
- (3) Endorses the following Generating Equity to address disadvantage dilemmas for the Darebin Deliberative Engagement Panel to deliberate on for the Council Plan (incorporate Municipal Health and Wellbeing Plan) and Financial Plan:
 - Has Council got it right? Is it enough? If more can be done what would this look like and what should we do less of and what is the benefit of what is proposed.

At its meeting on 9 June 2020, Council resolved:

That Council;

- (1) Thanks community members for the time, energy and expertise that they have contributed in providing feedback on the draft Waste and Recycling Strategy
- (2) Writes to the State and Federal government regarding the advocacy items identified in the strategy.
- (3) Endorses the Waste and Recycling Strategy.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

4.3 We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

DISCUSSION

State Government Reforms

The State Government is overhauling household recycling to reduce waste, increase recycling and create a circular economy to make the most of our resources. This will mean big changes for local communities as all Councils roll out four bins: a rubbish bin, a recycling bin, a green and food and green waste bin and a glass bin. In addition, the State Government has also doubled the landfill levy, meaning Council will pay an extra \$11 million over 10 years on top of the costs required to implement the reforms. This means that Council needs to change the way it charges for waste.

To ensure Council can support the State wide reforms, while still delivering the comprehensive range of services our residents need, it is recommended that Council introduce a service fee for kerbside waste collection services and a service rate for public waste collection services.

The cost for these services would be removed from general rates, reducing total general rates collected.

To further support this change, it is recommended that Council introduce a green organic and food organic (FOGO) waste recycling service to every household that gets a council kerbside waste service earlier than the reforms require. This will increase the amount of waste diverted from landfill, in turn saving costs on the landfill levy and optimising environmental outcomes.

Waste impacts on Council

Council is facing disruption, change and transformation. Disruption is due to Covid impacts on economy, business sector and revenue, recycling sector collapse and reduced landfill capacity. As well, in the context of significant population growth, increasing community demand and requirements for capital investment, additional external changes directly impacting Victorian Councils such as the State Government proposal on non-rateable social housing and ongoing cost shifting are further pressures.

In relation to Councils waste services, change is required in order to respond to Recycling Victoria waste reforms and standardised services across Victoria.

The landfill levy imposed on Council increased by \$800,000 in 2021/22 and will increase by a further \$500,000 in 2022/23 with a total increase of \$11 million over 10 years.

In the current financial year waste costs amount to \$17.3 million and represent approximately 12.6% of rates revenue. However, with the introduction of State Government Recycling reforms (including Universal FOGO), this proportion is projected to increase by an additional 2.6% next year to 15.2% of all rate revenue. Without change, the proportion of rate revenue in 2023/24 is projected to increase to 15.4% of all rates revenue, an increase of 2.8% in rate revenue between now and then. Without change to address this financial risk, the net effect of these projections will be a requirement to reduce by an equivalent amount the budget for other Council services. By comparison our library services represent 3.3% of rates revenue and roads maintenance service costs represent 3.36% of rates revenue.

Council's Commitments

The existing commitments of Council in relation to the recommendations include:

The Council Plan 2021-25 (Adopted 28 June 2021)

- Increase food waste recycling through Council's food and garden waste service
- Undertake waste charge reform in response to changing legislation and future operational requirements
- Undertake waste reform and take action towards establishing a circular economy

Waste and Recycling Strategy (Adopted 9 July 2020)

- Prioritises reducing emissions from waste
- diverting food and garden waste from landfill and increase uptake of the food and green waste collection service
- landfill diverting textiles from landfill
- Long term goal - waste charges are financially sustainable and equitable
- Promotes new innovation in recovery of materials and processing
- Providing services to MUDs and business

The Recommended Change – Separating Waste Services cost recovery from General Rates

The only option available to Council to respond to the waste reforms, address the risks to financial sustainability and to protect the delivery of other Council services is to separate the waste collection service costs from general rates. That is to take action to introduce a:

- Service charge for Kerbside Waste Collection Services, incorporating the existing FOGO waste fee

- Service rate for Public Waste Collection Services.

The cost for these services would be removed from general rates, reducing total general rates collected.

Following the decision to introduce the above changes, the exact amount of the service charge and the service rate will be confirmed as part of the development of the draft 2022/23 Budget and informed by the Valuer General. The draft annual budget including the charges will be subject to the usual community consultation in April/May 2022.

The estimated increase in revenue through this change is projected to be around \$1M in 2022/23 on top of projected revenue from rates at \$141.6M. This will be confirmed when the draft Budget is prepared.

The amounts quoted within this report are based on sophisticated modelling projections to inform the decision to introduce the service charge and the service rate, accompanied by concessions aligned to equity principles.

Kerbside waste collection service fee

The cost for these services would be removed from general rates, reducing total general rates collected.

This service fee will be applied to all ratepayers that receive this service, through the rates notice. This service fee will cover the costs of landfill, comingled recycling, universal FOGO and glass collection in the future as required by State Government Recycling reforms. This fee would be introduced on the principle of a user pays basis, meaning that the businesses and residents in multi-unit dwellings that currently pay for private collection services would not contribute to a service that they do not benefit from.

A key consideration with separating waste service cost recovery from general rates, is that a fixed charge to a property with a low value comprises a far greater proportion of the overall rates than it does to a property with a higher value. The proposed kerbside waste collection rate will be confirmed through the draft Budget for 2022/23 following the receipt of property valuation data from the Valuer General and declared by Council in June 2022 through the adoption of the budget.

Concessions aligned to equity principles

To support this change, the recommended kerbside waste collection service fee has been designed with proposed concessions that align to equity principles in accordance with the Toward Equality Framework, to address inequity across the municipality and the impact of this change. The concession proposed would be granted “to assist the proper development of the municipal district” in accordance with s169 of the *Local Government Act 1989* and would “apply to owners of rateable properties who undertake to satisfy terms that directly relate to the community benefit as specified by Council”.

The Concessions

For owners of rateable properties that satisfy the criteria below, the proposed concessions aligned to equity principles include:

- Flat fee for kerbside collection service applied to all households and business that receive this service.
- Concessions for residential properties valued at \$500,000 or less (approx. 10,494 properties) by the Valuer General that equate to no net increase as a result of this change.
- The impact of the introduction of the kerbside waste collection service fee for residential properties valued at more than \$500,000 would be capped at a maximum of \$100 increase for residential properties that currently receive the green waste collection

service. A cap of a \$168 increase for households that do not currently receive the green waste collection service. (approx. 29,526 properties)

- There will broadly be an anticipated reduction for ratepayers who do not receive the kerbside service, including businesses and ratepayers in multi-unit developments.
- There will be an anticipated net cost reduction through this change for residential properties valued above approximately \$1.7M (approx. 4,000 properties), based on current property values.
- A safety net for ratepayers experiencing disadvantage (i.e. pensioners) through adjustments to the Rates Financial Hardship Policy, to be prepared and reported to Council alongside the draft 2022/23 Budget.

These measures are in addition to existing Pensioner rebates of \$447 for General Rates (\$150 Darebin, \$247 State Government and \$50 Fire Service Levy Rebate).

The proposed equity measures align to the requirement of section 169 (1(a)) and (1B)(b) of the *Local Government Act 1989* and the Toward Equality Framework.

The Benefit

The benefit to the broader community through the concessions (aligned to equity principles) provided include:

- Recognising and seeking to address financial inequity within our community through targeted and customised responses that prioritise the application of equity.
- Addressing service inequity through the introduction of universal FOGO collection service (Toward Equality Framework).
- Advancing social justice and climate justice to support the introduction of change to waste cost recovery and introduction of universal FOGO. (Towards Equality Framework)
- Seeking to ensure that our processes and decisions do not inadvertently compound and exacerbate existing disadvantage. (Toward Equality Framework).
- Seeking to ensure that our processes and decisions do not create a further barrier for community members to live their lives well.
- Improved fairness and transparency in the collection of waste costs.

Service rate for Public Waste Collection Services

The cost for these services would be removed from general rates, reducing total general rates collected.

This service rate would be applied to all ratepayers, through the rates notice, on the basis that all ratepayers benefit from public waste collection services. This service rate would cover the costs of street cleaning, parks litter collection, street sweeping and dumped rubbish collection.

The service rate for Public waste service collection services would be based on \$0.00007814 per rateable property and subject to the applicable valuation by the Valuer General for 2022/23.

The Recommended Change – Introduction of Universal FOGO collection service

In accordance with Council's Waste and Recycling Strategy and the Recycling Victoria Reforms, it is recommended that Council expand the existing green waste service to all households that receive the kerbside collection service across Darebin from 1 July 2022.

The introduction of this expanded service will support Council's objectives to divert waste from landfill and will in turn reduce the cost of the landfill levy that Council and in turn, the community needs to pay.

At least 6 months is needed to procure green waste bins and additional waste trucks in order to commence this expanded service on 1 July 2022.

A community education program will be launched in March next year and will continue through to November. The program will provide households with information about how to use their green and food waste service. The program will also include education events to support households to avoid food waste and to home compost.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

(b) financial risks must be monitored and managed prudently having regard to economic circumstances;

(c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community;

For the purposes of the financial management principles, *financial risk* includes any risk relating to the following—

- (a) the financial viability of the Council;
- (b) the management of current and future liabilities of the Council;
- (c) the beneficial enterprises of the Council.

Council's legislated obligations are also articulated through the Financial Management Principles in the Local Government Act 2020. These principles require the prudent monitoring and management of financial risks, giving regards to economic circumstances.

One of Council's strategic risks is "Financial Sustainability - Failure to adequately manage the organisation and cost shifting to ensure and future proof long term sustainability and service provision". It is critical to ensure that decisions made are in the best long-term interests of the municipality, not only for now but for future generations.

Community Engagement

The reason for a decision at this time is to provide the community with as much notice as possible regarding the changes required and to ensure the operational readiness required for the introduction of Universal FOGO collection as aligned to the Waste and Recycling Strategy and Recycling Victoria Reforms. Whilst the re-structuring of Council's general rates could be incorporated only through the draft budget for 2022/23, as many of the 71 Councils that have introduced separate waste charges have done previously, this would provide little time for the community to prepare for this change.

The exact amount of the charge and rate to be declared, will be determined through the development of the 2022/23 Budget, which is subject to community consultation and submissions. The estimated figures in this report are indicative and subject to minor change depending on valuations received from the Valuer General in 2022. This approach is in the interests of transparency with the community to best prepare for the changes to general rates and green waste service and the resulting impacts of these.

A consultative engagement at the 'inform' level of engagement will be used to communicate the implementation of separate waste collection service fees to the community.

The community will be informed of the introduction of the service charge for 'Kerbside Waste Collection Services' and service rate for the 'Public Waste Collections Services' in two stages to ensure they are aware and understand the changes that will be implemented.

Stage 1: 23 November 2021 to March 2022

- Your Say Darebin project page
- Frequently Asked Questions
- Your Darebin e-newsletter and other Council e-newsletters
- Summary information sheet translated into the top 12 languages other than English included in January Rates Notice.
- Video explaining the change (to be translated in top six languages of ratepayers).
- Personas to explain how different community members will be affected by the change.
- Darebin Community News

Stage 2: March to June 2022

- Specific engagement on the draft Budget for 2022/23, including public notice, a public exhibition stage and the opportunity for community submissions in advance of the adoption of the 2022/23 budget.
- Targeted engagement on the introduction of change to waste cost recovery
- Video explaining the change
- Community information sessions including for CALD residents.

Stage 3: March to December 2022

- Program of education initiatives to build understanding
- Communications campaign on universal FOGO service
- Support accompanying the delivery of new bins
- Supporting other organic recycling
- Education on waste reduction initiatives and actions
- Darebin Community News

Stage 4: June to September 2022

- Video explaining the change
- Direct Mail to all Darebin ratepayers
- Delivery of rates notice to all Darebin ratepayers
- Flyer/brochure distributed to all Customer Service Centres
- Flyer/brochure distributed to all Darebin libraries

It is acknowledged that there has been previous, related community engagement undertaken as outlined in the background of this report. This includes:

May – June 2021 Deliberative Panel consideration of a specific dilemma on the financial problem relating to rising waste costs, subsidy of waste

services, proposition of a separate waste charge over the next 10 years in relation to the Financial Plan.

January – May 2021 Broad community engagement and consultation on the development of the 2021-25 Council Plan, including exhibition of the Draft Council Plan and the opportunity for submissions from community members.

January – Feb 2020 Community engagement to inform the Waste and Recycling Strategy.

Separate to this decision but related to Councils overall approach to waste services, community engagement will be undertaken in the future to consider matters including the frequency of services as Council and the introduction of a glass waste collection service in future years.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- (g) the ongoing financial viability of the Council is to be ensured;
- (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;

Council has legislated obligations, through the overarching Governance Principles in the Local Government Act 2020. Broadly speaking the overarching governance principles articulate the expectations of good governance and they are the primary set of principles within the Act.

Public Transparency Principles

- (d) Public awareness of the availability of Council information must be facilitated

Strategic Planning Principles

- (d) strategic planning must identify and address the risks to effective implementation;

Service Performance Principles

- (b) services should be accessible to the members of the municipal community for whom the services are intended;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

The Council Plan 2021-25 has a strategic action to “increase food waste recycling through Council’s food and garden waste service”.

Council’s Climate Emergency Plan (2017) identifies an action to “divert food waste from landfill by providing food waste service options to residents.”

Council’s Waste and Recycling Strategy (2020) prioritises reducing emissions from waste and diverting food and garden waste from landfill.

The introduction of a Universal Food Organic and Garden Organic (FOGO) collection service is consistent with the direction of Council for addressing sustainability considerations. The

greatest potential to reduce carbon impacts from waste is to address food waste. This is also the single biggest opportunity to reduce the quantity of waste Darebin sends to landfill which in turn reduces costs for the community. Based on recent audits, approximately half of what is going into the rubbish bin is food waste.

In 2019 Council introduced food waste recycling to households who had an existing green bin collection service. By introducing a universal food and green waste service for all properties who use Councils kerbside waste service we can significantly decrease food waste going to landfill. This has the potential to significantly reduce costs and reduce emissions.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Introducing the waste service fee and service rate addresses existing inequity for businesses and residents in multi-unit developments across Darebin, that currently contribute to kerbside waste collection services that they do not receive. The proposed waste service fee and rate ensure that ratepayers contribute to the services that they benefit from – public waste benefits all, whereas kerbside waste benefits those who receive these services.

The proposed changes to general rates also protects other Council services from the impact of reduced service delivery as a result of the increasing shortfall in waste services cost recovery.

Many of Council's services that this proposal seeks to protect are relied upon by members of the community from lower socio-economic circumstances that experience disadvantage.

Council has an established rebate to Pensioners for general rates. This includes:

Existing Pensioner Rebate \$447	\$150 Darebin Rebate
	\$247 State Government Rebate
	\$50 Fire Service Levy Rebate (State Government)
Existing Pensioner Discount	\$23.90 Green Waste Collection Fee
Existing Health Care Card Discount	\$23.90 Green Waste Collection Fee

Earlier in 2021, independent advice was commissioned to establish a better understanding of the impact of separating waste costs from general rates. This advice identified that those who would be most disadvantaged were ratepayers living in properties valued at \$500,000 or less.

A key area of focus with the proposed fees has been to establish a mechanism to offset the impact to those that are vulnerable or disadvantaged. This has been achieved through the concessions aligned to equity principles outlined in the discussion that centre on the value of the property and the financial impact of the change.

It is expected that further work will be undertaken over the next two years to establish a more refined approach to identifying and address disadvantage through a place based mechanism that considers the value of the household and the circumstances of the occupants of the household. This work is subject to the release of data from the 2021 Census in late 2022 and further research by officers. It is anticipated that any change would inform the process for the development of the 2024/25 budget.

Economic Development and Cultural Considerations

The review of Council's rating model and the introduction of the Kerbside Collection Service Fee, incorporating the existing FOGO Collection Service Fee and the Public Waste Collection Rate will have a positive impact on business ratepayers across the municipality.

Business ratepayers currently contribute to Council's services, including waste services, through general business rates. However, Council does not currently offer a commercial collection service, leading many businesses to contribute both to Council's waste service costs and also to private waste service providers delivering their service. This creates unintended inequity for Darebin's businesses.

Legal and Risk Implications

The recommendations contained within this report will mitigate strategic risks for Council, including:

- Financial sustainability – by addressing the current subsidy of the kerbside and public waste collection services, that is not sustainable and reducing funding for other Council services. With one of the most cost efficient waste services compared with other Councils, every effort has been made to reduce the cost of waste services within Council's control at an operational level. The principle of separating waste service cost recovery from general rates has already been undertaken by 71 of the 79 Victorian Councils.
- Disruption, change and transformation – by taking action to prepare for the introduction of State Government recycling reforms, mitigate the impact of waste sector changes on other Council services. This aligns to action taken by 71 of the 79 Victorian Councils.
- Climate emergency – by taking action to introduce universal food organic, garden organic waste collection service, a service that will increase diversion of waste from landfill across the municipality. This will achieve environmental objectives outlined in the Climate Emergency Action Plan and reduce the financial impact of the landfill levy.

Council has the authority to introduce a 'service rate or service charge' in accordance with section 162 of the *Local Government Act 1989*. Whilst the *Local Government Act 2020* is in force, the *Local Government Act 1989* still applies to Council on the matter of rates.

IMPLEMENTATION ACTIONS

Implementation actions separate from the actions outlined in the community engagement section will be led by three areas of Council.

- **Finance**

Work will be undertaken to review the Rates Financial Hardship Policy to accompany the draft 2022/23 Budget, including an Equity Impact Assessment.

Work will be undertaken to review the 4 year Revenue and Rating Plan to accompany the draft 2022/23 Budget, including an Equity Impact Assessment.

- **Waste Services**

Two additional waste collection trucks will be purchased, noting this purchase requires more than 7 months to build the specialised vehicles.

Additional FOGO bins will be purchased and delivered to households that do not currently have this bin in June 2022.

The Universal FOGO collection service will commence from 1 July 2022.


- **Waste Education**

An education program will be undertaken to prepare the community for the transition to the Universal FOGO collection service and associated changes in waste and recycling habits across the community.

RELATED DOCUMENTS

Council Plan 2021-25
Council Plan Action Plan 2021-22
Financial Plan 2021-2031
Revenue and Rating Plan 2021-25
Toward Equality Framework
Climate Emergency Plan 2017
Waste and Recycling Strategy 2020
Risk Management Framework
Local Government Act 2020
Local Government Act 1989

Attachments

- Deliberative Panel Report - 2021-25 Council Plan and 2021-31 Financial Plan (Appendix A) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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



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Deliberative panel report:
Council Plan (incorporating Municipal
Public Health & Wellbeing Plan) and
Finance Plan recommendations

City of Darebin: Design Your Darebin

Final report 21 June 2021



Introduction

This report presents the Council Plan (incorporating Municipal Public Health & Wellbeing Plan) and Financial Plan recommendations developed by members of the Design Your Darebin Deliberative Panel. Please note in light of the additional two sessions that focused on the Council Plan (incorporating Municipal Public Health & Wellbeing Plan) and Financial Plan that were added on short notice a smaller number of Deliberative Panel members were available to participate in each of the sessions.

The Deliberative Panel members who were available to participate, were provided with three remits for deliberation for the Council, Municipal Public Health & Wellbeing and Financial Plan Sessions and these centered on the following themes:

Council, Municipal Public Health & Wellbeing and Financial Plan Session #1

- Community safety
- Equity and disadvantage

Council, Municipal Public Health & Wellbeing and Financial Plan Session #2

- Waste and Recycling Charge Reform



Council Plan (incorporating Municipal Public Health & Wellbeing Plan) and Financial Plan Session #1

The first Council Plan (incorporating Municipal Public Health & Wellbeing Plan) and Financial Plan session had **19 Deliberative Panel members** in attendance. Due to COVID-19 restrictions and lockdown this session was completed online via zoom from 10am to 3.30pm. Please refer to the Appendix for the Agenda of this session.

Community safety

Community Safety is an important priority for Council and is proposing to develop a community Safety Framework as part of the draft Council, **Municipal Public Health & Wellbeing and Financial Plan** priorities. In addition to the Council, there are other key agencies that play a key role in providing for a safe community. There are a number of ways in which Council supports safety, including;

- Keeping the city clean and tidy
- Well light and well-designed spaces
- Working in partnership other agencies to provide for safe community

Remits considered by the panel:

- What is the expectation of the role Council has in providing for a safe community and what initiatives or relationships should be prioritised to have the most impact?
- In any year, Council can improve a few public spaces because of the cost involved. How should Council prioritise where to improve first?

Panel Outputs

What are your perceptions of safety issues for Darebin?

- Women feeling very unsafe - having a known point of contact for assistance welcome (not police). Using social networks to broadcast safety issues happens and could be used strategically
- Passive surveillance with social mix is a strong factor re sense of street safety.
- Sightlines can be inconsistent, particularly along main walking catchment routes to significant destinations & connections. A safety audit for walking routes to key sites welcome! Lighting not the answer.
- However, a sense of people on the street does not necessarily mean that there is a feeling of safety for all. Can a homeless person feel safe to ask for help if they feel at risk? (as an example) - hence depending on the perceived threat, having other avenues including a greater opportunity to get to know different groups in



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community + awareness of how to be a safe and effective bystander in threatening situations

- Emotional health as cumulation of aspects especially in relation to the natural environment /
- Being outside on the streets at night, feeling unsafe especially as a woman
- Having to be street smart and plan for possible unsafe situations
- Privilege playing a part in the ability to avoid unsafe situations

What do you see as the Council's role regarding safety given priorities you've identified?

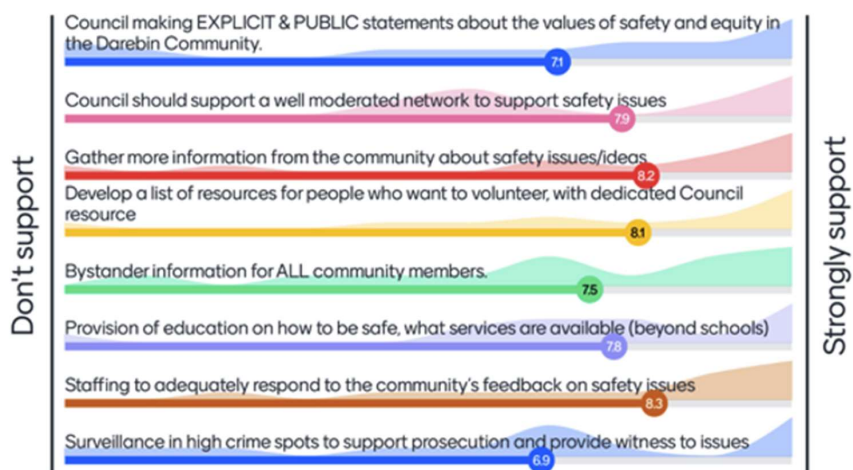
- Education, Awareness - Guides on safety, bystander risk assessment. What to do? Bystander information for ALL community members.
- Gather more information from the community about safety issues/ideas
- Generally enhancing walkability/ traffic calmed streets so more people are out walking the street. Connections between transport like community buses for
- Council making EXPLICIT & PUBLIC statements about the values of safety and equity in the Darebin Community.
- Goes beyond built environment
- Council should support a community liaison & moderated network to support safety issues
- Council should support community groups or initiatives that foster community cohesion and trust between differing social groups
- Council should seek funding to support more than one community project built
- Getting more people out. Too much emphasis on parking rather than walking.
- Council enforcing parking restrictions - clearways etc. as the North of the City continues to grow the traffic through Darebin is increasing. Congestion through High Street, St Georges Road, Plenty Road and Gilbert road etc. is really bad. More side streets are getting unsafe as cars try to cut through side streets to avoid sitting in congested traffic. Council should be enforcing clearways etc. and ensuring it does everything it can to address traffic congestion issues.
- Women feeling very unsafe - having a point of contact for assistance. Can there be a social network for women to be able to feel safer? Passive surveillance is a strong factor for women. Sightlines can be inconsistent. A sense of people on the street does not necessarily mean that there is a feeling of safety. Can a homeless person feel safe to ask for help if they feel at risk? (as an example)
- To help develop a sense of community
- Community liaison with at risk youth, focus on prevention
- Develop a list of resources for people who want to volunteer,
- A dedicated council appointee who can consult community volunteer groups for practical info, legal etc.
- Engagement of youth with programs during school holidays to keep them occupied
- Keeping public spaces looking nice so they're less likely to be vandalized (commissioning graffiti etc.), keeping shops filled
- Education
- Exerting influence with other governing bodies (Vic Track, Vic Roads, state govt, federal govt)
- public campaigns (advertisements) to raise awareness of key safety issues
- Respect of others
- Enforcement of rules/crimes with penalties
- Providing and facilitating outlets for public to report issues and encourage the reporting of issues



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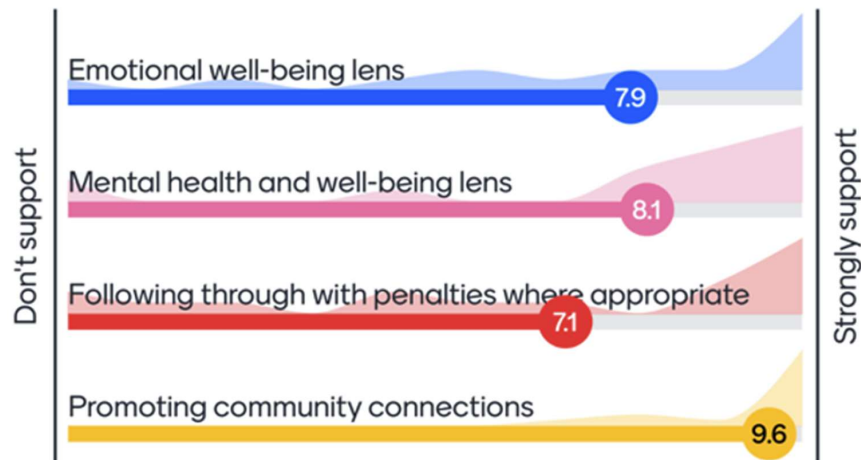
- Create expectations for how the council responds with the public (customer service + councilor’s)
- Service Level Agreements
- Standards of response
- Customer Satisfaction focus
- Safe housing
- Facilitate community groups to make opportunities to connect with others
- Encourage connection with neighbours

To what extent do you support these recommendations regarding community safety?





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Council receives state grants for improving safety through urban design. What emphasis should Council place on other interventions to improve safety?

- Adding to the built environment visual inclusion of groups that feel less safe (i.e., LGBTQIA+ community, Aboriginal and Torres Strait Islander people, migrant community members, women etc.).
- Funding for education programs for DFV, Bystander awareness, active transport, incentivising active transport, better VicRoads initiatives around safe transport options and cycling safety.



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- More funding for traffic controls that make safer streets for cycling and walking.
- Increase in disabled parking spaces for all public spaces to enhance access and inclusion and safety.
- More access to more transport options for those who have limited physical capacity, making these safer and more wide ranging.
- Supporting community led initiatives
- A dedicated council appointee who can consult community volunteer groups for practical info, legal etc.
- Making a forum so community groups can collaborate and talk to one and other
- Viewing issues through a mental health lens to address prevention
- More communication with migrant community to help with mental health, normalizing the idea that everyone has mental health - providing access to mental health resources (that are culturally sensitive)
- Cross cultural communication (facilitating different members of the community coming together)
- Some sort of subsidized Shebah/rideshare for women to lessen risk, particularly for vulnerable women
- Staffing in councils to engage with and respond to the community's feedback on safety issues, and means to raise issues (e.g., websites/forums/hotlines)
 - Expectations on responsiveness, service level agreements
- Provision of education on safety, what services are available (beyond schools)
- Surveillance in high crime spots to support prosecution and provide witness to issues
- PSOs in high crime spots to deter crime and raise perception of safety
- Facilitate connection to community and 'knowing your neighbours'
 - Opportunities to connect (programs, creating engaging spaces in the physical environment)
- Protection of personal property through grants
- Programs to address underlying root cause of those committing the crimes/making people feel unsafe



Equity and disadvantage

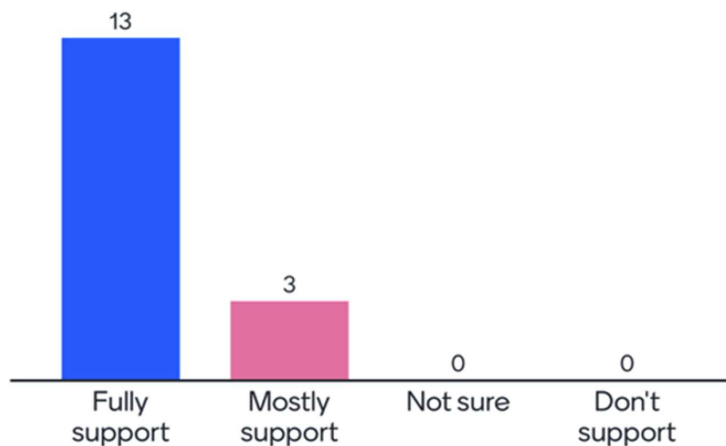
Focus on generating equity to address disadvantage and the more vulnerable in the community is a very strong focus on the current priorities in the Council Plan and Health and Wellbeing Plan. This includes investing in social and public housing, place-based activities in socio disadvantaged neighbourhoods, improving services for youth, women and multicultural communities.

Remits considered by the panel:

- Has Council got it right? Is it enough? If more can be done what would this look like and what should we do less of and what is the benefit of what is proposed?

Panel Outputs:

To what extent do you support Council's increased focus on responding to inequity/disadvantage?





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Given what you've heard, to what extent do you support Council's increased focus on responding to inequity/disadvantage?

- Is there an increase in the focus because there has been an increase in disadvantage?
- Extraordinary spending
- Greater Transparency
- Budget in more tangible detail
- Why does the community need more services?
- Hear from the homeless - reach out to the homeless so the community is aware of their stories/hear their voices/ask them how we can assist them
- More funding for education strategy, mutual respect, communication - sharing stories across community, strategically creating forums to enable this is safe for all involved.
- Everybody has culture - sharing assists joint learning - opportunities for cross cultural learning/respect.
- Strong support for an increased focus on responding to inequality and disadvantage
 - Uniquely have that visibility over the challenges
 - Best able to understand the issues, bring them forward, in a strong position to help others understand
- Advocacy very important as funding comes from multiple sources outside of the council's direct remit (state and federal)
- Direct service important where there are not other (national or state) means to support the residents - coupled with advocacy to ensure there is an ongoing commitment to addressing the challenges from a state and federal perspective
- Mainstream services = council-run leisure centres (free for some groups as the council subsidises them). Important for equity to ensure access for all
- Facilities = facilities and infrastructure (e.g., community centres). Opportunities for connection.

Supporting notes for this question

- Social hubs for people to gather - places that are warm, provide a snack, shower (free spaces to also refer to a community liaison officer for specialist info)
- Coordinating with the State Government, perhaps other organisations - perhaps with charity groups etc.
- Welcome Packs (different, for different households- could even link up with real estate agencies to supply)- Would really help residents - support community - raise awareness of what services are available.
- Perhaps some support for helping people house homeless people. (for example, streamlining the process including legal to make it easier for those who can offer short/ medium term housing in their own home for someone at risk of)
- Awareness about what is available is really important - e.g., Rotary Preston is supporting people and connecting people to services, many people aren't aware of this.
- We are unsure of the services Darebin provides - if we don't have these (e.g., women's, childcare, aged care,



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supporting Arts, ATSI- if we do - we don't know enough about them - Darebin needs to communicate more about these services.

- Council should reach out to organisations like local NGO groups etc. learn from them, connect with them and support them. Coordinate with these groups so we maximise / don't double up on resources.

Direct service delivery

- Affordable housing
- Childcare - improved
- Better accessibility for migrant community - language barriers
- Community representatives to connect with communities (particularly with language and other cultural barriers)
- Consideration of days/times when events/services are held.
- Better services targeted to international students

Advocacy

- Better access to State and Commonwealth programs - providing assistance in becoming involved. (Forms clinics etc. helping those who don't speak English/have intellectual disability to participate)
- More council connection to state services such as affordable housing.
- Providing support to renters and other groups - or funding groups you can (i.e., Darebin Community Legal Centre)

Facilities

- Community rooms - multipurpose venues
- Community gardens - education - collective activities
- Better maintenance and use of existing facilities - i.e., use Northcote Townhall for farmers markets/after school activities - less focus on revenue from venues

Subsidies to access mainstream services

- Low-income health care card holders should have access for reduced fee/free.
- Advocate reforms to childcare system to make it more accessible - subsidies
- After school care subsidies/programs for low-income families (theatre, arts, sport)

Of the kinds of ways Council responds, what proportions do you believe are most appropriate?

In small groups, panel members were provided 100 points to allocate across the different ways Council responds. All groups really struggled to do this and acknowledged the complexity and pressure in these decisions. One group avoided the allocation and provided more insight around the different ways Council responds, while two of the groups responded to the allocation, but in different ways.



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One group allocated their 100 points as follows:

- 30 points** Direct service delivery
- 30 points** Advocacy
- 20 points** Facilities
- 20 points** Subsidies to access mainstream services

The second group rated them in terms of priority:

1. Direct service delivery
3. Advocacy
4. Facilities
2. Subsidies to access mainstream services

If even more was to be allocated to address inequity, in what areas would you support Council spending less?

To complete this activity members were provided with the following summary, as highlighted in a presentation from Council earlier in the session:

Examples of current expenditure where you would support less spending

21/22 Operations
Libraries and learning \$4.75M Climate emergency \$4.21
Open spaces, parks \$14.49
Waste management \$14.48M
21/22 Selected capital renewals and upgrades
Roads renewals \$3.56M



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Footpaths/cycleways \$0.52M
Recreation/community facilities \$0.53M
Parks/open space renewals/upgrades \$3.56M

Focus on redistribution and efficiency vs. reduction. Where should we prioritise spending where we can make the most impact, guided by the equity lens?

- Continued and increased investment to initiatives that have equity at the core (public spaces, libraries and learning, recreation/community facilities)
 - Critical that differing needs of the city are addressed
 - Facilities and services to meet community needs
 - Multi-purpose, purpose-built centres that offer opportunities for meeting different communities needs
 - How can we improve access and utility of the facilities?
 - Community-led initiatives and social enterprise
 - Funding towards fantastic initiatives to support equity
 - Support commercialisation of the initiatives to maintain long term viability
 - Guided by global best practice models - be bold
 - Work smarter not harder around waste management
 - Education opportunities to reduce our waste, address the problem at the core
 - Support community groups that facilitate redistribution
 - E.g., Compost facilities, hard rubbish re-use
 - Transparency, accountability and probity are really important.
 - Everything that the council is responsible for is important to us - we think it is important to reflect equity in all decisions made. But must get value for money
 - Confusion regarding why spending is in the proportions it is - is there value for money.
 - Early interventions - aka painting murals instead of paying for graffiti to be removed. Long term planning - we think it's important for council to think beyond its term (solar panels - big upfront cost but savings and environmental outcomes in long term).
 - Would support more appropriate street planting - less Plane Trees
 - What does it look like when a service is running lean? Can it still function in the short term while in the meantime other services are invested in?
- Reduction vs redistribution vs efficiency vs recycled into a new resource or complimentary service
- We need more detail to differentiate between core or primary functions or services and changeables re.



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Expenditure. Short term vs long term value aka lifecycle analysis factored in too. Frankly, we don't know enough, nor do we have enough expertise in these particular domains to be making resource calls over what is essential or what isn't. All we know is that we want an equity lens applied to ALL decision making. Thinking about access AND distribution. Vulnerability AND our community's strengths too!

- Could we consider having an overall equity guideline or framework (see. Vic Gov reference to Human Rights charter) given that each domain is potentially linked to welfare/ inequity and can be interlinked in many regards?



If there was a message you could deliver to Council about addressing inequity, what would it be? Any other comments are also welcome.

The gap between the haves and the have nots in darebin is huge - we need to focus on reducing before we think about the 'nice to haves changes to darebin'. Everyone deserves green space, safe housing and climate safe future	Support community groups to make the city greener.	Start with the basics re. housing, employment, community connection
For staff and councillors to get out into the community and visit locations and listen to all residents as we all have different needs and concerns.	Spend money in the disadvantaged areas instead of making statements	Consider the voices that aren't heard through current means.
Centre decision making with equity at its core. Use best practice models from across the world that scale well to Darebin, get SMART about how we apply equitable models across all aspects of Council services and the community. BE BRAVE & AIM HIGH.	Council has to see area wise problem refugees issues international students have no support Migrant job issues their qualifications are not recognised, language issues with migrants	Non-rate payers are just as important as the slumlord owners/landlords
Residents that aren't able to vote	Non-rate payers	More CALD services, advertise the Darebin Intercultural Centre more so that it is utilised by all areas of Darebin
Consider the voices that aren't heard through current means	Consider how to engage the voices that aren't heard through current means	Center this in your decision making using 'an ethics of care'
Share your practices with other councils that are not as forward-thinking and bold	Attempt to address inequity in all council decisions and activities	Liaising with key community groups/ members to assess what support assistance they need and what are the gaps
Look outside the norms of commercial procurement and large scale business to the social enterprises, training orgs and community educators. A little to community based initiatives often would go a long, long way further!	Continually assess the efficiency of service delivery, particularly the costs of council personnel and administration, and contractors.	The on line business makes some of us feel left out!
Housing	Use the community as you have with the deliberative panel. Many people are happy to volunteer to support Council and our City/residents/community	Put people and environment at heart of decisions and you can't mess it up
Housing	teach people to create less home waste, it will reduce council spend.	Start with kindness



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Do more to mobilise volunteers to better engage the community in council work

DAREBIN's leadership has been so admirable in other areas like climate change - keep being brave!!!

It should be easy to work and live in darebin

Recycling education not use and throw policy solving homelessness issues our council is rich enough to support vulnerable people age care should be under the council

Accessibility of services is key. Education across issues and cross-culturally is essential. Build empathy. Build strength in community. Think 7 generations ahead and invest wisely. Don't increase rates but find economies and ways we can save \$\$.

Utilise those relationships with other councils and community groups- co-ordinate!

Easy access to transport across the municipality

Easy access to services across Darebin-one stop shops- servicing different community needs-rather than single purpose services

Affordable housing

Teach us to fish for ourselves.

There's no council on a 'dead' planet

Focus more on services and streetscapes etc. North of Bell Street.

We who are precariously living here want to contribute to Darebin- we want to be part of our community, but when your housing isn't stable, your work, your health- you are forced to focus on that. Help us contribute, help us connect.

Consider how we could use ideas within the 'sharing' economy to use what community strengths we already have, and become more 'circular' or self sustaining. Those who haven't the ability or resources to be connected with those who could.



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Council Plan (incorporating Municipal Public Health & Wellbeing Plan) and Financial Plan Session #2

The second Council Plan (incorporating Municipal Public Health & Wellbeing Plan) and Financial Plan session had **18 Deliberative Panel members** in attendance. Due to COVID-19 restrictions and lockdown this session was completed online via zoom from 10am to 3.30pm. Please refer to the Appendix for the Agenda of this session.

Waste and Recycling Charge Reform

Waste costs have been increasing and are expected to keep increasing significantly because of market forces and new state government obligations. It is estimated the cost to deliver waste services will increase from around \$16 million per year in 2020-21 to around \$25 million a year in 2030-31 (in ten years' time).

Remits considered by the panel:

- What is the community prepared to accept to cover the full cost and also increasing cost of the waste service? Would an increase in waste charges be acceptable with the same level of service or should an increased or adjusted level of service be considered?
- Many people contact council asking for higher levels of service or investment in establishing a circular economy (such as weekly pick-ups of green waste bins). This would also increase costs. Are higher levels of service something that community is happy to pay for?
- How should we deal with disadvantage – should everyone pay more, or should some services be free for those experiencing disadvantage, even if this means slightly higher costs covered by others?

Panel Outputs:

What do you think makes this most difficult to resolve?

- State vs Council opposition
- Financial impacts - low income
- Lack of control with waste produced by supermarkets
- There are a number of niche groups within the community who will be disadvantaged (i.e., small turn over businesses, not-for-profits, sole traders etc.) that most likely will be significantly impacted however will not obviously fall into a category of “concession” or “disadvantage”.



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- People with fewer options to compost, recycle, contain waste from supermarket packaging etc. will be impacted.
- There is not yet enough awareness around what people CAN do to reduce waste.

What are your initial thoughts about Council considering a new structure for charging for waste services?

- Should be a user pay system like other services, water, power etc.
- Why not have communal area bins
- It makes sense that things need to change however HOW they change is very important. If waste management cost increases are the biggest increase in cost to Council without any change in service delivery etc. then we MUST change the way that we approach covering these costs however the biggest question would be the HOWs of distributing these costs equitably as well as the of ongoing coping with large ongoing increases in cost.
- Blanket reform disadvantages some members of the community more than others.

What is the community (the panel) prepared to accept to cover the full cost and also increasing cost of the waste service?

- There is a willingness to accept a charge
 - Important to ensure cuts aren't made to other essential council funded services
 - Accustomed to paying for green bins, based on size. Familiar and comfortable with this.
 - It is the reality. Council would need to cut other services considerably to otherwise achieve it
- Paying for different sizes gives people some level of control over how much they pay/consume, where 'weighing' individual waste is not practical (and has considerable upfront set-up costs)
- It puts a focus on waste costs for households, which is currently hidden amongst general rates charges
 - How can we incentivise waste reduction? So, we are working towards behavioural change that will reduce the burden
 - Bold targets and education around waste reduction
 - Challenge: individualising the impact. Without 'per weight' this will be difficult to achieve
 - Challenge: organisations/businesses - how do we hold them accountable/take responsibilities to reduce waste. Who should pay the cost of this?
- Would welcome separating the charge for household vs public services
 - More equitable and usage based
- Some feel it would be better to be captured in rates - want accountability and to have it disclosed. Fear that waste costs could increase year on year on year and become unmanageable.



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- Dumped rubbish is an ongoing issue - want to make sure the cost is paid by the residents who are creating the waste.
- Owners paying fees and charging to tenants - keeping it fair and equitable is difficult- concerns that the impacted individuals from an equity point of view will bear costs unfairly

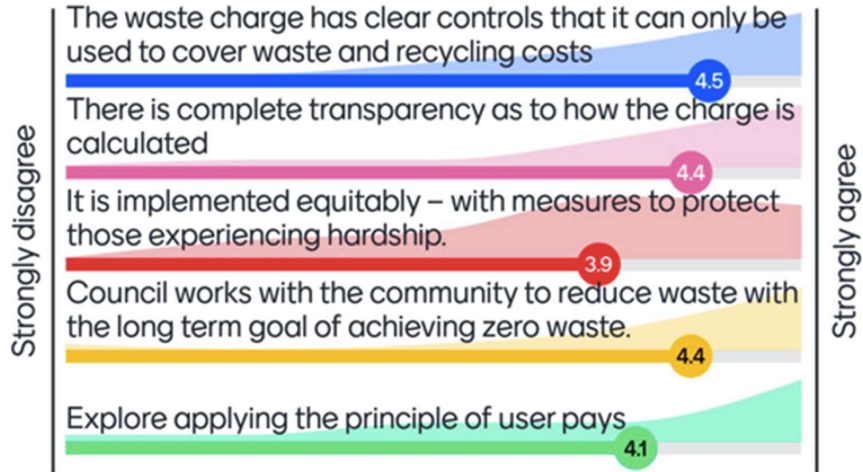
Would an increase in waste charges be acceptable with the same level of service or should an increased or adjusted level of service be considered?

- Yes, acceptable IF we can see that council are investing in multiple approaches to move towards zero waste across the whole community (education + infrastructure).
- Yes, acceptable IF Council are looking at moving towards the goal of incentivising waste reduction, a 'user pays' approach (if you produce less waste you can reduce your waste charge).
- Group agreed that a charge would be acceptable with the same level of service
 - Current level rated highly
 - Increased levels not needed
- New service opportunities that we discussed and were supported of:
 - Council begins to take on service for households that are restricted to private collection today
 - More council checks of rubbish bins to ensure compliance
 - New service to provide increased recycling facilities to broaden what can be recycled
 - E.g., textiles recycling
 - RedCycle
 - Terracycle
- Increased charge is ok - if investing in incentivising reduction and long-term solutions that will result in lower fees in the future.
- Investment in reduction, circular economy, education, infrastructure etc. Short time pain and long-term gain.
- Adjust to more recycling and green waste less.
- Incentivising business to change practices to make it easier to reduce waste as a resident.
- Fines as a way to change behaviour - policy and enforcement
- Yes, acceptable IF we can see that council are investing in multiple approaches to move towards zero waste across the whole community (education + infrastructure).
- Yes, acceptable IF Council are looking at moving towards the goal of incentivising waste reduction, a 'user pays' approach (if you produce less waste you can reduce your waste charge).



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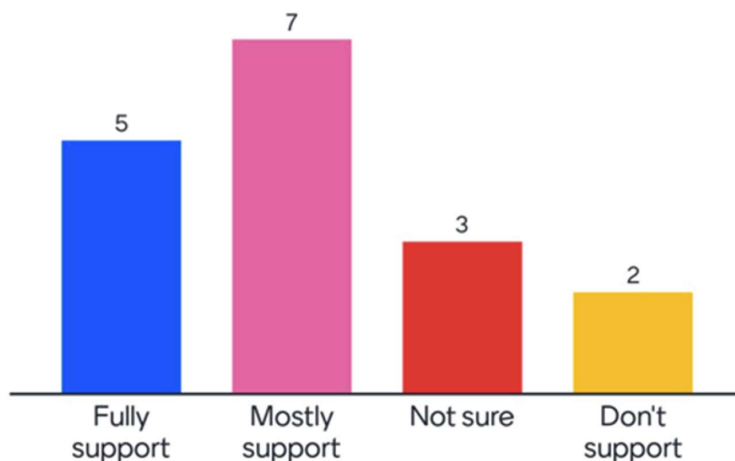
To what extent would you support these provisos?



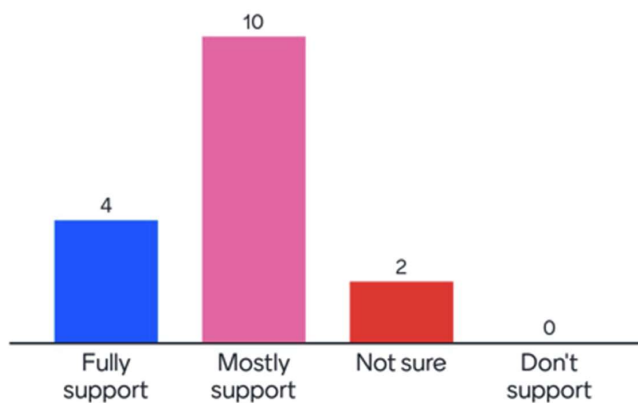


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With the provisos to what extent would you support Council introducing a separate waste charge to cover the future costs of waste services?

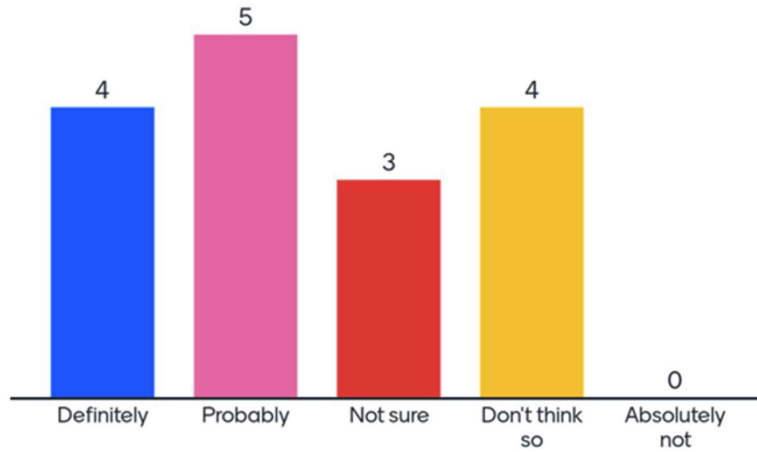


With capping added to what extent would you support council introducing a separate waste charge to cover the future cost of waste services?





Should most people pay more to help those experiencing disadvantage, in conjunction with the user-pay principle?



What do you believe are the best ways we can reduce waste in Darebin, and beyond?

Darebin working with other LGA's to lobby the state gov to make industry more accountable to effective ways of reducing waste	Education	Advocated with State/Federal government to legislate for environmentally friendly/minimal packaging
Public education on how to use the bins. Reward adherence with correct bin use using a sticker system (eg. Christchurch in NZ)	also perhaps have people adopt some responsibility EG a park near you	Education on waste reduction in CALD languages as well.
Keep engaging with us = we are happy to give up our time, collaborate and support council staff and the community - this is important	Mass education on waste reduction (and why it is in everyone's interest) - harness the power and willingness of the community - there are SO MANY willing volunteers out there to get on board and work together with council on this!	Position Darebin as a leader in waste management - this is tied to Climate Emergency - we have to advocate for the State and Federal governments to invest in improving and not hope this problem will go offshore and disappear



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Communal initiatives - larger scale waste compressors, compost collectors etc that are investments upfront but cost-effective because they are not individual imposts	Implement a user pay system	Education for residents about best practices to reduce waste within their control with information for all kinds of profile of resident (i.e. people with mobility issues, people in apartments, people with access to land etc).
Get ahead of the State on the container deposit scheme - have a darebin based initiative	Incentivise local restaurants and cafes to be more eco friendly and reduce waste	Educate people about the consequences before the ways that can reduce it. sell recyclables, get bigger bins that will reduce the trucks travel more often. watch out the imports quality materials because it is a waste of money and produce lots
Access to public composting facilities for those that do not have green bins	BIG pushes to reduce industrial and commercial waste by working with and also having requirements for waste reduction in this setting	creating aware education, council own practices I find everywhere plastic, to reduce electricity we encourage solar panel same way we can recycle all our waste machines which will pay for recycling paper plastics, cans tyres

Residents with land and capability offset their waste fees by becoming a "hub" for others' compost if their property allows for this (worm farms, compost bins etc that can be shared by neighbours who do not have the practical options at home).	Can households reduce their waste levy by sharing a bin tied to more than one household (esp glass and plastics where houses do not generate large volumes but will be charged per bin, can they halve the cost by sharing the bin across properties?)	working groups with industry and food safety officers/policy makers to develop manageable, affordable, practical guidelines around waste reduction initiatives that are acceptable to all
Can the waste fee be tied to property value as well as means tested for households where they have been in Darebin a long time, have property equity but low income/liquid assets and may not be concession holders?	Get familiar and champion existing initiatives already undertaken by business and enterprises. so much experience and goodwill out there and so encouraging to be recognised by council	Green waste collection for community gardens, businesses and enterprises (maybe a criteria?) by application and need (rather than a small bin often) so we can do big clean ups and have our green waste efficiently processed by an efficient system
Education, education, education! Break down what a circular economy is for the general public - that it's not an economic theory only but a tangible 'closed loop' that anyone can get into because one action impacts the next in a ripple effect.	Fabricator of high quality composting tumblers in Geelong that make amazing products. Their compost tumblers are expensive but last and compost more green waste. Contract them to fabricate compost bins for residents. Provide smaller curbside bins.	Support the community to put more pressure on supermarkets to pull their weight.

Microchip bins that lock and only open if the householder unlocks with fob/are collected by the truck... stop the issue of neighbours filling other people bins (with wrong waste - my green bin gets filled with plastic :.)	Increasing the proximity of communal waste depositories for glass, soft plastics, regular plastic recycling, cardboard and paper recycling etc. rather than having lots and lots of pick ups curbside at every household.	Work with local and State-wide services and producers to reduce the packaging that is used for goods across all areas so that consumers don't have to take home packaging waste that they do not want or need.
Financial incentives for households to minimise their waste	Incentivise waste reduction. Almost find a way to make this a competitive sport. How small can your waste footprint get? A bit like the water usage target 105 liters per day per person, have a waste target per person measurement.	Is there a way we can have "waste meters" for our rubbish?
See what the options are to be able to expand waste services to apartments etc and then charge accordingly. This may include having planning requirements for new developments that ensure that they are accessible to Council waste management.	Are there areas within Darebin that could be used as communal composting facilities for people living in buildings where it is not physically practical to compost at their home?	Like the open space ratio in a building proposal, developers are required to provide sustainable waste alternatives, like compost facilities, in their planning



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Appendix:

Council Plan (incorporating Municipal Public Health & Wellbeing Plan) and Financial Plan Session Agendas



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AGENDA: Session#1

Council Plan (incorporating Municipal Public Health & Wellbeing Plan) and Financial Plan

Sunday 30 May 2021

10am-3.30pm (Online- Zoom link sent)

Timing	Item	Approach
9.00	Set up/tech check etc	
10.00	Acknowledgment of Country	
10.05	Check-in, intros, tasks for today and overview	
10.10	Community Safety Remit	<ul style="list-style-type: none"> • <i>What is the expectation of the role Council has in providing for a safe community and what initiatives or relationships should be prioritised to have the most impact?</i> • <i>In any year, council can improve a few public spaces because of the cost involved. How should council prioritise where to improve first?</i>
10.15	Presentation	
10.30	Q & A	
10.40	Sense making <i>Breakout rooms</i>	<ul style="list-style-type: none"> • <i>What insights/reflections from Jess's presentation?</i> • <i>What are your perceptions of safety issues for Darebin?</i> • <i>Where is it most unsafe?</i> • <i>Who is most at risk?</i> <p>Rapid report back</p>
11.15am	<i>Morning tea</i>	



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Timing	Item	Approach
11.30	Deliberation <i>Breakout rooms</i>	<i>What do you see at Council's role regarding safety given priorities you've identified?</i> <i>Council receives state grants for improving safety through urban design. What emphasis should Council place on other interventions to improve safety?</i>
12.00	Reporting back	
12.15	Polling	
12.25	Reflections and then break.	

Timing	Item	Approach
1.00	Welcome back	
1.05	Remit	Addressing disadvantage dilemmas for the Darebin Deliberative Engagement Panel is a priority for the Council Plan (incorporating Municipal Public Health and Wellbeing Plan) and Financial Plan: <ul style="list-style-type: none"> <i>Has Council got it right? Is it enough? If more can be done what would this look like and what should we do less of and what is the benefit of what is proposed?</i>
1.15	Presentation	Jess
1.30	Q & A	
1.45	Deliberation <i>Breakout rooms</i>	<i>Given what you've heard, to what extent do you support Council's increased focus on responding to inequity/disadvantage?</i> <i>Of the kinds of ways Council responds, what proportions do you believe are most appropriate?</i>



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Timing	Item	Approach
		<ul style="list-style-type: none"> • <i>Direct service delivery</i> • <i>Advocacy</i> • <i>Planning/coordination</i> • <i>Subsidies to access mainstream services</i>
2.20	Reporting back	
2.30	<i>Break</i>	
2.45	Deliberation	<p><i>If even more was to be allocated to address inequity, in what areas would you support Council spending less?</i></p> <p>And/or</p> <p><i>Who are the individuals/groups/locations most in need of additional support/ services from your knowledge of Darebin?</i></p>
3.15	Polling	
3.25	Reflections and check out	
3.30	Close and thanks.	



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AGENDA: Session #2

**Council Plan (incorporating Municipal Public Health & Wellbeing Plan)
and Financial Plan Sunday 6 June 2021**

10am-3.30pm (Online- Zoom link sent)

Timing	Item	Approach
9.00	Set up/tech check etc	
10.00	Acknowledgment of Country	
10.05	Check-in, intros, tasks for today and overview	
10.10	Waste Services Remit	<ul style="list-style-type: none"> • <i>What is the community prepared to accept to cover the full cost and also increasing cost of the waste service? Would an increase in waste charges be acceptable with the same level of service or should an increased or adjusted level of service be considered?</i> • <i>Many people contact council asking for higher levels of service or investment in establishing a circular economy (such as weekly pick-ups of green waste bins). This would also increase costs. Are higher levels of service something that community is happy to pay for?</i> • <i>How should we deal with disadvantage – should everyone pay more, or should some services be free for those experiencing disadvantage, even if this means slightly higher costs covered by others?</i>
10.15	The context <i>Vanessa Petrie</i>	Why this is so tough for Council and the community to move forward.
10.25	Presentation with Q & A along the way	Council's services Rising costs



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Timing	Item	Approach
	<i>Michelle and Russell.</i>	Comparisons with other councils
10.50	Sense making <i>Breakout rooms or whole group conversation facilitated by Max, with some Menti polls to capture responses</i>	<ul style="list-style-type: none"> • <i>What insights/reflections from the presentation?</i> • <i>What do you think makes this most difficult to resolve?</i> • <i>What are your initial thoughts about Council considering a new structure for charging for waste services?</i>
<i>11.20am</i>	<i>Morning tea</i>	
11.35	Deliberation <i>Breakout rooms</i> 4-5 breakout rooms depending on numbers there. Council staff attend groups as resource people – to answer any questions; not to facilitate or guide discussion.	<ul style="list-style-type: none"> • <i>What is the community (the panel) prepared to accept to cover the full cost and also increasing cost of the waste service? Would an increase in waste charges be acceptable with the same level of service or should an increased or adjusted level of service be considered?</i> • <i>Many people contact council asking for higher levels of service or investment in establishing a circular economy (such as weekly pick-ups of green waste bins). This would also increase costs. Are higher levels of service something that the community (this panel) is happy to pay for? (Need to clarify we not asking them whether the community would accept it right now; we are asking them, knowing what they know now, whether they, as a panel would support x and y”</i>
12.10	Reporting back	Rapid reporting back with key landing points and rationale.
12.20	Polling	
12.25	Reflections and then break.	

Timing	Item	Approach
1.00	Welcome back	
1.05	Focus	



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Timing	Item	Approach
1.15	Presentation with Q & A	<ul style="list-style-type: none"> • <i>How should we deal with disadvantage – should everyone pay more, or should some services be free for those experiencing disadvantage, even if this means slightly higher costs covered by others?</i>
1.45	Q & A	
1.45	Deliberation <i>Breakout rooms</i>	<ul style="list-style-type: none"> • Different groups – we recreate to mix people up a bit. • A chance to answer this question and to revisit the earlier questions if they wish
2.15	Reporting back	Rapid reporting back and polling
2.30	<i>Break</i>	
2.45	Focus Presentation followed by broader Q & A.	<i>How should Council go about explaining this 'wicked problem' to the broader community?</i>
3.10	Polling	<p>Capturing ideas and suggestion and checking for level of support</p> <p>A poll about the process</p>
3.20	Discussing upcoming (online) meeting with Councillors	
3.30	Reflections, close and thanks	

8.3 RESERVOIR EAST PRIMARY SCHOOL EARLY YEARS FACILITY**Author:** Planning and Project Officer**Reviewed By:** General Manager Community

EXECUTIVE SUMMARY

Council has been working with the Victorian School Building Authority (VSBA), a branch of the Department of Education (DET), on the planning for a new kindergarten facility on the site of Reservoir East Primary School. The VSBA will be fully funding the creation of a two-room kindergarten (66 licensed places). Council has indicated its intention to take a lease on the facility on completion, to support its use as a community-managed kindergarten facility.

Council has been invited to invest in the facility to create an additional two flexible consulting rooms for the delivery of Maternal and Child Health, Family Services and other health and social support services for children and families. Design work for the facility, including the consulting rooms, is currently underway.

Council needs to confirm by 17 December 2021, whether it will commit funds in the 2022-23 financial year for the construction of these additional components. By the same date, Council needs to enter into a development agreement with the Minister for Education relating to the design, construction, funding and occupation of the facility, including a long-term lease of the facility.

The proposed facility will provide a much-needed boost to kindergarten capacity in the Reservoir East locality. Council's involvement is in line with the principles and actions outlined in the draft Early Years Infrastructure Plan. By taking a lease on this facility, Council will be able to support a community-managed sessional kindergarten service to operate from the facility. Investment in the consulting rooms will enable creation of an integrated early years' service offering for the Reservoir East community.

Officer Recommendation

That Council:

- (1) Authorises the Chief Executive Officer (CEO) to formally commit to fund the construction of two flexible consulting rooms within the new Reservoir East Primary School Kindergarten facility from the 2022-23 Council budget provided the final cost estimate is no more than 10% above the current estimated cost (as provided in confidential Appendix A).
 - (2) Authorises the CEO to enter into a development agreement with the Minister for Education relating to the design, construction, funding and occupation of the facility, including a long-term lease of the facility.
-

BACKGROUND / KEY INFORMATION

Council officers have been working with the VSBA on this project since the early part of 2021, when the VSBA advised Council that the primary school had been identified as a potential site for a new kindergarten facility as part of the State Government's Kindergarten on School Sites program. Council has been supportive of the proposed project on the basis that the Reservoir East locality has a high need for new infrastructure to meet the demand created by the roll-out of funded three-year-old kindergarten.

In August 2021, the CEO signed a letter of intent outlining an agreed position on the discussions held between the VSBA and Council and an agreed timeline for decisions on the project going forward. In summary this letter of intent outlined the following commitments from Council:

- An intention to take a lease on the new facility upon completion in 2023.
- That Council is interested in funding the inclusion of two flexible consulting rooms in the facility as additions to the proposed kindergarten rooms that will be funded by the VSBA.
- That Council will make decisions about funding the design and construction of the proposed additional facilities by agreed timeframes in order to ensure that the project is able to progress to completion to be ready to open in 2023.
- That for the project to proceed with Council's involvement, Council and the Minister of Education will enter into a development agreement relating to the design, construction, funding and occupation of the Kindergarten by 17 December 2021.

The new kindergarten was publicly announced by the Victorian Government on 26 August as a two-room (66-place) kindergarten to open in 2023. The design process is also exploring the inclusion of additional facilities over and above the two kindergarten rooms.

Council agreed to fund design work for the inclusion within the facility of two flexible consulting rooms and associated waiting area, ancillary spaces and car parking.

The next major decision point for this project is for Council to confirm its commitment to fund the construction of the additional consulting rooms. The timeline for Council to make this commitment is by 17 December 2021. By this date, Council will also be required to enter into a development agreement with the Department relating to the design, construction, funding and occupation of the whole facility.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.1 We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well

By delivering two flexible consulting rooms integrated within a new kindergarten co-located with a primary school, the proposed project will deliver significant value for the Reservoir East community by providing high quality spaces for a range of health and social services to be delivered to children and families in an integrated setting.

DISCUSSION

Kindergarten

Joint modelling completed by Council and the Department of Education and Training in 2020, published in the Kindergarten Infrastructure and Services Plan (KISP), shows that Reservoir East has the highest need for additional kindergarten infrastructure in Darebin to cater for the demand that is expected to be created by the roll-out of funded three-year-old kindergarten.

If no new kindergarten infrastructure is created in the area it is estimated that by 2029, 343 children from Reservoir East will not be able to access a kindergarten program within their local area. This represents a little over one-third of the total 'unmet demand' in Darebin by 2029. The proposed kindergarten will provide kindergarten places for at least 132 children per year (based on the assumption that each of the licensed places will provide capacity for two children per week at 15 hours per week of funded kindergarten).

The opportunity for Council to take a long-term lease on this facility and sub-lease it to a community-managed kindergarten provider, will make a significant contribution towards achieving an increase in community-managed kindergarten capacity. As the kindergarten will be fully funded by the VSBA, this represent a major saving to Council as this additional capacity will be delivered without the need for Council co-investment or project management.

The new kindergarten service will be included on the Darebin City Council Kindergarten Registration System. This will ensure that priority of access is given to vulnerable children and those facing the greatest barriers to early learning in line with the Victorian Department of Education and Training Kindergarten Funding Guide priority of access criteria and adherence to Darebin City Council's additional priority categories. This will ensure that priority is given to children at risk of abuse or neglect including children in Out-of-Home Care, Aboriginal and/or Torres Strait Islander children, asylum seeker and refugee children, children eligible for the Kindergarten Fee Subsidy and children with additional needs.

Consulting rooms

The opportunity to have two flexible consulting rooms included alongside the new kindergarten rooms, within a facility located on a primary school site, in a central location in one of Darebin's most disadvantaged areas, represents a great opportunity to deliver an integrated early years' service response to this community. Through a relatively small contribution to the overall costs of the project, Council can add significant value to the facility and deliver major benefits to the community. Council's investment would deliver significant added value for the community by providing space for a range of specialist health and social services to be delivered onsite to children and families accessing both the kindergarten and the primary school. Leveraging the State Government's kindergarten investment with Council investment to create an integrated hub aligns with the principles of Council's draft Early Years Infrastructure Plan, in particular the principles of integration, equity and access.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

To date, Council has committed to funding design costs to cover the design of the project up to 100% detailed design. These costs are covered in this financial year (2021-22) within the capital works budget for three-year-old kindergarten expansion.

The funds for construction would be due in the 2022-23 financial year.

The partnership approach to this project with the VSBA represents value for money for Council for the following reasons:

- The costs of the facility will be shared across the partners in the project based on the contribution of each partner to the overall building footprint. As the consulting areas represent a small part of the overall building in comparison to the licensed area for three kindergarten rooms, Council's share of the building's costs will be less than if Council was to develop a similar facility independently;
- The project will be led by the VSBA, generating savings to Council in project management and other internal costs compared to the delivery of a similar project led by Council.

There will be ongoing operating costs associated with the management and maintenance of the facility over the proposed term of the lease from DET. Council has already indicated its intention to create additional community-managed kindergarten capacity in the Council Plan and the 10-Year Capital Works Plan. The commitment means that ongoing operational and maintenance costs for new facilities is a cost incurred whenever these are built. This project is the first of these new facilities. As such, we do not have a robust cost estimate of the ongoing operating costs.

Community Engagement

There has been no community engagement at this stage in line with DET's approach to managing this project. The school leadership and school council have been deeply involved in the Project Control Group and Design Reference Group and are supportive of the inclusion of additional facilities with Council funding.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Through our representation on the Project Control Group and Design Reference Group Council will work with the VSBA to ensure that environmental sustainability considerations are given appropriate consideration in the design and construction of the facility. This includes the provision of end of trip facilities to support active travel.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

This project forms part of the delivery strategy for the Early Years Infrastructure Plan for which an Equity Impact Assessment was completed in August 2021. The project aligns strongly with the following equity-based principles outlined in the draft Early Years Infrastructure Plan.

- **Equity** – the project will deliver additional kindergarten and other early years' service capacity in one of the most disadvantaged localities in Darebin and provide a focal point for addressing place-based disadvantage in this area. 39% of students at the primary school are from backgrounds ranked in the bottom quartile (least advantaged) of the Index of Community Socio-Educational Advantage. Anecdotally, there are many families at the school, whose children did not participate in kindergarten. Families who

may be less likely to participate in kindergarten, stand to gain significantly from the development of this facility on the primary school site.

- **Access** – the central location of the new facility and its co-location with the primary school will provide improved access for families and children.
- **Integration** - the integration of early years services is particularly important for families who experience disadvantage or other barriers to accessing services. Integrating the primary school, kindergarten and other early years services will reduce barriers to access and provide a joined-up response for families in Reservoir East.
- **Diversity and inclusion** – 18% of Reservoir East Primary School students identify as Aboriginal or Torres Strait Islander according to the Australian Curriculum Assessment and Reporting Authority, and anecdotally the Reservoir East Primary School has been noted to be attracting Aboriginal and Torres Strait Islander children from a wide area. Through co-location and collaboration with the school, we are confident that the new early years facility can provide a culturally safe and inclusive service for Aboriginal and Torres Strait Islander children and families as well as for children and families from other diverse backgrounds.

Further consultation on this project has been undertaken with the Manager Equity and Wellbeing and the Community Development Officer responsible for the for East Reservoir neighbourhood, who have both been highly supportive of the proposed facility. This also strongly aligns with and contributes to our place-based approach in East Reservoir.

Economic Development and Cultural Considerations

In line with the principles in the draft Early Years Infrastructure Plan, we will work with the VSBA to ensure that the new facility enables and supports creative and cultural expression, and to seek to maximise the local economic benefit of the project.

Operational Impacts

The project will create ongoing operational impacts in relation to the maintenance of the buildings and grounds. The Manager Assets & Capital Delivery continues to be consulted throughout the project.

Legal and Risk Implications

The following risks have been identified:

Risk	Assessment/mitigation strategy
Project cost escalation	<p>Council will receive a final Cost Plan C prior to committing funds to construction. This cost plan will be based on detailed design and investigations and so should provide a reliable cost estimate.</p> <p>Council will negotiate with the VSBA on the development agreement to achieve the best protections we can against project cost escalations.</p>
Delay in project delivery	<p>The VSBA has been clear on their commitment to deliver the project for the facility to be operational in 2023.</p> <p>Contingency plans will be developed for services to be delivered to the community, if required at alternative locations in the short-term if necessary.</p>

Risk	Assessment/mitigation strategy
Construction fails to meet expected quality standards	<p>This project is one of many new kindergarten projects that the VSBA is delivering across Victoria each year, which are required to comply with the VSBA's Building Quality Standards Handbook as well as the National Construction Code, the Victorian and Australian building standards, and all relevant standards for Early Childhood Education and Care services.</p> <p>We will work closely with the VSBA through the Project Control Group and Design Reference Group to be assured that quality standards will meet Council expectations.</p>
Negative impact on the viability of other community-managed kindergarten services in the area	This is assessed as unlikely, due to the high level of additional capacity that the KISP modelling shows is required for the area.
Insufficient demand for services at new facility	For kindergarten services, this is assessed as unlikely due to the high level of additional capacity that the KISP modelling shows is required for the area. Kindergarten participation in this locality is currently low. It is anticipated that the integration of the new facility with the primary school will enable the new facility to attract participation from families who may not engage with other services.

IMPLEMENTATION ACTIONS

Steps	Timeframe
Cost Plan C due to be received from VSBA – this will provide further assurance on the costs for construction of the consulting rooms prior to Council entering into a formal agreement with DET	26 November 2021
Deadline for Council to commit to fund construction and enter into a development agreement with the Minister for Education relating to the design, construction, funding and occupation of the facility.	17 December 2021
Facility operational	2023

RELATED DOCUMENTS

Draft Early Years Infrastructure Plan 2021 - 2041

City of Darebin Kindergarten Infrastructure and Service Plan (KISP)

Attachments

- East Reservoir Primary School (**Appendix A**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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

8.4 REVIEW OF THE ASSET MANAGEMENT POLICY AND ASSET MANAGEMENT STRATEGY

Author: Coordinator Asset Planning
Acting Manager Governance and Corporate Strategy

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

The existing Asset Management Policy and Asset Management Strategy have come to the end of their duration. The Asset Management Policy and the Asset Management Strategy provide a strategic approach to Council in the delivery of best-practice asset management activities over the period of the Council term. These documents will underpin the 10-year Asset Plan that is required to be in place by June 2022 in accordance with the *Local Government Act 2020*.

Work has been undertaken to review and prepare a draft Asset Management Policy and a draft Asset Management Strategy for Council to review. Community consultation took place in October 2021 and this report is presented considering inputs from community consultation.

Officer Recommendation

That Council:

- (1) Adopt the Asset Management Policy (**Appendix A**) and revoke the Asset Management Policy adopted on 2 October 2017.
 - (2) Adopt the Asset Management Strategy (**Appendix B**), replacing the existing Asset Management Strategy adopted on 18 May 2015.
-

BACKGROUND / KEY INFORMATION

This report is in response to Council's existing Asset Management Policy and Asset Management Strategy reaching the end of their duration in 2019. Both documents have been reviewed and updated, and ensure alignment with the newly adopted Council Plan, Community Vision and 10-year Financial Plan.

In accordance with the new *Local Government Act 2020*, these two documents will be guided by an overarching "Asset Plan", which will be developed by June 2022. The 10-year Asset Plan and 10-year Financial Plan are the two resource plans required by *the Act* that support the achievement of the Community Vision. The Asset Plan will be a strategic asset-management planning document and will be underpinned by the Asset Management Policy, Asset Management Strategy and a suite of Asset Management Plans based on asset classes.

Previous Council Resolutions

At its meeting held on 27 September 2021, Council resolved:

'That Council

- (1) Endorse the Asset Management Policy (Appendix A) to proceed to community consultation*
- (2) Endorse the Asset Management Strategy (Appendix B) to proceed to community consultation*
- (3) Receives a report that includes the outcomes of community consultation on the draft Asset Management Policy and draft Asset Management Strategy at the 22 November Council meeting.'*

At its meeting held on 22 February 2021, Council resolved:

'That Council defer this item to a future meeting of Council to allow for the Strategy to be updated to align with the Council Vision and new four-year Council Plan''.

At its meeting held on 2 October 2017, Council resolved:

'That Council adopts the Asset Management Policy 2017.'

At its meeting held on 18 May 2015, Council resolved:

'That Council adopts the Asset Management Strategy 2015 – 2019.'

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.2 We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving

4.1 We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future

4.2 We will ensure our assets are optimised for the benefit of our community

4.3 We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

DISCUSSION

Asset Management Strategy

The draft Asset Management Strategy (**Appendix B**) sets out a fresh approach to asset management for Council and establishes a foundation for us to move forward and focus our attention on key strategic and operational asset management improvement initiatives including:

- Aligning and integrating asset management objectives and activities within Councils overall suite of strategies, priorities and plans
- Assigning dedicated resources for strategic asset management activities
- Establishing an asset data and information improvement program
- Developing asset risk assessment tools
- Upgrading and integrating asset management technology
- Improving asset management decision-making processes
- Meaningfully, equitably and inclusively engaging our stakeholders and community to ensure community infrastructure is accessible, equitable, inclusive and responsive to the needs of the diverse Darebin community
- Ultimately, ensuring we provide fair and good outcomes to the community while remaining financially sustainable, socially responsible and adaptive to climate change.

The draft Asset Management Strategy is proposed to replace the current Asset Management Strategy (adopted on 18 May 2015) if adopted by Council.

Asset Management Policy

The draft Asset Management Policy (**Appendix A**) states that the long-lived nature of many assets and the need for their ongoing renewal means that planning must be on an understanding of the full costs throughout each asset's lifecycle. Both short and long-term financial requirements including depreciation, asset investment and planning needs must be addressed. This approach supports the realisation of the Darebin 2041 Community Vision and ensures the best outcomes for the future of the municipality.

The draft Asset Management Policy is proposed to replace the current Asset Management Policy (adopted on 2 October 2017).

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The Asset Management Policy states that the long-lived nature of many assets and the need for their ongoing renewal means that planning must be on an understanding of the full costs throughout each asset's lifecycle. Both short and long-term financial requirements including depreciation, asset investment and planning needs must be addressed.

The Asset Management Strategy sets out a fresh approach to asset management for Council. It establishes a foundation to move forward and focuses attention on key strategic and operational asset management improvement initiatives including assigning dedicated resources for strategic asset management activities. An Asset Management Improvement Plan has been developed setting out actions and timeframes over the next four years for asset management activities.

Specific costs and resource requirements for the implementation of the Asset Management Improvement Plan (AMIP) are yet to be developed but will form part of funding applications to Council's annual budget process.

Community Engagement

Community engagement was undertaken in accordance with the Community Engagement Plan endorsed by Council at its meeting on 22 September 2021. There were no submissions received and no community members registered to attend the two virtual community forums scheduled on 26 and 30 October 2021.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (b) strategic planning must address the Community Vision;

Service Performance Principles

- (c) quality and costs standards for services set by the Council should provide good value to the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Both the Asset Management Policy and Asset Management Strategy are aligned to Council's environmental commitments and consultation with relevant teams has occurred throughout the development of the documentation.

The policy and strategy states that our asset management objectives include to mitigate environmental impact, improve the resilience of our infrastructure and align our asset management activities with climate adaptation responsibilities and preparing our community for change in an equitable, inclusive and rights-based way.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The Asset Management Policy states that we will ensure that our asset management activities are integrated across our organisation for the lifecycle of the assets, as we continue to place equity, inclusion, human rights and our community's wellbeing and quality of life at the heart of what we do.

The Asset Management Policy states that our approach to asset management will be based on a number of principles including being:

- **Accessible, equitable, inclusive and responsive** to the needs of our diverse community, improving equity, inclusion, fulfillment of rights and health outcomes

The Asset Management Policy states that one of our asset management objectives is to reduce discrimination, disadvantage, barriers to community participation and the unequal distribution of assets, as well as inappropriate resourcing that hinders equity, diversity, access and inclusion.

The Asset Management Strategy recognises that one of the significant challenges in managing Council's assets is that while the health and overall socio-economic status of the municipality is improving, there is also:

- A growing inequity between wealthier areas and poorer areas;
- An increasing exclusion of low-income residents in housing and participation in community life; and
- A reduction in diversity, cultural awareness and cultural practice

In this environment, without a focus on equity and inclusion, the assets that Council provides and manages can unintentionally support the growing inequity.

Economic Development and Cultural Considerations

The Asset Management Strategy recognises that there are significant challenges in managing Council's assets, including:

- a growing population and changing demographics. In part, the increase in population will be accommodated by replacing already identified areas of existing industrial development with high density residential development and by densification on existing residential land, increasing the demand on existing assets and services.
- managing Council's assets is that while the health and overall socio-economic status of the municipality is improving, there is also a reduction in diversity and the culture that attracted people to choose Darebin as a place to live.

One important response relates to how service levels are determined so that cultural issues are identified and considered. The management of assets is then matched to the outcomes from the determination of service levels.

Another important response is that the provision of new services will have to be carefully planned to ensure that the required assets are designed and located in the most appropriate areas to meet the needs of the particular age group and community at large and to address or redress existing inequities in asset distribution.

Operational Impacts

Over the duration of this Asset Management Strategy, we will:

- Define service levels, gather asset information and determine asset risk; and
- Use this information to update our asset management plans.

Customer-focused service-planning requires the linking of customer needs to service-planning and asset management plans and operational and maintenance plans. In general terms there will be a clear link between the Community Vision, 10-year Financial Plan, 10-year Asset Plan, Council Plan (incorporating the Municipal Health and Wellbeing Plan), annual report, service plans and asset management plans.

The impact of the Asset Management Strategy will be crystallised through the outcomes of service-level reviews on asset management plans for each asset class. Operational impacts will in turn be embedded in the 10-year Financial Plan, 10-year Capital Works program, 4-year Workforce Plan, Annual Budget and Annual Work Plans.

Legal and Risk Implications

The Asset Management Policy states that our Asset Management objectives includes to implement data-driven, evidence-based decision-making that is derived from risk (including

safety), compliance and performance standards, supported using smart technology and a sound governance framework.

In addition to legislative requirements, the Strategy is aligned with the requirements of ISO 55001 (the International Standard for Asset Management), the National Asset Management Accountability Framework (NAMAF) and the International Infrastructure Management Manual.

The Asset Management Strategy provides greater controls in how Council manages its infrastructure. It provides the approach to demonstrating:

- Due diligence applied by the Council
- Alignment to the overarching governance principles, strategic planning principles, service performance principles and financial management principles outlined in the *Local Government Act 2020*
- Commitment to the management of Council's assets and developed understanding of infrastructure risks

IMPLEMENTATION ACTIONS

Upon endorsement Council will replace the existing Asset Management Policy 2017 (adopted on 2 October 2017) with Asset Management Policy 2021 and Asset Management Strategy 2015-2019 (adopted on 18 May 2015) with Asset Management Strategy 2021-25.

RELATED DOCUMENTS

2041 Darebin Community Vision

2021-25 Council Plan (incl Municipal Health and Wellbeing Plan)

2021-31 Financial Plan

10yr Capital Works Program

Asset Management Plans

Darebin Climate Emergency Plan 2017-22



Towards Equality

Community Engagement Policy 2021

Risk Management Framework

Local Government Act 2020

Attachments

- Appendix A - Asset Management Policy (**Appendix A**) [↓](#) 
- Appendix B - Asset Management Strategy (**Appendix B**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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



Asset Management Policy

A policy is the guiding principle that helps the organisation to take logical decisions. It is a set of common rules to inform decisions and behaviours and commonly has supporting procedures and guidelines.

<p>Purpose</p>	<p>This policy outlines Darebin City Council's commitment and approach to sustainably managing our assets for the benefit of current and future generations and to ensure that our asset management practices are from the start, focused on our community and its betterment.</p> <p>We will ensure that our asset management activities are integrated across our organisation for the lifecycle of the assets, as we continue to place our community's wellbeing and quality of life at the heart of what we do.</p>
<p>Scope</p>	<p>This policy applies to the planning, funding, creation, acquisition, operation, maintenance, renewal and disposal of all Council asset's lifecycle and includes:</p> <ol style="list-style-type: none"> 1. All Council owned physical assets; and 2. All physical assets that Council does not own but has direct responsibility for, or control over through a legal mechanism or formal arrangements. <p>Council and all Council employees are responsible for adherence to this policy in their day to day activities, operational and strategic planning.</p>
<p>Definitions and Abbreviations</p>	<p>Level of Service – the standard to which the service should operate.</p> <p>Lifecycle Cost - The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, renewal and disposal costs.</p> <p>Long Term Financial Plan - A summary of the financial projections and impact of Council's strategic and operational activities including proposed operating and capital investment for a period of 10 years or more.</p> <p>Assets - Physical assets owned or under the care, control and management of Council that contribute to the community's needs for access to major economic and social facilities – examples include roads, drainage, transport, buildings, lighting, cultural and heritage, open space, street trees and information technology.</p> <p>Asset lifecycle – the period from asset concept to asset disposal.</p> <p>Asset Management - is the systematic approach to the governance and management of assets whilst maximising service delivery potential and managing related risks and costs over the assets' life and maximising the financial and economic benefits of the assets.</p> <p>Asset Management Plan - Long term plans (usually 5 to 10 years) for specific asset classes that outline the asset activities, level of service, costings and programs for each class.</p> <p>Asset Management Strategy - An AM Strategy is a strategic document that guides and informs the management of assets (physical objects). It outlines the direction Council will take with its assets and the activities needed to improve its asset management capability to optimise the service delivery for the community.</p>

August 2021



<p>Policy Statement(s)</p>	<p>Asset management is the systematic approach to the governance and management of assets whilst optimizing service delivery potential and managing related risks and costs over the assets' life. It enables Council to provide services in the most cost-effective manner for the present and future generation whilst managing the asset holistically and cost effectively.</p> <p>Council owns and maintains assets such as roads, drainage, pathways, buildings, parklands, cultural collections, libraries and vehicles to support service provision to the community it serves.</p> <p>The long-lived nature of many assets and the need for their ongoing renewal means that asset planning must consider the thorough understanding of the full costs throughout each asset's lifecycle, and address both short and long-term financial requirements including depreciation, asset investment and planning needs.</p> <p>Well maintained infrastructure (such as footpaths, buildings and street trees) play an important role in forming the look and feel of an area as well as contributing to the health and wellbeing of the community, So asset management must also recognise the impact that Council's assets have on the wellbeing of the community along with the presentation of the assets in public realms of Council control.</p> <p>Community infrastructure contributes to achieving other important social policy outcomes, including preventative health, social inclusion and tolerance, stronger social capital and community resilience, Stronger economical investments in region and better access to broad-based education and learning.</p> <p>Asset management is the practical vehicle for:</p> <ol style="list-style-type: none"> 1. Improving the well-being of people in our community by providing opportunities for them to live their lives well; and 2. Ensuring that our services, programs and facilities benefit all including our most vulnerable. 3. Improving the community infrastructure with optimum service delivery contributing to environmental, sustainable, economical and viable outcomes <p>It is important that Council understands all the steps in the lifecycle of an asset and who is responsible for each step. Holistic lifecycle asset management involves all activities associated with managing our community assets including:</p> <ul style="list-style-type: none"> • Planning • Creating / acquiring • Operating • Maintaining • Renewing • Replacing; and • Disposing /retiring of assets.
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Lifecycle asset management



Our approach to asset management will ensure we will implement smart investment decisions that are planned and programmed to enable the best value outcomes for our community.

This commitment will be achieved by adhering to the following principles and objectives:

Our approach to asset management will be based on the following principles:

- **Community-centric** services with relevant and clear community benefit and value
- **Financially sustainable** investment decisions that optimise asset performance, return on investment and affordability
- **Responsive** to the needs of our diverse community, improving health outcomes and social inclusion
- **Climate change** and adaptation responsibilities underpinning our approach to asset management
- **Continuous improvement** in governance, developing integrated systems, improving quality, compliance and reporting

Our asset management objectives for 2020-2025:

- Centralised and integrated platform for service delivery through assets supported by robust Asset Management System capable to handle processes of the lifecycle of the assets;
- Creation of robust and informed Asset Management Plans considering the lifecycle costings based on service levels, community needs, population/growth demands, financial affordability, compliance to legislations and standards.
- Ensure community services are supported by service levels and standards that demonstrate an appropriate balance of expectation through consultation, with the objectives and requirements of Council.
- Drive prudent investment decisions throughout the asset lifecycle – from acquisition to disposal, to ensure adequate funding in the short and long term (acknowledging inter-generational impact), whilst delivering robust financial performance.
- Reduce discrimination, disadvantage, lack of community participation and the unequal distribution and inappropriate resources that hinders diversity, access and inclusion.

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	<ul style="list-style-type: none"> ▪ Mitigate environmental impact, improve the resilience of our infrastructure and align our asset management activities with climate adaptation responsibilities and preparing our community for change. ▪ Implement data-driven, evidence-based decision-making that is derived from risk (including safety), compliance and performance standards, supported by the use of smart technology and a sound governance framework. ▪ Ensure asset-related transactions including procurement are conducted in line with the Social and Sustainable Procurement Policy and Fraud and Corruption Guidelines.
<p>Responsibilities</p>	<p>To achieve our purpose, the following key roles and responsibilities are identified:</p> <p><u>Council</u></p> <ul style="list-style-type: none"> ▪ Act as custodians of community assets ▪ Adopt the Asset Management Policy (AM Policy) and Asset Management Strategy (AM Strategy including AM Improvement Plan) and Asset Management Plans ▪ Ensure that asset management requirements, as outlined in the AM Strategy are appropriately considered in decision making; and responded to in the Council planning and financial management. ▪ Adopt the Community Infrastructure Plan and The Asset Plan. <p><u>Chief Executive Officer/Executive Management Team</u></p> <ul style="list-style-type: none"> ▪ To provide leadership and direction in the development and implementation of the AM Policy and AM Strategy and Asset Management Improvement Plan (AMI Plan). ▪ Responsible for the allocation of resources and development of sound asset management practice across the organisation as well as ensuring that all asset management activities are consistent with the objectives of Council Plan, Integrated Business Planning, Annual Budget and Reporting Process and the Long-Term Financial Plan. ▪ Approve and adopt the Financial management policies and procedures related to asset management and planning. <p><u>Asset Management Steering Committee</u></p> <ul style="list-style-type: none"> ▪ Support and contribute to Council’s short and long term financial planning to ensure that Council operates within all fiscal guidelines and legislative requirements, and is financially sustainable. ▪ Facilitate a strategic approach to the delivery of the Asset Management Policy and Strategy and ensure all asset management activities are aligned to the AM Policy Principles and objectives. ▪ Facilitate a strategic approach to the delivery of Asset Management Plans considering the lifecycle costings based on service levels, community needs, population/growth demands, financial affordability, compliance to legislations and standards. ▪ Optimise decision-making and asset investments across the lifecycle of council’s asset base. ▪ Lead, govern and monitor the implementation of asset management activities across the organisation as outlined in the AM Strategy and AM Improvement Plan, including the review of KPIs and timeframes. ▪ Ensure that \$30m per annum is dedicated to asset renewal which will ensure that service levels will be maintained to a satisfactory standard. ▪ Oversee the ongoing development and review and implementation of service plans and AM Plans and Community Infrastructure Plan ▪ Ensure the Darebin Priority Review Lens, human rights and equity principles and strategies are taken into consideration. ▪ Champion the AM Strategy across Council and drive behavioural change. ▪ Reduce organisational risk.

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	<p><u>Service Managers/ Asset Owners/ Asset Planning/ Responsible Officers/ AM-related Project Officers</u></p> <ul style="list-style-type: none"> ▪ Implement the suite of AM documentation ▪ Review and regularly update AM Plans ▪ Develop and implement maintenance, renewal and capital works programs in accordance with the AM Policy, AM Strategy, AM Plans and budget allocation ▪ Deliver services to agreed risk, budget and service level expectations ▪ Develop and implement business processes to support asset management ▪ Develop and implement individual asset class asset management plans ▪ To report asset related risk and damage ▪ Gather, analyse and respond to data and research including asset condition assessments and valuations ▪ Ensure appropriate delegations and approval processes are followed ▪ Monitor, review and report on asset management activities as required ▪ Use asset management information systems correctly to ensure data integrity ▪ Undertake all risk and compliance obligations ▪ Establish and monitor asset risk inspection regimes ▪ Provide accurate and reliable information to Council for decision making <p>Council uses the Service Manager / Asset Owner operational model to ensure accountability and role responsibilities are clearly defined and measurable. The Asset Management Responsibility matrix is developed to support the policy provisions.</p>		
<p>Organisational Values</p>	<p>Council’s organisational values enable and support the effective design and application of this policy by guiding staff in the course of their work.</p> <table border="1" data-bbox="432 1167 1460 1702"> <tr> <td data-bbox="432 1167 919 1702"> <p>We Make a Difference: We are driven by our desire to make a difference for the people we serve. Our work is purposeful and creates a positive impact for the community. We are proud to work here. Our work matters.</p> <p>We are Accountable: We are empowered to own and take responsibility for our actions. We follow through on our commitments and deliver on our promises. We make it happen.</p> <p>We are Collaborative: We are united by a common purpose to serve the community. We work together, connecting within our teams and across the organisation. We are inclusive and collaborative. We are one.</p> </td> <td data-bbox="919 1167 1460 1702"> <p>We have Integrity: We act with integrity and transparency in conversations and decision-making. Through open and clear communication, we build trust. We’re honest. We walk the talk.</p> <p>We show Respect: We are diverse, inclusive, respectful and caring. We encourage everyone to have a voice and we listen to each other. We recognise one another’s contributions and treat people fairly. We look after each other.</p> <p>We are Creative: We are bold, courageous and innovative. We try new things, experiment and continuously improve. We are open-minded, creative and forward-thinking. We are leaders.</p> </td> </tr> </table>	<p>We Make a Difference: We are driven by our desire to make a difference for the people we serve. Our work is purposeful and creates a positive impact for the community. We are proud to work here. Our work matters.</p> <p>We are Accountable: We are empowered to own and take responsibility for our actions. We follow through on our commitments and deliver on our promises. We make it happen.</p> <p>We are Collaborative: We are united by a common purpose to serve the community. We work together, connecting within our teams and across the organisation. We are inclusive and collaborative. We are one.</p>	<p>We have Integrity: We act with integrity and transparency in conversations and decision-making. Through open and clear communication, we build trust. We’re honest. We walk the talk.</p> <p>We show Respect: We are diverse, inclusive, respectful and caring. We encourage everyone to have a voice and we listen to each other. We recognise one another’s contributions and treat people fairly. We look after each other.</p> <p>We are Creative: We are bold, courageous and innovative. We try new things, experiment and continuously improve. We are open-minded, creative and forward-thinking. We are leaders.</p>
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<p>Breach of Policy</p>	<p>Breaches of policy are to be corrected immediately. Any concerns about non-compliance should be reported immediately to the Policy owner.</p>		

GOVERNANCE

<p>Parent Strategy/ Plan</p>	<p>Asset Management Strategy; Asset Management Improvement Plan</p>
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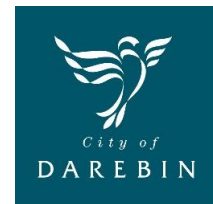


Related Documents	<p>This policy should be read in conjunction with Council's:</p> <ul style="list-style-type: none"> • Community Vision • Council Plan 2021-2025 • 2021-2025 Asset Management Strategy • 2020-2025 Asset Management Improvement Plan • Asset Management Plans • Asset Rationalisation Policy (under review) • Asset Disposal Policy (under review) • Financial Sustainability Guidelines (VAGO) • Property Management Framework • Property Management Policy • Fleet Policy • Darebin Climate Emergency Plan 2017-2022 • Waste and Recycling Strategy 2020 • Breathing Space 2019 • Community Engagement Strategy and Framework • Long Term Financial Plan, Annual Budget 2020/21 • Risk Management Policy and Framework • Community Infrastructure Plans/Frameworks and Reviews, Masterplans • Human Rights/Equality/Inclusion Frameworks and Plans • Darebin Policy Review Lens
Supporting Procedures and Guidelines	National Asset Management Accountability Framework (NAMAF); VAGO AM Guidelines; 10 Year Capital Works Funding Strategy (adopted October 2019); ISO 55001; Essential Safety Measures Guidelines; International Infrastructure Management Manual; other applicable Financial Policies and State Government Guidelines
Legislation/ Regulation	<p>LG Act 2020: Sec 92 Asset Plan</p> <p>LG Act 2020: Part 4 – Planning and Financial Management, Section 89 Strategic planning principles</p> <p>Road Management Act 2004</p>
Author	Manager, Property and Business Improvement
Policy Owner/ Sponsor	General Manager, Governance and Engagement
Date Effective	XXX (Date adopted by Council)
Review Date	June 2023. This policy shall be reviewed every two (2) years to ensure alignment with other Council policies and the Council Plan.
Version Number	1.0
Document ID	XXX
Content enquiries	Manager, Property and Business Improvement

August 2021



All Darebin policies and procedures must be developed through the lens of key Darebin strategies, plans and related considerations. See the **Darebin Policy Review Lens** to inform and guide policy development and review.



the place
to live

Asset Management Strategy

2021 to 2025

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INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER

THE CASE FOR CHANGE

Darebin's Council Plan 2021-25 sets a progressive agenda to deliver positive, fair and real outcomes for current and future generations in Darebin. Key to this and Council's municipal responsibilities are the assets we own, manage and operate are supported by sound, equitable sustainable and effective management of assets to create a liveable environment and contribute to a strong local Community. Community infrastructure contributes to achieving important social policy outcomes, including preventative health, social inclusion and tolerance, stronger social capital and community resilience and better access to broad-based education and learning.

Our 2021-2025 Asset Management Strategy outlines the key areas of focus, what we will do, proposed outcomes and the improvements needed to achieve Council's vision from a customer experience and service delivery perspective - all this, whilst considering the long term financial and inter-generational impact. We will ensure that our asset management activities are strategically integrated across our organisation for the lifecycle of the assets, as we continue to place equity, inclusion, human rights and our community's wellbeing and quality of life at the heart of what we do. The 2021-2025 Asset Management Strategy also sets out how our activities align with the Council Plan 2021-25; how we will deliver the outcomes we have promised to the community; and how we will create capacity and capability to support future direction and strategic intent.

It is timely that we have set a new challenge with the 2021-2025 Asset Management Strategy as we need to build upon the good work and planning undertaken recently, shift our approach from reactive to proactive; from relying on the good will and intensive effort of our people, to improved planning, better data management, more efficient processes, improved results and, most importantly, delivering fair and positive outcomes for the community.

I look forward to improving our approach to managing our assets and, in doing so, improving the quality of life for the people of Darebin.

Photo. Darebin City Council, Chief Executive Officer Sue Wilkinson



EXECUTIVE SUMMARY

A FRESH APPROACH TO ASSET MANAGEMENT

Our 2021-2025 Asset Management Strategy (AM Strategy) is first and foremost, applied to the benefit of the community by way of ensuring that Council's physical assets support the services and functions provided by Darebin City Council (Council). Our AM Strategy sets out a fresh approach to asset management (AM) for Council and establishes a foundation for us to move forward and focus our attention on key strategic and operational asset management improvement initiatives including:

- Aligning and integrating AM principles, objectives and activities within Councils overall suite of strategies, priorities and plans
- Assigning dedicated resources for strategic asset management activities
- Establishing an asset data and information improvement program
- Developing asset risk assessment tools
- Upgrading and integrating asset management technology
- Improving asset management decision-making processes
- Meaningfully, equitably and inclusively engaging our stakeholders and community to ensure community infrastructure is accessible, equitable, inclusive and responsive to the needs of the diverse Darebin community
- Ultimately, ensuring we provide fair and good outcomes to the community while remaining financially sustainable, socially responsible and adaptive to climate change.

Acknowledging the introduction of the new Local Government Act in 2020 coupled with the commencement of the new Council Term in October 2020, there are municipal, region, state and federal priorities that will continue to change and at more rapid pace with the uncertainty and unpredictability of 21st Century drivers and pressures.

At a minimum, challenges for our current and new Council will include:

- **Recovery from Pandemic** – significant disruption and change forced upon Council, its services, community expectation and business continuity
- **The climate emergency** – causing damage and harm to our health, human rights, social fabric, environment, infrastructure and economy
- **A growing population and changing community needs** – as Melbourne becomes Australia's largest city the challenges that come with population growth and the ever-evolving community needs in the 21st century city
- **A changing economy** – placing demands on services, transport, infrastructure, education and employment
- **Growing inequality** – demand for improved social inclusion, accessibility, responsiveness to diversification, multiculturalism and different demographical group needs exacerbated by Covid19
- **Reduced funding** – requiring Council to find new ways to provide more with less
- **Changes in Technology** – agility and capacity to meet the ever-changing technological demands and the need for ubiquitous capability

At a minimum, Council is committed to:

- Aligning AM activities with Council Plan, key strategic frameworks, policies and principles to ensure AM benefits all in the Darebin community, notably people who experience or have historically experienced discrimination and disadvantage, including locational disadvantage in the distribution (and quality/maintenance) of assets
- Applying an integrated and holistic approach to implementing AM across Council
- Improving its overall AM capability

- Maximising the return on investment from Council assets and improving financial performance
- Addressing community wellbeing (including community safety and perceptions of safety) as well as accessibility, inclusion, social fabric, community connections and harmony and access to resources
- Ensuring workplace OH&S compliance across our facilities and environs; and
- Implementing and reporting against the 2021-2025 Asset Management Strategy

At a minimum, Council must improve its AM functionality in the following:

- **Systems** – Strategic, functional, purposeful, integrated business systems including prioritisation tool
- **Data and Information** – collection, hosting, modelling and integrity of data to inform sound, evidence-based Council decision-making
- **Processes** – robust processes and procedures to manage Council’s AM activities and service delivery improvement
- **Culture** – a workforce focused on the service needs of the community using an integrated, strategic and holistic approach across Council
- **Skills** – ensuring employees have the right AM skills, capability and capacity along with adequate staff provisions for AM activities

At a minimum, Council should experience an increase in efficiencies and the effectiveness of its AM activities by:

- Improving our financial sustainability and asset performance by:
 - understanding the lifecycle and performance of assets
 - improving decision-making on capital works, timing and project management capability
 - ensuring a baseline of \$30m per annum is dedicated to asset renewal which will ensure that service levels will be maintained to a satisfactory standard
 - improving our response to evidence-based, policy or legislative requirements such as renewal, public safety, accessibility and environmental priorities
- Identifying and mitigating service risks caused by assets which are not consistently identified under existing processes
- Migrating from a reactive maintenance culture to a preventive maintenance culture
- Understanding and responding to the criticality of certain assets; and
- Reducing the overall lifecycle costs associated with the assets whilst maintaining service levels.
- Recognising and responding to the diversity, social inclusion and different demographical needs and expectations of fairness and equity of our Darebin community
- Ensuring asset-related transactions including procurement are conducted in line with the Social and Sustainable Procurement Policy and Fraud and Corruption Guidelines.

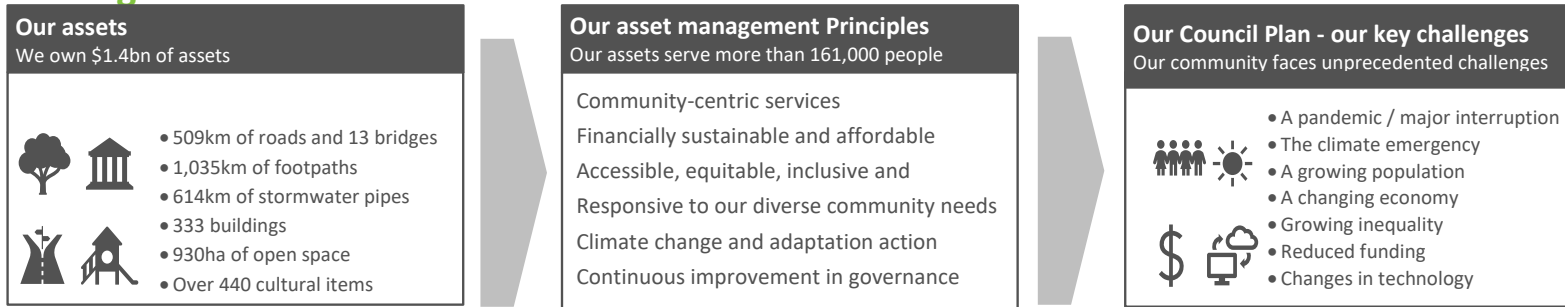
Implementation of the AM Strategy will commence late 2021 and will be supported by an Asset Management Improvement Action Plan and Asset Management Plans (AM Plans are individual asset class plans i.e. Roads, Buildings, Drainage). The AM Improvement Action Plan is an operational plan derived from the AM Strategy that outlines what all the improvement tasks and actions are, who is responsible for completion of the tasks, and timelines. It is designed to ensure priority improvements driven by business and community requirements are delivered in a timely way.

Acknowledging that we have an ambitious goal and some work ahead of us, our AM Strategy provides a robust roadmap for our asset management journey over the next five years. By applying evidence-based and contemporary asset management practices and aligning to the many key Council strategies and plans, we aim to achieve our objectives.

To assist with communicating the direction and intent of the AM Strategy, it is presented as a one-page strategy as follows:

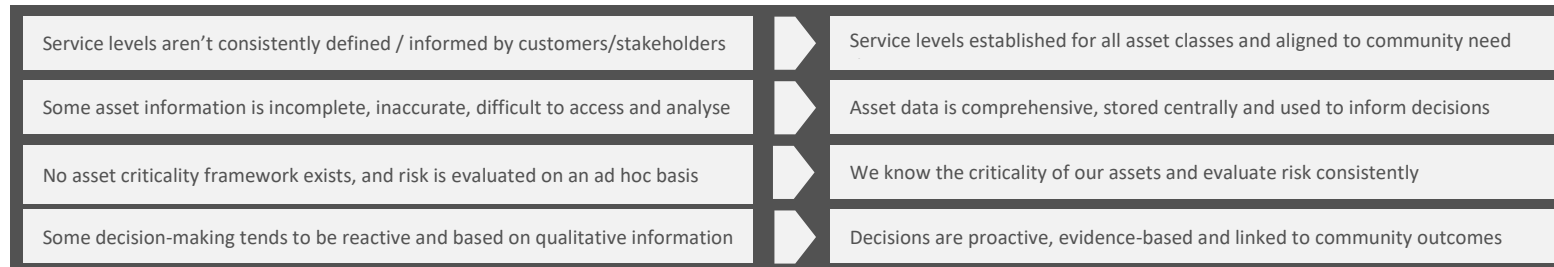
SUMMARY OF DAREBIN CITY COUNCIL 2021-2025 ASSET MANAGEMENT STRATEGY

Strategic context



Where are we? (current status)

Where do we want to be? (future status)



Baseline asset management improvements expected



Acronyms

AMIS	Asset Management Information System
AM	Asset Management
AMP	Asset Management Plan
AMS	2021-2025 Asset Management Strategy
DCP	Development Contributions Plan
DRFA	Disaster Recovery Funding Arrangements
FGRS	Fair Go Rates System
ISO	International Organisation for Standardisation
NAMAF	National Asset Management Assessment Framework
OPF	Organisational Policy Framework
PMO	Project Management Office
VAGO	Victorian Auditor-General's Office

1 PURPOSE – WHY ASSET MANAGEMENT

1.1 WHAT IS ASSET MANAGEMENT?

Asset management is the systematic approach to the governance and management of assets whilst maximising service delivery potential and managing related risks and lifecycle costs. It enables Council to provide affordable, accessible, equitable, inclusive and responsive services for the present and future generations.

Council owns and maintains assets such as roads, buildings, parks and open space, land, lightings, cultural collections, libraries and vehicles to support service provision to the community it serves.

The long-lived nature of many assets and the need for their ongoing capital, renewal and maintenance means that planning must be on an understanding of the full lifecycle costs, and should address both short and long-term financial and service planning needs.

Well maintained infrastructure plays an important role in forming the look and feel of an area so asset management must also recognise the impact that Council's assets have on the health and wellbeing of the community as well as their rights.

Community infrastructure contributes to achieving other important social policy outcomes, including preventative health, social inclusion and tolerance, stronger social capital and community resilience and better access to broad-based education and learning.

Asset management is the practical vehicle for:

1. Improving the well-being of people in our community by providing opportunities for them to live their lives well; and
2. Ensuring that our services, programs and facilities benefit all including people who experience disadvantage or discrimination.

It is important that Council understands all of the steps in the lifecycle of an asset and who is responsible for each step. Holistic lifecycle asset management involves all activities associated with managing our community assets including:

- Planning
- Creating / acquiring
- Operating
- Maintaining
- Renewing, Replacing, Recycling, Retiring and
- Disposing of assets.

Figure 1. shows the numerous activities associated within the life cycle of asset management.



Figure 1: Lifecycle Asset Management

To support the lifecycle management of assets, clear strategic direction, sound financial planning and the identification and mitigation of risk associated with Council’s assets must also be in place.

Grouping of similar assets are placed into *asset classes* for identification and management. Darebin’s asset classes include:

- Buildings
- Roads and Bridges
- Leisure and culture
- Parks and Open space
- Cultural Collections
- Fleet and Plant
- Drainage
- Information Technology

Council manages its community assets in the context of:

- Localised community needs
- local, state and national plans and commitments, notably to social justice and environment
- Policies; and
- Legislation and standards.

By managing its assets this way, Council can ensure it continues to deliver services that respond to the needs of the Darebin community in its diversity while ensuring compliance with relevant legislation and standards, and alignment with strategy and priorities.

1.2 ASSET MANAGEMENT POLICY (AM POLICY) AND OBJECTIVES

Council has set clear direction with the development of a new AM Policy. The purpose of the AM Policy is:

To outline Darebin City Council’s commitment and approach to sustainably managing our assets for the benefit of current and future generations and to ensure that our asset management practices are from the start, focused on our community in its diversity and contribute to improved outcomes for all, particularly community members who experience disadvantage or discrimination. We will ensure that our asset management activities are integrated across our organisation for the lifecycle of the assets, as we continue to place our community’s wellbeing and quality of life at the heart of what we do.

Reviewed every two (2) years, our AM Policy sets the direction and outlines the principle-based approach that we take. It also assigns roles and responsibilities for how Darebin will manage its assets.

The AM Policy supports key strategic and operational plans including the Council Plan, Asset Plan (due June 2022) and the Long-Term Financial Plan and informs the AM Strategy.

This policy applies to the planning, funding, creation, acquisition, operation, maintenance, renewal and disposal/retiring of all Council assets and includes:

1. All Council owned physical assets; and
2. All physical assets that Council does not own but has direct responsibility for, or control over.

Council and all Council employees are responsible for adherence to this policy in their day-to-day (including design) activities, operational and strategic planning. Below are the AM Policy Principles and Objectives that guide Council's asset management practices:

Our approach to asset management will be based on the following principles:

- **Community-centric** services with relevant and clear community benefit and value and opportunities for community input and engagement
- **Financially sustainable** investment decisions that optimise asset performance, return on investment and affordability
- **Accessible, equitable, inclusive and responsive to needs** of our diverse community, improving equity, inclusion, fulfillment of rights and health outcomes
- **Climate change** and adaptation responsibilities underpinning our approach to asset management, recognising the need for climate/environmental justice, to jointly address social inequality and environmental breakdown
- **Continuous improvement** in governance, developing integrated systems, improving quality, compliance and reporting

To support the intent of the Principles, Council has Specific, Measurable, Achievable, Results—driven and Time-bound (SMART) objectives that all Council AM activities will be recorded and measured against.

Our SMART Asset Management Objectives for 2021-2025:

1. Ensure community services are supported by service levels and standards that demonstrate an appropriate balance of community expectation through community consultation, with the objectives and requirements of Council.
2. Drive prudent investment decisions throughout the asset lifecycle – from acquisition to disposal, to ensure adequate funding in the short and long term (acknowledging inter-generational impact), whilst delivering robust financial performance.
3. Reduce discrimination, disadvantage, barriers to community participation and the unequal distribution of assets, as well as inappropriate resourcing that hinders equity, diversity, access and inclusion.
4. Reduce environmental impact, improve the resilience of our infrastructure and align our asset management activities with climate adaptation responsibilities and preparing our community for change, in an equitable, inclusive and rights-based way.
5. Implement data-driven, evidence-based decision-making that is derived from risk (including safety), compliance and performance standards, supported by the use of smart technology and a sound governance framework.

Actions that enable and support the achievement of objectives are outlined in the Asset Management Improvement Plan (AMI Plan) - refer Section 6. In an environment whereby resources are limited, activities and actions are prioritised in line with the needs of our community, legislative/compliance obligations, safety requirements and the availability of resources.

1.3 WHAT IS AN ASSET MANAGEMENT STRATEGY?

An AM Strategy is a strategic document that guides and informs the management of Council’s assets. It defines the direction Council will take with its assets and the activities needed to improve its asset management capability and effectiveness. It provides a four-year outlook supporting the vision of Council, the AM Policy and through the AM Framework (Figure 2), aligns asset management activities to and our key strategies and plans.



Figure 2: Council's Asset Management Framework

Following are examples of key strategies and plans that inform the AM Policy and Strategy:

- Community Vision,
- 10 Year Financial Plan
- 10 year Asset Plan
- Council Plan (incorporating the Municipal Health and Wellbeing Plan)
- Annual Budget
- Municipal Development Contributions Scheme and Plan
- Annual Capital Works Plan and 10 Year Capital Works Plan
- Borrowing Policy
- Darebin Community Engagement Policy 2021 and Framework
- Towards Equality – Equity Inclusion and Human Rights Framework 2019-2029
- Climate Emergency Plan
- Internal Audit Plan
- Property Asset Management Strategy, Open Space Strategy (Breathing Space)
- Service-related community infrastructure plans (i.e. Outdoor Sports Infrastructure Framework and Neighbourhood House Facilities Plan) and service plans
- Transport and Economic Development strategies
- Age Friendly Darebin, Community Safety Framework
- Darebin Drainage Strategy
- Watershed: Darebin Whole of Water Cycle Management Strategy 2015 to 2025

1.4 DAREBIN'S APPROACH TO ASSET MANAGEMENT COMPLIANCE

In April 2020, the State Government proclaimed the new Local Government Act 2020, which clearly outlines the legislative obligations of Council regarding asset management. The legislation states:

Sec. 92 Asset Plan

- (1) Subject to subsection (6), a Council must develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices.
- (2) The scope of an Asset Plan is a period of at least the next 10 financial years.
- (3) An Asset Plan must include the following—
 - (a) information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council;
 - (b) any other matters prescribed by the regulations.
- (4) Subject to subsection (6), a Council must develop or review the Asset Plan in accordance with its deliberative engagement practices and adopt the Asset Plan by 31 October in the year following a general election, other than the first general election to be conducted under section 257(1)(a).
- (5) The Asset Plan adopted under subsection (4) has effect from 1 July in the year following a general election.
- (6) A Council must develop and adopt an Asset Plan under this section in accordance with its community engagement policy by 30 June 2022 following the first general election to be conducted under section 257(1)(a).
- (7) The Asset Plan adopted under subsection (6) has effect from 1 July 2022.

The Local Government Act 2020 has other sections that relate to asset management other than Sec. 92 specifically.

Part 4 – Planning and Financial Management, Section 89 Strategic planning principles:

- “(1) A Council must undertake the preparation of its Council Plan and other strategic plans in accordance with the strategic planning principles.
- (2) The following are the strategic planning principles—
 - (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;
 - (b) strategic planning must address the Community Vision;

- (c) strategic planning must take into account, the resources needed for effective implementation;
- (d) strategic planning must identify and address the risks to effective implementation;
- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances”.

Also included:

Section 65 Community Asset Committee

- (1) A Council may establish a Community Asset Committee and appoint as many members to the Community Asset Committee as the Council considers necessary to enable the Community Asset Committee to achieve the purpose specified in subsection (2).
- (2) A Council may only establish a Community Asset Committee for the purpose of managing a community asset in the municipal district.

The new Local Government Act 2020 is the most ambitious reform to the local government sector in over 30 years. It is intended that the Act will improve local government democracy, accountability and service delivery for all Victorians.

In addition to legislative requirements, the AM Strategy is aligned with the requirements of ISO 55001 (the International Standard for Asset Management), the National Asset Management Accountability Framework (NAMAF) and the International Infrastructure Management Manual.

Council has designed the AM Strategy and AM Improvement Action Plan to deliver on the requirements of the Act and other state government legislative requirements, industry standards and dovetails into the overall Council corporate planning framework (refer Section 2.5).



Picture: J C Donath Reserve Skatepark

2 STRATEGIC CONTEXT

2.1 OUR COMMUNITY

The City of Darebin is situated between 5 and 15km north of Melbourne’s CBD on the traditional lands of the Wurundjeri Woi-wurrung people. The City encompasses a total land area of 53 square kilometres with a diverse and growing population. Key community statistics are shown in Figure 3.



Figure 3: Key community statistics for the City of Darebin

2.2 2041 DAREBIN COMMUNITY VISION

The Darebin 2041 Community Vision is:

Darebin is an equitable, vibrant and connected community.

Darebin respects and supports First Nations People, values country, our diverse communities and places.

Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.

Supporting the visions, there are key pillars identified as:

 <p>Vibrant, Respectful and Connected</p> <ul style="list-style-type: none"> • Celebrating all diverse communities and uplifting different voices in places of power • Connection to, and preservation of, local history acknowledging past harm and trauma • Vibrant and dynamic spaces, amenities and events • Recognising Aboriginal and Torres Strait Islander values, living culture and connection to country • One Darebin, no suburb left behind 	 <p>Prosperous, Liveable and Flourishing</p> <ul style="list-style-type: none"> • Encouraging and incentivising business investment and growth in the sustainability sector • Creating equitable and diverse opportunities for employment and volunteering • Being a 20-minute city with access to amenities and services close to our homes • Sustaining community ownership of services and maintaining the health and wellbeing of all, across all life stages • Making Darebin a Victorian centre for creative industry and the arts. • Ensuring development and the built environment are designed for liveability and sustainability 	 <p>Climate, Green and Sustainable</p> <ul style="list-style-type: none"> • Taking urgent action on the climate emergency, leading and educating communities and businesses • Making decisions that are community driven, transparent, socially and equitably just and equitable • Providing and promoting safe and sustainable transport • Regenerating, enhancing and protecting ecosystems and biodiversity • Integrating ecological solutions in the built environment, promoting sustainable development and retrofitting practices, which protect natural assets and strive for zero carbon emissions
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These pillars become our strategic directions for the next four years. Under each of these pillars, we commit to strategies objectives (what we want to achieve), indicators (how we can tell if we have), key actions (what actions we will take), and the health and wellbeing priorities they will address.

2.3 OUR COUNCIL PLAN 2021`-2025 GOALS

Darebin's Council Plan 2021-25 identifies 10 big action items incorporating the Municipal Public Health and Wellbeing Plan.

Our 10 Big Actions

- 1 **Build infrastructure for the future** by redeveloping Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston
- 2 **Plan infrastructure for decades to come** by redeveloping Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities, and undertaking a feasibility study for a Global Learning Hub in Preston
- 3 **Continue to lead with our response to the climate emergency** by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and massively reducing our waste going to landfill, and delivering projects and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions
- 4 **Deepen our commitment to truth and justice for First Nations communities** in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin
- 5 **Support vulnerable members of our community** by providing support with COVID-19 recovery, expanding our homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all
- 6 **Champion local business and creative industries** by providing support with COVID-19 recovery, facilitating the establishment of a Darebin Chamber of Commerce, and improving the lighting and safety of our retail precincts and business activity centres
- 7 **Build a more inclusive community for all** by supporting Darebin's multicultural communities, reducing racism and discrimination, increasing access to our Council's services and sporting assets by groups who are under-represented, developing our Disability Action Plan to improve access for all to our services and infrastructure, and achieving Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for our services and activities
- 8 **Improve the quality of development** and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing our Parking Permit Policy
- 9 **Protect our natural environment and biodiversity** by improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting
- 10 **Expand our delivery of quality universal services** across the lifespan by providing more three-year-old kindergarten places, continuing to deliver our flagship Age Friendly Darebin project, expanding aged care direct services, and registering to become an aged care package provider

The Council Plan 2021-25 identifies four strategic directions to achieve the vision. To link the strategic directions to activities, strategic objectives have been developed that provides the link to series of action items underneath to strategic directions. The table below outlines asset management outcomes for each direction and objective.

Council Plan Strategic Direction	Strategic Objective	Darebin City Council Indicators
Vibrant, Respectful and Connected	Our Darebin will celebrate all our diverse communities. We will uplift different voices in places of power, influence and decision-making. We will recognise Aboriginal and Torres Strait Islander values, and honour their living culture and connection to country. We will support connection to, and the preservation of, local history, and acknowledge past harm and trauma. Our Darebin will be one filled with vibrant and dynamic spaces, amenities and events. It will be a city where no suburb, or person, will be left behind. We are one Darebin.	We will develop partnerships with organisations from across our city, to value and include Aboriginal and Torres Strait Islander peoples and people from multicultural and diverse backgrounds Number of people or groups from culturally diverse and diverse backgrounds and Aboriginal and Torres Strait Islander peoples, accessing Council services and sporting assets
Prosperous, Liveable and Flourishing	Our Darebin will encourage and incentivise business investment and growth in the sustainability sector. We will create equitable and diverse opportunities for employment and volunteering. We will make Darebin a centre for creative industry and the arts in Victoria.	We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well Improved occupancy of buildings by community groups and/or for community wellbeing purposes
		We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving Increase in the city-wide perceptions of safety over four years (> by 1%) Zero deaths of vulnerable road users on Darebin’s roads and streets

	<p>We are a 20-minute city, and will ensure our community’s access to amenities and services close to our homes.</p> <p>We will sustain our community’s ownership of services across their lifespan.</p> <p>We will maintain the health and wellbeing of all.</p> <p>Our Darebin will ensure development, and the built environment, is designed for our liveability and sustainability.</p>	<p>We will foster local urban streetscapes and activity centres that connect our community, support economic recovery, and encourage people to live, work and play locally</p> <p>We will invest in services and the built environment to improve access for our residents and visitors</p>	<p>Number of trees planted in activity centres</p> <p>Community satisfaction with our streetscapes ‘look and feel’</p> <p>Increased number of accessible car parking spaces</p>
<p>Climate, Green and Sustainable</p>	<p>Our Darebin will take urgent action on the climate emergency facing our world. We will lead and educate our community and businesses to redress the imbalance.</p> <p>We will make decisions that are driven by our community. Our decisions will be transparent, and socially and equitably just. Our decisions will be equitable for our community.</p> <p>We will provide and promote safe and sustainable transport across our city.</p> <p>We will lead the regeneration, enhancement and protection of our natural ecosystems and biodiversity.</p> <p>We will integrate ecological solutions into our built environment. We will promote sustainable development and</p>	<p>We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding</p> <p>Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas</p> <p>We will reduce carbon emissions by switching to renewable energy on a large scale for Council buildings and through community focused initiatives</p>	<p>Number of actions taken to protect the built environment from flooding and extreme heat</p> <p>Number of indigenous plants planted</p> <p>% canopy cover on public land</p> <p>% Council energy supplied from renewable sources</p>

	retrofitting practices that protect our natural assets. Our Darebin will strive for zero carbon emissions		
Responsible, Transparent and Responsive	Our Darebin is responsible, and responsive, to our community’s needs, now and into the future. We will make our decisions in the best interests of our community – transparently, and with integrity. We will manage our resources effectively, and plan for our future growth. We will work in partnership with our community, business, and other government, to fulfill our responsibilities as the custodians of our city. Our Darebin is progressive. Our Darebin is accountable. Our Darebin is a leader.	We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future	Victorian Auditor General’s Office (VAGO) indicators: liquidity; net result; adjusted underlying result; internal financing; indebtedness
		We will ensure our assets are optimised for the benefit of our community	Victorian Auditor General’s Office (VAGO) indicator: asset renewal and capital replacement Increase occupancy of unused and under-utilised Council buildings
		We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community	Key performance indicators for our key services (based on data submitted to State Government through its Local Government Performance Reporting Framework)

Table 1: Darebin City Council’s asset management outcomes

2.4 HOW DO ASSETS BENEFIT THE COMMUNITY?

The Council Plan outlines our vision, goals and actions to serve the community and improve the quality of life in Darebin. Assets play a critical role in delivering services to the community and realising the aims of the Council Plan. Table 2. provides an overview of our asset classes and how our assets enable the provision of services to our community.

Asset Class	Services Description
Roads and Bridges	<ul style="list-style-type: none"> Facilitate the safe and equitable movement of people and goods within and through the city by both motorised and non-motorised transport and vehicles, taking into account the imperative to address the climate emergency facilitate the safe and equitable movement of pedestrians through the city (incl footpaths and walkways), particularly taking into account gender, age and abilities Provision of adequate and inclusive lighting and signage to meet required standards and enhance community wellbeing and safety
Buildings	<ul style="list-style-type: none"> Supports the community by providing services across the lifespan i.e. children, youth, aged, as well as to the whole Darebin community in its diversity, including people who experience or have historically experienced discrimination and disadvantage Provide suitable accessible, inclusive and welcoming spaces in which Council can provide services both to the community and for the community, includes lighting Recognise this is Aboriginal land Provide spaces to provide administrative and operational services to support the operation of Council for the benefit of the community Provide spaces for commercial activity for the benefit of the community Provide support to the community by provision of commercial services through residential, entertainment and relaxation services
Drainage & Stormwater	<ul style="list-style-type: none"> Flood protection and mitigation Integrated Water Management Natural amenity Public Safety
Parks & Open Space	<ul style="list-style-type: none"> Provide accessible, equitable and inclusive spaces for active and passive recreation, including playgrounds, that respond to the diversity of the Darebin community Recognise and respectfully draw from local Aboriginal knowledge to “rewild” the municipality Provide spaces in support of sporting clubs Provide access to water, Shade, rest places, recreation and wellbeing amenities Provide the “breathing space” for our city including parks and gardens Provide opportunities for accessible, equitable and inclusive active and passive recreation activities Provide the “green lungs” for our community

Fleet and Plant	<ul style="list-style-type: none"> • Provide vehicles (light and heavy fleet) to support service provision, while seeking to limit carbon emissions by adapting to technologies • Provide plant and equipment necessary to support the delivery of services
Information Technology	<ul style="list-style-type: none"> • Supports administrative and operational services • Provision of ubiquitous IT capability to support SMART City • Provides the community with internet, WIFI and research services at libraries and other Council locations and seeks to reduce the digital divide
Cultural Collections	<ul style="list-style-type: none"> • Provides educational and cultural services, indoor & outdoor cultural collections that support truth-telling about local and Australian history • Supports the history of Council and heritage collections, acknowledging that Traditional Owners and custodians, the Wurundjeri Woi-wurrung people, cared for this land for thousands of years pre-invasion and • Recognises the diverse range of people and cultures from other countries and the local Wurundjeri Woi-Wurrung people

Table 2: How our assets provide services to the community

2.5 ENGAGING OUR COMMUNITY

Darebin is committed to building a fair, inclusive and equitable City, particularly as it changes with population growth and action to address climate change. We know our diverse community is our greatest asset for building a greener, bolder, more connected city, which is why we put residents, business owners and the community sector at the heart of our decision-making. Council’s Community Engagement Policy 2021 ensures we conduct our community engagement in a way that includes all voices in our community and is open and transparent to ensure the community can trust the decisions we make as caretakers of this City.

Given that assets exist to provide services, meaningful, equitable and inclusive community engagement is integral to asset management. Council undertakes comprehensive research and community engagement programs to determine community and service needs at multiple levels. For example, this includes community engagement on the:

- Community Vision
- Council Plan
- Annual Budget; and
- Individual projects required to deliver these Plans.

Council also intends to engage with the community to set service levels and performance targets for specific asset classes and / or services.

Our AM engagement approach follows Darebin’s Community Engagement Policy requirements and we will align to the principles of the Policy outlined below:

- A genuine opportunity to shape the way our local government works
- Focused on providing input to solving challenges
- Representative of community needs
- Building on our relationships with the community which are essential to providing trust in our work
- Accessible, easy and enjoyable
- Ensures that Council closes the loop with outcomes of community engagement shared

2.6 INTEGRATION BETWEEN ASSET MANAGEMENT AND OTHER COUNCIL OBJECTIVES

A key outcome of the Asset Management Strategy is to ensure that Council’s asset management decisions are aligned to the Council Plan and key strategies. This means the management of our assets must interface with numerous other Council objectives including responding to the climate emergency, supporting a diverse and inclusive community and maintaining financial sustainability. The Local Government Act 2020 requires the Asset Plan to be in place by June 2022. This process is facilitated through Council’s Integrated planning and reporting framework (Figure 5.) as below:



Figure 5: Corporate Planning and Reporting Framework – LG Act 2020

To achieve a fully integrated approach to decision-making, Council must align the AM Strategy, objectives and decision-making with Council’s other strategies including but not limited to:

Long Term Financial Plan	Community Infrastructure Plans and/or Community Service Review Plans
Future Darebin	Darebin Access and Inclusion Plan 2015
Towards Equality - Equity, Inclusion and Human Rights Framework 2019-2029	Darebin Housing Demand and Supply Analysis 2020
Community Engagement Strategy and Framework	Corporate Risk Management Strategy
Development Contributions Plan	Darebin Affordable Housing Review 2020

Figure 6. below illustrates the relationship, integration and information flow between the Council Plan and supporting strategies and asset management planning and implementation. The new Asset Plan will be in place by 2022 (as per LG Act 2020) overarching the AMP and AMS.



Figure 6: the relationship between the required LG Act Integrating Asset Management Activity with the Council Plan

To further support the integration and information flow, embedding asset management practices and other key strategic outcomes in Council policy is fundamental to our success. The key to achieving this is through our Organisational Policy Framework which Council has already developed. The Organisational Policy Framework aims to:

- Provide employees with clear policy direction regarding Council’s strategic intent, priorities, operational activities and desired outcomes
- Empower and enable employees to develop, decide, act and deliver in an effective, timely and accountable manner
- Ensure compliance to legislation and regulations
- Provide simple and easy to access procedures in a mapped format.

Figure 7. below shows the hierarchy of the organisational policy framework.

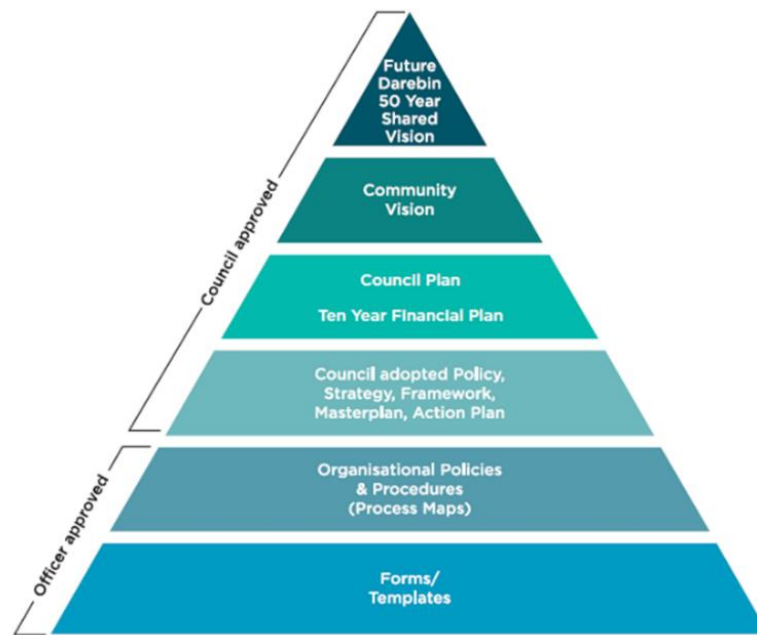


Figure 7: Organisational Policy Framework

The Organisational Policy Framework is made up of policies and procedures as set out in Table 3.

POLICIES	PROCEDURES
Guiding principle that helps the organisation to take logical decisions	Steps to be followed consistently to accomplish an end result
Set of common rules to inform decisions and behaviours	A how to/step by step process Usually linked to policy

Table 3: Policies and Procedures

The process to review all policies and procedures is documented using the Organisational Policy Template, applying the policy review lens, as well as comparing against best practice and relevant legislation.

2.7 POLICY REVIEW LENS

To assist officers, Council has developed a Darebin Policy Review Lens resource covering 7 themes that require consideration when developing and reviewing policies, strategies and plan.

1. Aged Friendly Darebin
2. Community Engagement
3. Environment and Climate Emergency

4. Equity, Inclusion and Wellbeing
5. Occupational Health and Safety
6. Social and Sustainable Procurement
7. Values and Behaviours

Our AM Strategy was developed through the Policy Review Lens.

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3 CURRENT STATE OF ASSET MANAGEMENT

Figure 8. below is an overview of assets under Council management:

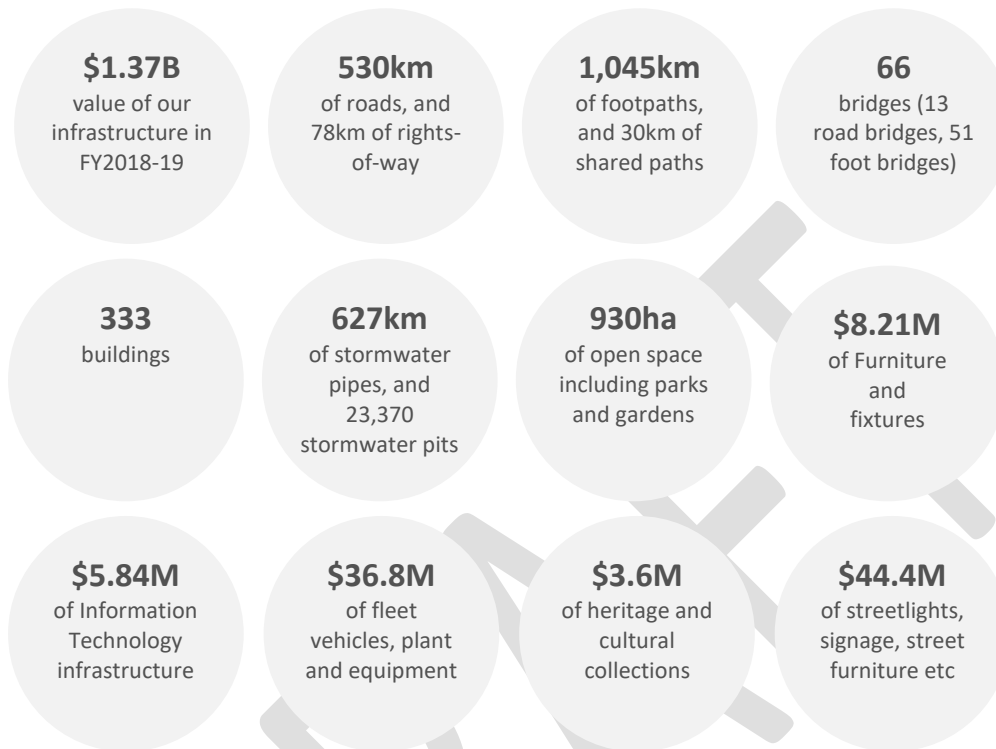


Figure 8: Overview of assets managed by Council in FY2018-19

3.1 REVIEW OF THE CURRENT STATE OF ASSET MANAGEMENT

3.1.1 VICTORIAN AUDITOR-GENERAL’S OFFICE (VAGO) ASSESSMENT

Our State Government understands the challenges that local governments face when planning, managing, and disposing of assets. In Victoria alone, local government is accountable for over \$103b of infrastructure, \$2.7b capital works annually and hold over \$1b in borrowings to support these initiatives.

In May 2019, the Victorian Auditor-General’s Office produced a consolidated audit report on Local Government Assets: Asset Management and Compliance. This report provided a summary of findings from an audit of asset management performance completed with the support of five Councils across Victoria. The City of Darebin was one of the Councils audited.

The intent of the audit was to identify strengths and weaknesses of LG asset management practices and to develop ways to support the sector.

The audit focussed on the following AM functions:

- Asset Management policy, governance and roles
- Identifying asset information needs
- Information management processes

- Documenting new assets
- Asset maintenance and failure information
- Accuracy and completeness of asset information
- Asset information management systems
- Capital and operational planning
- Using asset Risk
- Asset management capability and resources.

The action plan recommended by VAGO for Darebin is shown in table 4 below. This audit has informed the AM Strategy and is part of the systemic approach to improving our overall AM practices. The VAGO audit action plan forms part of Darebin’s AMI Plan.

1.	<i>Revise governance and policy guidance for asset investment decision-making to instruct that it is evidence-based.</i>
2.	<i>Clearly determine and document the information needed for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements (DRFA) needs are met.</i>
3.	<i>Establish more consistent and systematic processes for data collection on all asset classes to a level commensurate to the criticality of the asset and implement them to collect the information.</i>
4.	<i>Structure asset management information systems so they can easily record and access data to enable analysis for planning and decision-making. This may include acquiring new systems and/or integrating systems.</i>
5.	<i>Identify critical assets and the potential risks of their failure, to inform investment priorities.</i>
6.	<i>Integrate asset management planning into financial planning cycles and processes to ensure council balances asset investment needs against their objectives and funding constraints.</i>
7.	<i>Evaluate capability, including resource, skills and training to meet identified asset management needs, potentially using the National Asset Management Assessment Framework.</i>

Table 4: Action Plan recommended by VAGO

3.1.2 NATIONAL ASSET MANAGEMENT ASSESSMENT FRAMEWORK (NAMAF) ANALYSIS AND FINDINGS

In 2009, the then Local Government and Planning Ministers’ Council (LGPMC) agreed to enhance the Local Government asset management and financial planning frameworks. From this agreement the National Assessment Framework and supporting maturity model and self-assessment tool was developed to improve local government asset management and financial planning practices. NAMAF helps local government understand the linkages and integration of asset management across their corporate and business planning and service delivery framework. The logical sequence being:

Strategic Planning > Asset Planning > Long-Term Financial Planning > Resource Planning > Forward Capital Works Planning > Budget.

The elements assessed within the NAMAF model include:

- Strategic long-term planning
- Annual Budget development
- Annual reporting
- Asset management policy
- Asset management strategy
- Governance and management
- Defining levels of service
- Data and systems
- Skills and processes
- Evaluation of the above

- Asset management plans

The improvement opportunities in the NAMAf findings included:

- Review of high-level oversight / governance by the Council, CEO/GM and Executive Management Team, for development and implementation of this Asset Management Strategy
- Updating of Asset Management Plans
- Development of Service Plans
- Formalise processes such as Levels of Service and infrastructure risk
- Provide appropriate asset data combined with improved knowledge and capability

Improvement actions at asset class level will form part of the asset management plans when they have been updated and / or developed.

VAGO's comparison of the audit findings with the NAMAf self-assessments for Darebin concluded that Darebin's 2018 self-assessment differed greatly from its result in 2016, when it assessed its asset management as excellent—the highest rating available. This difference was partly due to new staff, who gave a more critical assessment score.

Darebin undertakes the NAMAf self-assessment regularly to ensure a realistic understanding of AM practices and improvements is documented and actioned. The NAMAf tool is aligned to the VAGO audit and ISO standards. The next self-assessment is scheduled for 2021.

The ongoing work being undertaken to improve asset management practices within Council include:

- Documentation and implementation of AM Governance (in progress)
- Development of the 2021-2025 AM Strategy
- Development of an AM responsibility matrix
- Employment of skilled Subject Matter Experts in their field of Asset Management expertise
- Creation of Asset Numbering (in progress)
- Development of hierarchy for Asset Classes (draft)
- Auditing of Asset and asset information for all asset classes and categories
- Finalisation of Building Asset Management Plan (draft)
- Finalisation of Roads Asset Management Plan (draft) and Road Management Plan (draft)
- Criticality assessment framework for Buildings classifications
- Buildings revaluation
- Road, kerb and channel and footpath condition assessment survey and revaluations
- Carpark and Rights-of-way and other road asset condition assessment survey and revaluations
- Park and Gardens data collection
- New IT systems including integrated financial solutions
- Alignment with Audit and Risk Committee
- Essential Safety Audit (Buildings)
- Restructure of Asset Management business unit resulting in increased resources

3.2 SERVICE LEVELS AND ASSET PERFORMANCE

As assets exist to provide services to the community, it is important that we understand the level of service the organisation (including regulatory requirements) and community desires when making decisions about investment in our assets. We have designed many ways of collecting input from the community about service levels including engagement activities during development of our Council Plan and Annual Budget, information from our annual community satisfaction survey, customer complaint data and online engagement through our “Your say” site.

Although we have many ways to elicit input from the community, currently only our Road Asset Management Plan uses this community input in a comprehensive way to create well-defined levels of service and performance targets. This use of community input will need to be duplicated across all our asset classes during the life of this strategy.

The levels of service are recognised in two forms, community based (the community indicator being measured) and technical based (the indicator related to the technical activity that is required to achieve the community-based level of service). An example of both forms of level-of-service for a building follows.

Community based level of service:

- *The building will provide a safe environment for users*
- *The building will be accessible to community in line with programming requirements*

Technical based levels of service to support the community-based level of service could include:

- *The building will be compliant with all relevant legislative requirements, BCA and Council polices*
- *The building will achieve a Five Star Rating for sustainability*
- *Quality of Air through the Air Conditioning System will be monitoring annually and achieve a rating of satisfactory*

Our Road Asset Management Plan has been revised recently and includes well-defined service levels and performance targets. Our focus now is to establish clear and contemporary service levels for our other main asset classes – informed by engagement with the community and an understanding of the cost to provide those levels of service (both community and technical levels of service).

Once service levels have been agreed, the performance of our assets will be managed to meet those service levels. For some assets, this could mean they will be renewed, upgraded or better maintained to meet the desired service-level. For other assets (if they are providing better service than needed), it could mean allowing the condition of the asset to decline naturally to the standard whereby it enables the agreed level of service to be delivered.

3.3 OUR ASSET MANAGEMENT PLANS (AM PLANS)

AM Plans outline the strategies and actions proposed by the Service Manager and Asset Managers to achieve Council's strategic goals and objectives. AM plans enable consistent management of each of our asset classes (e.g. roads, buildings, IT, open space, Fleet, Cultural Collections etc) and have a 10-year outlook (can be longer), focus on a specific category of assets and *manage risk to service-levels at an acceptable lifecycle cost*.

The AM plans consider asset criticality, asset condition, risk assessment, capital renewal, demand, level of service, maintenance planning and operational interventions among other factors. The purpose of an AM plan includes:

- Defining service-levels based on community input where applicable
- Aligning asset investment decisions with community outcomes and the Council Plan
- Reflecting planning outcomes determined through Masterplans, strategic planning etc
- Identifying capital expenditure (purchase, renewal, construction of new assets) and operational expenditure (maintenance, etc) needed to be meet service levels
- Cash flow forecasts for the operation, maintenance and capital expenditure of assets

Currently, some elements of our asset management planning rely on qualitative data and reactive decisions where there is an absence of good asset information, consistent risk evaluation and sufficient resourcing.

This makes it difficult to prioritise investments across asset classes, ensure integration with financial planning and be confident that demand and levels of service align on balance with the expectations and needs of the community.

Council is committed to not only ensuring quality asset information is collected and maintained, risk is consistently managed, and decision-making is evidence-based and equitable but is also committed to achieving legislative requirements.

A broad illustration of the asset management planning process (linking strategic goals with operational activities) is shown below in Figure 9.

It is important to note that strategic direction, service demand and levels of service are the foundation blocks to determining community infrastructure needs not historical data, current assets or current services.

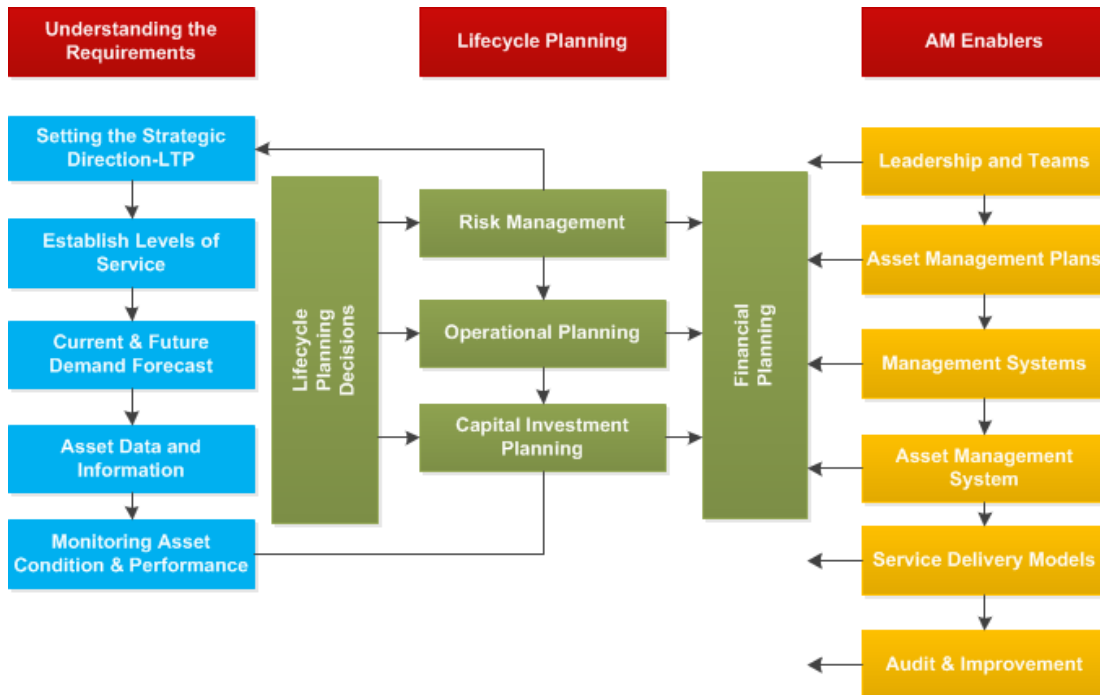


Figure 9: Asset management planning process for asset classes

AM Plan Review Schedule

Our Road Asset Management Plan has recently been updated and our Building Asset Management Plan was reviewed in June 2020. We will review our Drainage Asset Management Plan and Open Space Asset Management Plan in 2021-2022. It is proposed to review the existing Cultural Collections and Information Services (IT) AM Plans in 2021-2022. Some asset class AM Plans do not exist and need to be developed.

The review schedule for the individual AM Plans will be confirmed by the Asset Management Steering Committee – refer section 6.

The AMI Plan will highlight key improvement activities that are required to support the development of AM Plans.

3.4 CORPORATE APPLICATIONS

In relation to asset management, Council has implemented the following corporate applications:

- Implementation of a new integrated finance system including AM functionality
- Integrated Finance System (IFS – Oracle)
- Console Property Management
- Objective (records management)

- ArcView Geographical Information System
- CAMs (Pathway) customer request management
- CAMS (asset management)
- Council uses the SMEC (Snowy Mountains Engineering Corporation) Pavement Management System. This is a software package, developed by SMEC, to aid road owners in the management, maintenance and monitoring of their road network.
- Assetic (Parks and Open Space)

CAMS asset management functionality includes but is not limited to:

- Asset register
- Asset valuations
- Asset condition
- Inspections
- Maintenance Management including maintenance costing
- Performance Management
- Asset Risk

As identified in the VAGO audit, CAMS and other Asset Management Information Systems have not been able to satisfy audit requirements and has limited integration with Council other applications. This is identified as an improvement action as the development and implementation of a Centralised and Integrated Strategic Asset Management System.

The Console Property Management Application has been reported as not meeting the needs of Council for the following reasons and is identified as an improvement action:

- Database not interactive with Council's IT platform
- Doesn't provide add-ons to Objective for record keeping
- There are no Asset Hierarchy fields to collect renewal data on buildings
- Financial reporting is not linked to Council's financial platform
- Regulatory Audit Trail requirements do not provide linkage to Council's records
- No features/facility for asset modelling on whole-of-life renewal or capital renewal
- Lacking in quality financial portfolio reporting
- There is no register available to integrate with CAMS
- No GIS Asset mapping integration for intuitive portfolio management

The technological impact of AM improvement is significant and will be managed in a prioritised manner in line with competing IT programs across the organisation. Any IT financial investment is authorised by the IT Steering Committee which meets regularly. All Annual Budget IT investment is approved by the IT Steering Committee prior to Council adoption.

The development of a Centralised and Integrated Strategic Asset Management System is a key element in efficient delivery of Asset Management Practises and outcomes for Darebin City Council. This has also been recognised as action item in the Council Plan 2021-25.

3.5 ASSET DATA AND INFORMATION

Effective management of our assets requires having quality data and information about our assets such as what we own, where they are, how much they cost and how well they are performing.

At present, we have complete asset information for less than 50 per cent of our assets and we have high confidence in only 22 per cent of our asset information as reported for an audit undertaken by VAGO¹. The VAGO report included the following recommendations:

¹ Victorian Auditor General's Office (VAGO), Local Government Assets: Asset Management and Compliance, May 2019.

- Clearly determine and document the information needed for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements (DRFA) needs are met
- Establish more consistent and systematic processes for data collection on all asset classes to a level commensurate to the criticality of the asset and implement them to collect the information and
- Structure asset management information systems so they can easily record and access data to enable analysis for planning and decision-making. This may include acquiring new systems and/or integrating systems.

Improving the completeness and accuracy of our asset information is critical to improving our asset management practices and making better investment decisions. This is identified as an improvement action.

3.6 RISK-BASED ASSET MANAGEMENT

Given the reality of budget constraints, it is impossible to invest in all our assets at once. Instead, we need to prioritise our investment to deliver the outcomes that are either:

- Identified as priority in the Council Plan and Annual Budget
- Legislative requirement
- Public and workplace safety
- Form part of projects currently in progress

An important element of prioritisation is to understand the risk posed by and to our assets i.e. How would services/people be impacted if the asset fails using a risk-based approach to asset investment and / or renewal?

Darebin has a risk management framework in place. Darebin uses the risk management framework to ascertain both strategic and operational risks. The challenge is that risk management is not being done in a uniform manner meaning that gaps do exist in determining asset risk exposure.

Risk management has two components: the consequence of failure (how big would the impact be?) and the probability of failure (how likely is the failure?). Currently, we do not have a consistent method for determining the consequence of failure (asset criticality). We also have limited information on the condition of our assets (a proxy for how likely they are to fail).

The VAGO report recognised these limitations and included the following risk management recommendation:

- Identify critical assets and the potential risks of their failure to inform investment priorities

In addition, assets can fail in a number of ways:

- Fail to deliver the level of service
- Assets not performing as intended
- Condition of the assets
- There is a change in use or demand for the assets
- The community no longer needs the asset
- Technical changes in standards mean that although the asset still performs, it fails to comply with the required standards
- The asset becomes obsolete over time

Without addressing asset-risk, Council is open to the following risk exposure:

- OH&S issues
- Unsafe environment e.g. personal injury
- Failure to insure risks Council cannot manage or mitigate
- Non-compliance with legislation and the latest standards
- Unexpected asset failure of assets e.g. stormwater pipeline collapse

In addition to this, Council is also in the process of developing and identifying the impacts of organisational strategic risks as per the strategic risk register which will then help to analyse the risks. The impact of these risks on assets is identified along with operational risk management of assets, as an improvement action within the improvement action plan.

3.7 CAPITAL WORKS PLANNING AND FUNDING

The Financial Plan 2021-31 outlines the long term resourcing and support for the delivery of the 2041 Community Vision and Council Plan 2021-25. This is further supported by a yearly budget and a 4-Year Rating and Revenue Plan.

The funding strategy reflects the funds required to undertake the works program and is effectively the compilation of capital works from each of the asset management plans focused on a ten-year period. Year 1 of the 10 Capital Works Plan forms part of the Annual Budget. The 10 year plan is reviewed annually to ensure alignment between relevant plans.

It is also a requirement of the Local Government Act 2020 for Council to adopt an Asset Plan. The Asset Plan includes information over the same ten-year period about maintenance, renewal, expansion, upgrade, disposal and decommissioning in relation to each asset class under the control of the Council.

The major requirements for long-term capital works planning is to be able to provide a high level of confidence in the modelling, financial impact and resource allocation. Outcomes from the planning include:

- Sound asset data to assist with the planning process
- A strong understanding of the performance of the assets
- A predictive modelling tool to permit robust modelling to generate capital works projects over a ten-year period across asset classes
- Alignment of depreciation of the assets with the condition of the assets
- A greater understanding of the asset renewal requirements.

3.8 DEVELOPMENT CONTRIBUTIONS PLAN

Council is committed to creating a new DCP which would introduce a levy on new development to help fund new and upgraded infrastructure as the Municipality grows. A DCP is a common tool used by local government to ensure that the cost of providing infrastructure is shared between developers and the wider community on a fair and equitable basis. Council has now formally advised the Minister for Planning, who has given Council authorisation to consult with community.

Once a DCP is in place, Council will need to monitor and manage the use of this funding stream on an ongoing basis. The DCP as a mechanism is not flexible – there are obligations that Council must meet that require it to spend the allocated funds and undertake the works. This requires dedicated resources, monitoring and review to ensure these obligations are met.

3.9 SOCIAL AND SUSTAINABLE PROCUREMENT

Council's overarching mission is to preserve and improve the physical, social, environmental, cultural and economic health and wellbeing of our neighbourhoods, while ensuring quality of life for current and future generations. This mission is directly aligned to the principles of asset management as stated in the AM Policy. Council aims to achieve its mission through social and sustainable procurement practices.

3.10 ASSET VALUATIONS

Darebin City Council owns and manages almost \$1.4 billion of property, infrastructure, plant and equipment assets (as at 30 June 2019). Some of the asset valuation data is incomplete and / or not known so the AM Strategy and AMI Plan provides an opportunity to improve our asset knowledge and compile a more complete picture over time. Based on the data that we gather and analyse we are able to predict one of the

key AM outputs which is Council's asset renewal demand i.e. the amount of funds required to maintain Council assets to an agreed level of service.

Asset renewal demand is based on the following factors:

- Asset quality
- Asset value
- Asset life
- Asset condition
- Intervention levels

The more accurate the data and the understanding of the factors above, the more accurate the allocation of renewal funds allowing Council to optimise its budget allocation.

Table 5. below summarises Council's assets by value and class. This list includes subsets of assets as part of the asset class. Council is continuing to improve its asset register as part of continuous improvement and acknowledges this as an improvement action item.

Asset Class	Description	Value
<i>Land</i>	<i>Council-owned land</i>	<i>\$714 million</i>
<i>Roads</i>	<i>Roads, footpaths and cycleways, bridges, car parks, work in progress</i>	<i>\$328 million</i>
<i>Buildings</i>	<i>Community services, leisure and culture, corporate and commercial (e.g. tenanted properties)</i>	<i>\$215 million</i>
<i>Drainage</i>	<i>Stormwater pipes, pits, gross pollutant traps</i>	<i>\$107 million</i>
<i>Open space</i>	<i>Parks, open space, streetscapes, play spaces, trees, land improvements</i>	<i>\$63 million</i>
<i>Plant and equipment</i>	<i>Machinery, vehicles, information and communication technology hardware and devices, furniture, library books and similar equipment</i>	<i>\$17 million</i>
<i>Cultural Collections</i>	<i>Indoor, outdoor and heritage collections</i>	<i>\$3.6 million</i>
Total		\$1,447.1 million

Table 5: Asset value by asset class as at 30 June 2021

4 THE CHALLENGES AHEAD

In addition to understanding the factors that influence service demand and play an important part in determining our prioritisation and spend in regard to managing our assets, designing how we approach our asset management, and establishing our levels of service, we also need to consider the significant external challenges that have an impact on our assets.

As outlined previously in Section 2.2, these challenges include:

- Recovery from the Pandemic, other major business interruption and emergencies
- The climate emergency
- A growing population
- A changing economy
- Growing inequality
- Reduced funding and resources
- Changes in technology.

Below is an overview of these key challenges and why, and how Council has responded.

4.1 RECOVERY FROM THE PANDEMIC (OTHER MAJOR BUSINESS INTERRUPTION AND EMERGENCIES)

The COVID-19 global pandemic is creating unprecedented challenges for the Darebin community. Its impacts have shown to:

- Range from fatal, long term illness and hospitalisation
- Restrict movement for the community
- Slow the economy and create unemployment and business closure
- Be easily transmitted between people in the community
- Be the cause of reduced services within the community
- Create hardship for people in the community
- Create business continuity challenges for Council

As a result, Council has prepared and administered its COVID safe plan to protect its employees in the workplace, how it will respond to suspected or confirmed cases within Council and how the Council will meet the requirements set out by the Victorian Government.

In addition to the above, Council has developed and implemented its COVID-19 \$11.3m Community and Business Resilience and Recovery Package that provides emergency relief, support for the community and small businesses, deferment of payment of rates until June 2021 and waiver of fees and charges. Council's COVID-19 Plan is second only in Victoria to the City of Melbourne. Council has also temporarily closed most of its community services ie aquatic centre, arts centre etc in line with State Government directives.

The main focus for Council is to provide a mechanism of a recovery from pandemic by supporting the community with various initiatives and activities that allows the community to not only get back on the feed but also to recover confidently from the major interruptions. Council is committed to provide asset base to support this within the parameters of sustainable financial planning within Council Plan 2021-25

The full impact and duration of the pandemic is unknown and may also have an impact on future design and construction of buildings, service delivery models and how the workplace will operate. It is however already documented that the pandemic has exacerbated and magnified existing inequalities, which we will need to take into account when prioritising AM activities.

This has been identified as a continuous improvement action.

4.2 THE CLIMATE EMERGENCY

Most of our assets have been designed, constructed and maintained on the premise that the future climate will remain similar to the past climate. However, we are already experiencing very hot days, longer droughts and more intense storms and weather activity.

The impacts of changing weather patterns and more intense activity on the local community and Council's assets will be real and will require a new thinking in regard to building/infrastructure design and maintenance, risk assessment, increased costs and changes to AM practices and modelling.

Likely changes that we are, and will experience include:

- Increased cost of food, utilities, fuel and insurance or uninsurable assets
- Changes to the way services are designed and delivered
- Increase reliance on IT
- Poor health and deaths resulting from severe weather and poorer air quality
- Damage to buildings, roads, bridges
- Damage to power and water supplies from severe weather events
- Strained emergency, health and community support services
- Reduced water supply and more frequent and stringent water restrictions affecting households, agriculture, parks and wildlife
- transitional impacts as the economy decarbonises, such as fossil fuel unavailability, and stranded assets
- Local economic and organisational impacts of lost productivity due to extreme weather.

These impacts are not evenly distributed but affect first and foremost people in the community who already experience poverty, discrimination and disadvantage. As a climate change leading organisation, we need to ensure that we take climate and environmental justice into account, our process and practices are agile, our data is current and usable, and our planning is timely and strategic for our assets to perform adequately, effectively that provides optimum service delivery.

4.3 A GROWING POPULATION AND CHANGES IN DEMOGRAPHICS

The population of the city is expected to grow from 169,533 (as at 2020) to 230,000 in 2041, an increase of 35.74%.

In part, the increase in population will be accommodated by replacing already identified areas of existing industrial development with high density residential development and by densification on existing residential land, increasing the demand on existing assets and services.

Based on figures produced from the 2016 census when the population was 146,719, growth across all age groups at 2041 is predicted to be fairly even with a 50% increase in 0 to 15 year-olds, a 47% increase in 16 to 65 year-olds and a 57% increase in the over 65's.

However, the spread will not be even across the City of Darebin and is predicted to be with more 0 - 15-year-olds concentrated around Preston and the over 65's concentrated in Preston, Bundoora and the City's south.

The provision of new services will have to be carefully planned to ensure that the required assets are designed and located in the most appropriate areas to meet the needs of the particular age group and community at large and to address or redress existing inequities in asset distribution.

Asset management has an important role to plan in the future design of the city, development and open space and ensuring it is fully integrated into the planning process is essential to supporting liveability.

4.4 A CHANGING ECONOMY

The Darebin economy is changing. Once dominated by manufacturing, the main growth industries are now in the service and knowledge sectors. Our growing industries increasingly involve people setting up their own

small enterprises, and undertaking self-employment, temporary/agency work, independent contracting, fixed-term contracts and on-demand work.

In 2016, around 58% of Darebin's 13,000 businesses were small ventures not operating out of commercial premises. Co-working spaces are emerging in lower-cost, city-fringe locations like Darebin that offer alternative places for people to work. In our north, micro-businesses are more likely to be construction-industry contractors. In our south they are more likely to be professionals working in services that support the businesses in Melbourne's CBD, the driver of Victoria's economy.

The progressive transition to a global renewable economy also poses local transitional risks to our local economy - but also opportunities.

It is yet to be seen what the final impact of the COVID -19 pandemic will have on the Darebin economy. Will impacted micro-businesses restart? Will larger manufacturers reboot - particularly with regard for calls for Australia to become more self-sufficient in some areas of manufacturing rather than relying on imported goods? Will our main shopping precincts look the same?

Understanding and responding to economic growth, change and diversification will be an imperative.

4.5 GROWING INEQUALITY

With the changing nature of the Darebin community and gentrification (urban renewal and transformation), the importance and responsibility of Council to ensure equity, fairness, human rights and social inclusion are considered in all of Council's business, has never been so paramount. While the overall health and socio-economic status of the municipality improves at a macro level, this can in part be due to less-advantaged residents being pushed out of the municipality, rather than individuals or households experiencing better health and socio-economic outcomes. There is also:

- A growing inequity between wealthier areas and poorer areas
- An increasing exclusion of low-income residents in housing and participation in community life
- A reduction in diversity, cultural awareness and cultural practice

An unintended result of gentrification is the increasing economic and health pressures on low income and 'disadvantaged' residents and communities. This disadvantage has a cumulative effect that creates poor health outcomes, poor education outcomes, riskier behaviour and often a loss of human rights and a 'voice'.

In Darebin's growing wealthy environment, without a focus on equity, inclusion and human rights, the assets that Council provides and manages can unintentionally support the growing inequity.

4.6 REDUCED FUNDING AND RESOURCES

A number of plans and strategies have been developed across asset classes and services delivered by Council in an endeavour to maintain service levels/assets whilst meeting competing demands and priorities across the Municipality. However, since 1 July 2016 all Victorian Councils have been operating under a rate capping policy implemented by State Government with annual rate increases limited to CPI. This has cost Darebin approximately \$30 million in revenue since 2016.

In addition to this, Council is constantly responding to cost shifting activities from other levels of Government, increase in costs associated with contractors and materials and periodic policy changes including the freeze on CPI on Financial Assistance Grants received from State Government.

This means that in the future there will be more competition for funding for the construction, operation and maintenance of assets servicing our community.

Difficult decisions will have to be made on the types of services that Council is able to deliver and the level of resources including assets, that are funded for delivery of these services.

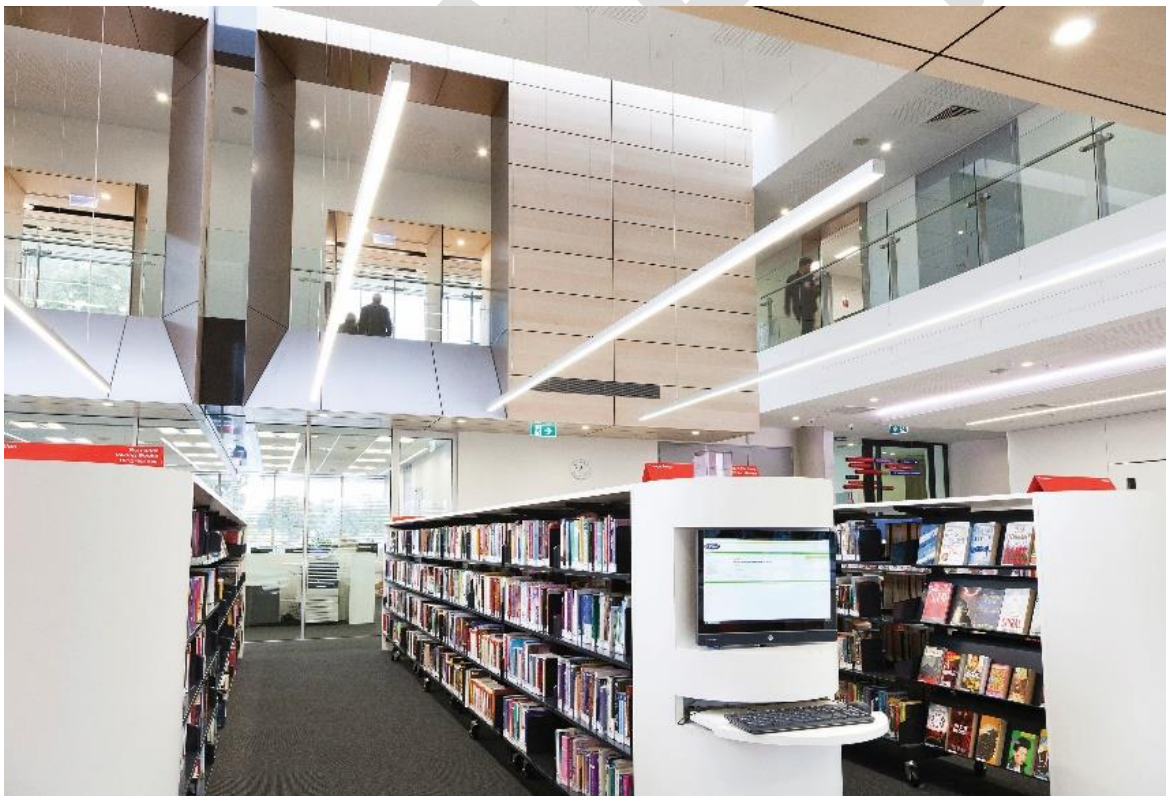
4.7 CHANGES IN TECHNOLOGY

The pace of technological change is faster and more demanding than at any time in human history. This pace of change will only continue with a shift to a global renewable economy also contributing to driving a rapid technological change.

Changes in technology have the potential to change every aspect of our asset management from the types of assets Council provides, the materials from which they are constructed, the materials and techniques used for maintenance and for some assets, the energy sources used to power them and how these assets are used by the community.

As a positive, new technologies have the potential to reduce construction and maintenance costs, reduce waste, impact climate change and improve the lives of our community. However, new technologies can also compound and exacerbate existing inequalities, impinge on human rights and have negative environmental impacts which need to be understood and assessed. These two sides of the coin need to be carefully considered and balanced.

Failure to be aware of, embrace new technologies and have the capacity to fund and resource technological demand could result in Council inefficiently using its resources, or worse, providing assets which are rendered obsolete in a short period of time. Investing the time, resources and expertise in this area to ensure readiness and capability is a strategic imperative as accessible, equitable, inclusive, diversity-responsive and human rights-supportive IT will need to be one of Council's core competencies.



Picture: Reservoir Community & Learning Centre

5 FUTURE STATE OF ASSET MANAGEMENT

5.1 REQUIRED ASSET MANAGEMENT CAPABILITY

As anticipated, stakeholders engaged and interviewed during the development of the AM Strategy process all showed varied understanding of asset management, its application and the relationship with service delivery. The role people play in the delivery of asset management across services could be enhanced by improving asset management capabilities across Council. Furthermore, for Council to migrate from its current asset management capability to “Advanced” will require improvement in capability as defined in the National Asset Management Assessment Framework.

Asset management capability can be significantly improved through the following and is identified as an improvement action:

1. Identifying roles and responsibilities for AM by completing Responsible, Accountable, Consulted and Informed (RACI) analysis
2. Providing training to employees as part of their roles and responsibilities
3. Providing employees with the supporting asset management information on the Intranet
4. Providing the reports required for employees to analyse asset performance to improve management and operational decisions.

Darebin is also using the Service Manager/Asset Owner model for defining and allocating roles and responsibilities. This is an industry model that is highly effective. As asset management is not the responsibility of one person or one department, a business partnership approach is essential so that the organisation works together efficiently and effectively. Figure 10. Outlines this partnership approach.

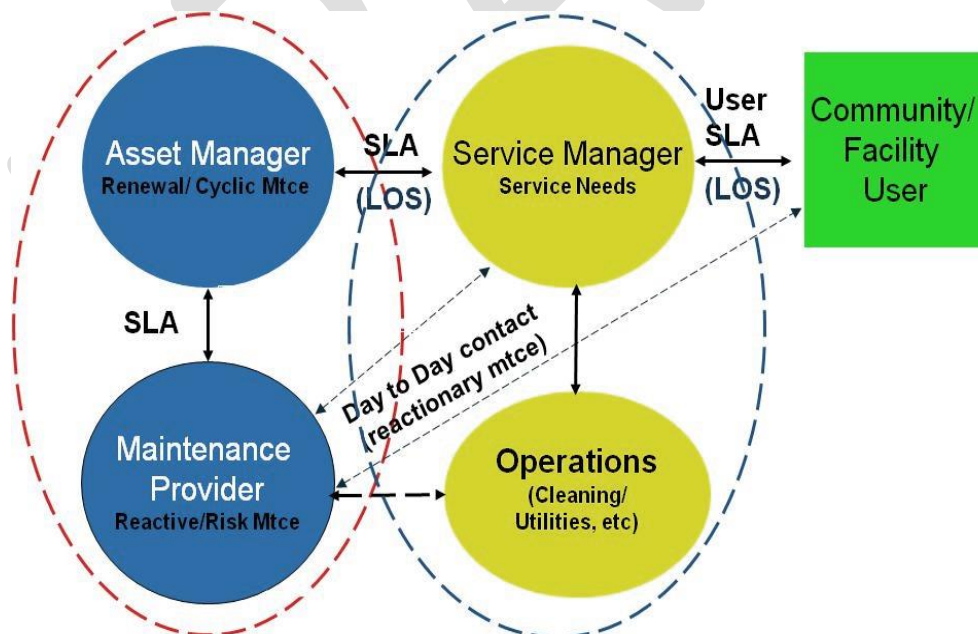


Figure 10: AM Role and Responsibilities – a business partnership approach

5.2 ASSET PLANNING AND DECISION-MAKING

Asset management decision-making is centred around determining demand, the asset solution and the resourcing capability of Council to sustain the asset.

Figure 11. below demonstrate how good investment decisions are made when based on sound AM practices.

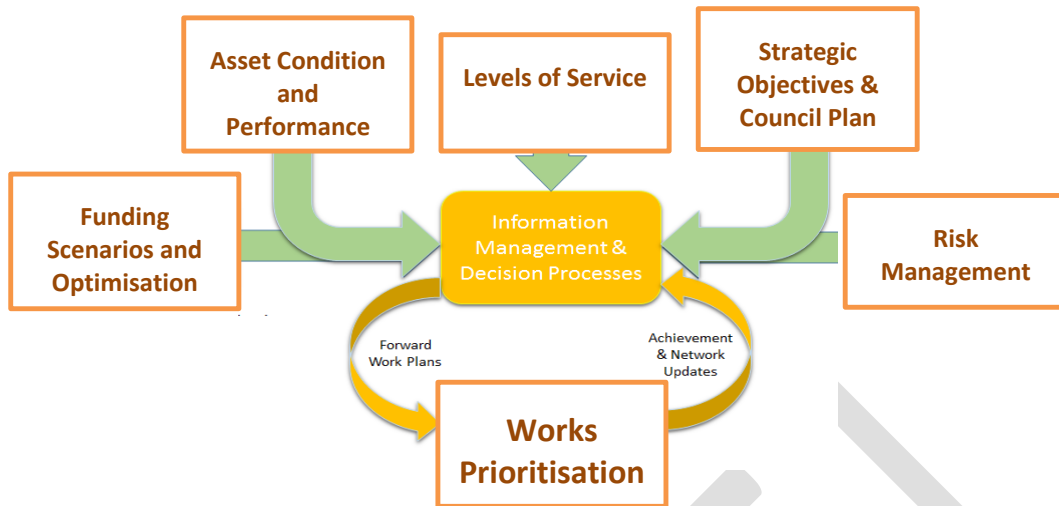


Figure 11: Evidence-based investment decisions (Roads example)

To support data-driven, evidence-based and equitable decision-making, we will need to:

- Understand the strategic direction, clarify service demand and service levels desired by the community
- Gather appropriate asset information, including monitoring asset performance and costs
- Understand the risk of service failure attributed to our assets
- Develop and implement asset management plans that deliver the agreed levels of service within Council’s financial constraints and acceptable risk limits.

Council’s improvement actions to be undertaken over the coming years will result in:

- Defining service levels, gathering asset information and determining asset risk (as described in the sections above); and
- Using this data and information to update our AM Plans.

The capital and maintenance programs generated by our asset management plans will be aligned with our financial plans, with prioritisation across asset classes to be informed by risk of deferral and level of alignment with the Council Plan. We will also ensure we allocate sufficient resourcing to achieve these tasks and improvement initiatives identified over the duration of this strategy.

5.2.1 CRITICALITY-BASED MAINTENANCE PLANNING

Criticality-based maintenance is an approach taken to align maintenance activities e.g. inspections, scheduled and preventive maintenance, with the view to spreading the available resources across the asset classes. By understanding the asset criticality, a manager or supervisor will be able to resource maintenance appropriately and apply the correct maintenance to assets of varying criticality.

From the criticality analysis, highly critical assets may also be high-risk assets and therefore receive the appropriate funding for capital works. Assets that are designated as having a low criticality will always be a

low-risk asset. Therefore, minimal maintenance such as inspections or corrective maintenance can be applied to the asset without the service being impacted by significant or very high risks.

5.2.2 CUSTOMER-FOCUSED SERVICE PLANNING

The intent of service planning is to provide an overall picture of the services provided but more than this, it is intended to align the services and the assets needed for the community and identify the funding required in the future to support the services. Should Council need to adjust the service-funding, the service plans provide Council with the options of adjusting service-levels by deferring/increasing capital funding or deferring/increasing maintenance funding.

The service plans assist the Service Manager (the owner of the service i.e. the owner of the Libraries Service is the Community Services Division) to articulate the services they provide and enable them to work with the Asset Manager (the position in Council held accountable for ensuring the asset meets asset-related service levels etc) to define their infrastructure capital and maintenance needs. This then assists the Asset Manager to plan future funding and resources required meet their internal stakeholders needs.

As stated previously, strategic direction, service demand and levels of service are the foundation blocks to determining community infrastructure needs not historical data, current assets or current services.

Customer-focused service-planning requires the linking of strategic direct, demand, customer needs to service-planning, asset management plans, funding, operational and maintenance plans. In general terms there will be a clear link between the Council Plan, Annual Budget, 10 year Capital Works Plan, Strategic Resource Plan, Service Plan, AM Plan, Annual Report and Customer Satisfaction Survey.

5.2.3 INTEGRATED WORKFLOWS

Efficient and effective AM processes will not only improve timely outcomes but will reduce and eliminate duplication and rework. Council has identified the need to document the AM function workflows particularly in the areas of planning, maintenance and capital delivery. Documenting the end-to-end processes will enable the various departments to work together more efficiently and improve decision-making.

Another key process that requires the input and support of numerous departments includes the asset-handover process. This process enables other key Council processes such as asset-recognition and maintenance, employee training, OHS compliance, general environmental duty compliance, and integration with emergency management procedures.

It is essential that the Asset Management Steering Committee support the development of integrated workflows and communicate the requirements across Council to ensure mapping and implementation is undertaken efficiently.

Integrated Workflows has been identified as an improvement activity for the AMI Plan.

5.3 ASSET MANAGEMENT INFORMATION SYSTEM

5.3.1 ASSET MANAGEMENT APPLICATIONS

With reference to Section 3.4, the current use of the asset management applications and Geographical Information System (GIS) needs to be vastly improved.

Council could procure the Advanced Asset Management module for the following functionality:

- Capital Works Plan & Monitor
- Advanced Asset Accounting
- Lifecycle Planning
- Predictive Modelling
- Criticality

- Risk Management
- Asset Maintenance and Operational Management
- Dashboards
- Asset Mapping.

It should be recognised that predictive modelling software will allow Council to develop models to analyse the effects of capital works planning and maintenance for any asset type in Council. Such models may also analyse the funding required to maintain the asset condition at a desired level.

To identify the correct approach to undertake, Council could:

- Undertake a market analysis of asset management applications
- Identify the strengths and weaknesses of each application
- Compare the applications to Council's needs
- Utilize a selective tendering process if the procurement policy permits
- Utilize an open tendering process to select an appropriate application.

The holistic Property Management software solution will need further investigation and should consider the following functionality as a minimum:

- Property condition reports should be able to be collated and be available to view at any time
- A mobile-enabled application for use by Council officers and integrated with add-ons i.e. IAuditor (used by Parks and Open Space) for inspections
- Facilitate integration with other relevant service streams as a minimum with property-related updates available, if required for related asset classes i.e.:
 - Facility services
 - Parks and Gardens
 - Maintenance services
- Electronic logging of any works required and assigning to the applicable service stream for completion
- Inspections to be carried out using the integrated mobile Inspection Application software
- Automatically allocate tasks including logging audit requirements
- Document management capacity for property management templates and direct email and logging of correspondence back to objective
- Capability to access and model all property related dates i.e. rent, outgoings etc.

When procuring a property management application, functions must integrate with the asset management application.

5.3.2 ASSET DATA AND INFORMATION

Our asset information should be comprehensive, stored centrally, secure and easily accessible by AM planners. To achieve this, we will:

- Establish an asset-data-framework to specify the information we require for each asset class
- Define our data validation rules
- Continue to gather asset data and cleanse the data to improve its accuracy
- Improve our existing asset management information system to use all of its functionality and ensure central storage of asset data that is controlled and secure
- Review the asset management information system, and its integration with other Council systems, to determine whether a business case exists to procure a new / upgraded system

With the appropriate data, asset planners will be able to:

- Plan for improved services supported by the appropriate assets (changes have been made to the structure of the AM business unit in July 2020 to improve the planning processes and place a greater emphasis on service/asset planning)

- Identify the asset-lives and asset-condition to adopt, thereby assisting in improving asset valuations
- Improve financial management with a greater emphasis on financial sustainability
- Apply more effective maintenance knowing the assets that are more critical than other assets
- Prioritise capital works planning knowing the risks associated with the assets
- Apply integrated planning (and the priority lens framework) across asset classes thereby selecting the most appropriate treatments

Asset data and information improvement tasks are outlined in the AMI Plan.

5.4 RISK-BASED ASSET MANAGEMENT

The identification, analysis and management of risk is an important Council function to ensure services are maintained for the community – and management of asset-risk is no different.

Risk management is an integral part of asset management – not necessarily to reduce risk, but to ensure we understand risk and can balance the level of risk in our assets against performance and cost objectives.

Risk-based asset management has shown to be effective for asset-intensive systems, not necessarily by reducing risk, but by using risk to balance the operational performance of the assets against the asset life-cycle cost. Expenditure on assets is rationalised by using an assessment of what risk exposure is acceptable by the different stakeholders, maximising overall wealth for the organisation and society.

Our desired future state for risk management includes the following which is outlined in the AMI Plan.

- Having an asset-criticality-framework and assessment tool that is applied consistently across all asset classes
- Gathering targeted condition-data to determine the likelihood of failure (and using that information to infer condition for assets where we do not have observed condition data)
- Applying the asset-criticality and condition-data to establish an overall level of risk for each of our asset classes.

5.5 FINANCIAL SUSTAINABILITY

Councils across Australia raise approximately 3.5 per cent of the total taxation collected by all levels of government in Australia. However, Councils are entrusted with the maintenance of more than 30 per cent of all Australian public assets including roads, bridges, open space, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these assets to meet the service levels expected by the community.

At the same time, we have been subject to a cap on rate increases since 2017-18 under the State Government's Fair Go rates system. We are also experiencing ongoing cost-shifting from the Federal and State Governments to Local Government. In this constrained funding environment, it is essential that we invest in our infrastructure prudently and efficiently.

5.5.1 FUNDING STRATEGY

Further to Section 3.7, Council spends almost \$170 million a year to provide services to the community. To enable the provision of these services, we receive income from rates and charges, statutory and user fees, grants and contributions.

Our expenditure includes an ambitious Ten-year Capital Works Plan with a number of significant projects. A financially responsible and sustainable funding strategy has been developed.

The strategy outlines that \$30m per annum will be dedicated to asset renewal which will ensure that service levels will be maintained to a satisfactory standard.

5.5.2 FUNDING THE RENEWAL OF OUR ASSETS

We rely on a substantial portfolio of assets to provide services to our community. As these assets age, they become more costly to maintain. Sometimes, they fail and service to the community is disrupted. On the other hand, there is also a risk that we replace our assets prematurely – and spend money that could have been better used elsewhere.

Renewing² our assets at the right time is a key element of asset management planning. In an environment where funding is limited, it is essential that we understand when assets should optimally be replaced and ensure appropriate funding is available to do so.

Asset renewal expenditure as a percentage of depreciation is often used as an indicator to determine whether a Council is appropriately funding the renewal of its assets. This provides a reasonable proxy for monitoring purposes. However, asset renewal as a percentage of depreciation is not necessarily an accurate indicator of the true renewal-gap for many reasons such as:

- Depreciation is an important accounting measure, but often represents only a rough approximation of renewal need (i.e. risk-based replacement of assets based on asset condition and criticality to meet service levels); and
- Depreciation is also calculated based on the Greenfield valuation whereas the actual renewal requirement is higher due to the nature of assets being Brownfield replacement in built environment. Observations are that brownfield requirements are in upward of 25% from greenfield rates. As such, the renewal, maintenance and capital funding predictions and allocation should be based on Brownfield Replacement value of the asset.
- Overall asset renewal expenditure as a percentage of depreciation can underestimate the renewal-gap when there is excessive renewal expenditure in one asset class and under-expenditure in another asset class.

An alternate measure of the renewal-gap is to assess actual renewal expenditure relative to estimated renewal need. However, estimation of the renewal need is an inexact science that relies on assumptions about asset condition, replacement cost and other variables when asset information is incomplete and/or inaccurate. Table 6 outlines Council’s capital spend (not including maintenance) over the past 4 years, and the proposed spend for 2021-22.

ALLOCATION	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
New asset	\$14.51M	\$5.76M	\$6.84M	\$10.88M	\$11.83M	\$17.38M
Renewal	\$19.20M	\$22.89M	\$18.40M	\$23.54M	\$16.49M	\$20.70M
Expansion	\$0.522M	\$0.544M	\$0.838M	\$1.40M	\$4.44M	\$1.46M
Upgrade	\$4.95M	\$3.61M	\$6.67M	\$8.22M	\$7.31M	\$5.13M
TOTAL	\$39.2M	\$32.80M	\$32.74M	\$44.04M	\$40.1M	\$44.67M

Table 6: Council’s Capital spend over the past 4 years (does not include maintenance)

Figure 12. is a graph that sets out our best estimate of the required and planned asset renewal over the life of the most recent Strategic Resource Plan (4 years).

The dotted line in the graph represents uncertainty about the true amount of estimated renewal need. Given that we currently have limited information about our assets, we have assigned an upper and lower bound uncertainty interval of +/-25% to our best estimate of the required renewal expenditure.

Gathering more information about what assets we have, what condition they are in and how long they are estimated to last, is the first step in reducing the uncertainty in our estimated renewal need and understanding the true level of our renewal gap.

² Asset Renewal is the replacement or refurbishment of an existing asset (or component) with a new asset (or component) capable of delivering the same level of service as the existing asset to the current standard.

Our plan to address the renewal-gap is targeted first and foremost on improving our data quantity and quality. Council is working towards establishing a system, knowledge, processes and procedures with an aim to reduce the renewal gap gradually overtime and No Renewal Gap at the end of first period of “The Asset Plan”.

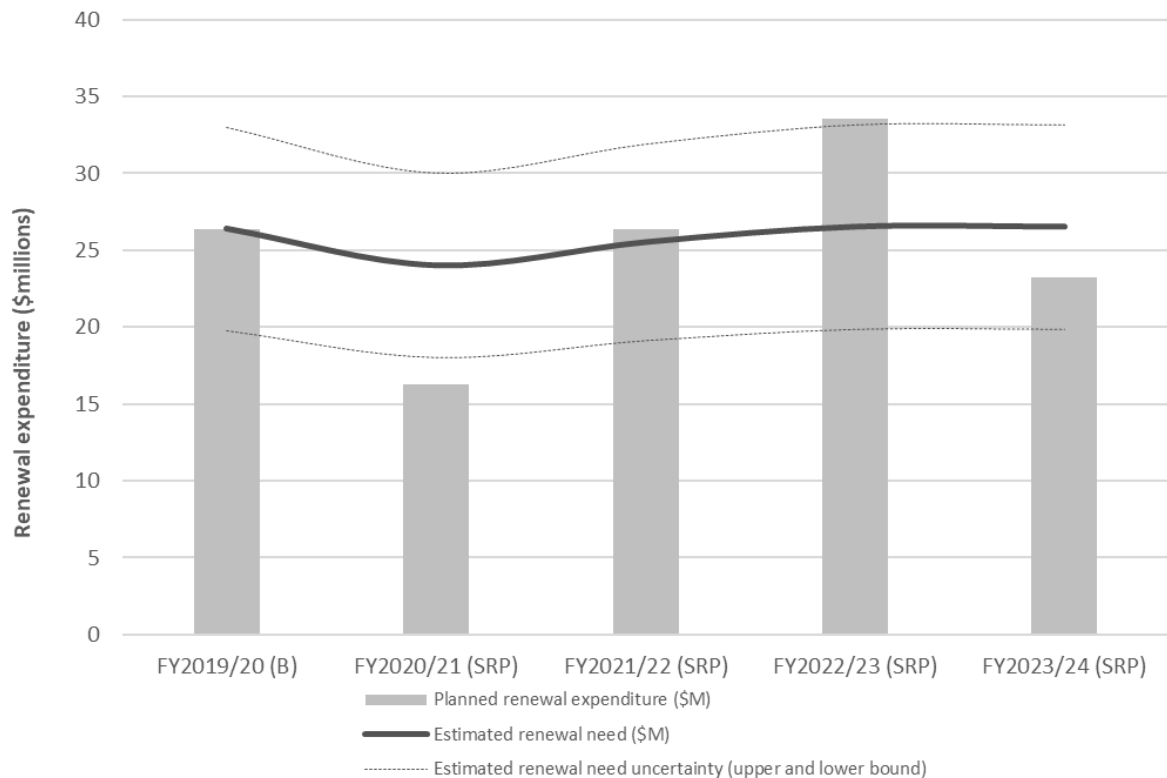


Figure 12: Renewal gap

In parallel with improving our data, we will also explore all available options to reduce our renewal gap including:

- Meaningful, equitable and inclusive engagement with the community on service levels where applicable – to determine more precisely what level of service the community needs and is willing to pay for – and then renew/maintain/operate assets in order to provide that level of service
- Efficiency improvement – to reduce construction costs and improve the utilisation of assets
- Demand management – to defer augmentation of assets and slow the deterioration of existing assets
- Shared services – exploring options to share assets and services with other organisations
- Technology gains – adopting new technologies that extend the life of assets or otherwise reduce the renewal burden (e.g. innovative, less expensive pipe replacement technologies)
- Asset rationalisation – decommission and/or sell assets that are no longer needed by the community
- Additional funding – either through external bodies (e.g. grants from other levels of government) or additional Council funding (e.g. by reducing investment in new assets and services)
- Sustainable building practices - to reduce the long-term operational costs of our assets

6 OUR ASSET MANAGEMENT IMPROVEMENT PLAN

Council officers have developed an Asset Management Improvement Plan (AMI Plan) 2020-2025 to bridge the gap between the current state of our asset management (described in Section 3) and the desired future

state (described in Section 5). This separate document is consistent with the recommendations in the VAGO report, industry standards and our internal self-assessment through the NAMAf review.

We recognise that we cannot do everything at once. Funding and resources are limited and, even in an unconstrained environment, some initiatives must be sequenced to derive the greatest benefit. The detailed AMI Plan will be monitored by our Asset Management Steering Committee (Section 7).

6.1 IMPROVEMENT INITIATIVES

A summary of our highest priority improvement initiatives is provided in Table 9. This summary represents a focal point for action over the duration of the AM Strategy.

Achievement of these initiatives is intended to strengthen Council’s asset management maturity, support staff and streamline processes, and improve outcomes for our community.

Improvement initiatives	Actions	Timing
1 Dedicate resources to deliver improvements and key tasks	Assign dedicated resources to deliver improvement initiatives and revise all asset management plans by 30 June 2022	June 2022
2 Asset data improvement program	Implement a program to improve the security, completeness and accuracy of asset information, warehouse data, train staff	Oct 2020 – May 2022
3 Develop asset risk assessment tools	Develop and implement a single asset criticality framework across asset classes and assess risk with targeted condition assessment	Oct 2021 – Mar 2022
4 Improve the integrated corporate planning system and embed AM	Improve and upgrade the existing corporate planning system; clearly define integration points with AM, provide staff training	Oct 2020 – Apr 2021
5 Improve asset management decision-making processes	Update the investment prioritisation framework and improve the budget process to better align strategy, capital funding and risk funding	Jun 2021 – Jan 2023

Table 7: High priority asset management improvement initiatives

In parallel with these initiatives, we will improve our asset management communications to update stakeholders on our progress and ensure our teams tasked with asset management responsibilities, understand our improved systems and processes, practices and desired outcomes.

6.2 VAGO AND INTERNAL ASSESSMENT FINDINGS

Figure 13. identifies the seven recommendations and improvement actions required to address the recommendations from the VAGO audit report findings and are included in the AMI Plan.

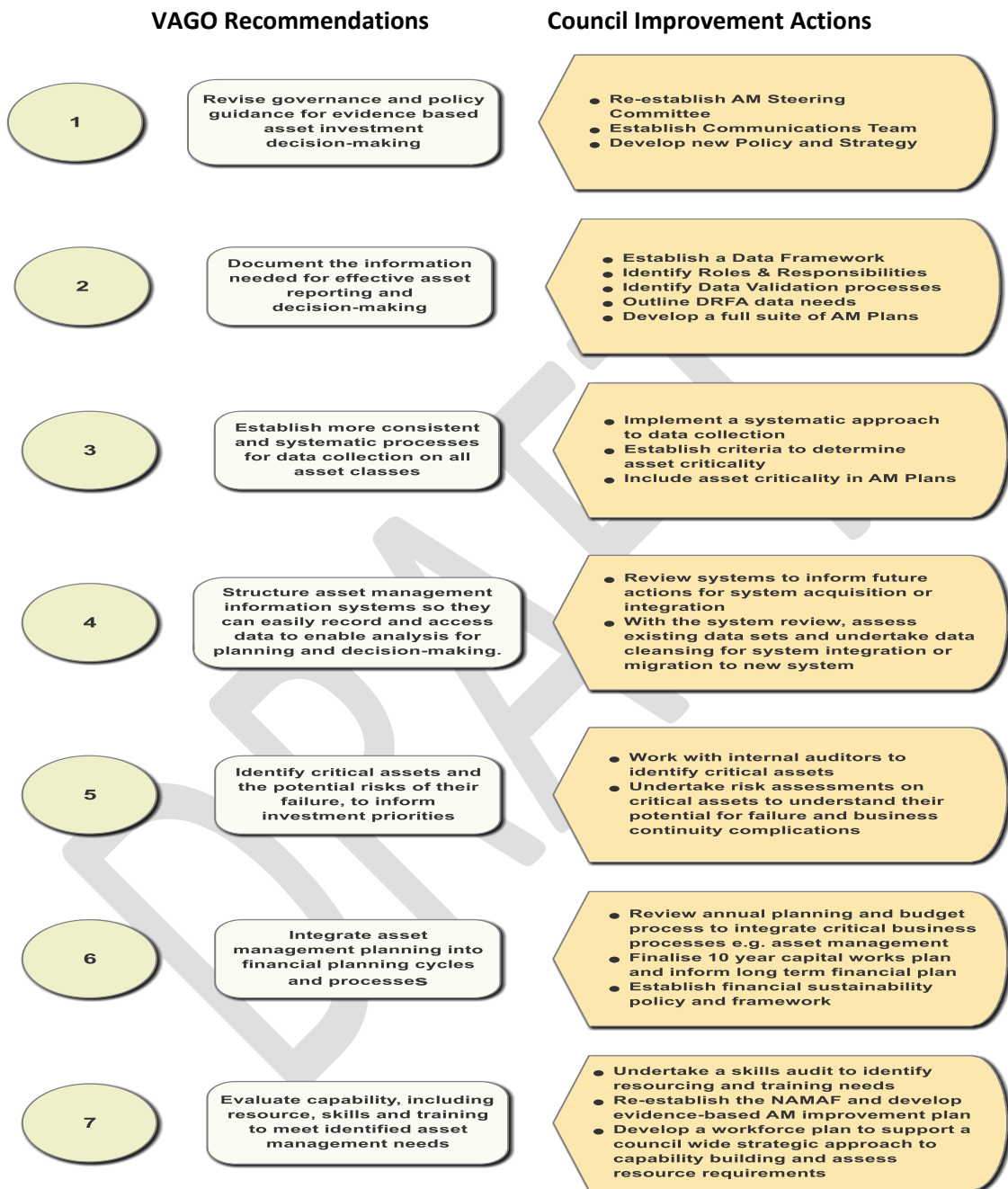


Figure 13: Seven VAGO Recommendations

6.3 NAMAf IMPROVEMENTS

Table 9. identifies the high-level actions from the NAMAf self-assessment (2018) in support of the asset management improvement process. These, and other identified improvements have been incorporated in the AMI Plan.

<i>Improvements</i>	<i>Action</i>	<i>Timing</i>
<i>Strategic Long-Term Plan</i>	<ul style="list-style-type: none"> Embed the reviewed AM plans into the Long-Term Financial Plan with consideration to resources required in both plans, financial sustainability obligations and levels of service. 	<i>May 2021 – Oct 2025</i>
<i>Annual Budget</i>	<ul style="list-style-type: none"> Update the Annual Budget with budget allocation linked to the AM plans. 	<i>Apr 2022 – Oct 2022</i>
<i>Annual Report</i>	<ul style="list-style-type: none"> Update the Annual report so it is fully compliant with all statutory regulations, explain variations between the budget and actual results and the impact of the variations on the Strategic Long-Term Plan. 	<i>Nov 2021 – Jun 2022</i>
<i>Financial Reporting Framework</i>	<ul style="list-style-type: none"> Improve financial reporting to address the issues on asset acquisitions, capitalisation policy and asset disposals, maintenance and renewal. 	<i>Nov 2021 – Jun 2022</i>
<i>Asset Management Policy</i>	<ul style="list-style-type: none"> Update the AM Policy to align with the AM Strategy 2021 – 25. Include training for Councillors and Staff. AM plans to be developed based on community consultation and the financial reporting framework. 	<i>Oct 2021</i>
<i>Asset Management Strategy</i>	<ul style="list-style-type: none"> Ensure alignment of the 2021-2025 AM Strategy, AM Policy, and integrate with the Council Plan and annual budget processes. 	<i>Oct 2021</i>
<i>Asset Management Plans</i>	<ul style="list-style-type: none"> Review the AM plans for drainage, cultural collections, open space and information services in accordance with industry best practice. Also include AM functions e.g. risk, condition, levels of service etc. 	<i>July 2021 – March 2022</i>
<i>Governance and Management</i>	<ul style="list-style-type: none"> Reinstate and implement the AM Steering Committee with a new Terms of Reference. 	<i>Nov 2020</i>
<i>Levels of Service</i>	<ul style="list-style-type: none"> Develop levels of service (technical and community) with community consultation (where applicable) and monitor/evaluate. 	<i>Oct 2021 – May 2023</i>

<i>Improvements</i>	<i>Action</i>	<i>Timing</i>
Systems	<ul style="list-style-type: none"> Encourage the use of CAMS across the asset classes and integrate with corporate systems such as Finance, Property Management and Customer Management. 	<i>Mar 2021 – Dec 2021</i>
	<ul style="list-style-type: none"> Procure predictive modelling system 	<i>Oct 2021 – Apr 2022</i>
	<ul style="list-style-type: none"> Review and recommend a new integrated strategic asset management system. 	<i>Jan 2021 – Oct 2021</i>
	<ul style="list-style-type: none"> Procure, Implement and Configure Strategic Asset Management System 	<i>Oct 2021 – June 2023</i>
Data	<ul style="list-style-type: none"> Develop and document a data-framework including document condition methodologies, asset standards and reporting framework, data collection and warehousing methodology, data ownership, controls and audit process. 	<i>Oct 2020 – May 2022</i>
Skills and Processes	<ul style="list-style-type: none"> Document a skills matrix and identify AM training capability. Document AM supporting processes for the asset classes. 	<i>Feb 2021 – Oct 2021</i>
Evaluation	<ul style="list-style-type: none"> Document an evaluation process for AM improvements and reporting. Use auditors to monitor and report on AM improvements. Support the use of the NAMAF framework for monitoring the AM maturity assessment process. 	<i>Sep 2021 – Mar 2021</i>
DCP	<ul style="list-style-type: none"> At commencement of the DCP, ensure the DCP eligible capital works are resourced and project-managed adequately and included in the PMO for reporting requirements and have a DCP indicator clearly identifying them. Through the PMO, receive a six-monthly exception report on all DCP projects not meeting project KPIs and deadlines in line with DCP expectation. 	<i>To be confirmed</i>

Table 8: NAMAF Improvements from Self-assessment

Note: The Asset Management Steering Committee will review and confirm dates specified in all the AM documents and base them on available resources, phasing of the AM Plan reviews, DCP implementation and organisational priorities.

6.4 OUTCOMES FROM THE ASSET MANAGEMENT IMPROVEMENT PLAN (AMI PLAN)

Table below outlines examples of the proposed outcomes expected from the AMI Plan assuming improvements are completed on time and in accordance with sound asset management practices. This will require the support and guidance of the Executive Management Team and the Asset Management Steering Committee ongoing. Proposed outcomes of AM actions will be clarified through the AMI Plan under each action.

AM improvement actions can take weeks whilst some take years to complete. It's important to ensure the AMI Plan is realistic, practicable and achievable. Attachment B outlines best practice examples from other Councils demonstrating achievements in both the short and long term which have enabled significant positive change within the organisation and for their communities.

Improvement Actions	Purpose	Outcome
Strategic Planning	<ul style="list-style-type: none"> Understand Council's ongoing maintenance and renewal requirements into the future. 	<ul style="list-style-type: none"> Recognition of future budget requirements to assist in future service delivery needs. Enhance Councils Long-Term Financial Plan using reliable and quality data.
Service Planning	<ul style="list-style-type: none"> Review of service plans in support of service delivery. Enhancement and updating of AM Plans. 	<ul style="list-style-type: none"> Respond to MAV and government requirements. Development of Service Plans in line with demand for each service. Assets will be planned against the service plan. Development of Community Infrastructure Plan AM plans direct the ongoing management of the assets, considering current issues and future needs. AM plans are used to drive current planning and future funding.
Data	<ul style="list-style-type: none"> Data-framework is developed, documented and implemented. 	<ul style="list-style-type: none"> Condition methodologies are data driven. All assets are aligned to standards and reporting framework, Data collection, warehousing methodology, data ownership, controls and audit processes in place.
Processes	<ul style="list-style-type: none"> Application of whole-of-life processes. Consistency and application of AM across asset groups. 	<ul style="list-style-type: none"> Provide enhanced justification of future operations and maintenance activities and funding. Demonstrate future renewal requirements. Provision of standard management processes across asset groups. Documented and implemented asset management processes to enable

<i>Improvement Actions</i>	Purpose	<i>Outcome</i>
		<i>Council to manage infrastructure consistently across asset groups.</i>
<i>Asset Performance</i>	<ul style="list-style-type: none"> Defining service-levels and targets. 	<ul style="list-style-type: none"> <i>Ability to effectively monitor the performance of the assets in line with expectations.</i>
	<ul style="list-style-type: none"> Monitoring asset performance. 	<ul style="list-style-type: none"> <i>Enhance the management of assets and service delivery for improved planning.</i>
	<ul style="list-style-type: none"> Managing infrastructure risk. 	<ul style="list-style-type: none"> <i>While risk is managed at the corporate level, infrastructure risk is used to assist the planning and prioritising of future works.</i>
<i>Organisational Issues</i>	<ul style="list-style-type: none"> Establish and implement ongoing AM training programs. 	<ul style="list-style-type: none"> <i>Development of Council employees' AM skills to enhance the management of the assets.</i>
	<ul style="list-style-type: none"> Improve AM system user-capabilities through specific training. 	<ul style="list-style-type: none"> <i>Improve the effectiveness of existing systems and extend the knowledge of employees.</i>
<i>AM Skills</i>	<ul style="list-style-type: none"> Enhanced skills for applying AM and managing the infrastructure. 	<ul style="list-style-type: none"> <i>Address identified gaps in capability and satisfy the requirements of the National Asset Management Assessment Framework.</i>
<i>Predictive Modelling</i>	<ul style="list-style-type: none"> Enhance predictive modelling capabilities for the development of future works and financial forecasting. 	<ul style="list-style-type: none"> <i>Analysis and identification of future works requirements to establish future short and long-term budgets.</i>
<i>Information Systems</i>	<ul style="list-style-type: none"> Improved AM performance reporting from systems. 	<ul style="list-style-type: none"> <i>Quality and consistency of reporting on services provided e.g. Dashboards.</i>
	<ul style="list-style-type: none"> Ongoing improvement of Council's systems. 	<ul style="list-style-type: none"> <i>Enhance predictive modelling to support ongoing funding analysis</i>

Table 9: Example of outcomes from the AM Improvement Plan

7. GOVERNANCE

7.1 ASSET MANAGEMENT STEERING COMMITTEE

As identified in Figure 14. below, Council has implemented an AM Governance Framework to ensure an effective, systemic and consistent approach to asset management is achieved in line with Council direction.

The key component of the framework is the AM Steering Committee (AMSC) which will have oversight of all AM activities, practices, compliance, performance and reporting. The General Manager Governance and Engagement is the accountable executive for Council’s asset management activities and acts as the Chairperson of the AMSC and the Asset Management Project Control Group. The GM Governance and Engagement is also the executive responsible for the administration of the Audit and Risk Committee, corporate planning and risk functions.

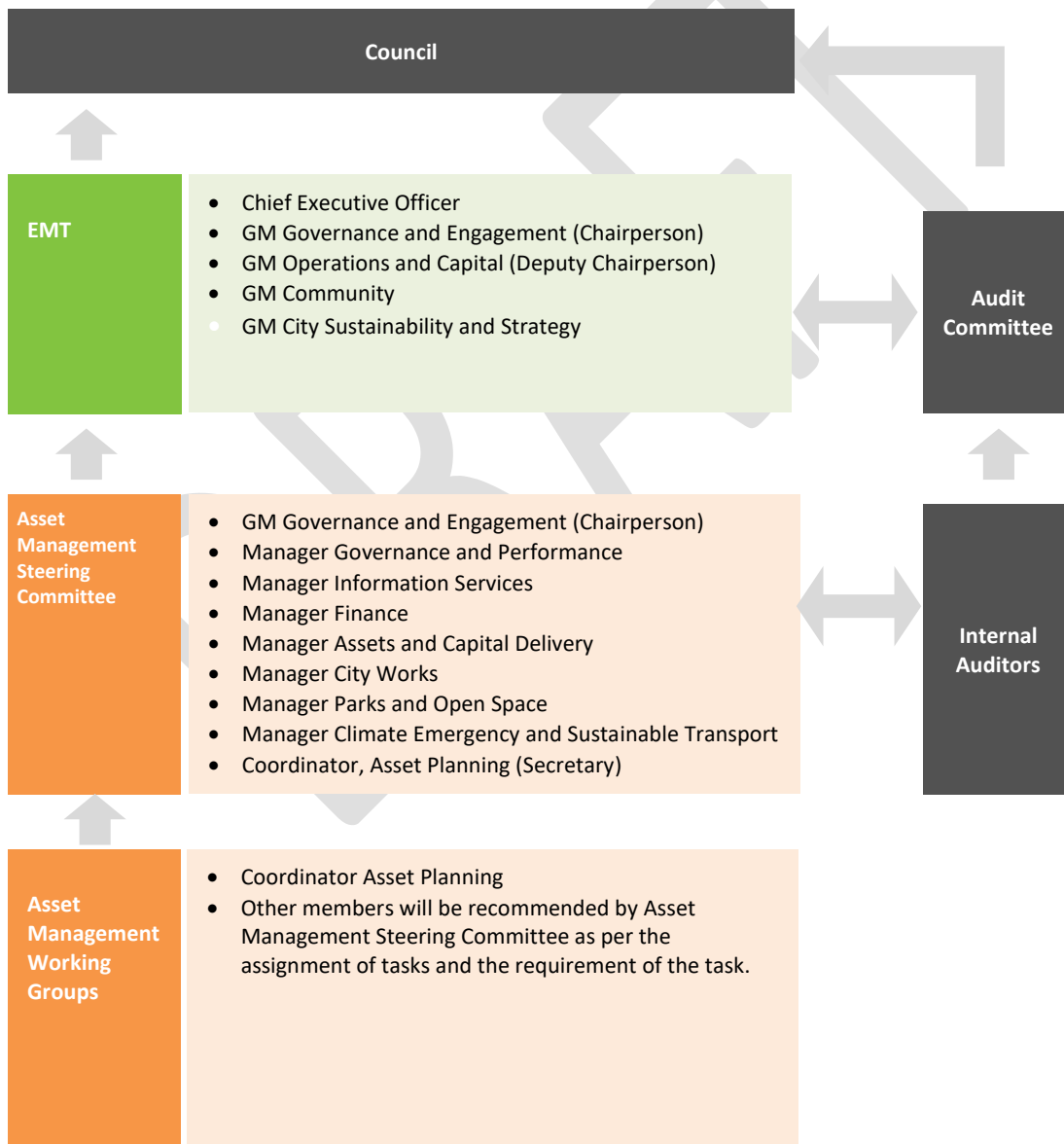


Figure 14: Council’s Asset Management Governance Framework

The AMSC objectives are:

- Support and contribute to Council's short- and long-term financial planning to ensure that Council operates within all fiscal guidelines and legislative requirements and is financially sustainable.
- Facilitate a strategic approach to the delivery of the Asset Management Policy and Strategy and ensure all asset management activities are aligned to the AM Policy Principles and objectives.
- Optimise decision-making and asset investments across the lifecycle of council's asset base.
- Lead, govern and monitor the implementation of asset management activities across the organisation as outlined in the AM Strategy and AM Improvement Plan, including the review of KPIs and timeframes.
- Ensure that \$30m per annum is dedicated to asset renewal which will ensure that service levels will be maintained to a satisfactory standard.
- Oversee the ongoing development and review and implementation of service plans and AM Plans
- Ensure the Darebin Priority Review Lens, human rights and equity principles and strategies are taken into consideration.
- Champion the AM Strategy across Council and drive behavioural change.
- Reduce organisational risk.

7.2 MONITORING AND REPORTING

Although some reporting takes place, Council currently does not have a documented and complete evaluation and reporting process by which asset management activities and improvements are identified, with timeframes and resources and responsible officers. A scheduled reporting regime is required to monitor, evaluate and report asset performance. This reporting requirement will include:

- 6 monthly reporting to the Executive Management Team of progress made against the actions of the AMI Plan
- Commence annual monitoring and reporting of NAMAF self-assessment scorecard results to the Executive Management Team – using the 2018/19 NAMAF results as a baseline. Next self-assessment due September 2021.
- Annual reporting to the Audit and Risk Committee of AMI Plan outcomes and NAMAF self-assessment scorecard results.
- Annual review of the AMI Plan (supporting the AM Strategy) and endorsed by the Asset Management Steering Committee.
- Biennial (every two years) desk top review of the AM Strategy with a full review every five (5) years in line with the new Council Plan.
- Review AM Plans every five (5) years in line with the new Council Plan.
- Biennial review of the AM Policy.

7.3 AM STRATEGY REVIEW CYCLE

The AM Strategy will commence in 2021 and will be reviewed after the adoption of The Asset Plan in July 2022. This will ensure the alignment between asset management priorities, Council's objectives and the requirement of The Asset Plan.

The Asset Management Steering Committee will evaluate progress of priority initiatives and make minor adjustments as required in each year from 2021 to 2025.

Following initial review of the AM Strategy in July 2022 (post adoption of The Asset Plan) will receive a desk-top internal review every 2 years and will be reviewed in detail every four years (this would include any applicable community engagement).

ATTACHMENT A – ASSET MANAGEMENT POLICY

DRAFT

8.5 GOVERNANCE REPORT - NOVEMBER 2021**Author:** Senior Council Business Officer**Reviewed By:** General Manager, Governance and Engagement

EXECUTIVE SUMMARY

The matters covered under the Governance Report for the month of November 2021 are:

- Summary of Advisory Committees, Councillor Briefing and other informal meetings of Councillors;
- Reports by Mayor and Councillors;
- Responses to the questions taken on notice during Public Question Time at the Council Meeting held on 25 October 2021;
- Councillor Expenses Report for the quarter from 1 July to 30 September 2021;
- Summary Minutes of the Audit and Risk Committee Meeting held on 13 September 2021
- Summary Report of Hearing of Submissions Committee meetings held on 8 November 2021
- Council Community Advisory Committees – Membership update
- Approval of S18 Instrument of Delegation under Environment and Protection Act 2017
- Extension of the appointment of the Independent Chair of the CEO Employment Matters Committee for a further 12 month term, in accordance with the terms of appointment.

Officer Recommendation

That Council:

- (1) Notes the Governance Report – November 2021.
- (2) Notes the Summary of Advisory Committees, Councillor Briefings and other Informal Meetings of Councillors at **Appendix A** to this report, for incorporation in the minutes of this meeting.
- (3) Notes that reports by Mayors and Councillors submitted prior to the meeting and circulated to Councillors, will be incorporated in the minutes of this meeting.
- (4) Notes the responses to the questions taken on notice during Public Question Time at the Council meeting held on 25 October 2021, at **Appendix B** to this report.
- (5) Notes the Councillor Expenses Report for the quarter from 1 July 2021 to 30 September 2021, at **Appendix C** to this Report.
- (6) Notes the Summary Minutes of the Audit and Risk Committee Meeting held on 13 September 2021 at **Appendix D** to this report.
- (7) Notes the Reports of Standing Committees – Summary Report of Hearing of Submissions Committee meeting held on 8 November 2021 at **Appendix E** to this report;

- (8) Notes the update on the membership of the Council's Community Advisory Committees.
 - (9) Delegates to the members of Council staff holding, acting in or performing the duties of the officers or positions referred to in the ' S18 *Instrument of Delegation*' (**Appendix G**) the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
 - (10) Note that S18 instrument of delegation to Council staff comes into force immediately when the Common Seal of Council is affixed to this instrument.
 - (11) Confirm the extension of the appointment of the Independent Chair of the CEO Employment Matters Committee for a further 12 month period to 25 November 2022, in accordance with the terms of the existing appointment.
-

BACKGROUND / KEY INFORMATION

In accordance with Council's Governance Rules 2020, the agenda for each Ordinary Meeting is required to list certain governance / administrative matters in addition to other specified items. These include the Reports of Standing Committees (for example the Hearing of Submissions Committee), Summary of Meetings (for example Briefings, Advisory Committee), responses to Public Questions taken on notice and reports by Mayor and Councillors.

Instead of having multiple reports for these governance / administrative matters on each agenda, it is considered appropriate to consolidate these matters in one single standing report to provide a single reporting mechanism for a range of statutory compliance, transparency and governance matters.

This is in accordance with best practice, good governance principles, transparent and accountable reporting of governance activities and to ensure compliance with the requirements of the Act, Council's Governance Rules and related regulations. This report additionally incorporates matters including but not limited to reporting of advisory committees, items relating to the delegation of Council powers, policy and strategy reporting, and the reporting on Councillors expenses.

DISCUSSION

The matters covered in this Governance Report are:

Summary of Advisory Committees, Councillor Briefing and other informal meetings of Councillors

In accordance with Council's Governance Rules 2020 for any meeting of an Advisory Committee established by Council attended by at least one Councillor or a scheduled or planned meeting to discuss the business of Council or to brief Councillors, and which is attended by at least half of the Councillors and one member of Council staff and which is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting the Chief Executive Officer must ensure that a summary of the meeting is:-

- a) Tabled at the next convenient Council meeting; and
- b) Recorded in the minutes of that Council meeting.

The summary of the meeting should include a) the time, date and location of the meeting, b) the Councillors in attendance, c) the topics discussed, d) the positions of Council officers in

attendance, e) the organisation that any attendees external to council are representing and f) any conflicts of interest declared, including the reason. A Summary of the following Advisory Committees, Councillor Briefings or other Informal Meetings of Councillors are attached at **Appendix A** to this Report:

- Councillor Briefing Session – 3 November 2021
- Councillor Briefing Session – 8 November 2021
- Darebin Interfaith Council Advisory Committee – 12 November 2021

Reports by Mayor and Councillors

The Mayor and Councillors submit their monthly report by 4.00pm on the day of each Ordinary Council Meeting, detailing their attendance at various functions and activities since the last Council Meeting. Reports submitted by Mayor and Councillors will be recorded in the minutes of this meeting.

Responses to Public Questions taken On Notice – Council meeting 25 October 2021

Pursuant to the Councils Governance Rules the response to a question from the public taken on notice must be recorded in the minutes of the next Ordinary Council meeting.

Questions taken on notice at the Ordinary Council meeting held on 25 October 2021 and subsequently responded to are provided in **Appendix B** to this report.

Councillor Expenses (1 July 2021 – 30 September 2021)

Councillor Expenses Report for the period from 1 July 2021 to 30 September 2021, are included at **Appendix C** to this report. The Councillor Expenses report will also be made available on Council's website.

Audit and Risk Committee Meeting Summary Minutes

The summary minutes for the Audit and Risk Committee meeting held on 13 September 2021 are provided at **Appendix D** to this report for transparency to both Council and the Darebin community.

Reports of Standing Committees – Hearing of Submissions Committee – 8 November 2021

The Hearing of Submissions Committee is a Delegated Committee of Council appointed, pursuant to section 63 of the *Local Government Act 2020* (the Act), to exercise Council's powers, functions and duties relating to the hearing of submissions received by Council in accordance with Section 223 of the Local Government Act 1989.

A meeting of the Hearing of Submissions Committee was held on 8 November 2021. A summary report of the meeting is attached at **Appendix E** to this report. The minutes of the meeting, incorporating the report considered by the Committee, have been circulated to Councillors and are available on Council website.

Council Community Advisory Committees – Membership Update

At the October Council Meeting in response to a question from Ms Serena O’Meley asking ‘How many community nominations for the Darebin Nature Trust had been received by the 10 September deadline, and how many of these are from members of the outgoing committee?’, a commitment was given to report to Council via this report this data for each Advisory Committee.

	Advisory Committee	No. of applications	No. of applications from past / current members	No. of applications from new people	Composition of Committee – new and past members
1	Active and Healthy Ageing Advisory Committee	17	5	12	12 members 7 new 5 past
2	Darebin Aboriginal Advisory Committee	10	4	6	9 members 6 new 3 past *1 withdrawal
3	Darebin Disability Advisory Committee	21	7	14	15 Members 8 new 7 past
4	Darebin Education Network <i>*operates as a network</i>	18	18	0	18 members 18 past
5	Darebin Interfaith Council	16	5	11	15 members 10 new 5 past
6	Sexuality, Sex and Gender Diversity Advisory Committee	11	2	9	11 members 9 new 2 past
7	Darebin Welcoming Cities Community Reference Group	8	2	6	6 members 4 new 2 past
8	Darebin Women’s Advisory Committee	16	2	14	15 members 13 new 2 past
9	Young Citizens Jury	36		36	21 members All new
10	Darebin Nature Trust	21	1	20	7 members 6 new 1 past
11	Climate Emergency Darebin Advisory Committee	20		20	13 members All new

Approval of S18 Instrument of Delegation under Environment and Protection Act 2017

The *Environment Protection Act 2017 (EPA Act)* is the key piece of environment protection legislation used by the Environment Protection Authority (EPA) and other public authorities to prevent and reduce harm from pollution and waste. The EPA has delegated certain powers to Councils that came into effect on 1 July 2021 in relation to the regulation of onsite wastewater management systems and noise from construction, demolition and removal of

residential premises waste. The EPA's Instrument of delegation is attached at **Appendix F** of this report.

The EPA has further given Councils the power to appoint authorised officers under the *EPA Act* and once appointed, those officers can also be delegated some of the EPA's powers. The new S18 Instrument of Sub-Delegation to Members of Council Staff attached at **Appendix G** has been drafted to delegate the EPA's powers and functions to Council Staff.

Extension of the appointment of the Independent Chair of the CEO Employment Matters Committee

The Independent Chair, Mary Crooks, was appointed on 25 November 2019 for a period of 2 years, with the option of a further extension for 12 months.

On 15 June 2021 Council adopted the CEO Employment Matters Committee Charter. The Committee Charter formalises the future terms and arrangements for the appointment of the Independent Chair of the Committee and confirms that appointments will be made by Council.

In accordance with the current Committee Charter, any decision regarding the Independent Chair shall be made by Council. This report is seeking Committee recommendation be made to Council regarding the appointment of the Independent Chair for a further 12 months, in accordance with the existing engagement period.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

1.2 We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered

1.3 We will embrace diversity and ensure everyone is included in our society, and no one is left behind – by combating discrimination, and championing equity, inclusivity and diversity

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

There are no direct financial management issues to be considered.

Overarching Governance Principles and Supporting Principles

- (a) Council decisions are to be made and actions taken in accordance with the relevant law;
- (i) the transparency of Council decisions, actions and information is to be ensured.

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Nil

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Nil

IMPLEMENTATION STRATEGY

Upon decision regarding the appointment of the Independent Chair, the General Manager Governance and Engagement will write to the Independent Chair to confirm Council's decision regarding re-appointment prior to 25 November 2021.

Related Documents

CEO Employment Matters Committee Charter

Attachments

- Summary of Advisory Committees, Councillor Briefings and other Informal Meetings of Councillors (**Appendix A**) [↓](#) 
- Record of Questions taken on notice - 25 October 2021 (**Appendix B**) [↓](#) 
- Councillor Expenses Report - 1 July to 30 September 2021 (**Appendix C**) [↓](#) 
- Summary Minutes ARC Meeting - 13 September 2021 (**Appendix D**) [↓](#) 
- Summary Report Hearing of Submissions Committee - 8 November 2021 (**Appendix E**) [↓](#) 
- Instrument of Delegation by Environment Protection Authority to Councils (**Appendix F**) [↓](#) 
- S18 - Instrument of Sub-delegation under the Environment Protection Act 2017 (**Appendix G**) [↓](#) 

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing (Special Briefing – Financial Sustainability)
	Date:	Wednesday 3 November 2021
	Location:	Virtual (Microsoft Teams)
PRESENT:	Councillors:	Cr. Messina, Cr. Greco, Cr. Hannan, Cr. Rennie, Cr. Williams, Cr. Newton, Cr. McCarthy
	Council Staff:	Sue Wilkinson, CEO Jodie Watson, GM Governance & Engagement (Item 4.1) Sam Hewett, GM Operations and Capital Rachel Ollivier, GM City Sustainability and Strategy Kerry McGrath, GM Communities Srini Vasan, A/Manager Finance (Item 4.1) Tony Blackwell, Project Lead Waste Fees (Item 4.1) Vanessa Petrie, Manager Climate Emergency and Sustainable Transport (Item 4.1) Michelle Van Gerrevick, Coordinator Climate Emergency and Environment Strategy (Item 4.1) Brett Grambau, Manager Operations (Item 4.1) Brendan Moore, Coordinator Waste (Item 4.1)
	Other:	-
APOLOGIES:		Cr Dimitradis, Cr Laurence.

The briefing commenced at 5.00pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Financial Sustainability – Waste Fees	No disclosures of conflict were made

The briefing concluded at 6.50pm

RECORD COMPLETED BY:	Officer Name:	Jodie Watson
	Officer Title:	General Manager Governance & Engagement

This form is to be completed by the nominated Council Officer and returned to the Council Business Team within 3 working days for inclusion the agenda of the next Council meeting and in the register available for public inspection.



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing
	Date:	Monday 8 November 2021
	Location:	Virtual (Microsoft Teams)
PRESENT:	Councillors:	Cr. Messina, Cr. Greco, Cr. Hannan, Cr. Rennie, Cr. Williams, Cr. Newton, Cr. McCarthy Cr. Greco joined at 2.05pm Cr. Dimitriadis joined at 4.07pm
	Council Staff:	Sue Wilkinson, CEO Jodie Watson, GM Governance & Engagement (Item 4.2) Sam Hewett, GM Operations and Capital Rachel Ollivier, GM City Sustainability and Strategy (Item, 4.6) Kerry McGrath, GM Communities (Item 4.1) Felicity Leahy, Manager Recreation and Libraries (Item 4.1) Srini Vasan, A/Manager Finance (Item 4.2) Tony Blackwell, Project Lead Waste Fees (Item 4.2) Vanessa Petrie, Manager Climate Emergency and Sustainable Transport (Item 4.2) Michelle Van Gerrevink, Coordinator Climate Emergency and Environment Strategy (Item 4.2) Brett Grambau, Manager Operations (Item 4.2) Brendan Moore, Coordinator Graffiti and Waste (Item 4.2) Enna Giampiccolo, Manager Communications and Engagement (Item 4.2) Jess Fraser, Manager Equity and Wellbeing (Item 4.2) Nina Bailey, Senior Sustainability Programs Officer (Item 4.2) Hugh Butcher, Senior Environment Officer (Energy) (Item 4.3) Mariela Mendoza, Solar Saver Senior Program Officer (Item 4.3) Karen Leeder, Manager City Development (Items 4.4, 4.5)

		Jolyon Boyle, Coordinator Priority Development (Item 4.5) Chad Griffiths, Manager City Futures (4.6)
	Other:	-
APOLOGIES:		Cr Laurence

The briefings commenced at 2.00pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Management of Narrandjeri Stadium and Darebin Community Sports Stadium	No disclosures of conflict were made
4.2	Financial Sustainability – Waste Fee	No disclosures of conflict were made
4.3	Solar Saver – New Program design and procurement process	No disclosures of conflict were made
4.4	Statutory Planning Service Improvement Verbal Update	No disclosures of conflict were made
4.5	Planning Committee Meeting 8 November – Pre meeting briefing	No disclosures of conflict were made
4.6	General Business Alphington Rail Spur	No disclosures of conflict were made

The briefing concluded at

RECORD COMPLETED BY:	Officer Name:	Jodie Watson
	Officer Title:	General Manager Governance & Engagement

This form is to be completed by the nominated Council Officer and returned to the Council Business Team within 3 working days for inclusion the agenda of the next Council meeting and in the register available for public inspection.



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Darebin Interfaith Council Advisory Committee – Induction for Advisory Committee members
	Date:	Thursday 12 November 2021
	Location:	Zoom online meeting
PRESENT:	Councillors:	Councillor Gaetano Greco
	Council Staff:	Kathie Duncan, Celia Chang, Stephen Mahon
	Other:	Members of the Darebin Interfaith Council (11)
APOLOGIES:		Members of the Darebin Interfaith Council (4)

The Meeting commenced at 5.30pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Introductions	No disclosures were made.
2.	About Darebin Council <ul style="list-style-type: none"> • Organisation Overview • Council Plan 2021 - 2025 	No disclosures were made.
3.	About Darebin Interfaith Council <ul style="list-style-type: none"> • Role of the Committee • Experiences of returning members • Past and upcoming initiatives • Questions and Answer 	No disclosures were made. Advisory Committee Member Ansam Sadik left the meeting at 6.10pm. Council Officer Stephen Mahon joined the meeting at 6.15pm
4.	Committee Governance and Terms of Reference	No disclosures were made. Advisory Committee Member David Toscano joined the meeting at 6.30pm.
5.	Future meeting dates	No disclosures were made.

SUMMARY OF MEETINGS – PUBLIC RECORD (CONT)

The Meeting concluded at 6.45pm

RECORD COMPLETED BY:	Officer Name:	Celia Chang
	Officer Title:	Community Development Officer - Interfaith & Multicultural

This form is to be completed by the nominated Council Officer and returned to the Council Business Team within 3 working days for inclusion the agenda of the next Council meeting and in the register available for public inspection.

Question and Submission Time

Council Meeting – 25 October 2021

**Question and Submission Time –
Questions taken on notice**

Pursuant to the Councils *Governance Local Law 2020* the response to a question from the public taken on notice must be recorded in the minutes of the next Ordinary Council meeting.

At the Council meeting held on 25 October 2021, the following questions were taken on notice by the Chairperson, Mayor Messina

Name: Maria Poletti, DADA President

Question 2.

Will council release a budget forecast for the use of parking on the site so that the community will have a clearer understanding of how the market might operate if compulsorily acquired?

Response from Coordinator Strategic Planning

We currently have a parking agreement with the PM made under section 90D of the Road Safety Act that allows Councils to enter into agreement with private land owners to enforce the provisions of the Road Safety Act and the Road Rules on that land. Ticket machines and a pay by app system are installed in the Preston Market with the revenue going to the Preston Market so you'll have to ask them about that revenue.

However Council enforces any illegal parking in the market with any revenue from parking infringements going to Council. For the 2018-2019 financial year we issued 5531 pins. The revenue amount was \$476,443. We chose the 2018-2019 financial year because it was the last "normal" enforcement year not being affected by COVID. Noting that staffing arrangements have changed with enforcement officers and we don't expect the same level on income in future years.

Name: Serena O'Meley, Reservoir

Question 2.

Indigenous vaccination rates for COVID-19 are lagging, on average, 10% behind the rest of Victoria, and in some areas as much as 20%. Can you please provide information about the number of Indigenous people 15+ years living in Darebin who:

- are eligible for vaccination;
- have received a first dose of a COVID-19 vaccine;
- have received a second dose of a COVID-19 vaccine?

A5818487

Question and Submission Time

Council Meeting – 25 October 2021

Response from Manager Equity and Wellbeing

As noted by Mayor Messina at the meeting, Council has requested that this information be provided on a regular basis.

Unfortunately vaccination data for Aboriginal community in Darebin is not publicly available. Previously data was available from the Federal Government *COVID-19 vaccination – Indigenous vaccination acceleration LGAs of interest* data set, however Darebin is no longer listed in this data set.

Council continues to work with the Victorian Aboriginal Health Service to increase uptake in Darebin, guided by them and supporting their work and reach to the community. Last Friday we held a pop-up clinic in East Reservoir with VAHS's new mobile van initiative and we continue to run these over the coming weeks.

Thanks again for your questions and your advocacy on this issue , if data does become publicly available I will be in touch to share this with you.

A5818487

Councillor Expenses 1 July 2021 - 30 September 2021 (If applicable GST is excluded)

	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams	Total
										\$
Councillor Allowances	7,990	7,990	7,990	7,990	7,990	25,520	7,990	7,990	7,990	89,439
Mobile (Usage & Data Plan)	105	105	105	105	105	105	105	105	105	945
Internet	45	45	45	45	45	45	45	45	45	405
Travel (Cabcharge/misc travel expenses)						116				116
Family care			550							550
Conferences/training (Inc. all related costs/travel/meals/accom)								175		175
Functions/events										
Total net expenses	8,140	8,140	8,690	8,140	8,140	25,786	8,140	8,315	8,140	91,630

Telephone and internet charges are recorded in the month they are incurred. All other expenses are reported on a cash basis. Reimbursements to Council include payments from Councillors owed for a range of previous months which were paid for within this quarter. Further explanation of the expense categories is available in the City of Darebin Councillor Support and Expenses Policy June 2021.



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MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Held on Monday 13 September 2021 at 10:30am (virtually via MS Teams, due to COVID restrictions)



Monday 13 September 2021 – 10:30AM (via MS Teams)

Attendees

Members

- Lisa Tripodi (Independent External Member) (Chairperson)
- Craig Geddes (Independent External Member)
- Dr. Marco Bini (Independent External Member)
- Cr. Lisa Messina (Mayor and Committee Member)
- Cr. Tom Hannan (Committee Member)

Internal Auditor

- Kapil Kukreja – Director, Risk, Assurance & Advisory, HLB Mann Judd

External Auditor

- Sanchu Chummar – Acting Sector Director, Local Government, VAGO
- Kevin Chan – Acting Senior Manager, Data Analytics, VAGO **Council**

Officers

- Sue Wilkinson – Chief Executive Officer
- Jodie Watson – General Manager Governance and Engagement
- Anthea Kypreos - Acting Manager Property & Business Improvement
- Gideon VanDerWesthuizen – Coordinator Risk & Improvement

Outstanding audit action items report only (Item 10.2)

- Rachel Ollivier - General Manager City Sustainability & Strategy
- Sam Hewett – General Manager Operations & Capital (Item 7.2)
- Kerry McGrath – General Manager Community

Invited Guests

- Claudio Cavallo – Manager, Information Services (Item 7.3)
- Sarah Noel – Manager, People and Culture (Item 7.4 and 9.2)
- Damian Hogan – Manager, Finance (Item 8.1)
- Srini Vasani – Acting Manager, Finance (Item 8.1)
- Michael O’Riordan – Financial Accountant (Item 8.1)

Minutes

- Rebecca Ristevski – Audit & Compliance Officer

DISCLAIMER:

The information contained in this report is designated confidential by the Chief Executive Officer as it is confidential information for the purposes of Section 3 (1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released. This ground applies because of the sensitive and varied nature of the information received and considered by the Audit and Risk Committee from time-to-time which can pertain to external stakeholders also.

AUDIT & RISK COMMITTEE MEETING MINUTES**13 SEPTEMBER 2021****IN CAMERA DISCUSSION (IF REQUIRED)**

In camera discussion was held from 10:30AM – 10:53AM.

1. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

The Chair gave an Acknowledgement of Country and welcomed the Committee members and all attendees present at the meeting.

2. MEMBERSHIP

- Current membership was confirmed.

3. APOLOGIES

- Mark Holloway – Partner, Audit & Assurance, HLB Mann Judd

4. DISCLOSURES OF CONFLICTS OF INTEREST

- None declared.

5. CONFIRMATION OF PREVIOUS MINUTES

The minutes of the last meeting 29 June 2021 were confirmed as a true and correct record of proceedings of the meeting.

6. QUARTERLY CEO UPDATE (VERBAL)

Sue Wilkinson (Chief Executive Officer) provided a verbal quarterly CEO update including the current work that is being done to encourage all staff to get vaccinated.

The Committee noted the verbal update provided by the Chief Executive Officer.

7. STANDING REPORTS**7.1 ACTIONS ARISING FROM PREVIOUS MEETING**

The Committee noted the status of the action items from the previous meeting.

KEY FINDINGS

- Management have progressed all business actions arising from previous meetings.

AUDIT & RISK COMMITTEE MEETING MINUTES

13 SEPTEMBER 2021

7.2 COMMITTEE WORK PLAN REPORT

The Committee noted the Committee Work Plan Report.

KEY FINDINGS

- Management have adequate controls in place to oversee and report on Councillor expenses.
- Management have adequate controls in place to manage and record offers and receipt of Gifts, Benefits and Hospitality.
- Management have adequate controls in place for the management of Surveillance Systems.
- Management are progressing work to ensure that the Policy Framework is current.
- CEO Credit Card transactions are in accordance with relevant policies and reflect appropriate expenditure.

7.3 INFORMATION SERVICES REPORT

The Committee noted the Information Services Report.

KEY FINDINGS

- Management have an IT Strategy in development to set the strategic direction for IT Services and digital capability to optimise organisational performance and community outcomes over the next four years and 2021-22 Information Services projects are addressing key risks including Cyber Security and Data Governance.

7.4 VAGO SEXUAL HARASSMENT SURVEY OUTCOMES AND ACTIONS UPDATE

The Committee noted the VAGO Sexual Harassment Survey Outcomes and Actions Update Report.

KEY FINDINGS

- Management have commenced implementation of the action plan established in response to the recommendation of the VAGO Sexual Harassment in Local Government Report.

8. FINANCIAL REPORTS**8.1 DRAFT 2020-21 FINANCE STATEMENT AND PERFORMANCE REPORT**

The Committee **noted** the Draft 2020-21 Finance Statement and Performance Report including;

- the Annual Financial Report for the year ended 30 June 2021;
- the Annual Performance Statement for the year ended 30 June 2021;
- the 2020-21 Mapped Trial Balance;
- the General Ledger Reconciliations by Officer;
- the Management Representation Letters to VAGO and Council (provided in a separate report) in respect to the Annual Financial Report and the Annual Performance Statement and that the representations contain no qualifications or limitations ;
- the matters raised by Committee members prior to the meeting regarding the Annual Financial Report and the Annual Performance Statement have been resolved satisfactorily;

AUDIT & RISK COMMITTEE MEETING MINUTES**13 SEPTEMBER 2021**

- the VAGO Closing Report for the year ended 30 June 2021 (provided in a separate report), and in doing so, notes that VAGO will issue clear audit opinions on the Annual Financial Report and the Annual Performance Statement;
- The Committee recorded its appreciation and congratulations to the staff involved in the preparation of the Annual Statements under the difficulty of the pandemic restrictions.
- Committee members be provided with final copies of the signed Annual Financial Report and the Annual Performance Statement.
- The Committee **recommended** that Council approve 'in-principle' the Annual Financial Report and the Annual Performance Statement for the year ended 30 June 2021;
- The Committee **recommended** that Council approve 'in-principle' the following authorisations:
 - Authorise the Chief Executive Officer (CEO) to forward the Annual Financial Report and the Annual Performance Statement to the Victorian Auditor-General's Office (VAGO);
 - Authorise the CEO, the Mayor and another Councillor to certify the final versions of the Annual Financial Report and the Annual Performance Statement;
 - Authorise the Manager, Finance to make any non-material changes to the Annual Financial Report and the Annual Performance Statement that may arise from the completion of audit and internal review procedures; and
 - Authorise the Manager Finance to make any material changes discussed with VAGO after discussion with the Chair of the Audit and Risk Committee before reporting to Council.

KEY FINDINGS

- Council has effective financial management and budget controls in place following review of the Financial Statements for 2020-21.
- In light of the disruption to COVID there has been impact on some areas of performance measures (i.e. leisure centres), contributing to an otherwise positive outcome following review of the Performance Statement.

8.2 VAGO CLOSING REPORT, DRAFT MANAGEMENT REPRESENTATIVE LETTER AND FINAL MANAGEMENT LETTER FOR THE YEAR ENDED 30 JUNE 2021

The Committee noted the VAGO Closing Report, Management Representative Letter and Management Letter for the year ended 30 June 2021 and noted that the RSD Audit has been appointed by VAGO for a period of up to six years (three years plus three year option) to undertake future external audits, commencing with the 30 June 2022 audit.

KEY FINDINGS

- The annual audit undertaken by VAGO did not identify any material audit differences or unadjusted differences in the Financial Report and there are no significant risks identified.

8.3 GOVERNANCE & MANAGEMENT CHECKLIST

The Committee noted and received the Governance & Management Checklist.

KEY FINDINGS

- Of the 24 items, 20 items meet the standards required as per the Governance & Management Checklist and 4 items did not meet the standards required, as noted below:
 - **Asset Plan:** Council currently has an Asset Management Strategy and Policy. Under the Local Government Act, Council is required to produce a ten-year asset plan. As such, Council is in the

AUDIT & RISK COMMITTEE MEETING MINUTES**13 SEPTEMBER 2021**

process of drafting an asset plan by June 2022. Currently, individual asset plans for various asset classes are in place. However, they are all required to be reviewed as part of this process.

- **Procurement policy:** The Social and Sustainable Procurement Policy 2021-25 was due to be adopted by Council on 28 June 2021 but was deferred to the 23 August 2021 meeting.
- **Risk reporting:** Bi-annual operational risk reviews were undertaken in September/ October 2020 and March/ April 2021, however only the reviews undertaken in 2020 were reported to General Managers for review.
- **Community Engagement Guidelines:** New community engagement guidelines have been developed in line with the Darebin Community Engagement Policy will be rolled out to the business during the month of August.

9 RISK MANAGEMENT**9.1 QUARTERLY RISK MANAGEMENT REPORT**

The Committee noted Quarterly Risk Management Report.

KEY FINDINGS

- Actions taken to manage Council's risks are adequate and strengthened by the representation of a number of key reportable findings, and the presentation of Council's strategic and operational risks.
- Management have adequate systems established in place to manage strategic and operational risks.

9.2 QUARTERLY SAFETY REPORT

The Committee noted the Quarterly Safety Report.

KEY FINDINGS

- Management has adequate measures in place to support and monitor health, safety and wellbeing across the workforce.

10. INTERNAL AUDIT**10.1 INTERNAL AUDIT PROGRAM STATUS AND AUDIT SCOPES FOR APPROVAL REPORT**

The Committee noted the Internal Audit Program Status and Audit Scopes for Approval Report and endorsed the Revised Strategic Internal Audit Plan 2021-22 and the four audit scopes including:

- Review of Compliance (Strategy & Sustainability)
- Review of Cyber Security (Essential 8)
- Review of Inventory Control
- Review of Occupational Health & Safety

KEY FINDINGS

AUDIT & RISK COMMITTEE MEETING MINUTES**13 SEPTEMBER 2021**

- The 2021-22 Internal Audit Program has been adjusted to reflect changes to align with organisational priorities and is on track for completion as planned.
- The 2021-22 Program will continue to ensure delivery of program by June 2022.

10.2 COMPLETED INTERNAL AUDITS REPORT

The Committee noted the Completed Internal Audits Report and the VicRoads Confidentiality Agreement Final Audit Report.

KEY FINDINGS

- The delivery of the 2021-22 Internal Audit Program is progressing toward completion and work is underway to deliver the 2021-22 Internal Audit Program.
- Following review by the internal auditors, Council has effective controls in place to fulfil obligations arising from the VicRoads Confidentiality Agreement.

10.3 OUTSTANDING AUDIT ACTIONS STATUS REPORT

The Committee noted the Outstanding Audit Actions Status Report.

KEY FINDINGS

- Management are progressing the completion of outstanding audit actions, with some delays experienced in achieving completion as expected.

10.4 RECENT REPORT AND PUBLICATIONS

The Committee noted the Recent Report and Publications Report.

KEY FINDINGS

- Management have reviewed recent reports and publications related to issues of management controls, integrity and continuous improvement that impact the local government sector and initiated actions to mitigate Council's risk in response.

3. GOVERNANCE**11.1 COMMITTEE MANAGEMENT REPORT**

The Committee noted the Committee Management Report.

KEY FINDINGS

- Council has adopted the updated Audit and Risk Committee Charter and endorsed the Annual Performance Report for the Committee for the 2020-21 financial year.
- Council has appointed the Chair to the Audit and Risk Committee for a three-year term, in accordance with the Committee Charter and undertaken benchmarking of remuneration of independent Committee members to inform its decision on the remuneration for the 2021-22 financial year.

AUDIT & RISK COMMITTEE MEETING MINUTES**13 SEPTEMBER 2021****12. OTHER BUSINESS****DISCUSSION**

- The Committee discussed the issue of negative media following commentary regarding a Street Sweeper role that was identified as being open only to “non-male” applicants.
- CEO confirmed that the role was advertised this way as Council recognise this is one of the areas of the workforce where some groups are underrepresented. It was confirmed that Council is taking a clear, firm step to address a gender imbalance in accordance with the Gender Equality Act and Council's Workforce Diversity and Inclusion Strategy.

13. NEXT MEETING

The next meeting of the Audit and Risk Committee will be held at 9.00am on 6 December 2021 in person*, at the Darebin Civic Centre, 350 High Street Preston 3072

(*subject to COVID restrictions).

14. CLOSE OF MEETING

As there was no further business, the Chair closed the meeting at **1:43PM**.

Lisa Tripodi

Signed: Lisa Tripodi (Chair)

Date: 13 September 2021



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**Summary Report of the Hearing of Submissions Committee
Meeting – Monday 8 November 2021**

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**MINUTES OF THE MEETING OF THE HEARING OF SUBMISSIONS
COMMITTEE OF THE DAREBIN CITY COUNCIL HELD VIRTUALLY
ON MONDAY 8 NOVEMBER 2021**

THE MEETING OPENED AT 5.31PM

The Mayor Cr. Messina advised that the meeting was being held virtually and streamed live and that the audio and video would be made available on the Council's website as soon as practical after the meeting.

1. PRESENT

Councillors

Cr. Lina Messina (Mayor) (Chairperson)
Cr. Gaetano Greco (Deputy Mayor)
Cr. Tom Hannan
Cr. Tim Laurence
Cr. Trent McCarthy
Cr. Susanne Newton
Cr. Susan Rennie
Cr. Julie Williams

Council Officers

Sue Wilkinson - Chief Executive Officer
Jodie Watson – General Manager Governance and Engagement
Greg Phippen – Coordinator Property Services
Stephen Mahon - Coordinator Council Business
Rachna Gupta Singh - Senior Council Business Officer
Georgina Steele - Council Business Officer

2. APOLOGIES

An apology was received from Councillor Emily Dimitriadis.

3. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

SUMMARY REPORT HEARING OF SUBMISSIONS COMMITTEE**8 NOVEMBER 2021**

4. CONFIRMATION OF THE PREVIOUS HEARING OF SUBMISSIONS COMMITTEE MEETING**Officer Recommendation**

That the Minutes of the Hearing of Submissions Committee Meeting held on 11 October 2021 be confirmed as a correct record of business transacted.

Committee Decision

MOVED: Cr. J Williams
SECONDED: Cr. G Greco

That the Minutes of the Hearing of Submissions Committee Meeting held on 11 October 2021 be confirmed as a correct record of business transacted.

CARRIED UNANIMOUSLY

5. CONSIDERATION OF REPORTS

- 5.1 PROPERTY MATTER - PROPOSED DECLARATION OF A ROAD AS A PUBLIC HIGHWAY ADJOINING 4 TO 9 KENWOOD COURT, 19 TO 47 SHOWERS STREET, 15 TO 19 RAILWAY PLACE WEST AND 32 OAKOVER ROAD, PRESTON**

EXECUTIVE SUMMARY

The purpose of this report is to seek the Hearing of Submissions Committee's consideration of the submissions received on the proposed declaration of the 3.05m wide road and 0.30m to 0.68m wide road (which was formerly a reserve) adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston, a public highway.

At its meeting on 23 August 2021, Council resolved to commence the statutory procedures under section 204(1) of the Local Government Act 1989 to declare the above road a public highway.

Public notice was given of Council's intention to declare the road to be a public highway in the Herald Sun newspaper and on Council's website on 22 September 2021. In addition, all adjoining owners and occupiers were consulted in writing. The public notice period ended on 20 October 2021. Council received three written submissions with two submitters requesting to be heard in support of their submission.

It is noted that the role of the Hearing of Submissions Committee is to only "hear" and receive submissions. There are no options for consideration or analysis of the submissions included in this report. Following the Hearing of Submissions Committee meeting, a further

SUMMARY REPORT HEARING OF SUBMISSIONS COMMITTEE 8 NOVEMBER 2021

report in relation to the matter will be provided to Council at a later date seeking a final resolution on the matter.

The following person addressed the Committee in support of their submission:

- Ms. Debbie Platanas

Submitters Kathy and Jim Stavarakis did not attend the Committee Meeting.

Officer Recommendation

THAT Council:

- 1) Receives the written and verbal submissions.
- 2) Thank all submitters and presenters for addressing the Committee in support of their written submissions.
- 3) Receives a report at a future Council meeting as part of Council's deliberations in considering the proposal to declare the land from the 3.05m wide road and 0.30 to 0.68m wide road (which was formerly a reserve) adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston, to be a public highway.

Committee Decision

MOVED: Cr. T McCarthy
SECONDED: Cr. S Rennie

THAT Council:

- 1) Receives the written and verbal submissions.
- 2) Thank all submitters and presenters for addressing the Committee in support of their written submissions.
- 3) Receives a report at a future Council meeting as part of Council's deliberations in considering the proposal to declare the land from the 3.05m wide road and 0.30 to 0.68m wide road (which was formerly a reserve) adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston, to be a public highway.

CARRIED UNANIMOUSLY

6. CLOSE OF MEETING

The meeting closed at 5.48 pm.

DATED: the 4th day of June 2021

INSTRUMENT OF DELEGATION
OF POWERS AND FUNCTIONS OF THE
ENVIRONMENT PROTECTION AUTHORITY
UNDER THE
ENVIRONMENT PROTECTION ACT 2017

10232078_1\C

INSTRUMENT OF DELEGATION

ENABLING POWER: Section 437(1)(b) of the *Environment Protection Act 2017* and section 42A of the *Interpretation of Legislation Act 1984*

SUBJECT: Delegation of certain powers, duties and functions of the Environment Protection Authority to Councils

REFERENCE: 2021.Council.001

DEFINITIONS: In this Delegation, all words and phrases have the same meaning as in the *Environment Protection Act 2017* unless the contrary intention appears. In addition:

municipal district has the same meaning as **municipal district** has in section 3(1) of the *Local Government Act 1989*.

DELEGATION: I, Professor Kate Auty, Chair of the Governing Board of Environment Protection Authority Victoria (**Governing Board**) on behalf of the Governing Board and pursuant to and in exercise of the power conferred by section 437(1) of the *Environment Protection Act 2017* **hereby delegate** the powers, duties and functions under the *Environment Protection Act 2017* (**Act**) as specified in the section of the Act detailed in column 2 of Schedule 1 and described in column 3 of Schedule 1 to the delegates described in column 4 of Schedule 1.

Any previous delegations relating to the section/s of the Act detailed in column 2 of the Schedule are hereby revoked.

This delegation is exercisable for an unlimited period on and from 1 July 2021, unless revoked.

LIMITATIONS: This delegation is subject to the following limitations:

- a) The powers, duties and functions of the Authority specified in column 2 of schedule 1 may be only delegated for the purpose of regulating:
 - i. onsite wastewater management systems with a design or actual flow rate of sewage not exceeding 5000 litres on any day; and
 - ii. noise from the construction, demolition or removal of residential premises.
- b) The powers, duties and functions of the Authority specified in column 2 of schedule 1 may only be exercised by the delegates described in column 4 of schedule 1 within each delegates' municipal district.

RELATED DOCUMENTS: This delegation is subject to a direction under section 437(4) of the Act dated 4 June 2021. This delegation should be read in conjunction with that instrument of direction.

DATE: 4 June 2021


SIGNED:

In accordance with all of the requirements of s 12, *Electronic Transactions (Victoria) Act 2000*



**PROFESSOR KATE AUTY
CHAIR
ENVIRONMENT PROTECTION AUTHORITY VICTORIA GOVERNING BOARD**

WITNESSED:



**GREG ELMS
GENERAL COUNSEL
ENVIRONMENT PROTECTION AUTHORITY VICTORIA**

SCHEDULE 1

DELEGATION

Delegation of powers, duties and functions under the *Environment Protection Act 2017*

1	2	3	4	5
Ref. No	Relevant legislative provision under the <i>Environment Protection Act 2017</i>	Summary of delegated powers, duties or functions	Delegate	Revoked Instrument
Insert	Section 271	Issuing of an improvement notice	Councils	N/A
Insert	Section 272	Issuing of a prohibition notice	Councils	N/A
Insert	Section 279	Amendment of notices	Councils	N/A
Insert	Section 358	Functions of the Authority	Councils	N/A
Insert	Section 359(1)(b)	Power of the Authority to do all things that are necessary or convenient to be done for or in connection with the performance of the Authority's functions and duties and to enable the Authority to achieve its objectives	Councils	N/A
Insert	Section 359(2)	Power to give advice to persons with duties or obligations	Councils	N/A

DATED: the 4th day of June 2021

INSTRUMENT OF DIRECTION OF THE
ENVIRONMENT PROTECTION AUTHORITY
UNDER THE
ENVIRONMENT PROTECTION ACT 2017

10232304_2\c

INSTRUMENT OF DIRECTION**ENABLING POWER:** Section 437(4)**SUBJECT:** Direction in respect of functions delegated to councils by Delegation Reference 2021.Council.001**REFERENCE:** 2021.Council.Direction.001

DIRECTION: I, Professor Kate Auty, Chair of the Governing Board of Environment Protection Authority Victoria (**Governing Board**) on behalf of the Governing Board and pursuant to and in exercise of the power conferred by section 437(4) of the *Environment Protection Act 2017 (Act)*, and in respect of the delegation with reference 2021.Council.001 as made on 4 June 2021 **hereby direct:**

1. that, where the delegates listed in column 4 of schedule 1 of Delegation No Councils.2021.001 delegate, under s 437(2) of the Act, the delegated power or function listed in column 2 of schedule 1 of Delegation No 2021.Council.001 to an authorised officer appointed under s 242(2) of the Act, those authorised officers must only exercise the powers conferred by the following sections of the Act when exercising the delegated powers or functions:
 - a. Section 271;
 - b. Section 272;
 - c. Section 246;
 - d. Section 247;
 - e. Section 248;
 - f. Section 249;
 - g. Section 250;
 - h. Section 251, but not subsection (2)(h);
 - i. Section 252; but not subsection (1)(c);
 - j. Section 253;
 - k. Section 254;
 - l. Section 259
 - m. Section 279; and
 - n. Section 307.

This direction is in force for an unlimited period on and from 1 July 2021, unless revoked.

DATE: 4 June 2021

SIGNED:

In accordance with all
of the requirements of
s 12, *Electronic Transactions (Victoria) Act 2000*

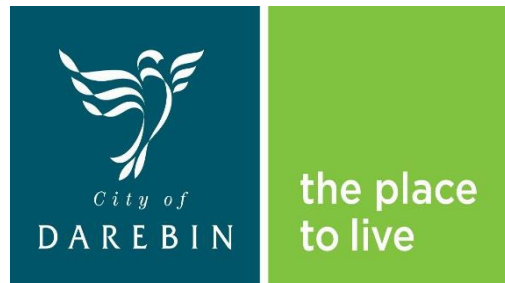


**PROFESSOR KATE AUTY
CHAIR
ENVIRONMENT PROTECTION AUTHORITY VICTORIA GOVERNING BOARD**

WITNESSED:



**GREG ELMS
GENERAL COUNSEL
ENVIRONMENT PROTECTION AUTHORITY VICTORIA**



***S18 Instrument of Sub-Delegation
under the Environment Protection Act 2017***

Darebin City Council

Instrument of Sub-Delegation

to

Members of Council staff

Instrument of Sub-Delegation

By this Instrument of Sub-Delegation, in exercise of the power conferred by s 437(2) of the *Environment Protection Act 2017* ('Act') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described in column 3 of the Schedule;

record that references in the Schedule are as follows

Acronym		Title
GMCS&S	means	General Manager City Sustainability and Strategy
MCD	means	Manager City Development
MCS&C	means	Manager City Safety and Compliance
CHP	means	Coordinator Health Protection

2. this Instrument of Sub-Delegation is authorised by a resolution of Council passed on _____ November 2021 pursuant to a power of sub-delegation conferred by the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021;
3. the delegation:
 - 3.1 comes into force immediately the common seal of Council is affixed to this Instrument of Sub-Delegation;
 - 3.2 remains in force until varied or revoked;
 - 3.3 is subject to any conditions and limitations set out in sub-paragraph 5, and the Schedule; and
 - 3.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
4. this Instrument of Sub-Delegation is subject to the following limitations:
 - 4.1 the powers, duties and functions described in column and summarised in column 2 of the Schedule are only delegated for the purpose of regulating:
 - 4.1.1 onsite wastewater management systems with a design or actual flow rate of sewage not exceeding 5000 litres on any day; and
 - 4.1.2 noise from the construction, demolition or removal of residential premises;

- 5. the delegate must not determine the issue, take the action or do the act or thing:
 - 5.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 5.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategy
 adopted by Council;
 - 5.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 5.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

The COMMON SEAL of)
 DAREBIN CITY COUNCIL)
 was affixed on _____)
 with the authority of the Council:)

Signed by the Mayor in the presence of)
)

Witness

Date:

Signed by the Chief Executive Officer of Council in the presence of)
)

Witness

Date:

SCHEDULE

ENVIRONMENT PROTECTION ACT 2017			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 271	Power to issue improvement notice	GMCS&S, MCD, MCS&S, CHP	
s 272	Power to issue prohibition notice	GMCS&S, MCD, MCS&S, CHP	
s 279	Power to amend a notice	GMCS&S, MCD, MCS&S, CHP	
s 358	Functions of the Environment Protection Authority	GMCS&S, MCD, MCS&S, CHP	
s 359(1)(b)	Power to do all things that are necessary or convenient to be done for or in connection with the performance of the Environment Protection Authority's functions and duties and to enable the Authority to achieve its objective.	GMCS&S, MCD, MCS&S, CHP	
s 359(2)	Power to give advice to persons with duties or obligations	GMCS&S, MCD, MCS&S, CHP	

8.6 AWARDING OF CONTRACT 202163 MANAGEMENT OF NARRANDJERI STADIUM AND DAREBIN COMMUNITY SPORTS STADIUM**Author:** Coordinator Leisure Contracts**Reviewed By:** General Manager Community

EXECUTIVE SUMMARY

Council is currently constructing the new multi-sport stadium, Narrandjeri Stadium, at John Cain Memorial Park, 281 Darebin Road Thornbury. This facility will see the development of a premier community venue to support current and future participation in indoor sporting activities to compliment the outdoor courts recently completed. The aim of the centre is to increase participation across a range of sports and physical activities across the municipality with a focus on supporting female participation and enhancing the access to health and wellbeing opportunities for Darebin residents.

The Darebin Community Sports Stadium (DCSS) is currently under a management contract, which is due to expire on 30 June 2022. All extension options for this contract have been exercised and the management of this facility will form part of the overall management contract, albeit with a later commencement date.

The scope of Narrandjeri Stadium and Darebin Community Sports Stadium Contract Management covers:

- The management and operation of the centres in accordance with the contract documents, best practice and Council's current and future policies and initiatives.
- The management, marketing and delivery of programs, services, activities and events for the centres.
- The provision of services consistent with the City of Darebin vision and policies and subsequent revisions / updates.
- Achievement of the service aims and objectives.

The proposed contract arrangement is to run for a period of approximately five years, with an option for a further extension for an additional two-year period.

The following principles were used to guide and form the basis for decisions on the management, operation and use of the stadia:

- Participation
- Sustainable Facilities
- Equity, Access and Inclusion
- Health and Wellbeing.

Council's procurement process was adhered to, with guidance from the Procurement Team and an independent (external) Probity Advisor which was also appointed to the Evaluation Panel.

The contract documentation has been legally reviewed, and the reporting mechanisms are aligned with Council's participation, access and inclusion policies. Together with the thorough process undertaken in the EOI for court usage, future participation of Council's

stadium facilities will be reflective Darebin's diverse community, with participation focusing on supporting female participation and actively increase participation levels in other groups and community members who face barriers to participation.

The management contract process has been a competitive one, with five submissions received. The cost of the management of CT202163 is an expense to Council, however the cost of increased participation and activation in our community and recreation spaces is anticipated to provide significant wellbeing benefits to the Darebin community.

Officer Recommendation

That Council:

- (1) Awards Contract CT202163 for the Management of Ngarrindjeri and Darebin Community Sports Stadiums to _____ for the contract sum of _____ (GST exclusive). This sum is the total contract sum over the life of the contract, to 30 June 2026.
- (2) Approves the contract term from 1 July 2022 – 30 June 2026 for Darebin Community Sports Stadium, and commencement date for Narrandjeri Stadium to be negotiated based on construction timeline, with the contract to have an option for provision for a further two years.
- (3) Authorises the Chief Executive Officer to finalise and execute the contract documentation on behalf of the Council.
- (4) Authorises the Chief Executive Officer to execute any contract extension options.

BACKGROUND / KEY INFORMATION

Narrandjeri Stadium is currently under construction and is due for completion and activation in early 2022.

The Darebin Community Sports Stadium (DCSS) is an existing facility currently activated under a management contract that will expire on 30 June 2022.

Council has endorsed an external management model for both stadiums with guiding principles (see above) that prioritise social and environmental outcomes. These principles were used to develop the management contract specifications as detailed in the service principles and the Key Performance Indicators (KPIs) (see page 4 and 6 of **Appendix B**).

The term for the new contract (CT202163) will be for an initial period of just under five years from commencement to 30 June 2026, with an option for provision for a further two years.

The initial onboarding of the management for the Narrandjeri Stadium will commence in late 2021 in preparation for its opening in early 2022. The Covid restrictions on construction sites have caused some delays and the formal commencement date will be negotiated with the preferred tenderer.

The management of DCSS will be included in the new contract from 1 July 2022, following the expiration of the current management contract. Current bookings at DCSS will remain in place until June 2022, in line with expiration of the existing management contract.

Narrandjeri Stadium will consolidate John Cain Memorial Park (JCMP) as an active sports and community hub and focal point for the provision of services through sport, health and wellbeing, education, and training.

Both stadiums will play an important role in increasing women's participation in sport by offering a range of court-based sports, both indoors and outdoors to address the disparity in sports participation rates between men and women and address the demand for indoor and outdoor courts. The successful tenderer will be required to document outcomes achieved for community cohorts and members who experience barriers to participation, as detailed in the KPI requirements (see page 6 of **Appendix B**).

Both facilities will also support increased participation in sport and physical activity across the municipality, resulting in enhanced access to health and wellbeing opportunities for Darebin residents.

Contract Key Performance Indicators (KPIs) will be reported monthly to the contract manager and annually to Council (see page 6 of **Appendix B**).

Previous Council Resolution

At its meeting held on 22 March 2021, Council resolved:

That Council

- (1) *Endorses the Darebin Indoor Stadiums Expression of Interest process and criteria to commence the process of inviting public submissions from all interested parties.*
- (2) *Endorses the Darebin Indoor Stadiums Management contract specifications guiding principles of:*
 - a. *Participation*
 - b. *Sustainable facilities*
 - c. *Access and inclusion*
 - d. *Health and wellbeing.*

At its meeting held on 20 July 2020, Council resolved to:

- (5) *Endorses an external management model for the Multi Sport Stadium operations.*
- (6) *Request that officers explore an integrated management model across the Multi Sport Stadium and the Darebin Community Sports Centre to provide economies of scale.*
- (7) *Receive a report on how social and environmental outcomes will be delivered by the Multi Sport Stadium through:*
 - a. *The court access EOI process*
 - b. *The scope and principles to be included in the management contract specifications, including management mechanisms such as KPI's, fees and charges, employment practices, healthy food options and social procurement*
 - c. *The connection and alignment to Council Policies, Plans and Strategies*

At its meeting held on 16 March 2020, Council resolved to:

- (1) *Endorse a design a construct procurement process for the construction of the Multi Sports Stadium and that an appropriately experienced contractor be invited to tender to contract for the project*

At its meeting held on 14 October 2019, Council resolved to:

- (1) *Endorse the concept design for the indoor Multi-Sports Stadium project*
- (2) *Continue engagement and consultation with key external stakeholders*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.1 We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well

Action 2.1 – Complete construction and commence operation of the Multi Sport Stadium in Thornbury

DISCUSSION

Council endorsed the guiding principles of the Darebin Indoor Stadiums Management contract specifications on 22 March 2021. The open public tender was issued on 3 July 2021 and closed 29 July 2021. In line with Council's Social and Sustainable Procurement Policy, the following selection criteria was adopted for the evaluation of tender submissions for the operational management of the two facilities:

Selection Criteria	Weighting %
Value for money	35
Key personnel; relevant and demonstrated experience in similar scope, scale, and complexity	15
Health and wellbeing	15
Inclusion	15
Social initiatives and practices	10
Sustainable / environmental practices	5
Local business	5

Due to Council's ambition for the activation of Narrandjeri Stadium and the importance of inclusive programming, health and wellbeing outcomes and social procurement specified in contract documents, the following representatives were scoring members on the panel:

Position	Responsibility
Manager Recreation and Libraries	Scoring Member
Leisure Contracts Coordinator	Scoring Member
Leisure Major Projects Officer	Scoring Member
Acting Coordinator Equity and Wellbeing	Scoring Member
Acting Wellbeing Policy Lead	Scoring Member
Senior Procurement Officer	Procurement Advisor
Anne Dalton and Associates	Probity Advisor

A total of five tender submissions were received and assessed by the evaluation panel members.

The Evaluation Criteria and Weighting was developed in accordance with Council's requirements and approved by the Evaluation Panel. Each weighted criterion was associated with questions in the returnable schedules which were developed in consultation with the Evaluation Panel members prior to the RFT documents being published.

The evaluation criteria were also specified in the RFT documentation.

All submissions were assessed on the selection criteria, together with compliance criteria in relation to insurances, financial viability, OH&S policy and conflict of interest.

Tenderers were asked to provide a price for a period up to June 30, 2026, with a commencement date to be negotiated, pending the completion of the Narrandjeri Stadium. Tenderers were further tested based on any departures and non-conforming, or non-compliance with OH&S and risk criteria. Detailed evaluation scores are shown in confidential **Appendix C**.

The evaluation panel met on 18 August 2021 to evaluate tender submissions. The Procurement Advisor and Probity Advisor attended the evaluation meeting. Following the evaluation of the selection criteria, any departures from the Agreement were assessed for potential impact and risk to Council.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Advertised tender documents specified a Guarantee Result contract and a profit share arrangement. The value for money evaluation criteria considered the total cost over the life of the contract, in order to have a fair comparison for all submissions.

Contract commencement dates will be negotiated to align with the completed of construction, which has been impacted by Covid-19 construction delays.

There are expected financial efficiencies with contracting two facilities together as well as user (customer) benefits when dealing with one operator managing bookings and operations across both facilities.

Court use fees and charges will continue to be set through Council's annual budget process.

Council has allocated \$80,000 (excl. GST) in the 2021/2022 operating budget to meet anticipated contract expenses with the transitioning and operationalisation of the newly developed Narrandjeri Stadium.

Community Engagement

Community consultation on the Narrandjeri Stadium design was completed in November 2019 and internal Council stakeholder engagement has been ongoing throughout construction. Regular project updates have also been provided via Council's Your Say project page.

To support the development of management contract specifications across a range of Darebin leisure facilities and services, an internal workshop was held in December 2020 with Council Officers from Equity and Wellbeing; Property; Governance and Performance; Climate Emergency and Sustainable Transport; Families, Youth and Children; Assets and

Capital; City Works; Parks and Open Space; Risk and Improvement; Aged and Disability; People and Culture; and City Futures.

Overarching Governance Principles and Supporting Principles

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

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Narrandjeri Stadium has been registered with the Green Building Council of Australia as a five-star green star rated facility. Energy costs would normally be one of the top three operational costs for this type of facility, accounting for 15-20% of expenditure. The facility's five-star green star rating will significantly reduce this cost, which has been factored into the ten-year financial impact model.

Ensuring the facility operates to maximise the benefits of its green star design can be achieved through facility management. One of the guiding principles of the management contract specification focuses on sustainable facilities. This will ensure environmental sustainability is at the forefront of operations as minimising operational expenditure is a proven and effective performance incentive. Adherence to Council policies and strategies is included in the management contract specifications.

As part of the green star certification process, Narrandjeri Stadium will deliver several key sustainability outcomes including reducing energy consumption, improving sustainable transport outcomes, improving indoor environment quality, reduced reliance on potable water and use of recycled materials and products.

The guiding principle of sustainable facilities includes a KPI of monthly environmental targets, which will be negotiated and agreed to between Council and the preferred operator.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An Equity Impact Assessment had been completed for the original Multi Sports Stadium project (Narrandjeri Stadium), with a focus on the design, construction and operational phases of the project.

Equity and inclusion considerations raised have directly influenced facility design of Narrandjeri and the future operations and programming of both stadiums.

The design of Narrandjeri supports a range of users and uses, including multicultural, women's only, all ability and LGBTQI community members. User groups will be able to use a facility that supports and respects the needs for dignity in access to courts and amenities. Additionally, privacy or priority use can easily be enabled on the show court.

The guiding principles in the management contract specifications focus on the following to support equity, inclusion and wellbeing:

- Participation
 - Create an environment that will increase and achieve participation targets across a diverse and representative program and service range
- Access and inclusion
 - Create a Facility Inclusion Plan outlining objectives, targets and resources committed to actively achieve targeted strategies tailored to the Darebin community
 - Encourage and create opportunities for participation of all residents regardless of age, gender identification, cultural background, ability or socio-economic background
- Health and wellbeing
 - Development of genuine partnerships with stakeholders with the aim of maximising community participation and activation of spaces for whole of community use
 - Programs and activities that enhance community health and wellbeing and reduce inequalities by encouraging participation by disadvantaged and minority populations

The KPIs will report on the achievement of these outcomes on a monthly basis so that progress can be tracked, and outcomes can be maximised.

Economic Development and Cultural Considerations

An economic impact assessment report prepared by Michael Connell and Associates in February 2020 modelled the economic benefits and jobs created as a result of the new facility over the ten-year period from 2022-2031.

This included employment across JCMP for current facilities and the new Narrandjeri Stadium, as well as jobs generated in the broader precinct through the spending of facility users and visitors/spectators.

The report concluded:

- Current Darebin Sports facilities operations at JCMP account for 43.4 FTE jobs (36 direct on-site jobs, including the sports associations, and 7.4 indirect/induced jobs in the LGA and beyond)
- Upon opening, Narrandjeri Stadium is estimated to create a total of 7.9 FTE new jobs (3 management/operations staff and 4.9 cleaners and referees)
- From 2022, Narrandjeri operations and staffing will increase to 9.5 FTE jobs (7.9 direct on site and 1.6 indirect jobs in the metro area)
- The large increase in visitors to the sports precinct for team sports at the stadium has a major impact on jobs generated from user/visitor spending, with an estimated 16.0 jobs (mainly in food service) in proximity to the facility

Council consulted with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation in October 2020 regarding the naming of the stadium. These names were shortlisted and approved by the Wurundjeri Council. After community consultation, the name Narrandjeri was endorsed by Council in February 2021.

The Creative Culture team has also been consulted in the design phase of the project and public art has been integrated into the front glazing elements of the facility, as well as internally through public art pieces. Melbourne artist Esther Stewart has been commissioned to complete these pieces.

Operational Impacts

A budget of \$80,000 (excl. GST) is included in the 2021/2022 operating budget to meet anticipated commencement operational expenses. Contract management will be undertaken within the existing budget.

Facilities Maintenance and Parks and Open Space teams have been engaged in the capital delivery project and are aware of the operational impact this facility will have on their services.

Legal and Risk Implications

All contract documentation and tender responses will form a binding agreement between Council and the successful tenderer. Legal advice has been provided including a review of all contract documentation.

Probity

An external Probity Adviser was engaged throughout the procurement process and tender evaluation. (Refer to confidential **Appendix D** for the probity report).

Financial Assessment

A financial and performance assessment was completed on the recommended contractor through the Corporate Scorecard. The financial check (undertaken in September 2021) verified there are no financial risks associated with this contractor and further indicated it has a strong financial capacity to undertake the contract in question. Refer to confidential **Appendix E** for the Corporate Scorecard report.

IMPLEMENTATION ACTIONS

25 October 2021

- Council meeting - awarding tender for CT202163 Management of Narrandjeri Stadium and Darebin Community Stadium
- Preferred tenderer will be notified of the acceptance of their tender bid
- Unsuccessful tenderers will be notified

November 2021

- Contract documentation signed

December 2021

- Onboarding of successful tenderer

Early 2022

- Narrandjeri Stadium construction completion and handover for activation
- Official opening and successful tenderer to commence operations at Narrandjeri Stadium.

Monthly Key Performance Indicator reports received throughout the life of the contract. Performance outcomes will be reported annually to Council.

RELATED DOCUMENTS

Multi-Sport Stadium Business Management and Financial Modelling Report, 2020 (Otium Planning Group)

Attachments

- Awarding of Contract CT202163 (**Appendix A**) Confidential - enclosed under separate cover
- Service Principles and KPIs (**Appendix B**) [!\[\]\(e492b5d52ab457a7a3c2826c4091dfee_img.jpg\) !\[\]\(1d9440fab1f214291ce1c26a75f9c2cd_img.jpg\)](#)
- CT202163 Evaluation Matrix (**Appendix C**) Confidential - enclosed under separate cover
- Probity Report CT202163 (**Appendix D**) Confidential - enclosed under separate cover
- Financial Assessment (**Appendix E**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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



**Specification
Overview**

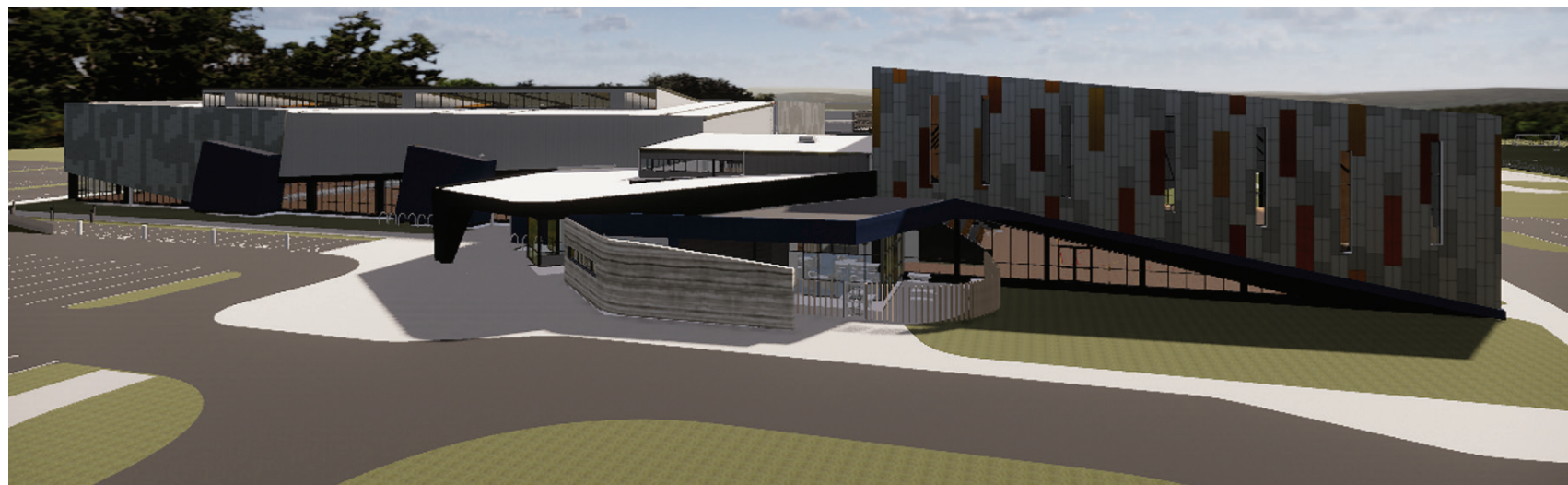
Management and
Operation of
Darebin Multi
Sports Stadium
and Darebin
Community
Sports Stadium



the place
to live

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1. Introduction

The City of Darebin is located in the northern suburbs of Melbourne between 5 and 15 kilometres north of the Melbourne CBD. The municipality covers an area of approximately 53km² and includes the suburbs of Alphington, Bundoora, Coburg, Coburg North, Fairfield, Kingsbury, Macleod, Northcote, Preston, Reservoir and Thornbury.

The City of Darebin is an established residential, industrial, commercial, cultural and educational area with a substantial number of parkland areas. The Council is surrounded by:

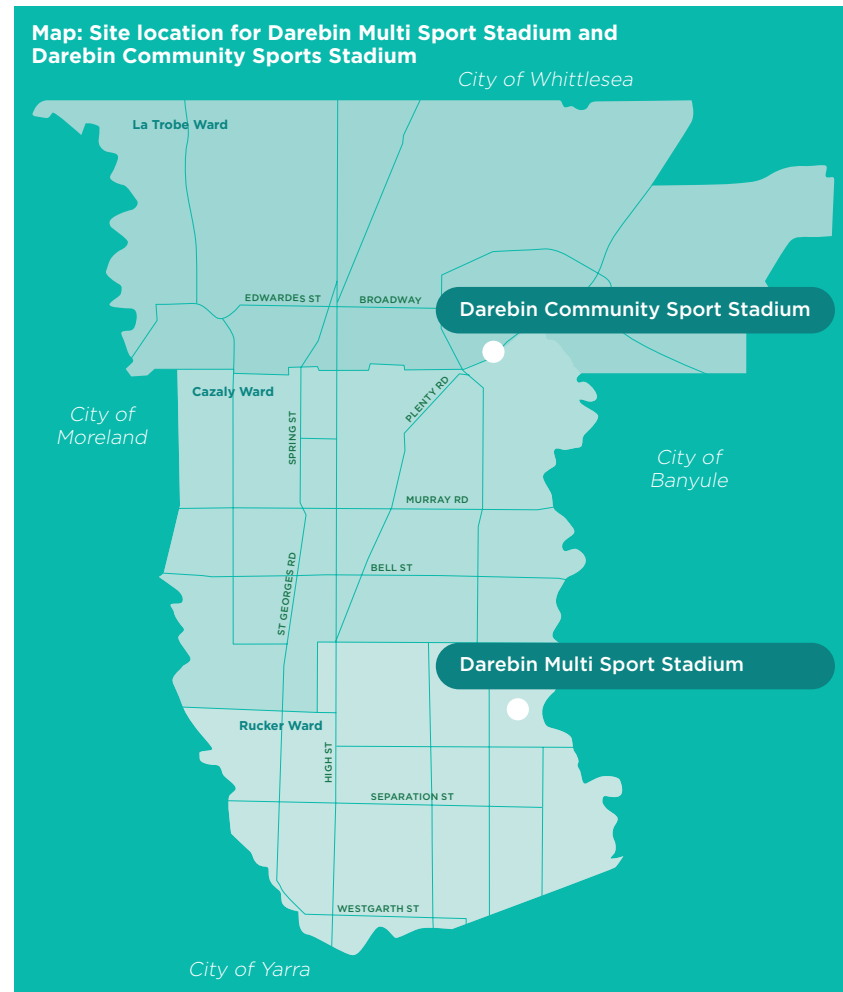
- City of Whittlesea in the north
- City of Banyule in the east
- City of Yarra in the south
- City of Moreland and Merri Creek in the west

Council is seeking the services of an experienced, qualified, competent, innovative and achievement driven organisation to manage and operate the Multi-Sports Stadium (MSS) and the Darebin Community Sports Stadium (DCSS).

Management of the MSS is due to commence in December 2021 with management of DCSS to commence on July 1, 2022. The lump sum contract is for a five-year term with one optional extension of two years.

The scope of works under this Contract is for:

- a. The management and operation of the Centres in accordance with the Contract documents, best practice and Council's current and future policies and initiatives.
- b. The management, marketing and delivery of programs, services, activities and events for the Centres.
- c. The provision of services consistent with the City of Darebin vision and policies and subsequent revisions / updates.
- d. Achievement of the service aims and objectives.



2. Who is our community

Demographic Review

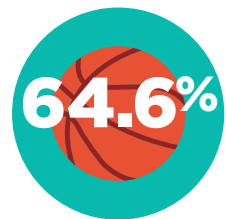
The following section summarise the key population and demographic characteristics and trends likely to impact future participation in sport and recreation within the Darebin area. The population and demographic profile are based wherever possible, on the 2016 ABS Census data and has been sourced from .id, an online company that analyses ABS Census data.

Population

Estimated Resident Population for 2018



There is a larger percentage of people aged 25 - 29 years (9.7%) and 30 - 34 years (9.7%) than the greater Melbourne area (8.1% and 8.2% respectively). The largest growth between 2011 and 2016 were people aged 30 - 34 years (+1,855) and 45 - 49 years (+1,477).



The most likely age group to make use of recreation facilities (5 - 49 years), makes up 64.6% (62.7% Greater Melbourne) of the population.

> under 15s
= over 65s

Compared to Greater Melbourne, there were more people in the under 15 age groups and a similar proportion of people in the older age groups (65+)

Diversity



33.2% (33.8% Greater Melbourne) were born overseas.
36.9% (32.3% Greater Melbourne) speak a language other than English at home

Disadvantage and Social Capital

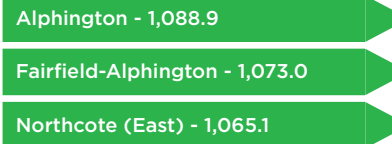


There is a low level of disadvantage in Darebin with the municipality ranking 31st on the SEIFA Index of Relative Social-Economic Disadvantage with a score of 1,004 in 2016



Compared to Greater Melbourne in 2016, there were fewer people earning a high income (\$1,750/week or more) and more people earning less than \$500 per week.

Areas with lowest levels of disadvantage



Areas with highest levels of disadvantage



Future Population



Population will increase 48.4% from 155,016 in 2016 to 230,118 in 2041

48.4%

The largest annual average rate of change is predicted to occur between 2016 and 2021 before slowing down

3. Service Outcomes

Council has unique and distinct requirements for the management of these facilities and wishes to establish a professional arrangement with the Contractor based on co-operation, good will, regular dialogue and a strategic approach to ensure the community, the Council and the Contractor all achieve their goals in a professional, fair and best value manner.

Council’s service vision, aims, objectives and principles are detailed below.

3.1 City of Darebin Leisure Vision

“To create more inclusive and sustainable environments that enable our diverse community to improve physical and mental wellbeing through increased participation in healthy, active lives”.

3.2 Service Aim and Objectives

The EOI process will be structured to be a fair process to all submitters, with the aim of maximum benefit to the local sporting clubs and/or groups.

The **aims** of this service are to:

- a. Provide the community with leisure, sport and health facilities that are inclusive, accessible, affordable, safe and of a high quality
- b. Maximise participation, sustainability and exceptional customer service
- c. Improve the health and wellbeing outcomes of our community

The **objectives** under this contract are to:

- a. Provide the community and visitors, with opportunities to participate in a range of high quality, innovative, fun, safe, sport, leisure and health programs and services
- b. Provide diverse structured and unstructured sport and leisure experiences for residents and visitors
- c. Provide services at the facilities that meet the needs of the local and regional community to provide health, wellbeing and social opportunities
- d. Implement an agreed Annual Business Plan for the facilities and ensure strategically planned management, operation, marketing and maintenance of the facilities
- e. Develop, implement and maintain customer service standards to meet and exceed customer needs, delivering customer service excellence to all facility users
- f. Manage the facilities and services in accordance with the principles of good governance including financial, environmental and statutory compliance



3. Service Outcomes

3.2 Service Aim and Objectives

- g. Operate the facilities efficiently and safely and reduce any financial subsidy by Council
- h. Actively increase the participation levels of key target groups in the community including older adults, people with a disability, women and girls, children, youth, Aboriginal people, gender diverse people, people from Culturally and Linguistically Diverse (CALD) backgrounds and people experiencing financial hardship
- i. Promote and raise awareness of opportunities at the facilities for physical activity, including capturing the attention of those who currently undertake minimal physical activity or are non-users
- j. Actively enhance the amenity of the facilities by constantly striving to continuously improve methods to ensure that the standard of service delivery is excellent
- k. Provide a best value package of services to the community through the facilities
- l. Build and maintain co-operative and collaborative relationships with the Council and its staff, other relevant agencies and community organisations so that the facilities provide maximum community benefit
- m. Optimise performance of the facilities against the key performance criteria as outlined within the contract documentation
- n. Deliver the services and operate the facilities in accordance with agreed procedures and the terms and conditions specified in the contract

It is the expectation of the City that the service is adjusted according to any updated vision, objectives and policy released by the Council throughout the Contract Term.

3.3 Service Principles

The following principles guide and form the basis for decisions on the management, operation and use of the Stadia.

3.3.1 Participation

- a. Create an environment that will increase and achieve participation targets across a diverse and representative program and service range
- b. Respond to the current and changing needs and demographics of the local and regional community and maximise participation
- c. Apply a consistent, accurate, credible and reliable method to measure the Social Value of our facilities

3.3.2 Sustainable facilities

- a. Provide fit for use facilities to increase participation in sport and recreation
- b. Maximise use of facilities, with facilities managed, operated, marketed and maintained on a basis that provides best value to Council and the community
- c. Realise and achieve the unique commercial, environmental and social outcomes of the business
- d. Raise the profile of the facilities as a resource for the region, particularly in relation to increasing community participation (first order of priority) and attracting and hosting major events (second order of priority)
 - a. Establish operational systems which maximise Environmental Sustainability and assist in the attainment of environmental goals
 - e. Ensuring asset management is aligned to Council's Asset Management Strategy and assets are maintained to deliver quality facilities which maximise community participation and satisfaction

3.3.3 Equity, Access and Inclusion

- a. Create a Facility Inclusion Plan outlining objectives, targets and resources committed to actively achieve targeted strategies tailored to the Darebin community
- b. Encourage and create opportunities for participation of all residents regardless of age, gender, cultural background, ability or socio-economic background
- c. Encourage social interaction of users, promote healthy lifestyles and facilitate community involvement
- d. Provide opportunities which facilitate social connection and create safe places for people to exercise and enjoy recreational activities
- e. Deliver programs and activities that reduce inequalities by encouraging participation by people experiencing disadvantage and discrimination

3.3.4 Health and Wellbeing

- a. Demonstration of an industry leading approach including adoption of new and emerging trends and a best practice for health and safety management
- b. Development of genuine partnerships with stakeholders with the aim of maximising community participation and activation of spaces for whole of community use
- c. Enhance community health and wellbeing by delivering programs and activities encouraging participation by people experiencing disadvantage and discrimination.

4. Management Specifications

The Management Specifications details the contractor requirements and obligations to achieve the service vision and outcomes.

The specification contains the following sections:

1. Scope of works
2. Transition requirements
3. Contract
4. General issues and requirements
5. Planning and business management
6. Marketing
7. Financial management and responsibilities
8. Human resources
9. Centre access and usage
10. Programs and services
11. Customer service
12. Reporting
13. Health and safety
14. Operations
15. Sales
16. Plant and equipment
17. Asset responsibilities
18. Performance measurement and monitoring
19. Permanent closure of the Centre
20. Terms of payment

Court allocation EOI process

Council is currently seeking expressions of interest from clubs and associations for the allocation of indoor court bookings across the two stadiums. Applications close for this process on 5 May, 2021 and hire agreements are scheduled for execution prior to the commencement of operations.



5. Key Performance Indicators

Council will monitor contractor performance on an ongoing basis via the Monthly Report, the Annual Review, achievement of KPI's and regular contract meetings. KPI's for the contract are detailed below.

Objective	Strategy	KPI's
Participation	<ul style="list-style-type: none"> • Create an environment that will increase and achieve participation targets across a diverse and representative program and service range. • Respond to the current and changing needs and demographics of the local and regional community and maximise participation. • Apply a consistent, accurate, credible and reliable method to measure the Social Value of our facilities. 	<ol style="list-style-type: none"> 1. Total number of programs offered 2. % of total operating hours where programs are offered 3. Total annual attendances 4. Loss of customers/bookings each month 5. Renewal rate - how many customers/organisations are coming back 6. Increased participation in bookings and casual use across all areas, in particular women and girls, CALD communities, LGBTIQ+, Aboriginal and Torres Strait Islander peoples and people with a disability 7. Impact of Social Value and demonstrated changes for health indicators such as (but not limited to): <ul style="list-style-type: none"> • Dementia • Cardiovascular disease • Type 2 diabetes • Breast and bowel cancer • Health System Savings
Sustainable facilities	<ul style="list-style-type: none"> • Provide fit for use facilities to increase participation in sport and recreation • Maximise use of facilities, with facilities managed, operated, marketed and maintained on a basis that provides best value to Council and the community. • Realise and achieve the unique commercial, environmental and social outcomes of the business • Raise the profile of the facilities as a resource for the region, particularly in relation to increasing community participation (first order of priority) and attracting and hosting major events (second order of priority). • Establish operational systems which maximise Environmental Sustainability and assist in the attainment of environmental goals. • Ensuring asset management is aligned to Council's Asset Management Strategy and assets are maintained to deliver quality facilities which maximise community participation and satisfaction 	<ol style="list-style-type: none"> 1. % monthly maintenance tasks complete 2. Monthly Environmental Targets achieved 3. Achievement of planned environmental initiatives 4. Asset Management % completion and reporting data 5. Cost v Budget reports 6. Actual revenue year on year 7. Actual expenditure year on year 8. Actual salary and wages costs year on year 9. Cost of variations 10. Measurement of innovation and continuous improvement proposals 11. % court occupancy 12. Customer and user group satisfaction survey results 13. Number and range of complaints 14. Customer feedback response timeliness v target 15. Customer feedback close out % v target 16. Reduction in the number of complaints in the top three complaint categories

5. Key Performance Indicators

Objective	Strategy	KPI's
<p>Equity, Access and Inclusion</p>	<ul style="list-style-type: none"> • Create a Facility Inclusion Plan outlining objectives, targets and resources committed to actively achieve targeted strategies tailored to the Darebin community. • Encourage and create opportunities for participation of all residents regardless of age, gender, cultural background, ability or socio-economic background. • Encourage social interaction of users, promote healthy lifestyles and facilitate community involvement • Provide opportunities which facilitate social connection and create safe places for people to exercise and enjoy recreational activities. • Deliver programs and activities that reduce inequalities by encouraging participation by people experiencing disadvantage and discrimination. 	<ol style="list-style-type: none"> 1. Achievement of objectives and targets in Facility Inclusion Plans 2. Partnerships with stakeholders and other entities to deliver participation and inclusion outcomes for women and girls, CALD communities, LGBTIQ+, Aboriginal and Torres Strait Islander peoples and people with a disability 3. Number of new programs and participants that meet identified emerging trends 4. Acquisition Rate - % of new bookings/casual users and calculation of increased participation in key demographic areas in off-peak periods each month 5. Employment is reflective of the community - women and girls, CALD communities, LGBTIQ+, Aboriginal and Torres Strait Islander peoples and people with a disability
<p>Health and Wellbeing</p>	<ul style="list-style-type: none"> • Demonstration of an industry leading approach including adoption of new and emerging trends and a best practice for health and safety management. • Development of genuine partnerships with stakeholders with the aim of maximising community participation and activation of spaces for whole of community use. • Enhance community health and wellbeing by delivering programs and activities encouraging participation by people experiencing disadvantage and discrimination. 	<ol style="list-style-type: none"> 1. % accident report investigations closed out 2. Number of reportable incidents 3. WHS hazard reports 4. Stakeholder surveys which detail (as a minimum) the number of programs, activities and participation numbers run in partnership with stakeholders 5. Program evaluation reports which detail (as a minimum) the health impacts experienced by people experiencing disadvantage and discrimination

6. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.



7. Appendix 1 Centre Descriptions

7.1 Darebin Multi Sports Stadium (MSS)

Council is currently developing the new Multi-Sport Stadium (MSS) at John Cain Memorial Park, 281 Darebin Road Thornbury. This facility will see the development of a premier community venue to support the current and future participation in indoor sporting activities. The aim of the Centre is to increase participation in sport and physical activity across the municipality with a focus on supporting female participation and to enhance the access to health and wellbeing opportunities for Darebin residents.

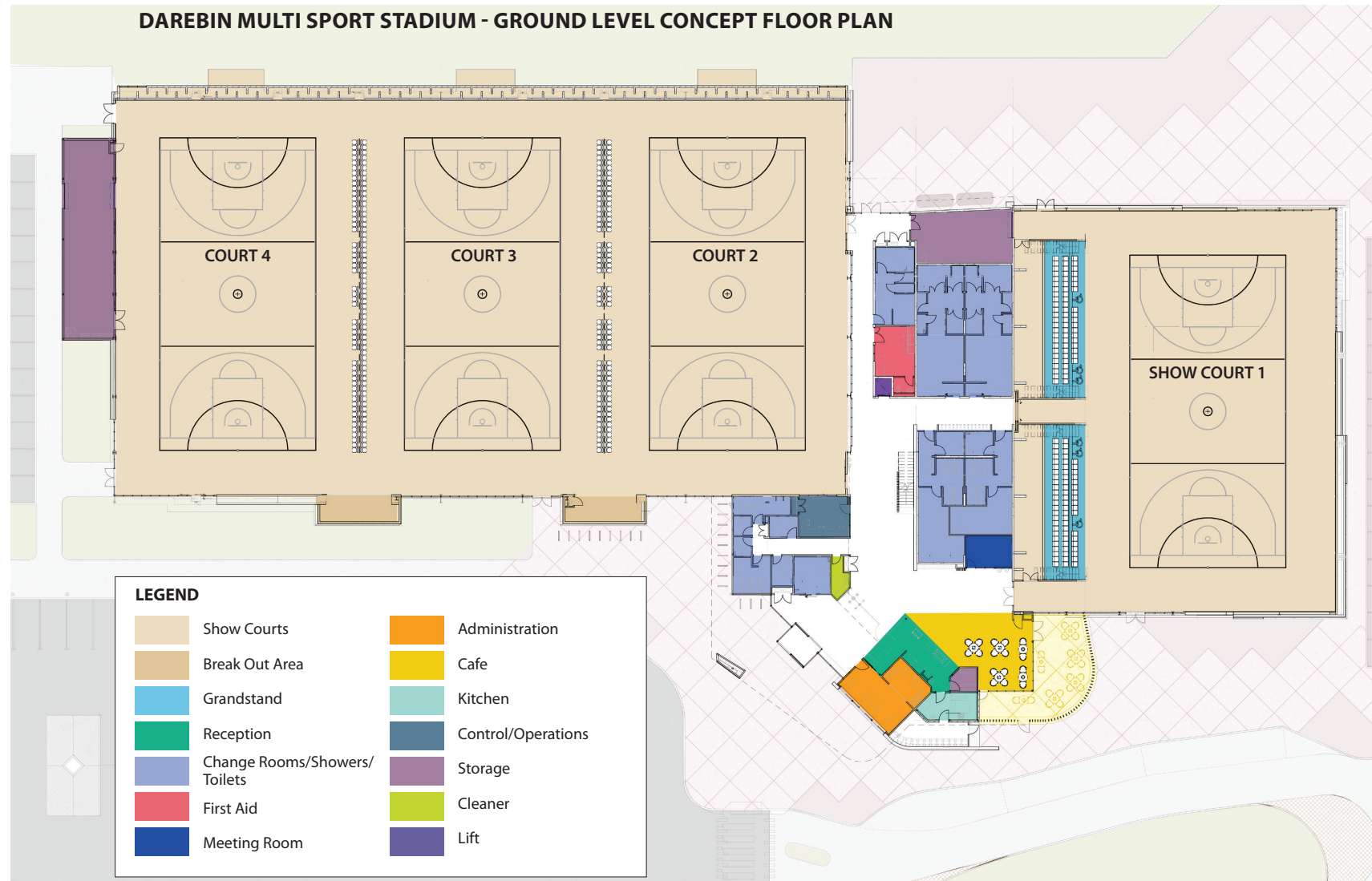
The first phase of this project is well underway, with the construction of four new outdoor netball courts expected to be completed in November 2020. These outdoor courts will cater to the high demand for quality netball facilities within the Darebin municipality. Council awarded the construction contract for the second phase of new indoor facilities in August 2020 with construction commencing in September 2020. The project is expected to be completed by November 2021.

The newly constructed Centre will be approximately 5,590m² in size and comprises the following.

- Four indoor highball courts, including a show court
- 340 seat show-court with stand-alone change rooms and briefing rooms
- Entry, reception, café/kiosk, office and administration areas
- Public toilet facilities for spectators
- Multipurpose / program space with kitchenette
- Meeting room
- First aid room and Referees room
- Change room facilities including toilet and shower amenities
- Allocated space for club and program promotion
- Storage and plant room
- Front of house spaces including bike parking and drop off zone

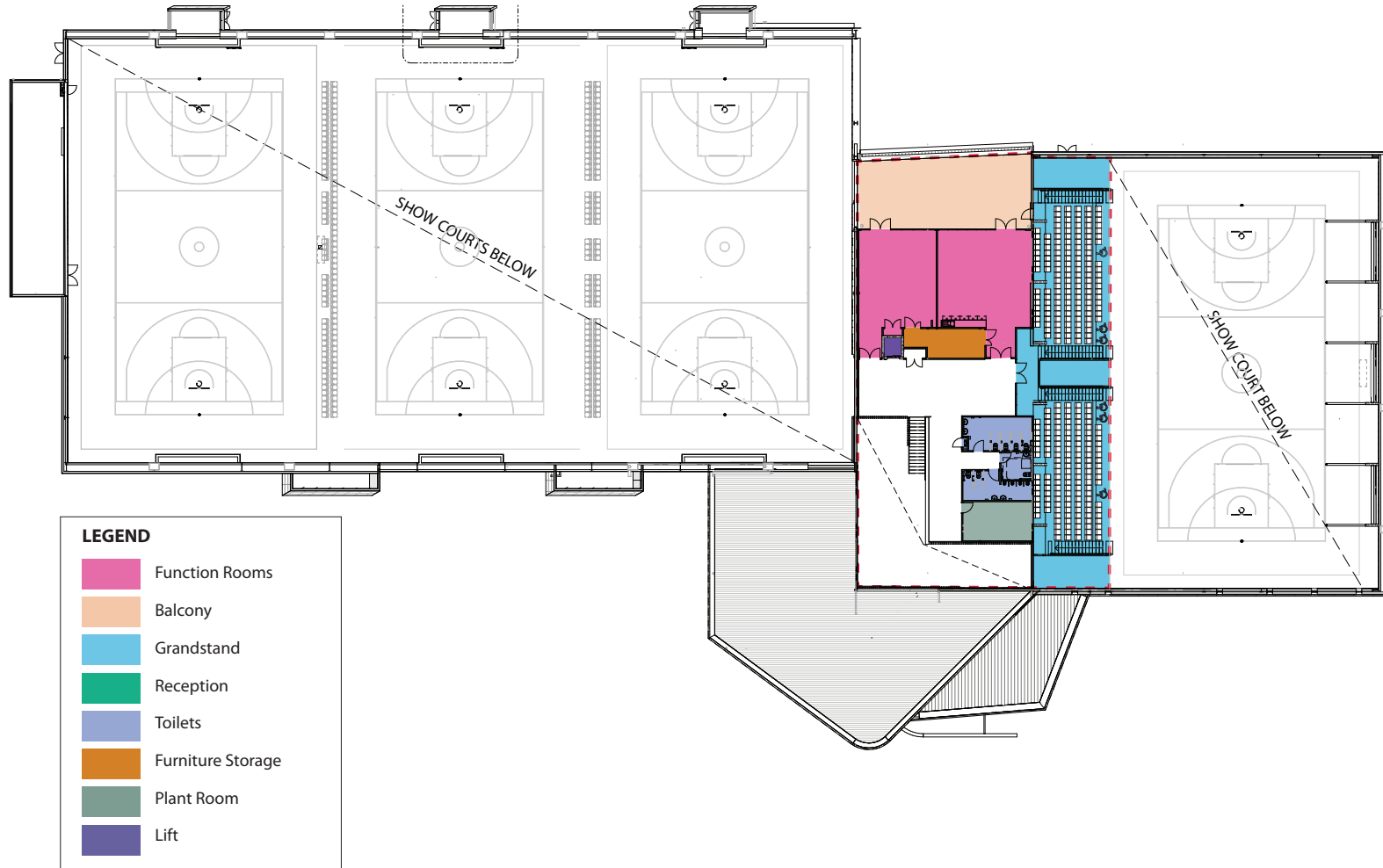


7. Appendix 1 Centre Descriptions



7. Appendix 1 Centre Descriptions

DAREBIN MULTI SPORT STADIUM - LEVEL ONE CONCEPT FLOOR PLAN



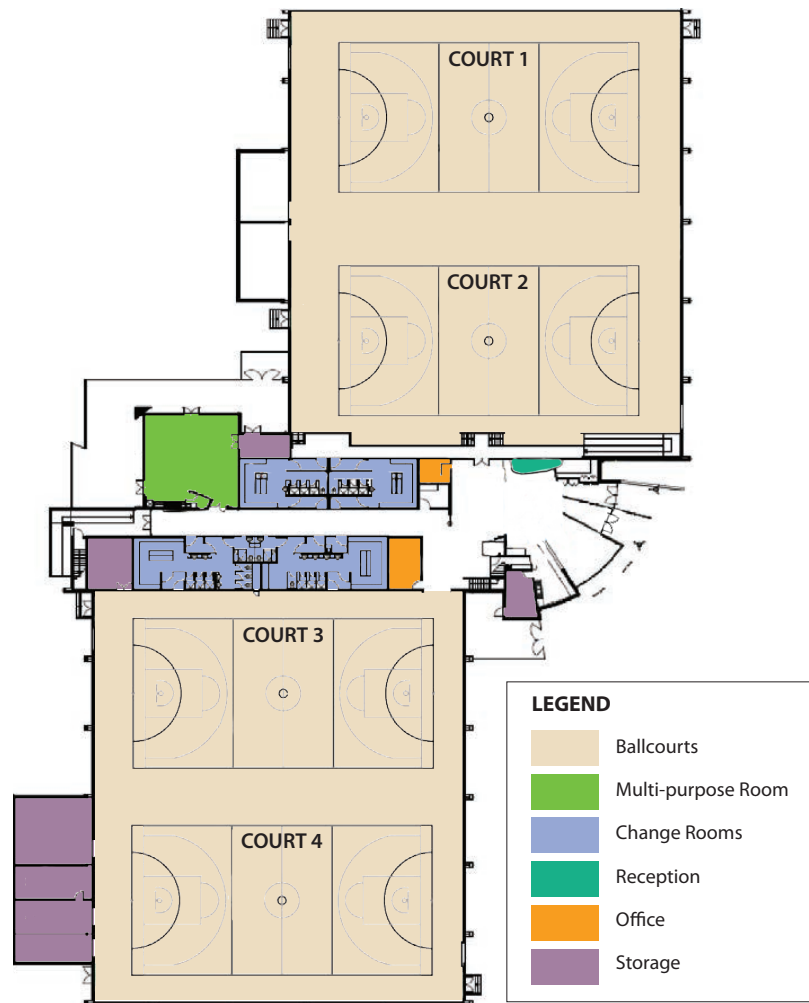
7. Appendix 1 Centre Descriptions

7.2 Darebin Community Sports Stadium (DCSS)

The Darebin Community Sports Stadium is located at Reservoir District Secondary College and is built on Department of Education and Training Victoria (DET) land, located at 857 Plenty Road Reservoir. The facility is subject to a Licence Deed between Council and DET. The venue is the current primary indoor sports facility in the City of Darebin area. The Stadium is currently managed by the YMCA Victoria until 30 June 2022.

This highly used multi-purpose stadium is host to a wide range of sporting facilities including.

- Four indoor highball courts
- Mezzanine hall
- Multipurpose room
- Outdoor netball facilities
- Outdoor tennis courts
- Entry, reception, café/kiosk, office and administration areas
- Change room facilities including toilet and shower amenities
- Front of house spaces including bike parking and drop off zone





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www.otiumplanning.com.au



8.7 SOLAR SAVER - NEW PROGRAM DESIGN AND PROCUREMENT PROCESS**Author:** Manager Climate Emergency & Sustainable Transport**Reviewed By:** General Manager City Sustainability and Strategy

EXECUTIVE SUMMARY

The Darebin Solar Saver program started in 2014. Between 2017 and 2021 the program helped double the amount of roof-top solar across Darebin.

The contractual arrangements for suppliers that delivered solar systems between 2018 and 2021 have expired, and new suppliers need to be secured to deliver the Council Plan 2021-25 commitment to deliver a 4-year Solar Saver program.

It is recommended that Council approves the proposed Solar Saver program design and procurement processes for 2021-25.

The redesigned Solar Saver program proposes to expand to offer both solar photovoltaic systems and energy efficiency solutions (split system air conditioners) for residents. It will focus on low-income, vulnerable and marginalised communities (including CALD and older people).

Officers are expecting that approximately 900 households will benefit from the new Solar Saver program from 2022 until 30 June 2025, achieving the following:

- Lower energy bills compared to Business-as-Usual for special charge stream participants as a result of participating in the program.
- Community emission reductions.
- Addressing climate justice issues by better protecting communities from impacts of climate change including extreme weather events and financial disadvantage.
- Darebin's continued role as a leader in helping community cut carbon emissions and address disadvantage, influencing others to also accelerate renewables uptake.
- A safer community with new, safe, quality solar installations in multiple homes.
- Leveraging State Government energy programs for Darebin residents.

The Solar Saver program design proposed in this report will help ensure that Darebin's most disadvantaged and discriminated communities can access effective heating and cooling and reduce their electricity bills.

Officer Recommendation

That Council:

1. Endorse Solar Saver program parameters for 2021-25 as outlined in this report, including eligibility criteria and technology (scope) noting that:
 - a. The new eligibility criterion will ensure that Darebin's most vulnerable residents are supported by the special charge stream (**Appendix A**).
 - b. A household financial cap will be introduced of up to \$6,000 to maximise the number of households Council can support.
 - c. The products that will be offered in the Special Charge Program will be expanded to include not just solar photovoltaic systems, but also highly efficient heating and cooling (Reverse Cycle Airconditioning).
 - d. The procurement approach will provide Council the option in future years to consider also offering other energy efficiency products of battery storage equipment.
2. For Stage 1 of the Solar Saver program- accept the recommendation by Procurement Australia for _____ to be appointed as the supplier and installer of solar photovoltaic and storage systems for special charge stream products up to _____ and all solar panel and storage systems as part of the bulk buy options for CT202154 Solar Saver Program, to 31 March 2023 with an option to extend to 30 June 2023.
3. Authorise the Chief Executive Officer to negotiate and execute the contract for CT202154 with _____, on behalf of Council, subject to the conclusion of Council's own procurement process, including any options to extend the contract.

BACKGROUND / KEY INFORMATION

The Council Plan 2021-25 includes the action *"Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters' over years 1 to 4.*

The 2021-22 Action Plan includes the year 1 actions:

- Establish supply contract for Solar Saver program
- Install solar panels or other energy efficiency installs (through Special Charge) for 100 households
- Achieve 100 bulk buy customers
- 10 social housing upgrades completed.

Darebin commenced the Solar Saver program in 2014, and in that time has installed 1,891 Solar PV Systems on roofs using the rates residential special charge mechanism. Council establishes experienced installers and pays for installing systems. The special charge allows households to payback the panel costs over ten years. Because Solar PV Systems reduce electricity bills, the householder starts to save money from year 1.

In 2020-21, Darebin introduced the bulk buy program. Any Darebin household or business can choose to use Council's supplier, paying the costs upfront. To date, 138 bulk-buy customers have installed Solar PV Systems.

Households who participate in the special charge scheme are also eligible for a Solar Victoria rebate, which reduces the amount households pay back to Council.

Reservoir and Preston are among the suburbs most affected by urban heat in Victoria. Climate change will increase the number of extreme weather days. Residents who live in dwellings with poor thermal performance, combined with fuel poverty, are most at risk from extreme heat and cold weather.

The Solar Saver program makes it more affordable for vulnerable residents to heat and cool their home.

The Council Plan also includes the Fuel Poverty program. This program will work closely with existing and new Solar Saver participants to help them access information and advice on how to lower their energy bills.

Previous Council Resolution

This matter is not the subject of a previous Council resolution.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

3.1 We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding

In Darebin's 2021-2025 Council Plan; Council has committed to take action on climate change and includes the following Actions:

- In the Ten Big Actions Council has committed to continue to lead with our response to the climate emergency (Big Action 3) and to support vulnerable members of our community (Big Action 5).
- 3.1 Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and community housing, and renters
- 3.21 Investigate and establish programs to achieve an increase in the uptake of renewable energy sources by our community and businesses

DISCUSSION

Solar Saver 2021-25: Proposed program outcomes

To achieve Council's goals in its Council Plan for the 2021-25 period, the Solar Saver program needed a new policy and procurement approach.

The proposed Solar Saver Special Charge program will deliver both energy efficiency and renewable technology upgrade options for residents. It will focus on low-income, disadvantaged and marginalised communities (including CALD and older people).

The proposed program outcomes are to:

- a) reduce the cost of living for vulnerable residents through reduced energy costs;
- b) support people living with fuel poverty to have thermally comfortable homes that provide protection from increased heatwaves and extreme weather events;
- c) make the uptake of solar and other energy efficiency items more accessible for all households and businesses through a bulk-buy program; and
- d) encourage broader uptake of renewable energy across Darebin.

Expanding the Solar Saver Special Charge program scope to include energy efficiency equipment

The Council Plan extends the Solar Saver program to include energy efficiency outcomes. There are several potential products that can increase household energy efficiency, however, for program success, it is essential that the participating household achieves overall savings for every year that they repay the special charge to Council (ten-year repayment term). This means that households are financially better off.

Modelling has shown that reverse cycle air conditioning (RCAC) is the only product - at this stage – that can meet this financial outcome. RCAC systems combined with Solar PV systems are highly efficient forms of heating and cooling.

We are proposing to set up the procurement so that other products could be added in future years (subject to a future Council decision), such as batteries and hot water heat pumps. We are not recommending considering insulation at any stage, due to difficulties in verifying energy savings back to households and significant auditing costs.

Special Charge Program eligibility and participant recruitment

New eligibility criteria are proposed to ensure the Special Charge program reaches Darebin's most vulnerable (please see [Appendix A](#)). For the Solar Saver Special Charge program, vulnerability includes people experiencing poverty and discrimination and can include intersectionality issues such as disability, ageing, culture and gender.

There are currently 800 people on the Solar Saver Special Charge Program wait list, and around 200 people meet the new program criteria. We propose servicing these people in the first year of delivery.

To recruit further participants for future years, targeted recruitment would be done based on known vulnerable client groups, as well as using a place-based approach targeting Preston and Reservoir, and other areas where the SEIFA index and property prices indicate disadvantage.

Bulk buy program

Residents who are not eligible for the Special Charge program, and businesses, will still have access to the Solar Saver Bulk Buy Program.

Bulk-buys have no installation costs for Council, and only minimal administrative/auditing costs. Bulk buys offer the convenience and reassurance that Council has done the due diligence to appoint quality providers. Businesses can access financing through an

environmental upgrade agreement (EUA), and promotion of EUAs to local businesses is planned for early next year. Many households can access financing via their mortgage.

Introducing a Special Charge program financial cap to maximise the number of participants

Officers are recommending a financial cap be applied per participating household. This is to ensure that the program reaches a wide number of households at the same time as achieving its goals.

For all of 2022 the recommendation is to apply a cap of \$5,000 per household for solar PV systems only, or up to \$6,000 if both Solar PV and Heating and Cooling systems are installed. This would allow for:

- a) Home owners to receive a solar PV system that would perform sufficiently during winter (when the split system is heating the home); and
- b) Maximising program participation - estimated between 165 - 200 households per \$1 million of investment

The cap would be reviewed annually to adjust for factors such as rebate changes, system costs and program demand.

Supporting social housing

To achieve this year's target of supporting 10 social houses, officers have commenced discussions with a provider.

Procurement

Because of the complexity of the procurement process and expanded service offerings, officers recommend a 2 staged approach. This will enable solar panels to start being installed in 2022, while providing the time needed to design and procure a multifaceted supplier panel that delivers good value, while providing Council with the flexibility to vary the number, and type of energy efficiency equipment installed over years 2 to 3.

Stage 1 – 2022 installations

Under this stage it is proposed that Council establishes a contract for solar panel installations (both special charge and bulk buy) via a supply arrangement negotiated by Procurement Australia. Procurement Australia are a procurement service company who have been tendering, negotiating and facilitating contracts for members (of which Council is one) and clients for over 30 years. Council's Social and Sustainable Procurement Policy formally recognises the services and contracts established by Procurement Australia.

A supplier has been identified through the Procurement Australia (*Supply and installation of Solar PV and storage systems through the Solar Savers Program* contract) in conjunction with the Eastern Alliance for Greenhouse Action Solar Savers Program, who can respond to all Council's requirements.

This will be subject to Council completing its own procurement process that confirms this arrangement offers good value.

The Procurement Australia contract allows for additional councils to establish their own contract for services. This would enable Council to facilitate a number of installations during FY21-22, throughout 2022 to 31 December 2022, and if necessary, exercise an option to extend to 30 June 2023.

The Procurement Australia contract has been reviewed and confirmed to be consistent with Darebin's Social and Sustainable Procurement Policy by legal advisors. Furthermore, due to its establishment in July 2021, the contract demonstrates sufficient market testing to justify engaging a singular supplier.

For heating and cooling systems, it is proposed to establish a supplier for RCAC system air conditioners via an open request for quotation process in line with Council's Procurement Policy, as total expenditure will be less than \$300,000 inc GST.

Stage 2- 2023 (and beyond) installations

This stage will focus on delivering high quality system installations from 2023-25 through an open request for tender process.

This tender will seek to establish a longer-term, supply panel arrangement with multiple suppliers that can provide solar PV systems and/or energy efficiency equipment solutions, covering special charge and bulk buy options. Under this approach it will allow for Council only to engage with pre-vetted suppliers in line with program needs at any installation time via a separate procurement process

The procurement process will commence in early 2022 with a likely outcome expected by mid-2022 and will be presented in a separate Council report for consideration.

A further report will be provided to Council at the conclusion of Stage 2 procurement for installations from 2023 for consideration.

Program scale and number of installations

Based on budget allocation and expected uptake, and the program caps outlined above, we expect to deliver an average of 300 special charge installations each year, and to support around 300 bulk-buy customers annually. These targets will be confirmed through the Annual Plan Action Plan and subject to customer uptake.

COVID impact on 2021-22 year one target of 100 special charge installations

COVID lockdowns, the industry shutdown and other competing priorities have impacted on the Solar Saver program, and it is unlikely Council will achieve the full Council Plan Action Plan targets of 100 Solar PV Systems in 2021-22.

Officers expect to deliver around 20 installations in the Special Charge stream by end of 2021-22 and around 40 under the bulk buy stream. There is operational flexibility and capacity to install more units in 2022-23 should Council choose to when it sets its future year budget.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

This program has been provided for in Council's budget. The 2021-22 budget allocates \$2 million to install Solar PV systems and energy efficiency equipment in 2021-22.

Because of delays outlined in the discussion section, Council only expects to install around 20 out of 100 targeted installations in the current year. The timing of installations could feasibly be adjusted so that additional installations are completed in year two to make up for fewer in year one, but that the overall program scale for the four-year term would stay the same as planned. Council would consider this or alternative approaches when it sets its next budget. The other option would be to reduce the scale of the program.

This timing delay would not impact the profit or loss in either financial year. That's because this program has 'matching' expenditure and revenue in the form of the rates charge – making installations net zero cost each year from a profit and loss perspective.

As well as installation costs, this program has operational costs associated with safety auditing and program management. This is included in council's operating budget and would not change as a result of the timing change of installations discussed above. These operating costs are not recovered by the special rates charge.

Community Engagement

Engagement

Council consulted with the community on continuing the program through developing the 2021-25 Council Plan.

Communications

A communications plan will be developed to:

- Develop and share a narrative about why Council is investing in Solar Saver, linked to our equity and climate leadership
- Support out-reach and recruitment of special charge program participants
- Advise ineligible residents on the waiting list of the program change, and offer the bulk-buy program as an alternative
- Promote residential bulk-buys
- Promote uptake of business bulk-buys and environmental upgrade finance through the Sustainable Australia Fund.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

(d) the municipal community is to be engaged in strategic planning and strategic decision making;

Public Transparency Principles

(a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

(b) strategic planning must address the Community Vision;

Service Performance Principles

(a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Solar PV Systems and better energy efficient homes reduce greenhouse gas emissions which can reduce the impacts of climate change.

Council remains committed to strong climate leadership with Strategic Objective 3.4 in the Council Plan outlining Council's commitment to reduce carbon emissions by *switching to renewable energy on a large scale for Council buildings and through community focused initiatives*.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An Equity Impact Assessment has been completed and has informed the proposed new program eligibility criteria at **Appendix A**.

Economic Development and Cultural Considerations

The bulk-buy option, combined with Environmental Upgrade Finance Agreements, will support businesses to lower their energy bills by installing Solar PV Systems.

Operational Impacts

Solar Saver is a complex program covering procurement and contract management, customer service, special charge administration, auditing and risk management. The annual budget provides for these operations.

Legal and Risk Implications

The Solar Saver program has considerable operational risks and managing these is a core part of the service and contract design.

A comprehensive risk management plan has been developed and underpins all program activities. This includes a compliance and OH&S auditing program.

Legal and probity advice is sought when needed.


Key risks include non-compliance with codes, quality assurance and OH&S. VAGO recently tabled its inquiry into Solar Victoria and recommended "improving program controls to protect consumers and meet compliance requirements."

IMPLEMENTATION ACTIONS

Timeline

- Council meeting to endorse program direction/policy and go to tender for phase 1: 22 November 2021
- Stage 1 procurement: November 21 to January 2022
- Probity Plan approval: 26 November 2021
- Contract signing - 31 January 2022
- Stage 2 procurement starts February 2022
- Council meeting to endorse intention to declare special charge: April 2022
- Installations commence: May 2022
- Stage 2 procurement concludes June 2022.

Attachments

- Solar Saver Program Eligibility (**Appendix A**) [↓](#) 
- Solar Saver Council Report - 22 November 2021 - Confidential Attachment (**Appendix B**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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

Solar Saver: Proposed Program eligibility**Defining people experiencing disadvantage and discrimination (vulnerability)**

For the purposes of the Darebin Solar Saver Program people experiencing poverty and discrimination and can include intersectionality issues such as disability, ageing, culture and gender. With this in mind, the following considerations will be used to take an intersectional approach to identify the priority of access:

- a) State government eligibility criteria for the various solar and energy rebate programs for disadvantaged communities, individual criterium.
- b) Households where financial impacts of COVID-19 have been significant
- c) Owner-occupiers
- d) Renters (private rental, residents of domestic violence and non-for-profit organisations, such as Aboriginal Housing Victoria)
- e) Aboriginal and Torres Strait Islander residents
- f) Refugees and people seeking asylum
- g) International students
- h) Person with a disability
- i) Older person in receipt of Commonwealth support
- j) The program will also work based on the new Gender Equality Act 2020 (equity impact assessment included in attached project management plan)

The proposed eligibility criteria (for owner-occupier/homeowner) are for those who qualify under any of the following:

- a) if the owner holds a valid Health Care Card, Pensioner Concessions Card, Federal Concession Card or Veterans' Affairs Gold Card;
- b) the owners have a combined household income of less than \$90,000 based on FY20-21 tax return
- c) if any one of the owners are currently receiving JobSeeker
- d) if the owner has recently arrived in Australia as a resident and is waiting to qualify for JobSeeker (approx. waiting time 4 years)
- e) if the owner is an Aboriginal or Torres Strait Islander resident, a refugee and a person seeking asylum seekers, has a disability, is an older person reliant on Commonwealth support, or is an international student

In the event of a tenant/renter installation, the following criteria will be used:

- a) both the rental provider and tenant(s) qualify for the 'Solar for rental properties' rebate from Solar Victoria, PLUS
- b) the combined household income of the tenant(s) is under \$90,000 per year (based on any of the last two year's taxable income), PLUS
- c) the rental provider/landlord is not seeking any repayments from the tenant (and tenant also agrees), with a focus on First Nations residents, refugees and asylum seekers and international students (those who choose to seek partial repayment from the tenant will be supported through the bulk buy arrangements).

In addition, we will look to provide similar solutions to community housing via strategic pilots that allow for scalability in future years. With specific state government rebates for this cohort, we will work closely with providers to ensure eligibility for these programs to maximise benefit.

Please note that the split system rebates provided by state government through Solar Victoria are only available for homeowners. When the split systems become available to renters, the program will adjust this accordingly.

8.8 CONTRACT AWARD - CT2021127 - LIGHTING UPGRADES TO SPORTS FIELDS**Author:** Project Manager**Reviewed By:** General Manager Operations and Capital

EXECUTIVE SUMMARY

The provision of sports field lighting can activate sports grounds and drive an increase in participation, as well as improve general public safety.

Council has sought interest from electrical contractors to provide construction services to install new sports field lighting at JE Moore Reserve, IW Dole Reserve and JC Donath Field. Works will include installation of lighting poles, fittings and LED luminaries, as well as associated electrical works. All light installations and associated electrical works will be suitable for club match competition and training and will be compliant with relevant legislation.

A tender evaluation panel has completed a detailed evaluation process, financial checks, risk assessment and recommends awarding the contract to the preferred tenderer.

Officer Recommendation

That Council:

1. Awards Contract No. CT2021127 Lighting Upgrades to Sports fields to _____ for the contract sum of \$_____ (inclusive of GST).
 2. Approves a contingency amount of \$_____ (inclusive of GST), being approximately 10% of the contract sum, to be used if required for variations and other unforeseen items as part of Contract No. CT2021127 and authorise the Chief Executive Officer to vary the contract;
 3. Authorises the Chief Executive Officer to finalise and execute the contract documentation
-

BACKGROUND / KEY INFORMATION

The Darebin Leisure Strategy recommends developing a minimum of two new lighting projects each year for sports grounds to bring the facilities up to the Australian standards in order to improve participation in particular by women and girls.

In 2020/21, Council engaged WSP Consulting to prepare designs, specifications and tender documentation. Council has allocated funding in the 2021/2022 capital works program and has received State Government grant funding to complete the installation works

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.2 We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving

4.3 We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

DISCUSSION

Public Tender

In accordance with Council's Social and Sustainable Procurement Policy 2021, a public tender methodology was adopted. Tenders were advertised on Council's online portal website and in The Age newspaper. Tender conditions were based on Council's Standard Request for Tender document and contract conditions were based on AS4000 - 1997 General Conditions of Contract. The tender sought lump sum tender prices based on the project specifications.

Request for Tender (RFT)

The Request for Tender was issued on 9 October 2021 and closed on 28 October 2021. A tender briefing for the project was not held due to Covid-19 restrictions, instead photos and a detailed specification were provided.

Details of contractors that submitted proposals by the closing date and time are outlined in **Appendix A** - Confidential Report circulated to Councillors under a separate cover.

Tender Evaluation

Submissions were evaluated by the panel against the following pre-established criteria:

- Tender price
- Demonstrated previous relevant experience
- Proposed methodology
- Timeline/program
- Socially responsible initiative and practices
- Sustainably responsible initiative and practices
- Local business content
- Compliance: Conflict of Interest declaration, financial capacity and insurance.

An independent evaluation was also undertaken by WSP Consulting Pty Ltd, the project design engineer, to ensure that the technical requirements of the submissions were compliant and in accordance with the specifications. The evaluation panel and WSP Consulting Pty Ltd were both satisfied that the submissions complied with the drawings, specifications and Council RFQ requirements.

The members of the panel, evaluation details, pricing and scoring for the evaluation is provided in Confidential **Appendix A** issued under separate cover.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Council completed designs for the three sports field lighting projects in 2020/21 and has a capital works budget of \$1,238,000 (excl. GST) in 2021/2022 to construct the sports field lighting upgrades.

The Victorian Government has provided a grant to Council for \$1,017,626 (excl. GST) to fund these sports field lighting upgrades. Council's contribution to the project is \$220,374 (excl. GST).

The total project cost is within the allocated Council budget. See Confidential **Appendix A** for details of the budget and financials.

Community Engagement

Consultation was conducted with existing users of the three sports fields, sports bodies and local residents. This included:

- Letters informing residents of lighting upgrades with a 500-metre radius of each project site.
- On site discussions between Council officers, sports field user groups and residents at designated days and times.
- Door knocks conducted in streets adjacent to the sports fields.

Sports clubs include: West Preston Lakeside Sports Club, Preston YCW Cricket Club, Cameron Cricket Club, Keon Park Soccer Club, Donath Cricket Club and Northern Raiders Grid Iron Club.

The impacted residents will be notified of the construction works prior to commencing.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (a) Council decisions are to be made and actions taken in accordance with the relevant law;

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;

Strategic Planning Principles

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;

Service Performance Principles

- (c) quality and costs standards for services set by the Council should provide good value to the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Lighting upgrades will include installation of energy saving LED lights that will reduce carbon emissions. The existing 12m high light poles and metal halide asymmetric floodlights will be removed and recycled at the appropriate licenced facility.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Improved lighting at the sports fields will increase safety and health outcomes for residents as well as participation and diversity in sport and physical activity, particularly by women and girls.

In line with Darebin's Social and Sustainable Procurement policy, tender evaluation criteria gave weight to social initiatives and practices. Tenderers were asked to consider how their business activities demonstrated a commitment to address disadvantage and improve equity to deliver social value and positive social outcomes.

Economic Development and Cultural Considerations

Evaluation criteria gave weight to Darebin based businesses. In addition, businesses that could demonstrate a local economic contribution through regular purchasing from local traders or the employment of local people were viewed favourably in line with evaluation criteria.

Operational Impacts

This project will involve replacing and improving current infrastructure and this will enable greater use of the three sports fields. The sports field lighting will be maintained under this contract for 52 weeks from the date of practical completion before being handed over Council to maintain.

Legal and Risk Implications

A Risk Management Plan has been developed for this project. Risks will be reviewed and assessed within the ongoing context of the three lighting projects. To achieve this outcome, and to ensure risks are managed in line with the processes and practices set out in the Darebin Council guidelines, officers will monitor the risk management plan and take appropriate action.

COVID-19 Impacts and Considerations

The impacts of COVID-19 on the construction contract have been carefully considered by Council. Contractors are required to prepare a COVID-19 business continuity plan as part of their tender submission and will form part of the construction contract for the appointed contractor to implement during construction. The construction contract has specific clauses drafted to deal with contractor's ability to claim for time only and not cost due to delays caused by COVID-19.

IMPLEMENTATION ACTIONS

The contract is scheduled to commence in November 2021 and will reach practical completion on 2 May 2021. This contract has a defects liability period of 52 weeks for the date of practical completion certificate is issued to the contractor.

RELATED DOCUMENTS

Nil

Attachments

- CT2021127 - Lighting Upgrades to Sports Fields (**Appendix A**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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

8.9 CONTRACT AWARD - DOLE RESERVE STORMWATER HARVEST WETLAND**Author:** Senior Drainage Engineer**Reviewed By:** General Manager Operations and Capital

EXECUTIVE SUMMARY

To achieve climate resilience targets in Council's Action Plan & Watershed Strategy 2015-2025, the City of Darebin has commissioned the Dole Stormwater Harvest Wetland project. This project will significantly contribute to the Council's goals of increasing the annual use of water from alternative sources by 30ML, reducing Council's annual potable water use by 15% and reducing annual nitrogen load leaving the municipality by 650kg.

The construction of the wetland, storage tanks and associated assets will enable Council to harvest stormwater from the Cheddar Rd Melbourne Water Main Drain for irrigation reuse at seven sports ovals at Dole & Donath Reserve, Reservoir. Council sought to appoint a suitably qualified contractor to deliver the civil, electrical, structural concrete, structural steel, vegetation & mechanical construction works, in addition to a 2-year maintenance period.

The project has the following deliverables:

- 1500m² wetland & sedimentation pond
- Three 670kL and one 310kL underground reinforced concrete storage tanks
- 450 linear metres of stormwater drainage
- Stormwater drainage pits, structures & gross pollutant trap
- Irrigation system including pumps and 200 linear metres of water rising main
- 750m² concrete footpath
- Upgrade of electrical services including civil works
- Aquatic & non-aquatic vegetation establishment & maintenance
- New trees

A tender evaluation panel has completed a detailed evaluation process, including financial checks, risk assessment and recommends awarding the contract to the preferred tenderer.

Officer Recommendation

That Council:

- (1) Awards Contract No. CT202165 Construction of Dole Reserve Wetland to ____ for the contract sum of \$ _____ (inclusive of GST);
 - (2) Approves a contingency amount of \$ _____ (inclusive of GST), being approximately ___% of the contract sum, to be used if required for variations and other unforeseen items as part of Contract No. CT202165 and authorise the Chief Executive Officer to vary the contract;
 - (3) Authorises the Chief Executive Officer to finalise and execute the contract documentation.
-

BACKGROUND / KEY INFORMATION

In 2017, a strategic report 'Priority Stormwater Projects for a Water Sensitive Darebin' was undertaken to identify optimal locations for wetlands and other water sensitive urban design (WSUD) projects. Included in this report were ten concept designs, of which the Dole Reserve Stormwater Harvest Wetland project was one. Council received external grant funding in 2018 to progress the Dole wetland to a detailed design, under the Melbourne Water Living Rivers program. The Dole wetland project was chosen due to its high level of community support and high volume of WSUD and climate resilience benefits.

In 2020, Melbourne Water grant funding was sought for construction of the project under the Liveable Communities, Liveable Waterways funding. An agreement was reached with Melbourne Water in April 2021 to meet part of the cost of the project.

The construction of the wetland, storage tanks and associated assets will enable Council to harvest stormwater from the Cheddar Rd Melbourne Water Main Drain for reuse at Dole & Donath Reserve.

Construction of the project is planned to commence in early 2022 and is anticipated to be completed within the calendar year. Council was seeking a suitably qualified contractor to manage the civil, electrical, structural concrete, structural steel, vegetation and mechanical construction works, in addition to a two-year maintenance period.

Previous Council Resolution

At its meeting held on 15 June 2015, Council adopted:

- *The Water Strategy: Watershed: Towards a Water Sensitive Darebin Water Strategy 2015 – 2025*
- *It's accompanying Implementation Plan to this report, which describes the whole-of-water-cycle management approach for the City of Darebin for the next ten years.*

At its meeting held on 5 May 2014, Council resolved:

- *Approve the Draft Donath-Dole Reserves Master Plan for community consultation.*
- *Receive a further report in June 2014 considering community feedback.*
- *Receive the final master plan for approval in July 2014.*

This follows from the 2 December 2013 Ordinary Meeting where Council resolved:

That:

- *Council note progress on Donath/Dole Master Plan.*
- *Council receive a report on the Draft Donath/Dole Master Plan prior to its release for public consultation in March 2014.*
- *The Draft Report specifically identify recreational activities for youth.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.3 We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

The Dole Reserve wetland project was identified over six years ago and aligns with the following strategic documents:

Watershed - Towards a Water Sensitive Darebin 2015-2025

Targets are to achieve the following by 2025:

1. Reduce annual nitrogen load leaving the municipality by a further 650kg
2. Increase Council's annual use of water from alternative sources by 30ML
3. Reduce Council's annual potable water use by 15%
4. Ensure 100% of water related capital works have allocated maintenance budget
5. We also have other targets on irrigation, community activities, training and use of alternative water sources at specific sites, which are likely to include stormwater harvesting and management outcomes

Donath and Dole Reserves Master Plan

Action 3.1 Water Sensitive Urban Design: Donath West and Dole Reserve
Develop wetland system and swale areas, including boardwalks.

Action 5.2 Water Sensitive Urban Design: Donath East
Develop wetland system and swale areas, including boardwalks.

Priority Stormwater Projects for a Water Sensitive Darebin

Identified and assessed projects to deliver best integrated water outcomes including quality, re-use, treatment and nitrogen removal, with best value for money to transition Darebin to water sensitivity. The study prioritised sites for water treatment/storages throughout the municipality, catchment by catchment.

DISCUSSION

In accordance with Council's Social and Sustainable Procurement Policy, a public tender methodology was adopted. Tenders were advertised on Council's online portal website and advertised in The Age newspaper. Tender conditions were in accordance with Council's Standard Request for Tender (RFT) document and contract conditions were based on AS4000 - 1997 General Conditions of Contract. The tender sought lump sum tender prices and the RFT was released on Saturday 14 August 2021.

Details of contractors that submitted proposals by the closing date and time are outlined in **Appendix A** - Confidential report circulated to councillors under separate cover.

Submissions were evaluated in accordance with the following pre-established evaluation criteria:

Criteria
Tendered Price
Experience with similar projects & past performance
Program

Criteria
Capacity & expertise of the project delivery team
Proposed Methodology
Social Initiatives and Practices
Local Business
Environmental Management
Quality policy
Compliance criteria
Must have delivered two (2) wetland and/or stormwater harvest projects of a similar value/scope
OHS/Insurance/
Compliance to Contract
Compliance to Specification
COVID-19 response

The members of the panel, evaluation details, pricing and scoring for the evaluation is provided in Confidential **Attachment A** issued under separate cover.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Council has made provision in its 2021/22 capital works budget and, provisionally, in its forward 2022/23 and 2023/24 capital works programs to construct the project. In addition, the project is being part funded through a grant received from Melbourne Water under the Liveable Waterways, Liveable Communities grant scheme - \$1,965,312.80 (incl. GST).

Maintenance costs are to be allocated to sustain the performance of the wetland, storage, irrigation, vegetation and other components. During this maintenance period the contractor will be responsible for the civil, mechanical, electrical and vegetation establishment with considerations for regular inspections, weeding and plant replacement.

Post maintenance period, Council's operational budgets will be required to cover maintenance of the area estimated at \$20,000 per year.

Design of the project has been completed to ensure the maintenance team will have suitable access to the assets for maintenance. On completion of the works the following records will be provided to facilitate the handover task:

- Quality assurance records raised during the project
- All applicable warranties and guarantees
- Comprehensive list of all assets created/installed
- Contact details of all the subcontractors and suppliers involved
- Compliance certificates and permits as applicable
- Operations and maintenance and training manuals, as applicable

Community Engagement

The community stakeholders who will benefit from the deliverables of the project are as follows:

- 10 cricket and football clubs will benefit from well irrigated sports ovals, resilient to climate change all year round.
- All ages will benefit from increased walking & cycling connectivity with 560m² of new footpath and new elevated boardwalk. Increased health and wellbeing benefits will result by encouraging people to exercise outside near inviting landscapes.

Significant community consultation was conducted through the masterplan process and there were no community submissions opposing the project.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (c) Strategic planning must take into account the resources needed for effective implementation;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Continuous consultation between the project delivery team and the Climate Emergency team was undertaken from 2017 to 2020. Feedback from the Climate Emergency team, relating to design and operation has been included in the project scope.

Melbourne Water has appropriate literature to help Council meet Victoria's State Environment Protection Policies (Waters of Victoria). Constructed wetlands design manuals, WSUD Engineering Procedures, Constructed Wetlands Guidelines 2010 and Urban Stormwater: Best Practice Environmental Management Guidelines are some of the literature read by the delivery team to ensure the project benefits the local environment.

The wetland design delivered by Engeny Management considers a life cycle approach for the new council asset. Selection of pumps has been considered to limit operational costs while also meeting desired performance objectives. By optimising the wetland size, the cost, social and environmental impacts of earthmoving have been reduced. The project will aim to limit the amount of trucks on local roads, to limit disruptions to neighbouring residents. Recycled materials will be used where possible e.g. backfilling stormwater trenches with recycled crushed rock. The wetland and sediment pond will increase stormwater quality released into our waterways & drains. Reduction in stormwater pollutants such as total suspended solids

(- 10,500kg/year), Total Phosphorus (- 22.4kg/year), and Total Nitrogen (-163kg/year). This will increase in bio-diversity, habitat for wildlife, intention to attract endangered species such as growing grass frogs in the project site.

Environmental project benefits include:

- Reduction in potable water use by 25ML/ year (25 million litres of drinking water saved) by reusing stormwater to irrigate 7 sports ovals at Dole & Donath Reserve.
- Increased resilience to climate change with 2,800kL of underground stormwater storage.
- Increased aesthetics and amenity for local area
- Increased habitat for wildlife

While the project provides intrinsic, positive environmental and sustainable benefits, the procurement process was prepared to ensure that the contractor will deliver the stormwater treatment and re-use asset in a way that protects environmental values. The contractor has been provided evidence which comply with the council evaluation requirement.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

- The Dole wetland will be a new meeting place to encourage community connection, in an area of social disadvantage. The increased quality of sports ground turf and increase in footpath connection will encourage more exercising activity, to improve health and wellbeing of the local residents. The footpaths and boardwalk will be accessible by all, including wheelchair and the elderly.
- Additional information relating to the preferred tenderers commitment to equity, inclusion and wellbeing is contained in the confidential **Attachment A** issued under separate cover.

Legal and Risk Implications

A risk register and assessment process is incorporated into the project plan and will be managed as part of the project management function.

IMPLEMENTATION ACTIONS

Following the Council decision, a letter of appointment and contract documentation will be issued to the preferred tenderer.

It is anticipated the contract will commence in early 2022. The construction over the project is expected to be complete in late 2022 with a two-year maintenance period.

RELATED DOCUMENTS

- 1- Stormwater Prioritisation Report 2017

Attachments

- Dole Reserve Wetland Contract (**Appendix A**) Confidential - enclosed under separate cover
- Probity Report Dole Wetlands Stormwater (**Appendix B**) Confidential - enclosed under separate cover
- Standard Financial & Performance Assessment (**Appendix C**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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

**8.10 CONTRACT AWARD - INTERCULTURAL CENTRE
CONSTRUCTION SERVICES****Author:** Project Manager**Reviewed By:** General Manager Operations and Capital

EXECUTIVE SUMMARY

The appointment of an experienced contractor for the construction of the new Darebin Intercultural Centre was sought through a public open tender process in accordance with Council's Procurement Policy and Procurement Guidelines.

The project designers in Sibling Architecture and their sub-consultants undertook the design and prepared the tender documents. Turner Townsend assisted with all cost planning requirements.

The scope of work includes, but is not limited to the following:

- Co-working space for Council staff and centre partners
- Intercultural Centre lounge for informal collaboration and connections
- Reflection room for multi-faith prayer and personal reflection
- Flexible gathering spaces to accommodate diverse programming requirements
- Universal access toilet facilities and accessible entrance ramps to the Shire Hall and main centre entrance
- Furniture and partitions that consider gender equity and diverse cultural preferences
- Facilities management elements including additional security access points, upgrade of the air conditioning system and information technology upgrades.

A tender evaluation panel (TEP) has completed a detailed evaluation process, including financial checks, risk assessment and recommends awarding the contract to the preferred tenderer. The works are proposed to be completed by August 2022.

Officer Recommendation

That Council

- (1) Awards contract No. CT202153 Provision of Intercultural Centre Construction Services to _____ for the contract sum of \$ _____ (inclusive of GST).
- (2) Approves a contingency amount of \$ _____ (inclusive of GST), being approximately ___% of the contract sum, to be used if required for variation and other unforeseen items as part of the contract sum.
- (3) Authorises the Chief Executive Officer to finalise and execute the contract documentation.

BACKGROUND / KEY INFORMATION

The Intercultural Centre was designed to foster cultural diversity, intercultural dialogue and connectedness. In 2019, a feasibility study determined that the Intercultural Centre should be relocated to the municipal buildings at 350 High St, Preston.

This project's aim was to refurbish the buildings to ensure it is a welcoming and inclusive space for Darebin's diverse communities. The refurbished space will meet the programming requirements of the Intercultural Centre and its user groups. The project will also include a refreshed program aligning to a clearer strategic direction, vision, mission and objectives.

The project was designed in 2020/21 and tender documentation was prepared to invite experienced and skilled construction contractors to build the new Intercultural Centre. This report recommends Council award a contract to realise Council's vision for a new centre.

Previous Council Resolution

At its meeting held on 24 May 2021, Council resolved:

That Council:

(1) Endorse the concept design (Appendix A) for the relocated Intercultural Centre and approve the project proceeding to tender.

(2) Note the recommendations of the Community Reference Group (CRG) as supported by Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

(3) Receives a report in July 2021 on setting up a short term 'Intercultural Programming Vision Group' that includes external advisors to prepare and establish a vision, objectives and strategies on future programming for the new Intercultural Centre.

At its meeting held on 26 July 2021, Council resolved to:

(1) Endorses the proposed plan for expressions of interest to establish a short-term Programming Think Tank for the Darebin Intercultural Centre.

(2) Endorses the proposed Draft Darebin Intercultural Centre Programming Think Tank Terms of Reference at Appendix B with the inclusion of an additional Responsibility of the Programming Think Tank:

- A PTT Project Report which includes recommendations for further action endorsed by the PTT, will be produced at the conclusion of the PTT and presented to Council. The PTT Project Report will guide and form a basis for further programming, partnership and funding opportunities for the following year.*

(3) Include Centre for Multicultural Youth in the list of key stakeholders and any other stakeholder group identified.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

1.3 We will embrace diversity and ensure everyone is included in our society, and no one is left behind – by combating discrimination, and championing equity, inclusivity and diversity

Ongoing consultation with the Equity and Wellbeing Team has ensured the relocation and redefinition of the Darebin Intercultural Centre's design and programming principles include consideration of Council policies relating to equity, inclusion, diversity and wellbeing.

DISCUSSION

In accordance with Council's Social and Sustainable Procurement Policy, a public tender methodology was adopted. Tenders were advertised on Council's online portal website and advertised in The Age newspaper. Tender conditions were in accordance with Council's Standard Request for Tender (RFT) document and contract conditions were based on AS4000 - 1997 General Conditions of Contract. The tender sought lump sum tender prices based on a schedule of rates and the RFT was released on Saturday 14 August 2021.

Due to COVID restrictions imposed on Council and the industry at the time, tenderers were not permitted to attend the site for a tender briefing. Council however provided a virtual tender briefing online with the project architect and services engineering team present to assist with questions.

Further queries from the contractors received during the tender period were answered by the design team and uploaded to all tenderers in the form of an addenda.

Council granted a time extension following requests by the tenderers. The RFT closed on Thursday 16 September 2021 and seven submissions were received.

Details of contractors that submitted proposals by the closing date and time are outlined in **Appendix A** - Confidential Report circulated to councillors under separate cover.

Submissions were evaluated in accordance with the following pre-established evaluation criteria:

- Tender Price
- Demonstrated previous relevant experience
- Proposed methodology
- Timeline/program
- Socially responsible initiative and practices
- Sustainably responsible initiative and practices
- Team capability & Key Personnel
- Local business content
- Compliance: Provision of certificates of currency, work cover, public liability, product liability, work insurance, response to Covid-19 and financial viability

The members of the panel, evaluation details, pricing and scoring for the evaluation is provided in Confidential **Attachment A** issued under separate cover.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

Council has allocated \$2,000,000 over two financial years for the Darebin Intercultural Centre: \$1,200,000 in 2021/2022 and \$800,000 in 2022/2023.

The total project cost is within the allocated Council budget. See Confidential **Appendix A** issued under separate cover for details of the budget and financials.

Community Engagement

Community engagement is an ongoing feature of the redevelopment of the Darebin Intercultural Centre. A communication process on the outcome of this report will be shared through the following channels.

Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation

The Internal Working Group has established a relationship with Wurundjeri and sought cultural advice on the concept design, the precinct vision, naming of rooms and programming. This relationship will be long-lasting and ongoing. The intent is to ensure the 'acknowledgement of Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this land' is the anchor point from which the Centre and its programs must be based.

Programming Think Tank (PTT)

The Programming Think Tank is a short-term, high impact group made up of thirteen external advisors that will meet for a total of five times between October 2021 and February 2022. The PTT participates in intensive workshops with the objective of helping to shape the future of the Intercultural Centre's program design, vision, priorities, and objectives.

Throughout the PTT process, officers will also be hosting two round table discussions to further capture the voices of Darebin priority cohorts.

- One round table will be with a collective of Aboriginal and Somali youth as well as youth from the Darebin Young Citizens Jury
- And a second, round table with Darebin's African Communities via the East Preston Community Centre

Advisory Committees

Throughout each phase of the project, officers provide project updates at Council Advisory Committee meetings as well as to the DECC steering committee, Welcoming Cities steering committee and the Darebin Interfaith Council.

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (b) strategic planning must address the Community Vision;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;

COUNCIL POLICY CONSIDERATIONS**Environmental Sustainability Considerations (including Climate Emergency)**

The new Intercultural Centre will deliver a sustainable build with economical equipment to align with Council's environmental policies.

Council officers have taken an active role to ensure ESD initiatives are incorporated into the design which include, but not limited to:

- LED lighting with daylight dimming
- Replacing the old and inefficient HVAC system with a new model that will reduce energy consumption
- Lighting with sensors to allow lights to be turned off automatically when the Centre is not occupied, reducing power wastage
- Increased ceiling insulation to reduce energy wastage
- Energy efficient fixtures, fittings, and lighting

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Council's Equity, Inclusion and Human Rights Framework, Towards Equality, is a key platform to guide the future of the Darebin Intercultural Centre. A renewed centre has provided the opportunity to put aspects of this framework into action in both the built form and social aspects (programming) of the space.

The equity impact assessment has been used as a key tool since the project's inception to apply a people, place and experience lens to design and programming of the centre and consider the how the Centre can best respond to the diverse and varied needs of the Darebin community. As a direct result of the Equity Impact Assessment, the following items were included into the design:

- Accommodation for breastfeeding
- Flexible furniture to allow for floor seated meetings
- Colour contrast in furniture/surfaces for way finding
- Baby change facilities
- Crime and safety prevention considerations in design
- Accessible seating

Additionally, accessibility consultants were engaged as part of the design team and included neurodiversity assessments.

Economic Development and Cultural Considerations

The Intercultural Centre will see increased activation of the precinct, both indoor and outdoor spaces will be transformed to become social spaces. Partnerships with local organisations, service providers and cultural groups will be strengthened, as well as establish strategic relationships with peak bodies and institutions based out of the renewed Town Hall precinct.

In the heart of Preston, local, national and international agencies will work with Council to combat racism and discrimination at the cutting edge. The intended outcome is to create a

renewed destination for a new Town Hall. The relocation of the Darebin Intercultural Centre to its new home in the heart of Preston will be a significant, visible and central expression of our commitment to the pursuit of a more just society. Intentional design elements of the centre are to be a welcoming, inclusive, culturally safe and fit for purpose space driving increased visitation to the precinct.

Legal and Risk Implications

A risk register and assessment process is incorporated into the project plan and will be managed as part of the project management function.

IMPLEMENTATION ACTIONS

STAGE	TIMING
Council resolution to appoint the preferred Tenderer	22/11/2021
Issue letter for intention to award	29/11/2021
Contract documentation and execution	16/12/2021
Site establishment	17/01/2022
Practical completion and handover	15/08/2022
End of Defects Liability Period	15/08/2023

Attachments

- Appendix A – Confidential Report, enclosed under a separate cover

Attachments

- Intercultural Centre Construction Services Contract (**Appendix A**) Confidential - enclosed under separate cover
- Probity Report - Intercultural Centre (**Appendix B**) Confidential - enclosed under separate cover
- Intercultural Centre - Financial Report (**Appendix C**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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

9. NOTICES OF MOTION

Nil

10. URGENT BUSINESS

11. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL

In accordance with Section 66(2) of the *Local Government Act 2020*, Council may resolve to close the meeting to members of the public to consider the items, deemed to be confidential by the Chief Executive Officer in accordance with Section 3(1) of the Act.

11.1 Strategic Property Matter

This item is designated confidential because it contains information that would prejudice the Council's position in commercial negotiations if prematurely released and also private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage, pursuant to Section 3(1) (a) and (g(ii)) of the Act.

11.2 JCMP State Sporting Facilities

This item is designated confidential because it contains information that would prejudice the Council's position in commercial negotiations if prematurely released and also private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage, pursuant to Section 3(1) (a) and (g(ii)) of the Act.

CLOSE OF MEETING

Recommendation

That in accordance with section 66(2) of the *Local Government Act 2020*, Council resolves to close the meeting to members of the public to consider the items designated confidential by the Chief Executive Officer on the basis that the matters are confidential in accordance with Section 3(1) of the Act.

RE-OPENING OF MEETING

Recommendation

That the meeting be re-opened to the members of the public.


12. CLOSE OF MEETING

**CITY OF
DAREBIN**

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