

Darebin City Council

Annual Report 2024-2025



English

This report contains a summary of the performance of Darebin City Council over the last financial year. If you would like a section of this report translated into your language, please call our Multilingual Telephone Line (03) 8470 8470.

Arabic

يحتوي هذا التقرير على ملخص لأداء مجلس مدينة داربين خلال السنة المالية الماضية. وإذا كنت ترغب في ترجمة جزء من هذا التقرير إلى لغتك، يرجى الاتصال بالخط الهاتفي متعدد اللغات على الرقم (03) 8470 8470.

Chinese Simplified

本报告包含了戴瑞宾市议会上个财政年度的绩效摘要。如果您希望将本报告的部分内容翻译成您的语言，请致电我们的多语种电话专线 (03) 8470 8470。

Greek

Αυτή η έκθεση περιέχει μια σύνοψη των επιδόσεων του Δήμου του Darebin κατά το τελευταίο οικονομικό έτος. Εάν επιθυμείτε να μεταφραστεί ένα τμήμα αυτής της έκθεσης στη γλώσσα σας, παρακαλούμε καλέστε την Πολύγλωσση Τηλεφωνική Γραμμή μας (03) 8470 8470.

Hindi

इस रिपोर्ट में पिछले वित्तीय वर्ष के दौरान डारेबिन सिटी काउंसिल के प्रदर्शन का सारांश शामिल है। यदि आप इस रिपोर्ट के किसी भाग का अपनी भाषा में अनुवाद कराना चाहते हैं, तो कृपया हमारी बहुभाषी टेलीफोन लाइन (03) 8470 8470 पर कॉल करें।

Italian

Questa relazione contiene un riepilogo della prestazione del Comune della City di Darebin nell'ultimo anno finanziario. Se desiderate che una parte di questa relazione venga tradotta nella vostra lingua, chiamate la nostra linea telefonica multilingue al numero (03) 8470 8470.

Macedonian

Ovoј извештај содржи резиме на работата на Советот на општина Даребин во последната финансиска година. Доколку сакате дел од овој извештај да се преведе на вашиот јазик, ве молиме јавете се на нашата Повеќејазична телефонска линија на (03) 8470 8470.

Nepali

यस प्रतिवेदनमा गत आर्थिक वर्षको डारेबिन नगर परिषद्को कार्यसम्पादनको सारांश समावेश गरिएको छ । यदि तपाईंलाई यो रिपोर्टको कुनै भागको तपाईंको भाषामा अनुवाद गराउन चाहनुहुन्छ भने, कृपया हामी बहुभाषी टेलिफोन लाइन (03) 8470 8470 मा फोन गर्नुहोस्।

Punjabi

ਇਸ ਰਿਪੋਰਟ ਵਿੱਚ ਪਿਛਲੇ ਵਿੱਤੀ ਸਾਲ ਵਿੱਚ ਡੈਰਬਿਨ ਸਿਟੀ ਕੌਂਸਲ ਦੀ ਕਾਰਗੁਜ਼ਾਰੀ ਦਾ ਸੰਖੇਪ ਸਮਾਂ ਹੈ। ਜੇ ਤੁਸੀਂ ਇਸ ਰਿਪੋਰਟ ਦੇ ਕਿਸੇ ਹਿੱਸੇ ਨੂੰ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿੱਚ ਅਨੁਵਾਦ ਕਰਵਾਉਣਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੀ ਬਹੁਭਾਸ਼ੀ ਟੈਲੀਫੋਨ ਲਾਈਨ (03) 8470 8470 'ਤੇ ਫ਼ੋਨ ਕਰੋ।

Somali

Warbixintani waxay ka kooban tahay soo koobida waxqabadka Golaha Degaanka Darebin intii lagu jiray sannad xisaabeedkii hore. Haddii aad jeclaan lahayd qaby ka mid ah warbixintan in lagu turjumo luuqadaada, fadlan ka wac Khadka Taleefanka Luuqadaha badan (03) 8470 8470.

Spanish

Este informe contiene un resumen del desempeño del Concejo Municipal de Darebin durante el año financiero pasado. Si desea ver una parte de este informe traducido en su idioma, llame a la Línea Telefónica Multilingüe (03) 8470 8470.

Urdu

اس رپورٹ میں پچھلے مالی سال میں ڈیئرین سٹی کاؤنسل کی کارکردگی کا خلاصہ دیا گیا ہے۔ اگر آپ اس رپورٹ کے کسی حصے کا اپنی زبان میں ترجمہ حاصل کرنا چاہتے ہیں تو براہ مہربانی (03) 8470 8470 پر بیماری مختلف زبانوں کی ٹیلیفون لائن کو فون کریں۔

Vietnamese

Nội dung bản báo cáo này có phần tóm tắt thành tích Hội đồng Thành phố Darebin đã đạt được trong năm tài chính vừa qua. Nếu muốn một phần bản báo cáo này dịch sang ngôn ngữ của mình, xin quý vị gọi cho Đường dây Điện thoại Đa ngữ của chúng tôi (03) 8470 8470.

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Acknowledgements

Aboriginal and Torres Strait Islander peoples

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

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

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

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

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

Darebin's Diversity and Equity Statement

The City of Darebin sits on Wurundjeri Woi-wurrung Country, on the lands and waters of the Wurundjeri Woi-wurrung people and under their skies. The City is now home to a diverse community of people and values this diversity as an important civic asset.

Council recognises the role we play in continuing to support and foster this diversity. Our long-standing and deeply held dedication to serve, and respond equitably to, the diverse needs of the Darebin community is articulated in Towards Equality: Equity, Inclusion and Human Rights Framework (2019–2029). The framework commits us to considering diversity, inclusion, equity and human rights across all of Council's organisational culture, practices, processes and decision-making. It reiterates and embeds Council's commitment to social justice.

Recognising that meaningful and lasting change starts internally, and therefore building from the inside out, we aim to:

- ensure Council as an organisation is inclusive and reflective of Darebin's diverse communities
- make Council services, programs, places and spaces accessible, equitable, inclusive, safe and responsive to the diversity of needs, rights and priorities in our communities
- contribute, in collaboration with partner agencies, organisations and residents, to building inclusive and empowered Darebin communities.

To achieve this, and considering structural inequalities, we will make concerted efforts towards redistribution and adaptation:

- We attempt to give more to those who have less.
- We seek to tailor services, programs, places and spaces to people's diverse and specific needs.

- We carefully consider ways to redress injustices and imbalances.

Discrimination and disadvantage impinge on people's rights and ability to participate fully and equally in our community. To address this, Council will continue to stand up against all forms of discrimination, strive to tackle inequalities and injustices, including poverty, and listen to, understand and respond equitably to the diverse needs and aspirations of the Darebin community, upholding their human rights.

Darebin's Health and Wellbeing Statement

Darebin is a place where the community comes together to share in resources and opportunities to live healthy, safe and resilient lives. We recognise our unique position in influencing the natural, physical, social, cultural and economic environments that support health and wellbeing for our community. Our goal is to enable our community to be healthy, strong and resilient people, connected to opportunities, and striving for health equity for all. We acknowledge that good health is more than being free from illness or disease; it is about being in an optimal state of physical, mental, social and cultural, and emotional wellbeing.

We are committed to reducing health inequalities and enhancing equity, inclusion and human rights within the Darebin community. We believe that all people, in their diversity, should have fair and equitable access to opportunities, infrastructure, services and information to improve their health and wellbeing. We are committed to reducing unfair and avoidable health and wellbeing inequalities among diverse population groups in our community.

We strive to protect, improve and promote the health and wellbeing of individuals and our community by delivering and advocating for initiatives that support healthier living. Our commitment to reduce inequalities and improve health equity is guided by Towards Equality. This framework views health inequality through the lenses of people, places and experiences.

We endeavour to work in collaboration with our community, as well as partner agencies and service providers, Victorian Government agencies and local community health organisations to respond to the health and wellbeing priorities in our municipality and achieve the goals identified in our Health and Wellbeing Plan.

1.INTRODUCTION

Purpose of the Annual Report

The Annual Report 2024/2025 reviews our strategic, operational and financial performance for the financial year from 1 July 2024 to 30 June 2025. It is an important document that tells our community how we performed and whether we delivered what we promised. This report compares our highlights and achievements with our strategic objectives and the strategic directions set out in our Council Plan 2021–2025. It also aligns to the priorities set through the *Local Government Act 2020* and meets legislative and compliance reporting requirements.

The year in review (page 10) provides a general overview of our operations throughout 2024/2025. It includes information about our services and achievements.

Our city (page 22) has information about the City of Darebin, profiles our councillors and explains how local government works.

Our people (page 31) tells the story of our organisation and the people who lead it.

Our Council Plan performance (page 38) sets out how we have performed in relation to the Council Plan 2021–2025.

Our service overview and performance (page 82) sets out how we have applied the service performance principles in the *Local Government Act 2020*.

Our strategic planning (page 105) sets out how we have applied the strategic planning principles in the *Local Government Act 2020*.

Our public transparency (page 110) sets out how we have applied the public transparency principles in the *Local Government Act 2020*.

Our governance (page 113) sets out how we have applied the governance principles in the *Local Government Act 2020*, including information about our governing processes, Council meetings, Council committees, privacy and information required by the Victorian Government.

Our community engagement (page 140) sets out how we have applied the community engagement principles in the *Local Government Act 2020*.

Our financial management (page 142) sets out how we have applied the financial management principles in the *Local Government Act 2020*, including the audited performance and financial statements that we are required by law to provide.

The Darebin City Council Annual Report 2024/2025 was prepared in accordance with all the statutory requirements of the *Local Government Act 2020* and its associated regulations.

Darebin 2041 Community Vision

- 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 this vision are three pillars.

Vibrant, Respectful and Connected

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.

Prosperous, Liveable and Flourishing

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.

Climate, Green and Sustainable

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.

Council Plan 2021–2025

(Incorporating the Municipal Health and Wellbeing Plan)

The Darebin 2041 Community Vision, Council Plan 2021–2025 and Financial Plan 2021–2031 were developed through deliberative engagement with our community in the first year of the Council term.

The Council Plan 2021–2025 (incorporating our Municipal Public Health and Wellbeing Plan) is the key strategic document that guides how we will work to achieve the Darebin 2041 Community Vision – what areas will be our key focus, what actions we will take, how we will measure our progress, and how we will transparently report to our community.

The Plan's strategic directions are aligned to the Community Vision as follows:

- Strategic Direction 1: Vibrant, Respectful and Connected
- Strategic Direction 2: Prosperous, Liveable and Flourishing
- Strategic Direction 3: Climate, Green and Sustainable
- Strategic Direction 4: Responsible, Transparent and Responsive

More information about the Plan and the Council Plan Action Plan 2024/2025 can be found on our website at: darebin.vic.gov.au/CouncilPlan.

During 2024/2025, Darebin engaged with the community on the development of our next four-year Council Plan, which included a revision of the 2041 Community Vision.

A refreshed Community Vision was adopted by Council on 24 February 2025 and Our Darebin Plan 2025–2029 was endorsed by Council on Monday 30 June 2025 and the final plan and vision have been published online at darebin.vic.gov.au/CouncilPlan

2. THE YEAR IN REVIEW

2024/2025 HIGHLIGHTS

GOALS	HIGHLIGHTS	RESULTS
Strategic Direction 1: Vibrant, Respectful and Connected (From page 42)	- In conjunction with Darebin Creek Management Committee, Council had the honour of hosting the Ceremonial Opening of Treaty Negotiations on 21 November 2024 for the First Peoples' Assembly of Victoria and the Victorian Government. This was an historic event as Victoria is leading the nation in Treaty discussions. We are incredibly proud that the Darebin Parklands were chosen as the site for this historic moment. - Darebin was successful as part of a consortium of six community health and local government organisations (led by DPV Health) in a tender bid for the Single Assessment Service for aged care until 30 June 2027. - In September 2024, Council received confirmation that three services in the Community Services and Development Department were successful in achieving Rainbow Tick accreditation: Youth Services (Northland Youth Hub, Decibels and Outreach), Toy Library, and Early Years Professional Development and Resources (Early Years Resource Van, Darebin NE Community Hub). The journey of Rainbow Tick accreditation is a significant undertaking and achievement, strengthening and embedding LGBTIQ+ safety and inclusion in our services for the benefit of staff, volunteers, clients,	- Darebin continued to progress its partnerships with Wurundjeri, who have been consulted to give advice and feedback on several Council initiatives. Work continued on the Bundoora Park Truth-Telling display in consultation with the Elders. On track - Participation with Darebin sports clubs increased by 9% in 2024/25. Women's and girls' participation increased by 18%, Aboriginal and Torres Strait Islander peoples' participation by 9.8%, those from culturally diverse backgrounds by 4.6%, and those from a low socio-economic background by 7.1%. On track

GOALS	HIGHLIGHTS	RESULTS
	customers and community members.	
Strategic Direction 2: Prosperous, Liveable and Flourishing (From page 52)	• Council delivered 10,120m² of new footpaths and resolved more than 37,000 service requests, reinforcing Council's commitment to safer, more accessible public spaces and responsive community service. • Darebin's Creative Culture team supported events attended by more than 161,000 people. This included 418 public performances, exhibitions or events involving 1,069 artists. • Several kindergarten infrastructure expansion projects were delivered in partnership with the State Government. Together, these projects will increase local kindergarten capacity by 65 places.	• Construction started on Maryborough Avenue Kindergarten, which will increase the capacity of the centre by 38 places. Works were scheduled to be completed by early 2026. On track • Works started on the construction of the new KP Hardiman Pavilion and were progressing per the construction program. Estimated completion date was December 2025. On track • Construction of the John Hall Reserve Pavilion was completed. The new pavilion was fully operational, with tenant clubs having taken possession and started use of the facility. On track
Strategic Direction 3: Climate, Green and Sustainable (From page 67)	• Around 32,000 indigenous plants were planted within our parks and reserves as part of the Rewilding Darebin Program. The program involves establishing 50,000 plants from previous years. • Council's new fleet of waste service vehicles feature lower emissions, advanced safety systems, increased capacity,	• Monitoring of water quality continued throughout the year through the Darebin Waterwatch Program, facilitated by the Merri Creek Management Committee. New rewilding was established along the creek corridor and throughout Edwardes Lake in partnership with

GOALS	HIGHLIGHTS	RESULTS
	and a compact design, improving environmental outcomes and service delivery with less disruption to communities. • Council transitioned all pool passenger vehicles to electric vehicles, reducing emissions and supporting sustainability.	environmental community groups. On track • 250 people were directly supported to manage heat stress as part of Council's renewed Climate Emergency Plan. On track
Strategic Direction 4: Responsible, Transparent and Responsive (From page 73)	• An extensive, in-depth community engagement and communications campaign was designed and delivered to ensure widespread participation from across the community for our new Council Plan. • Work started to improve Council's digital systems and processes. The program aims to make connecting and communicating with Council easier and simpler. Streamlined processes and increased access to information will help Council to better monitor and respond to enquiries from community members. • 83% of all pools within the municipality have been registered, up from roughly 6% at the start of 2024.	• Council renewed its 10 Year Asset Plan and 10 Year Financial Plan. These important documents were adopted at Council on 30 June 2025. On track • Darebin continued drainage asset condition inspections to support the early detection of damage and deterioration. All the field data collection work planned for the year was completed. On track

For more details about our performance in 2024/2025, go to page 82. You can read the Council Plan 2021–2025 on our website, www.darebin.vic.gov.au/CouncilPlan

Message from the Mayor

In November 2024, I was honoured to be elected the Mayor of Darebin. Since that time, I have been impressed by the dedication the team at Darebin brings to serving our community each and every day.

Before detailing our achievements, I want to acknowledge the sad passing of Cr Gaetano Greco in April 2025.

Cr Greco was a passionate advocate for our community, driving social justice, community wellbeing and inclusive governance. Cr Greco's dedication to Darebin for 17 years leaves a remarkable legacy. He will be deeply missed by all.

This Annual Report 2024/2025 reflects the hard work and commitment of our Council, staff and the vibrant and diverse Darebin community we support. As someone who has lived in Darebin for nearly 35 years with a Macedonian migrant background, I am so proud of our community's diversity and its strong sense of social justice.

There was significant renewal of our Council during 2024/2025, with a new team of seven first-time councillors joining two incumbents. I am very pleased with our collective commitment to working respectfully together to achieve great outcomes for our community. This collaboration, along with the recent recruitment of our new CEO, Anne Howard, sets a strong foundation for building community trust and delivering real change.

Community is always at the forefront of our decision-making and everything we do. This past year was defined by the development of the Our Darebin Plan 2025–2029 and other key strategic documents. The Plan sets out Council's roadmap for the next four years. It outlines our key priorities, projects and services, reflecting what matters most to the Darebin community. We engaged with nearly 3,500 community members through surveys, workshops and targeted sessions to review our shared vision for 2041 and understand community priorities.

Community voices have been integral and the new plan directly reflects their priorities, including:

- addressing mental health, disadvantage and homelessness
- strengthening our approach to partnerships and advocacy
- planning for the growth of our community while ensuring Darebin remains a liveable and inclusive place
- improving customer service and strengthening the delivery of core services
- responding to the climate emergency through local action.

Despite the ongoing economic challenges faced by our community, we have remained financially responsible while continuing to invest in the projects that matter most. We have delivered and begun some truly exciting upgrades in 2024/2025.

- The new John Hall Reserve Pavilion was completed and building work started on the KP Hardiman Pavilion, both featuring gender-inclusive facilities and sustainable design.
- Local kindergartens were expanded in partnership with the State Government at Merri Community Childcare Centre and 2A Raleigh Street, with construction underway at

Maryborough Avenue Kindergarten. These projects will create 65 much-needed new kindergarten places for our youngest learners.

- Playgrounds around Darebin were renewed, including the Polaris Play Space in Bundoora, and the new Parade Playground was developed in Northcote in consultation with the community.
- We invested \$1.6 million to resurface 36 sections of our roads, improving safety and accessibility across the City.

As the first Council in the world to declare a climate emergency, Darebin is proud to be a leader in climate action. We released our new Climate Emergency Plan 2024–2030 to step up our efforts to reduce emissions, build community resilience and help our city thrive in a changing climate.

We also collaborated with hundreds of businesses, partners and community members to develop Darebin's Economic Framework, which provides a roadmap for building a stronger and more sustainable local economy.

We advocated strongly with other councils, calling on governments to address the shared challenge of social and affordable housing, and we added our voice to the Northern Council Alliance to advocate for urgent action to improve the northern region transport system.

Reflecting on our ongoing commitment to an inclusive and equitable community, we started work on our new Cultural Diversity and Inclusion Plan, which will be endorsed in the 2025/2026 financial year.

In 2024, the Minister for Local Government appointed Municipal Monitors June Anstee and Ross Millard. The Monitors worked closely with Council to build on the important governance and other improvements recommended by the previous Monitor, John Watson, to ensure these were fully implemented. We look forward to receiving the Monitor report from Ms Anstee and Mr Millard.

I want to sincerely thank interim CEO Michael Tudball for his valuable contributions, my fellow councillors for their support and commitment to our community, and the dedicated staff for their tireless work throughout the year.

Looking forward to 2025/2026, I am optimistic. Guided by our shared vision and the energy of our new team, we will continue to deliver what matters most and build a vibrant, sustainable and inclusive Darebin for today and for the future.



Cr Kristine Olaris
Mayor

Message from the Chief Executive Officer

Although I have only been here a short time, I am inspired by Darebin's achievements of the past year. I would like to thank former CEO Peter Smith and interim CEO Michael Tudball for their leadership, which ensured the needs of our community remained at the heart of everything we do.

I also want to thank our dedicated staff, volunteers and partners. Your commitment, especially during this time of transition, has been instrumental in delivering the essential services that our community relies on every day.

A major highlight of 2024/2025 was the Our Darebin project. This extensive community engagement process included three rounds of broad and targeted community engagement, a deliberative panel, and further engagement with the community on draft documents. This ensured valuable input on a wide variety of local priorities, concerns, health and wellbeing. We now have a revised Community Vision and a new Council Plan, Our Darebin Plan 2025–2029, which together will serve as our roadmap for the future.

We also finalised Darebin's Annual Budget and Financial Outlook 2025/26 to 2028/29, which were shaped by feedback from the community and designed to help bring the Darebin 2041 Community Vision to life.

With a responsible fiscal focus, we continued to invest in the services and infrastructure that matter most.

We are proud of these key achievements:

- delivering 10,120m² of new footpaths, resolved more than 37,000 service requests and invested \$1.6 million to resurface 36 sections of road throughout the city
- providing 21,955 vaccinations to our community, an increase of almost 3,000 vaccinations to 1,500 more people than the previous year
- introducing a new fleet of waste service vehicles with lower emissions and advanced safety features. We also launched a two-year trial of a booked hard waste collection service to improve recycling and reuse
- completing a Reservoir Leisure Centre scoping study focused on engaging with the community to understand what is important. The information will be used by Council to inform a future business case and funding strategy
- endorsing Darebin's Economic Framework, developed to help build an economy that works for everyone and makes Darebin businesses stronger
- adopting the new Climate Emergency Plan 2024–2030, integrating Wurundjeri Woi-wurrung cultural knowledge into conservation work
- investing \$300,000 in safety upgrades around schools to encourage healthy sustainable travel and strengthening school communities
- receiving Rainbow Tick accreditation for three Council services: Youth Services (Northland Youth Hub, Decibels and Outreach), Toy Library, and Early Years Professional Development and Resources (Early Years Resource Van, Darebin NE Community Hub)

- being awarded Excelling Level accreditation by the Welcoming Cities network. We are the first council in Australia to achieve this honour
- reaffirming our commitment to the youngest community members with Darebin's Families, Youth and Children Strategy being endorsed after significant community consultation.

As we look ahead, we know our community continues to navigate challenges such as the rising cost of living and environmental concerns. Our commitment is to be financially responsible while continuing to invest in essential services. Guided by our revised Community Vision and Council Plan, we will build on this year's progress.

I am grateful for the dedication of our staff, councillors, community partners and volunteers. I look forward to building on what has been achieved and listening to and engaging with our community as we work together to make Darebin an even better place to live, work and thrive.



Anne Howard
Chief Executive Officer

Capital works 2024/2025

Darebin's capital works program continued its strong focus on investment in renewed infrastructure. This makes the most of the City's many good facilities and adapts and adjusts them for current and future needs. In 2024/2025, Council spent approximately \$22.4 million on its capital works program – a significant investment across our local government area.

John Hall Pavilion Reserve



The construction of John Hall Reserve Pavilion was a priority project that addressed the gap in gender-inclusive facilities for sporting clubs. Construction began on site in August 2024. Council officers attended regular site meetings, reviewed contractor communications and kept stakeholders informed of progress. The centre opened in July 2025 and is now being used by the community.

Project cost 2024/2025: \$2,579,162

Total project cost: \$2,751,504

KP Hardiman Pavilion



The design of KP Hardiman Pavilion redevelopment was completed in 2023/2024. An open tender for construction was conducted and the contract to the successful builder was awarded in December 2024. Work started on site in March 2025. The pavilion design focused on delivering a modern, functional, safe, welcoming, environmentally sustainable facility tailored to meeting the needs and improving the experience for women and girls as a players, coaches, officials, volunteers and spectators. Works included demolition of the existing pavilion.

Project cost 2024/2025: \$1,020,000

Total project cost: \$3,224.000

De-gassing projects



Council continued its progress towards the electrification of all buildings, assets and fleet vehicles by 2030, with the aims of operating entirely on renewable energy. This transition is a key part of our commitment to delivering cleaner, more energy-efficient infrastructure that is future-ready, cost-effective and environmentally responsible.

As part of this initiative, heat pumps were installed at Crispe Pavilion, JE Moore, Ruthven Reserve and the Reservoir Community and Learning Centre. Electric ovens were fitted at Preston City Hall, Fairfield Civic Centre and the Reservoir Community and Learning Centre. A new heating and

cooling system was installed at JE Moore and outdated gas heaters were removed from the Reservoir Senior Citizens Centre.

These upgrades support our shared goal of reducing carbon emissions, lowering operational costs, and creating more sustainable community and sporting facilities for the long term.

Project cost in 2024/2025: \$355,701

Road resurfacing program



Pictured: New road surface at Allenby Avenue, Reservoir.

Almost \$1.6 million was invested to resurface road sections at end of life throughout the City. The program draws on funding from the Federal Government's Local Roads and Community Infrastructure Program as well as Council's own funding contributions. In total, 36 sections of road were resurfaced.

The program included the rehabilitation of Botha Avenue, Reservoir, and Hickford Street and Darebin Boulevard, Reservoir. A new raised intersection and zebra crossings promoted a safer speed environment and provided safer crossing points for pedestrians and improved connections to the Reservoir Views Primary School.

Environmentally friendly asphalt was used in the works. One of the products used steel slag, a waste product from the steel-making industry that would otherwise go to landfill. It has great wear-resistant qualities and it increases road safety by providing better skid resistance. A second product used recycled soft plastics from bags and packaging and waste glass and toner from used printer cartridges destined for landfill.

Use of these products aligns with the Council's Social and Sustainable Procurement Policy.

Project cost 2024/2025: \$1,392,030

Merri Commons



In 2022, the Victorian Government allocated \$1.5 million to support open space improvements at Merri Common through the Better Parks and Playgrounds Program. The Victorian Department of Energy, Environment and Climate Action has been confirmed as the delivery partner for the Merri Common improvements and works at nearby parks including Peters Reserve, Caddayes Corner and Green Memorial Reserve.

Council did due diligence assessments and engaged with our community on draft concept designs to ensure the upgrades reflected the community's vision for the future of these spaces. Council will continue working closely with the Department of Energy, Environment and Climate Action and key stakeholders including VicTrack and Metro Trains Melbourne to deliver the project and ensure its long-term success.

Project cost 2024/2025: \$101,935

Total project cost: \$708,354

Transport safety projects



Council invested \$300,000 in safety upgrades around schools to encourage healthy sustainable travel and strengthen school communities. Some specific projects included the construction of a new raised threshold at Clapham Street and Hutton Street near Thornbury Primary School and a new raised school crossing at James Street, Northcote, outside St Joseph Primary School.

Project cost 2024/2025: \$760,404

Raleigh St Community Children's Centre

In partnership with the State Government, Council completed the expansion of this kindergarten and an upgrade to the learning and play areas in January 2025. This enabled the kindergarten to offer 22 more places to local children and gave more children of all abilities new ways to socialise, develop and learn.

Project cost 2024/2025: \$439,772

Maryborough Avenue Childcare Centre



The Maryborough Avenue Kindergarten expansion is part of Council's four-year Capital Works Plan. It is jointly funded by Council and the State Government through the Building Block partnership. Council appointed the winning contractor at its February 2024 Council Meeting. Construction began in April and is tracking well. Completion is scheduled for January 2026.

Project cost 2024/2025: \$426,250

Total project cost: \$3,083,553

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 159,963 (ABS Estimated Resident Population 2024) and is expected to increase to 216,417 by 2046. There were 69,154 residential properties, 4,799 business properties and 534 mixed-use properties as of 30 June 2023. Darebin City Council owns, controls, manages or maintains 530 kilometres (km) of roads, 82km of rights of way, 1,070km of sealed paths, 428 buildings, 66 road and foot bridges, 24,018 stormwater pits, 29 wetlands, 634km of stormwater pipes, 790 hectares of open space, more than 175 parks, seven natural reserves, 29 sports precincts and 53 pitches and sport grounds, 128 playgrounds, 15 outdoor gyms, three skateparks and 84,300 street trees.

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 46,688 people living in Darebin in 2021 who were born overseas, of which 18% arrived in Australia in the five years before 2021. Darebin's top five largest industries are health care and social assistance; professional, scientific and technical services*; education and training; retail and trade; construction and manufacturing (*see [Industry sector of employment | City of Darebin | Community profile](#)).

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 2021, Darebin's SEIFA disadvantage score was 1,018, the same as Greater Melbourne at 1,018 and a lower level of disadvantage than the Victorian average of 1,010. A higher score on the index means a lower level of disadvantage. In December 2024, Darebin's unemployment rate was 4.9%, which was slightly higher than Greater Melbourne (4.3%) and Victoria overall (4.3%) (see [Unemployment rate | Darebin | economy.id](#)).

Quick facts about Darebin

Place of birth

64.8% born in Australia
31.4% born overseas
4.2% not stated

Aboriginal or Torres Strait Islander

1%

Languages spoken at home

32.3% speak a language other than English at home – 88 languages in total
English only 63.3%
Greek 5.7%
Italian 5.3%
Mandarin 3.1%
Arabic 2.4%
Vietnamese 2.1%
Other 13%
Not stated 4%

Place of birth of parents

59% have either one or both parents born overseas

Households

60.8% live with family
29.4% live alone
3% other

Religion

40 religions in total
No religion 45.2%
Christianity 38.3%
Islam 4.1%
Buddhism 2.6%
Hinduism 2.5%

Ages

15.1% children 0-14
10.8% young people 15–24
59.5% 25–64
14.7% 64+

Employment

55.9% full-time
32.5% part-time
6.3% employed, away from work
4,438 unemployed (5.3% for Darebin, 5.3% Greater Melbourne)

Income

Household weekly median income \$1,850
Household weekly median income \$1,802 (Victoria)

Our community

Population

159,963* estimated population density

Gender

48.6% male

51.4% female

Council acknowledges that this does not capture the full spectrum of gender and gender identities in our community as not all residents identify as male or female. Council has long advocated for ABS Census data to include more gender options, as recommended by peak human rights and LGBTIQA+ bodies.

Aboriginal and Torres Strait Islander people

48.3% male

51.7% female

93.5% Aboriginal

3.3% Torres Strait Islander

3.2% both Aboriginal and Torres Strait Islander

Age structure

0–4 years	5%
5–14 years	10%
15–19 years	5%
20–24 years	6%
25–34 years	19%
35–44 years	16%
45–54 years	14%
55–64 years	10%
65–74 years	7%
75–84 years	5%
85 years and over	3%

Highest level of education

Bachelor degree or higher 39.6%

Advanced diploma or higher 8.8%

Vocational or higher 11.6%

No qualification/not stated 33.1%

Households

Couples with children 26.1%

Couples without children 23.2%

One-parent families 9.1%

Other families 1.5%

Single-person households 29.4%

Group households 6.8%

Other 3%

Visitor only 0.7%

People with a disability and needing assistance: 9,855

Age group	Number	% of total age group
0–4	83	1.1
5–9	267	3.6
10–19	462	3.3
20–59	2,250	2.5
60–64	544	7.7
65–69	600	10.5
70–74	774	15.9
75–79	1,073	27.4
80–84	1,439	41.9
85 and over	2,341	59.9
Total persons needing assistance	9,855	N/A

Our Council

Government in Australia comprises three tiers: federal, state and local. Darebin is one of 79 local councils that, together, represent about 6.5 million people (2021 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.

Councillors are bound by a Code of Conduct that outlines their legislative requirements, behaviour and conduct expectations when representing 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.

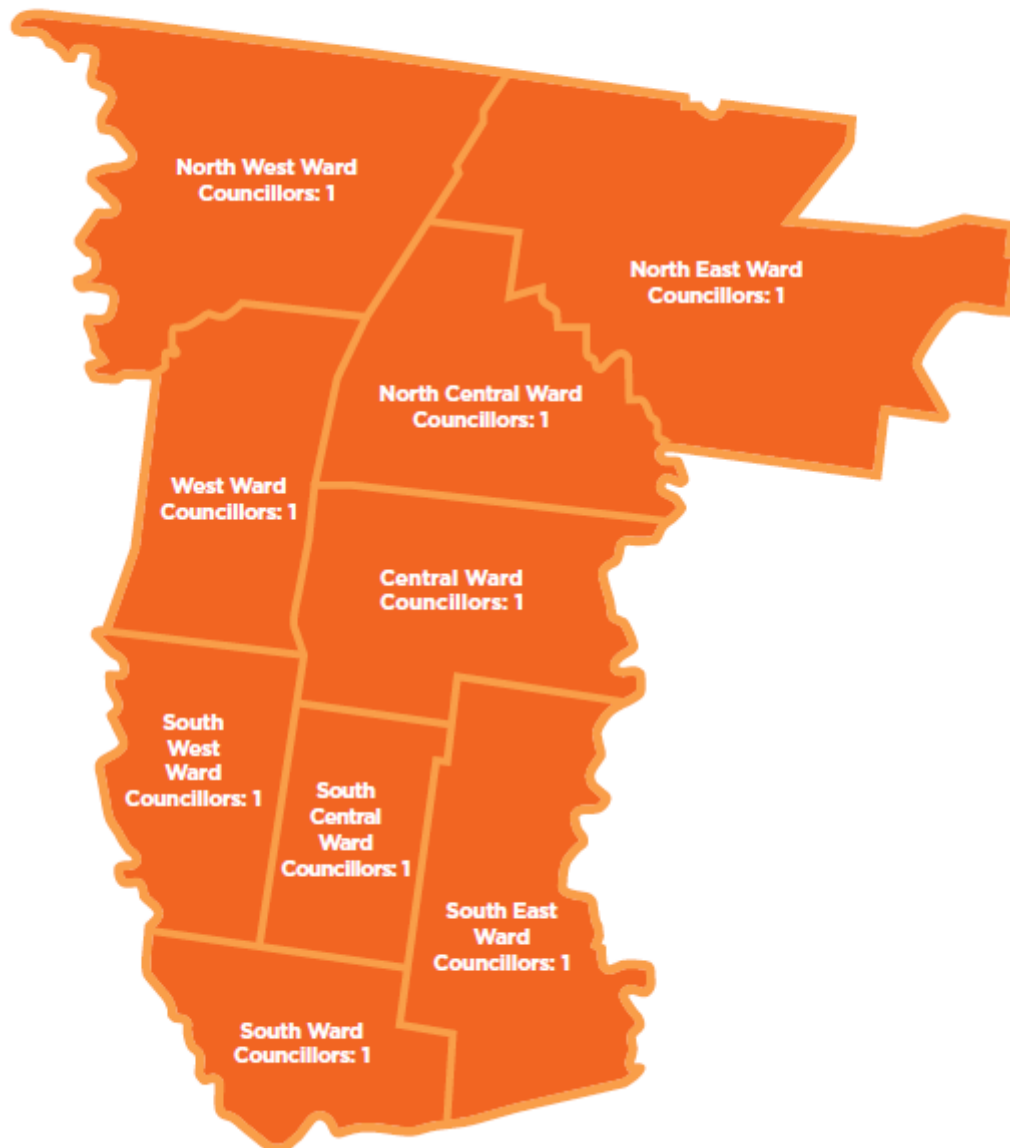
Each year, the Councillors elect a Mayor and Deputy Mayor. The Mayor chairs Council meetings and is Darebin's representative at civic, business and government meetings and events.

Council elections were held in October 2024, with nine councillors elected, each representing a single local ward. Seven new councillors were elected, along with two returning councillors.

All councillors were sworn in and participated in the councillor induction program in November 2024.

Map of Darebin 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, Fairfield, Keon Park, Kingsbury, Macleod, Northcote, Preston, Reservoir and Thornbury.

Our councillors

Current term: 2024 to 2028

Mayor and Council elections

On 13 November 2024, councillors-elect for the 2024–2028 Council term were officially sworn in. On 25 November 2024, Council elected Cr Kristine Olaris OAM as Mayor and Cr Emily Dimitriadis as Deputy Mayor for the 2024–2028 Council term.

Cr Kristine Olaris OAM (Mayor) – Central Ward



Mobile: [0427 450 751](tel:0427450751)

Email: Kristine.Olaris@darebin.vic.gov.au

Cr Emily Dimitriadis (Deputy Mayor) – South East Ward



Mobile: [0437 918 708](tel:0437918708)

Email: Emily.Dimitriadis@darebin.vic.gov.au

Cr Matt Arturi – North East Ward



Mobile: [0417 294 158](tel:0417294158)

Email: Matt.Arturi@darebin.vic.gov.au

Cr Connie Boglis OAM – West Ward



Mobile: [0427 938 376](tel:0427938376)

Email: Connie.Boglis@darebin.vic.gov.au

Cr Gaetano Greco – North West Ward



Darebin City Council mourns the loss of Cr Gaetano Greco. Cr Greco was a Darebin City Councillor from 2008 to 2025 and also served as Mayor in 2013/2014.
[For more details, visit the news article: https://www.darebin.vic.gov.au/About-council/News-and-Media/News/Darebin-City-Council-mourns-the-loss-of-Cr-Gaetano-Greco](https://www.darebin.vic.gov.au/About-council/News-and-Media/News/Darebin-City-Council-mourns-the-loss-of-Cr-Gaetano-Greco)

Cr Ruth Jelley – South Central Ward



Mobile: [0459 949 340](tel:0459949340)

Email: Ruth.Jelley@darebin.vic.gov.au

Cr Julie O'Brien – South Ward



Mobile: [0459 406 253](tel:0459406253)

Email: Julie.O'Brien@darebin.vic.gov.au

Cr Alexandra Sangster – South West Ward



Mobile: [0411 292 273](tel:0411292273)

Email: Alexandra.Sangster@darebin.vic.gov.au

Cr Vasilios Tsalkos – North Central Ward



Mobile: [0461 389 079](tel:0461389079)

Email: Vasilios.Tsalkos@darebin.vic.gov.au

Previous term: 2020 to 2024

Cr Susanne Newton (Mayor) – West Ward

Councillor Newton ended her term on Council on Saturday 26 October 2024.

Terms as Councillor

2016–2020, 2020–2024

Terms as Deputy Mayor

2022/2023, 2023/2024

Cr Tim Laurence – North East Ward

Councillor Laurence ended his term on Council on Saturday 26 October 2024.

Terms as Councillor

1996/1997, 1998–2002, 2008–2012, 2012–2016, 2016–2020, 2020–2024

Terms as Mayor

2000/2001, 2012/2013

Term as Deputy Mayor

2023/2024

Cr Tom Hannan – South Ward

Councillor Hannan ended his term on Council on Saturday 26 October 2024.

Term as Councillor

2020–2024

Cr Trent McCarthy – South West Ward

Councillor McCarthy ended his term on Council on Saturday 26 October 2024.

Terms as Councillor

2008–2012, 2012–2016, 2016–2020, 2020–2024

Term as Deputy Mayor

2021/2022

Cr Lina Messina – Central Ward

Councillor Messina ended her term on Council on Saturday 26 October 2024.

Terms as Councillor

2016–2020, 2020–2024

Terms as Mayor

2020/2021, 2021/2022

Cr Susan Rennie – South Central Ward

Councillor Rennie ended her term on Council on Saturday 26 October 2024.

Terms as Councillor

2016–2020, 2020–2024

Terms as Mayor

2018/2019, 2019/2020

Cr Julie Williams – North Central Ward

Councillor Williams ended her term on Council on Saturday 26 October 2024.

Terms as Councillor

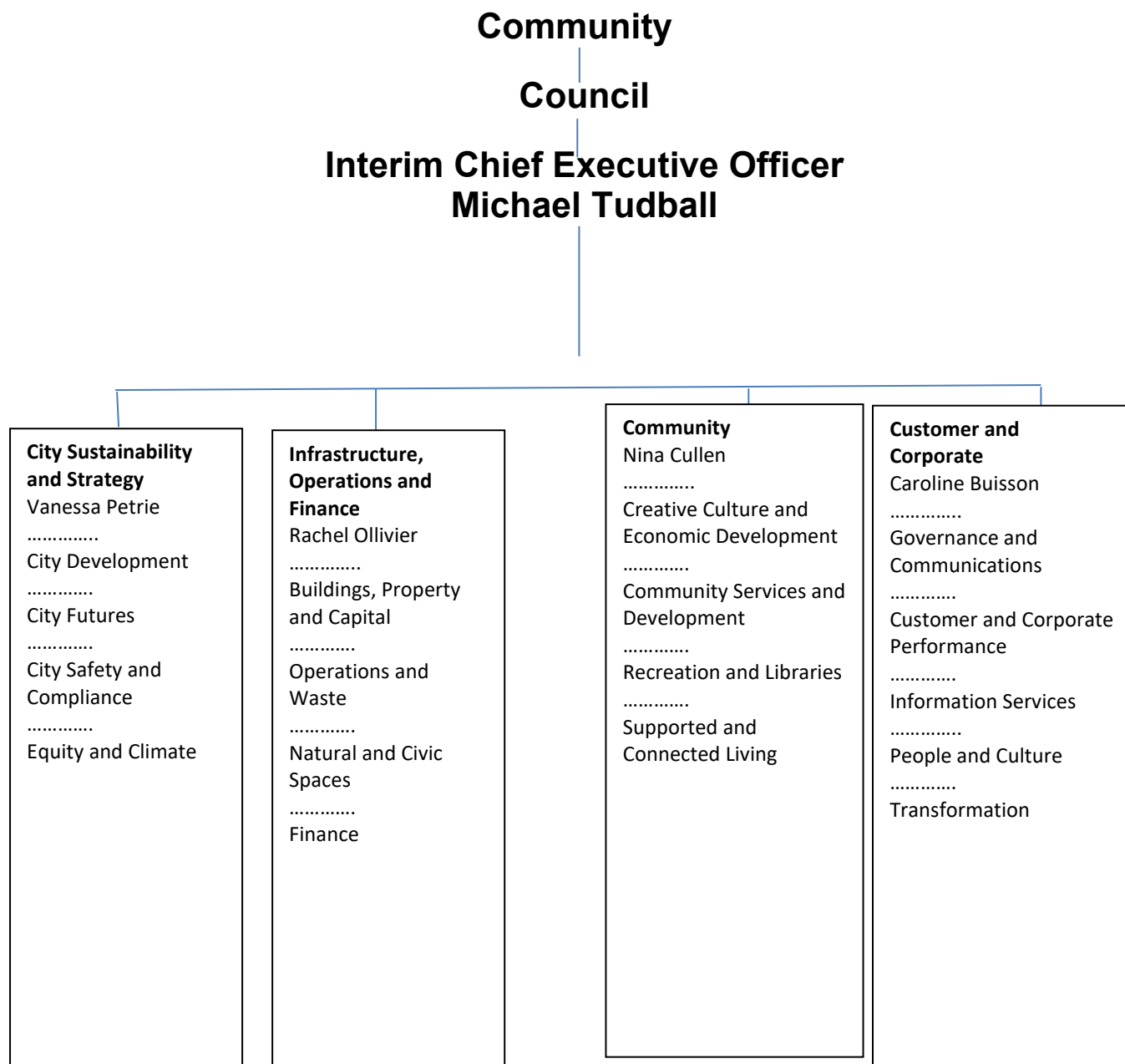
2012–2016, 2016–2020, 2020–2024

Term as Mayor

2022/2023

4. OUR PEOPLE

Organisation structure at 30 June 2025



Our Executive Leadership team

Darebin City Council is managed by a highly experienced Executive Leadership team, led by the Chief Executive Officer. The Executive Leadership 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 Leadership team focuses on guiding us in working together to improve the organisation and deliver outstanding service to our community.

Interim CEO: Michael Tudball

Qualifications: Master of Business Administration

Prior to joining Darebin, Michael had more than 20 years' experience in the Victorian Public Service and local government including three interim CEO roles at Moira, Golden Plains and Corangamite and five years as the CEO of the Southern Grampians Shire Council. Michael also previously served as a councillor and mayor at Moorabool Shire Council. Michael served as interim CEO from September 2024 to 30 June 2025.

General managers

Darebin City Council has four general managers and one executive manager.

Caroline Buisson

General Manager Customer and Corporate

Qualifications: Bachelor of Political Sciences; Master of Business Administration (France); postgraduate Certificate in Environmental Studies (University of Melbourne); Australian Institute of Company Directors – Company Directors' course.

Caroline Buisson joined Darebin in November 2023. Prior to joining Darebin, Caroline was the General Manager of Customer and Corporate Services at Moorabool Shire Council for four years and the Head of Customer Strategy at Australia Post. Caroline brings 20 years of experience leading organisations through customer, digital and cultural transformation across Europe, India and Australia. The Customer and Corporate division includes the following departments: Information Services; Transformation; Governance and Communications; Customer and Corporate Performance; and People and Culture.

Enna Giampiccolo

Acting General Manager Customer and Corporate (parental leave replacement March 2024 to February 2025)

Executive Manager, Governance, Risk and Communications (from February 2025)

Qualifications: Master of Management; Executive Certificate in Human Resource Management; Advanced Diploma of Business (Public Relations); Graduate Member, Australian Institute of Company Directors.

Enna Giampiccolo joined Council in July 2019 and has held responsibilities for a range of portfolios including communications, marketing, community engagement, customer service, customer experience, governance, risk, audit and the corporate executive office. She was appointed as Acting General Manager of the Customer and Corporate division in March 2024. The Customer and Corporate division includes the following departments: Information Services; Transformation; Governance and Communications; Customer and Corporate Performance; and People and Culture.

Rachel Ollivier

General Manager Infrastructure, Operations and Finance

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

Rachel Ollivier joined Darebin Council as General Manager City Sustainability and Strategy in March 2018. Rachel has previously held various positions in the private and government sectors, nationally and internationally, and was also a Lecturer in Environmental Regulation and Policy at RMIT University. The Infrastructure, Operations and Finance division includes the following departments: Finance; Natural and Civic Spaces; Operations and Waste; and Buildings and Property and Capital.

Vanessa Petrie

General Manager City Sustainability and Strategy

Qualifications: Master of Environment (Policy, Governance and Communications); Bachelor of Environmental Engineering (Honours); and Women's Environmental Leadership Australia Fellowship.

Vanessa Petrie joined Darebin Council in June 2020 as the Manager Environment and Sustainable Transport before being appointed to Acting General Manager City Sustainability and Strategy in July 2022. Vanessa has previously held various leadership positions in the private and government sectors. The City Sustainability and Strategy division includes the following departments: City Development; City Futures; City Safety and Compliance; and Equity and Climate.

Nina Cullen

General Manager Community (6 January 2025 – current)

Qualifications: Executive Master of Public Administration; Bachelor of Science (Honours); Bachelor of Laws.

Nina Cullen started in the role of General Manager Community in January 2025. Before this, Nina was the Chief Executive Officer of IPAA Victoria, and she held numerous senior executive roles across the portfolios of public health, energy, public land, emergency management, conservation, climate action and community development. The Community Division includes the following departments: Recreation and Libraries; Creative Culture and Economic Development; Supported and Connected Living; and Community Services and Development.

Kylie Bennetts

General Manager Community (December 2022 to 8 November 2024)

Qualifications: Executive Master of Public Administration; Bachelor of Health Sciences.

Kylie Bennetts joined Darebin as the General Manager Community. Before this, Kylie held senior roles in local and state government covering a range of functional areas including community service provision, economic development, placemaking, creative culture, public policy and corporate services.

Workplace report

Workforce statistics

At 30 June 2025, Council employed 1,261 people, comprising permanent full-time, part-time, temporary and casual employees. There were 778.2 full-time equivalent (FTE) employees (exc. casual employees).

Employment type	CEO's office	Community	Customer and Corporate	City Sustainability and Strategy	Infrastructure, Operations and Finance	Total
Permanent FT	1	140	79	123	216	559
Permanent PT	0	240	22	105	4	371
Temporary	0	22	14	18	6	60
Casual	0	244	13	13	1	271
Total	1	646	128	259	227	1,261

Workforce by classification and gender at 30 June 2025

Employment status	Gender	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Nurses	SO/SEO	Total
Permanent FT	M	0.0	1.0	61.0	47.5	43.6	47.0	45.6	24.0	0.0	23.9	293.6
Permanent FT	W	0.0	0.0	7.4	25.4	61.6	63.9	45.3	19.9	4.6	20.8	248.8
Permanent FT	X	0.0	0.0	1.0	2.0	0.0	1.0	0.0	0.0	0.0	0.0	4.0
Permanent PT	M	10.7	0.8	13.9	1.5	5.4	5.4	0.9	0.0	0.0	0.0	38.7
Permanent PT	W	16.6	0.0	43.9	16.6	22.7	15.4	8.8	0.8	15.9	0.9	141.6
Permanent PT	X	0.0	0.0	0.5	0.0	1.1	0.0	0.0	0.0	0.0	0.0	1.6
Temporary	M	0.0	0.0	0.4	2.6	1.4	2.4	4.0	3.4	0.0	4.6	18.9
Temporary	W	0.0	0.0	1.0	4.2	4.5	11.0	6.2	1.0	0.0	2.0	29.9
Temporary	X	0.0	0.0	0.0	0.1	0.0	0.9	0.0	0.0	0.0	0.0	1.0
Total		27.3	1.8	129.1	100.0	140.4	147.0	110.9	49.1	20.5	52.1	778.2

Number of FTE employees by organisational structure, employment type and gender at 30 June 2025

Employment status	Gender	CEO's office	Community	Customer and Corporate	City Sustainability and Strategy	Infrastructure, Operations and Finance	Total
Permanent FT	M	1.0	37.4	29.9	62.8	162.5	293.6
Permanent FT	W	0.0	95.4	47.7	56.0	49.7	248.8
Permanent FT	X	0.0	2.0	0.0	0.0	2.0	4.0
Permanent PT	M	0.0	24.2	1.4	13.1	0.0	38.7
Permanent PT	W	0.0	104.9	14.0	19.2	3.5	141.6
Permanent PT	X	0.0	1.6	0.0	0.0	0.0	1.6
Temporary	M	0.0	4.2	6.2	5.0	3.4	18.9
Temporary	W	0.0	9.9	6.8	11.2	2.0	29.9
Temporary	X	0.0	1.0	0.0	0.0	0.0	1.0
Total		1.0	280.7	106.0	167.4	223.1	778.2

Number of FTE employees by classification at 30 June 2025

Classification	Man	Woman	Non-binary / gender diverse	Total
Band 1	46	70	0	116
Band 2	7	7	0	14
Band 3	155	218	6	379
Band 4	68	77	6	151
Band 5	54	110	3	167
Band 6	58	105	3	166
Band 7	51	68	0	119
Band 8	28	22	0	50
Nurses	0	46	0	46
SO / SEO	29	24	0	53
Total	496	747	18	1,261

Industrial relations

During 2024/2025 Council started bargaining for a new Enterprise Agreement. 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	2022	2023	2024	2025
Percentage	0.9%	0.8%	0.7%	0.5%	0.6%	1.4%	0.98%	1.78%	1.66%	1.94%

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	2022	2023	2024	2025
Percentage	14.5%	14.6%	17.5%	15.7%	15.2%	21.0%	9.48%	16.20%	16.40%	15.5%

Employees' country of birth

Country of birth	%	Country of birth	%
Australia	52.8%	Vietnam	1.0%
India	2.2%	Sri Lanka	0.9%
New Zealand	1.4%	Philippines	0.8%
United Kingdom	1.1%	Macedonia	0.7%
Italy	1.0%	China	0.6%

Other countries of birth were: Argentina, Austria, Bangladesh, Brazil, Britain, Canada, Chile, Columbia, Croatia, Cyprus, Denmark, East Timor, Egypt, Fiji, France, Germany, Greece, Hong Kong, Indonesia, Iran, Iraq, Ireland, Japan, Korea, Laos, Lebanon, Malaysia, Malta, Nepal, Pakistan, Peru, Poland, Samoa, Serbia, Singhala, Somalia, South Africa, Spain, Sweden, Switzerland, Syria, Taiwan, Thailand, Timor-Leste, Turkey, United States.

**Data source: Darebin City Council payroll system 2025.

Gender Equality Action Plan

Council's Gender Equality Action Plan aims to support our people to recognise and progressively remove systemic barriers and work inclusively together right across our organisation and all levels and areas. This is valuable work that will take persistence and commitment over time. Important progress has been made, but there is more work to do.

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 2024/2025, Council continued to implement its Safety Wellbeing Action Plan, which works to consolidate audit findings and make safety the core of our work rather than a matter of compliance.

To support the OHS compliance framework, the Safety and Wellbeing team:

- reviewed and refreshed the 12-month Wellbeing Program to promote staff wellbeing and reduce risk of physical and psychological-related injuries
- onboarded a Return-to-Work Advisor to assist with injury management and Workcover
- designed a Psychological Safety Framework
- conducted an OHS safety management system audit and started implementing the actions
- provided training and raised awareness of reporting lead and lag indicators
- reviewed OHS procedures and policies to ensure they were in line with regulatory compliance.

Child safety

During 2024/2025, Council ensured child safe matters were reported and investigated in line with legislative requirements.

In accordance with Council policy, legislative obligations and our commitment to make Darebin Council a Child Safe Organisation, Council has:

- conducted a child safety audit
- ensured mandatory training of all Council staff on being a Child Safe Organisation
- updated the employees' accessible intranet webpage with new resources for working with children and young people
- reviewed and identified high-risk areas to identify training gaps for staff working with children and young people.

Incident and injury reporting

During 2024/2025, Council recorded a 27% increase in the reporting of hazards, near misses and incidents compared with 2023/2024.

This included:

- a 65% increase in lag indicators (incidents and injuries, excluding motor vehicle incidents and public liability)
- a 55% increase in lead indicators (hazards and near misses)
- a 10% increase in motor vehicle-related incidents.

Lead indicators, such as hazards and near misses, are critical for enabling Council to act proactively, identify potential risks early and implement preventive measures. Lag indicators, which track actual incidents and injuries, help highlight trends and provide a measure of the effectiveness of Council's safety programs.

Council improved the classification of injuries, incidents, hazards, and near misses, enabling more accurate identification of risks and better targeting of preventive actions. The upward trend in reporting was considered positive, as it created more opportunities to manage, mitigate and control risks, ultimately preventing future incidents. The Safety and Wellbeing team maintained a proactive approach, using Council's early intervention program to minimise the impact of lost time

injuries and working closely with employees to avoid claims where possible. Council's Injury Management Advisor has played a key role in improving return-to-work outcomes and strengthening workers' compensation claim management through proactive, educational and capacity-building strategies.

WorkCover premium

Council's WorkCover premium for 2024/2025 was \$4,025,978, representing a 29.4% increase from the previous year. A notable factor in this change was the increased lodgement and acceptance of psychological injury claims, which had a direct impact on remuneration and claim costs. During 2024/2025, Council registered an increase of 6.1% in remuneration and 34.91% in claim cost. While the higher incident reporting rates contributed to more claim activity, overall claims performance improved, with Council successfully returning more employees to work sooner.

Volunteering in Darebin

Darebin is fortunate to have many wonderful volunteers who generously share their time, knowledge and experience to help make the community stronger. The benefits of volunteering for individuals and communities have been well documented, from creating cohesion and a sense of community to positive effects on physical and mental health, social connection and development of skills and experience. We recognise our partners across the city who engage volunteers and enable an active, inclusive and positive volunteering culture.

The 2021 Census identified that 12.6% (15,855) of the people who live in our community dedicate time to volunteering. This is 0.5% higher than the Melbourne average.

To support volunteering in Darebin, Council established the Volunteer Management Action Plan 2022–2026. This framework guides Council to support, manage and promote meaningful and inclusive volunteer engagement, in accordance with volunteering best practice and for all volunteers who volunteer directly at Council. This framework positions Council to ensure a safe, fair and consistent volunteer experience for our diverse community. It guides volunteer leaders, helps strengthen community connection and skill development, improves our ability to respond to emerging volunteer trends and explores new ways to engage volunteers.

The framework is supported by the Volunteer Policy, which ensures appropriate arrangements and support for those who volunteer with Council.

We are halfway through the delivery of the 48 actions listed in the Volunteer Management Action Plan 2022–2026. Year 1 and Year 2 actions have been successfully delivered.

Council continues to facilitate volunteer participation and has registered volunteer programs supporting the following services:

- Bundoora Park Farm
- Darebin Toy Library
- Darebin Intercultural Centre's English Pronunciation Program
- FUSE Darebin Events Program
- Gardens for Wildlife
- East Preston Community Centre
- Community Grants
- Economic Development place-based activations.

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. We value, recognise and support their contributions in the sharing of knowledge, skills, wisdom, time and energy.

5. OUR COUNCIL PLAN PERFORMANCE (Report of Operations)

Overview

The Report of Operations outlines our 2024/2025 performance against the major initiatives in Council's 2024/2025 Budget. It also reports on the Darebin Council Plan 2024/2025 strategic directions and its 10 Big Actions. Big Actions also form most of the major initiatives of the 2024/2025 Budget.

Integration with Council Plan and Council Budget

The Council Plan is a strategic document that describes the vision, strategic directions, strategic objectives, strategies and strategic indicators 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.

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 objectives. 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 2024/2025 shows our progress in realising the vision of the Council Plan 2021–2025. Detailed performance reports on the organisation's progress against the annual Council Plan Action Plan are also posted quarterly on our website at www.darebin.vic.gov.au/CouncilPlan.

Darebin Council Plan 2021–2025

The vision for the Council Plan 2021–2025 is: "Darebin is an equitable, vibrant and connected community. Darebin supports and respects First Nations People, values country, our diverse communities and places. Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations."

The 2024/2025 Annual Report is the final reporting year of the Council Plan 2021–2025.

The Council Plan has four strategic directions, each with attendant strategic objectives, actions and indicators. For the first time, our Municipal Public Health and Wellbeing Plan is embedded in our Council Plan.

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

Strategic Direction 1: Vibrant, Respectful and Connected (page 42)

Strategic Direction 2: Prosperous, Liveable and Flourishing (page 52)

Strategic Direction 3: Climate, Green and Sustainable (page 67)

Strategic Direction 4: Responsible, Transparent and Responsive (page 73)

For each strategic direction, we have reported on:

- services and their costs
- Big Action highlights
- highlights and achievements

- challenges
- performance indicators and our results
- future plans.

Big Actions in the Council Plan are bundles of actions that cut across the strategic directions. Progress in implementing the Big Actions is summarised on the following pages.

We have reported on our progress for 2024/2025 against each of the actions in the Council Plan Action Plan Progress Report 2024/2025, which can be found on our website at www.darebin.vic.gov.au/CouncilPlan.

Big Action highlights

There were a total of 23 year-four actions that contributed to the achievement of the 10 Big Actions. Of these, 65% (15 actions) were 'Completed', 22% (five actions) were 'In-progress' and 13% (three actions) were 'Deferred'.

1. Build infrastructure for the future

Works started on the construction of the new KP Hardiman Pavilion and were progressing according to the construction program. The estimated completion date was on track for December 2025.

The construction of the John Hall Reserve Pavilion was successfully completed. The official opening was held on 31 July 2025, with the Mayor officiating the ceremony. The new pavilion is fully operational and being used by tenant clubs.

2. Plan infrastructure for decades to come

The Reservoir Leisure Centre Scoping Study report was released. The recommendations influenced Council's capital works program, with significant investment in change facilities in 2025/2026. Council was working on concept designs and a business case to support future redevelopment of the centre. Council undertook a range of works at Reservoir Leisure Centre to improve the customer experience, including roof repairs, electrical switchboard upgrades, installation of a new steam generator for the steam room and pool vacuums. Internal doors, turnstiles, entry gates and access controllers were being replaced to ensure seamless flow for customers throughout the facility to complement the new point-of-sale system.

3. Continue to lead with our response to the climate emergency

Council worked to activate the laneway near Reservoir Primary School with a mural and event to promote walking and riding to school.

We partnered with electric vehicle charging companies to provide four publicly available fast chargers.

4. Deepen our commitment to truth and justice for First Nations communities

Council supported truth-telling initiatives to learn about Aboriginal culture and history. The decolonising Bundoora Park Truth-Telling Project continued in close partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

5. Support vulnerable members of the community

Darebin's Disability Action Plan 2023–2025 has been implemented and a review of the implementation successes and challenges was underway. Council partnered with Croxton

School (a local specialist disability school) to support students with disability in Years 11 and 12 to complete work placements. Council launched new and improved disability awareness training, which was being rolled out across the organisation.

Council has launched a new project – Darebin Zero: Ending Homelessness Together – to support people sleeping rough in the Darebin community. This project was established in partnership with local housing, health and community sector partners using a functional zero approach pioneered by Launch Housing.

6. Champion local business and creative industries

Economic and place-based indicators pointed to positive outcomes, local jobs and business numbers grew, procurement from local suppliers exceeded targets, and community events and kindergarten places rose substantially.

7. Build a more inclusive community for all

In September 2024, Council received confirmation that three services in the Community Services and Development Department were successful in achieving Rainbow Tick accreditation: Youth Services (Northland Youth Hub, Decibels and Outreach), Toy Library, and Early Years Professional Development and Resources (Early Years Resource Van, Darebin NE Community Hub). The journey to Rainbow Tick accreditation was a significant undertaking and achievement, strengthening and embedding LGBTIQ+ safety and inclusion in our services for the benefit of staff, volunteers, clients, customers and community members.

8. Improve the quality of development

Officers worked to complete Darebin's Housing Strategy and were expected to report to Council in August 2025 on opportunities for more affordable and social housing.

In future, Council will start work on a planning scheme amendment to implement the recommendations of the Darebin Housing Supply and Demand and Neighbourhood Character Study. This work was set to start in 2026.

9. Protect our natural environment and biodiversity

New rewilding was established along the creek corridor and throughout Edwardes Lake in partnership with environmental community groups. Several water pollution events affected water quality and required rapid response by Council. The Environmental Protection Agency (EPA) continued to work with the duty holder in accordance with EPA processes.

10. Expand our delivery of quality universal services

Several kindergarten infrastructure expansion projects were delivered in partnership with the State Government. Together, these projects increased local kindergarten capacity by 65 places. Council continued to scope opportunities to expand kindergarten facilities across Darebin.

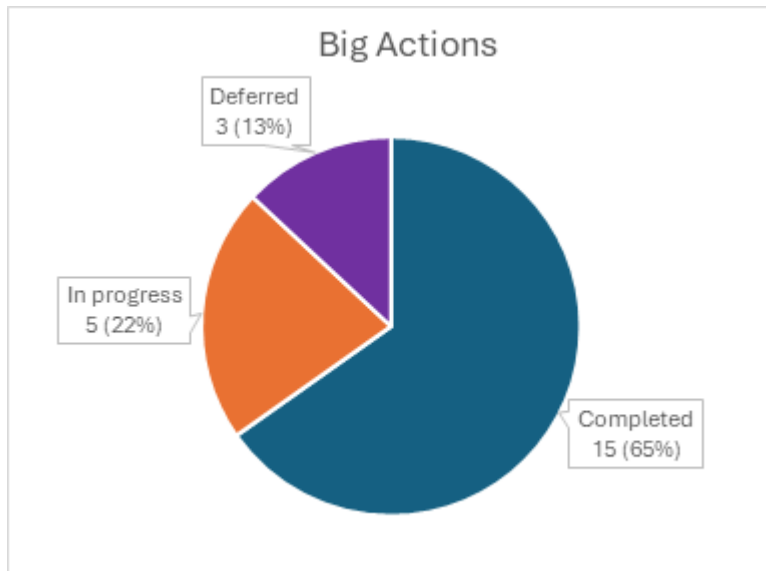
Additional Maternal Child Health clinics were held twice a month on Saturday mornings in Preston and Reservoir. Saturday sessions were introduced to meet the needs of working families that would have otherwise been excluded from the weekday model. Saturday clinics also attracted families that had disengaged with the service and families whose children were born overseas.

The Immunisation Service administered 21,955 vaccinations to 12,468 people, representing an increase of almost 3,000 vaccinations to 1,500 more people over the previous year.

Status of actions contributing to the 10 Big Actions

Actions not completed within the year are considered as part of the prioritisation process for the

next year of the Council Plan or, in this instance, the creation of our next four-year Council Plan.



Strategic Direction 1 – Vibrant, Respectful and Connected

Strategic Direction 1 focuses on the community and its people. The priority and four-year objectives are centred on improving the lives of community members by celebrating diversity, supporting empowerment, connecting to and preserving local history, and providing vibrant and dynamic spaces, amenities and events for all. This strategic direction has eight strategic objectives spanning four years.

Progress comments on all 22 actions relating to this goal can be found at www.darebin.vic.gov.au/CouncilPlan

Budget allocated to Strategic Direction 1

Net cost	2024/2025 \$'000
Budget	25,112
Actual	23,997
Variance	1,115

Services for Strategic Direction 1

While all departments contribute to the achievement of each of our strategic directions, these services specifically relate to Strategic Direction 1.

Note: The service areas in the table align with the 2024/2025 Budget and are consistent with the Council Plan 2024/2025.

Service area	Description of services provided	Net cost of providing this service in 2024/2025 Budget Actual Variance \$'000
Vibrant, Respectful and Connected		
Community wellbeing and social policy	This service develops policy and implements projects that address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents.	6,304 <u>5,753</u> 551
Creative culture and community facilities	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality. Management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall and community venues.	7,031 <u>6,524</u> 507
Supported and connected living	Supports, informs and advocates for the needs of Darebin's diverse older residents, people living with disability and those who care for them to live independently and well. Programs and services include social connection, clubs, groups and venues, access to community, and home support services such as domestic assistance and assisted shopping.	6,662 <u>6,669</u> (7)
Learning and libraries	Responsible for our physical library services at Fairfield, Northcote, Preston and Reservoir and e-book, audiobook and e-magazine collection loans via our virtual library at www.darebinlibraries.vic.gov.au	5,114 <u>5,051</u> 63

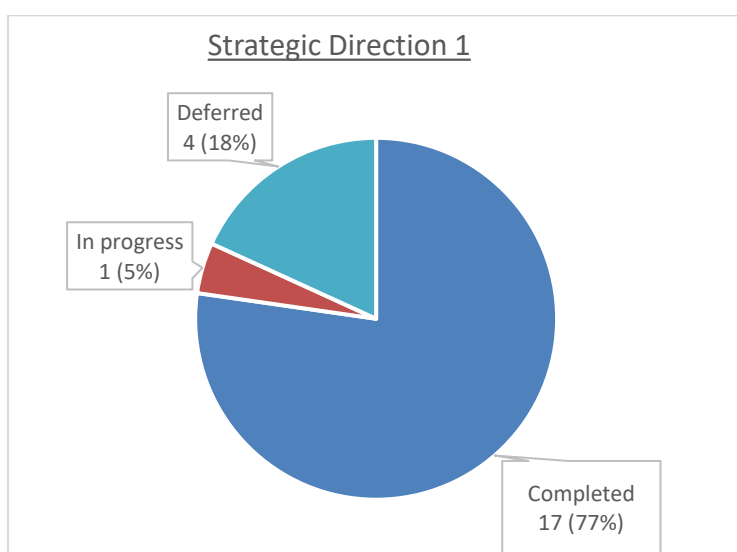
Overview of actions for Strategic Direction 1

The accompanying chart illustrates that 77% (17) of the year-four actions connected to Strategic Direction 1 have been completed. Highlights for the final year include:

- Participation with Darebin sports clubs increased by 9% in 2024/2025. Women's and girls' participation increased by 18%, Aboriginal and Torres Strait Islander people's participation by 9.8%, those from culturally diverse backgrounds by 4.6%, and those from a low socio-economic background by 7.1%.
- The joint northern councils anti-racism booklet was launched. It addresses one of the key findings of 2023 Victoria-wide research about barriers to reporting racism.

Under Strategic Direction 1, one action was in progress and four were deferred by 30 June 2025.

Status of year-four actions for Strategic Direction 1



Highlights and achievements for Strategic Direction 1

- In conjunction with Darebin Creek Management Committee, Council had the honour of hosting the Ceremonial Opening of Treaty Negotiations on 21 November 2024 for the First Peoples' Assembly of Victoria and the Victorian Government. This was an historic event as Victoria is leading the nation in Treaty discussions. We are incredibly proud that the Darebin Parklands was chosen as the site for this important milestone.
- Darebin was successful as part of a consortium of six community health and local government organisations (led by DPV Health) in a tender bid for the Single Assessment Service for aged care until 30 June 2027.
- In September 2024, Council received confirmation that three services in the Community Services and Development department were successful in achieving Rainbow Tick accreditation: Youth Services (Northland Youth Hub, Decibels and Outreach), Toy Library, and Early Years Professional Development and Resources (Early Years Resource Van, Darebin NE Community Hub). The journey to Rainbow Tick accreditation was a significant undertaking and achievement, strengthening and embedding LGBTIQ+ safety and inclusion in our services for the benefit of staff, volunteers, clients, customers and community members.
- The Darebin Intercultural Centre presented the Cultural Diversity Oration on UNESCO's World Day for Cultural Diversity for Dialogue and Sustainable Development. The keynote speaker was Professor Fethi Mansour, UNESCO Chair for Comparative Research on Cultural Diversity and Social Justice. This was a unique opportunity to hear about research around cultural

diversity and interculturalism in Australia and beyond.

Challenges for Strategic Direction 1

- The rising cost of living is increasing demand for essential services such as material aid and food relief, stretching the resources of Council and community service organisations.

Performance indicators and results for Strategic Direction 1

Classification	Code	Measure	Comments	Target	2021/2022	2022/2023	2023/2024	2024/2025	Overall performance overview	Status
Darebin City Council	SI1.1.1	Amount of funding provided to Aboriginal community-led organisations over four years	This was the second round of a new pilot program that was launched in March 2024. Community engagement with this program is increasing and outcomes of successful applicants were published on the grants webpage https://www.darebin.vic.gov.au/About-council/Darebin-grants/Aboriginal-and-Torres-Strait-Islander-Community-Grants .	\$43,000	\$16,000	-	\$27,000	\$29,326	Funding has increased, reaching \$29,326 in 2024/25, which is below the four-year target of \$43,000 but showing progress.	Improving
City of Darebin	SI1.1.2	Aboriginal and Torres Strait Islander peoples living in Darebin that are working/employed	Darebin is committed to providing opportunities to increase the employment rates of Aboriginal and Torres Strait Islanders in the region. Data source: ABS	-	620	-	-	608	Over 4 years, there was a 2% decrease in the number of Aboriginal and Torres Strait Islander peoples living in Darebin who are employed/working.	Maintaining

City of Darebin	SI1.1.3	Aboriginal and Torres Strait Islander-led businesses and organisations in Darebin	Darebin continues to support Aboriginal and Torres Strait Islander organisations through representation and assistance at employment events and coordinating a local network dedicated to skills and employment pathways. Data source: Supply Nation	-	18	19	-	18	Aboriginal and Torres Strait Islander led-businesses have remained stable.	Maintaining
Darebin City Council	SI1.3.1	Community satisfaction with Council's support of diversity, inclusion and fairness	Satisfaction with Council's support of diversity, inclusion and fairness declined measurably this year, down 2.6% to 7.5 out of 10, although it remained a "very good" level of satisfaction. Satisfaction with this aspect of Council's performance has remained relatively stable around the long-term average of 7.5 out of 10 (since 2009).	> 7.3	7.8	7.3	7.7	7.5	Satisfaction has remained consistent at an average of 7.5 and exceeds the target.	Declining
Darebin City Council	SI1.3.2	Community satisfaction with Council's support of diversity, inclusion and fairness of people from multi-lingual households	Satisfaction with Council's support of diversity, inclusion and fairness of people from multi-lingual households declined measurably this year, down 2.6% to 7.5 out of 10, although it remained a "very good" level of satisfaction.	≥ 6.5	7.9	7.2	7.7	7.5	There have been fluctuations across the past 4 years. The 2024/25 result is consistent with an average of 7.5 and exceeds the target.	Declining

Darebin City Council	SI1.4.1	User satisfaction with Council's website	Target exceeded due to ongoing improvement works within the web role, and will continue to improve with investment into Darebin website(s).	≥ 6.5	-	6.7	7.5	7.6	Online satisfaction rose steadily.	Improving
Darebin City Council	SI1.5.1	Active library borrowers	The increase in active membership compared with the previous year may be due to promotional campaigns and increased programs and events, which attract new customers.	≥ 11%	11%	11%	35%	38%	Borrowing rates improved. A new calculation methodology for this indicator was introduced in 2023/24.	Improving
City of Darebin	SI1.5.2	Darebin volunteering rate	Darebin's volunteering rate was 13% in the 2021 Census. The next Census will occur in 2026.	-	13%	-	-	-	Result in 2021 indicated modest community volunteering. Volunteering rates declined in 2021, compared with 2016, due to the impact of COVID.	Data not currently available
Darebin City Council	SI1.7.1	Number of gender and community safety audits across Darebin at relevant consultation / project sites	Four safety audits were conducted at different sites.	≥ 4	4	4	4	4	Target consistently achieved, maintaining steady audit activity.	Maintaining

Darebin City Council	SI1.7.2	Number of Council policies and programs that apply a gender lens	1 July 2024 to 30 June 2025. Individual equity impact assessed projects (incorporating the gender impact assessment) as follows: 1. Families Youth and Children Strategy 2. Our Darebin Council Plan 3. Community Safety Framework 4. Managing Complex Customer Behaviour 5. Corporate Style Guide 6. Sporting Fees and Charges 7. Better Approval Program (BAO) Service Review 8. Judith Schott Memorial Park Playspace Revitalisation 9. Homelessness Procedure 41 10. Gender Equality Self-assessment tool 11. Sick Leave Policy Bank 12. Equal Opportunity Policy 13. Code of Conduct 14. Disciplinary & Grievance Procedure 15. Family Violence Policy 16. Fitness for Work Policy 17. Flexible Working Policy 18. Sexual Harassment Policy 19. Recruitment and Selection Policy 20. Inclusion Statement 21. RLC Customer Experience Survey draft questions 22. Intercultural Centre wording 23. Economic Land Use 24. Integrated Transport and	≥ 30	37	49	35	41	Policies and programs that applied a gender lens increased to 41 in 2024/25, exceeding the ≥30 target.	Surpassing
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Land Use Strategy 25.
Your Street Your Say –
Group C 26. Revitalisation
of Polaris Playspace
Bundoora 27. Complaint
Handling Policy Review
28. Psychological Safety
and Wellbeing Framework
29. Wellness and
Recovery Service – RLC
30. Merri Common and
Surrounds – Better Parks
and Playspace 31.
Electrification Program
CEP 24-27 32. Aboriginal
Action Plan 33. E-Scooter
Roll-out 34. Streetscape
Improvements to High
Street Preston 35.
Preston City Hall
Bathroom Refurbishment
36. Climate Resilient
Neighbourhood Pilot 37.
Australasian Management
Challenge 38. EOI for
Vacant or Underused
Properties 39. Internal
Catering Policy 40.
Council Plan 41.
Municipal Festive Policy
Review

Darebin City
Council

SI1.7.3

**Number of
infrastructure
programs that
apply an Equity
Impact
Assessment to
their planning
process in
alignment with**

During 2024/25 seven
EIAs were undertaken on
infrastructure projects,
including Your Street Your
Say Group C, Judith Scott
Memorial Park Playspace
Revitalisation,
Revitalisation of Polaris
Playspace, Merri

≥ 3

3

7

6

7

Equity
assessments
remained
strong,
achieving
more than
double the
minimum
target.

Surpassing

		Towards Equality Framework / Gender Equality Act	Common and Surrounds project, High Street Preston Streetscape Concept Plan, Streetscape Improvements to High Street Preston, and the Preston City Hall Toilet Refurbishment.								
City of Darebin	SI1.7.4	Proportion of women and girls participating in sports and recreation	In 2024/25, 47% of sport and recreation participants were women and girls. Although the proportion of women and girls has slightly decreased, overall participation numbers have significantly increased with almost double the number of female participants recorded compared with the previous year. The popularity of Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre along with targeted promotions encouraging participation have contributed to the increase.	-	24%	42%	49%	47%	Female participation has risen steadily, showing continued positive engagement.	Improving	
Darebin City Council	SI1.8.1	Welcoming Cities Standard	Accreditation achieved at Excelling Level (with the score of 4.7 out of 5) in August 2024. Accreditation recommendations are progressed through Cultural Diversity and Inclusion Action Plan in 2025.	-	-	-	Achieved Excelling Level	Achieved Excelling Level	Recognition at Excelling Level indicated strong inclusion and diversity practices.	Maintaining	

City of Darebin	SI1.8.2	Reported incidences of racism and hate speech, sourced from Human Rights and Equal Opportunity Commission	Data currently not available and likely to be understated as most instances of racism and discrimination are not reported for a variety of reasons.	-	12	-	-	-	No updated data.	Data not currently available.
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Strategic Direction 2 – Prosperous, Liveable and Flourishing

Strategic Direction 2 is focused on creating infrastructure and spaces for the community to feel safe, respected and welcomed, as well as to develop partnerships to support local businesses and the community to drive growth and economic sustainability. This Strategic Direction has 11 strategic objectives, spanning four years.

Progress comments on all 31 actions can be found at www.darebin.vic.gov.au/CouncilPlan

Budget allocated to Strategic Direction 2

Net cost	2024/2025 \$'000
Budget	29,857
Actual	27,358
Variance	2,499

Services for Strategic Direction 2

While all departments contribute to the achievement of each of our strategic directions, these services specifically relate to Strategic Direction 2.

Note: The service areas in the table align with the 2024/2025 Budget and are consistent with the Council Plan 2024/2025.

Service area	Description of services provided	Net cost of providing this service in 2024/2025 Budget Actual Variance \$'000
Prosperous, Liveable and Flourishing		
Economic development	Economic development develops and implements strategies and activities that aim to foster a resilient economy. Our services include providing local employment opportunities; attracting a range of new industries; supporting and working with local businesses and associations to help them improve business performance and enhance promotions; and working with neighbouring municipalities and our partners to increase economic growth.	2,119 <u>1,489</u> 630
Family, youth and children	Responsible for a diverse range of services that includes immunisation, maternal and child health services, family and early parenting programs, supported playgroups, toy library, support and resourcing to early childhood education and care services, Best Start, Preschool Field Officer Program, childcare and kindergarten registration system, and a range of services and supports to young people from the Hub at Northland, Decibels Youth Music Centre and through outreach and Youth Voice projects.	6,618 <u>6,195</u> 423
Recreation and leisure	Supporting the Darebin community to get active through formal and informal opportunities including sports clubs,	2,134 <u>967</u> 1,167

	programs and facilities. Delivering recreation and leisure policy and planning – in particular, infrastructure planning, delivery and activation. Responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre, Reservoir Leisure Centre and the public golf courses at Bundoora and Northcote.	
Facilities and infrastructure management and maintenance	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as the network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the delivery of the Capital Works Program including the delivery of major infrastructure projects.	8,372 <u>9,740</u> (1,368)
Transport	Delivers a wide range of statutory and non-statutory road management functions including Local Area Placemaking transport investigation and improvement programs, parking change management requests, construction permits and cross-over (new driveway) applications. The service also provides transport engineering advice for capital projects, transport policies, referrals for statutory planning applications, speed limit reductions, and transport permits to use road space.	3,594 <u>3,467</u> 127
City development	Administers the Darebin Planning Scheme through determination of planning applications in line with Council's governance practices (statutory planning) as well as delivering services to ensure compliance with building legislation and industry standards. Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protection Act and associated regulations).	4,919 <u>3,709</u> 1,210
Civic compliance	Responsible for Council's animal management, local laws, planning enforcement, traffic enforcement and School Crossings Supervision Service.	2,101 <u>1,791</u> 310

Overview of actions for Strategic Direction 2

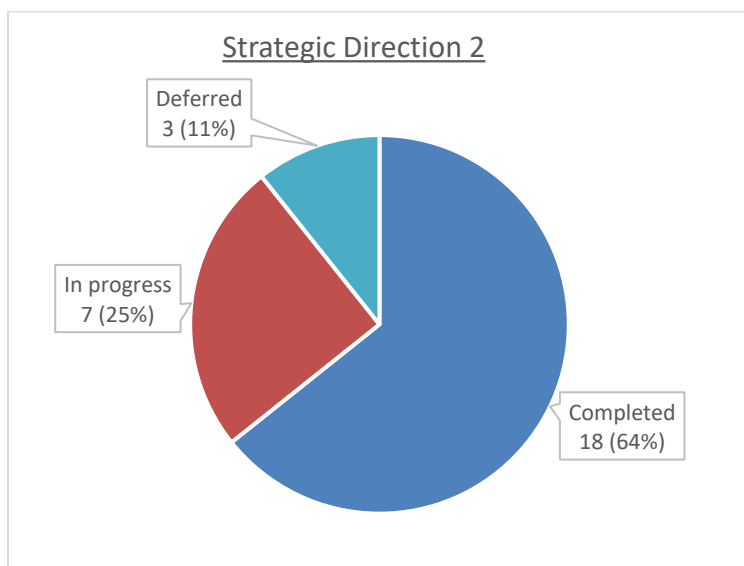
The 2024/2025 Council Plan Action Plan includes 29 actions that deliver Strategic Direction 2. The accompanying chart shows that 64% (18) of the year-four actions connected to Strategic Direction 2 have been completed.

Highlights for the final year included:

- Background work and assessment was completed for master planning of the site at 2 Wingrove Street, Alphington.
- Darebin reviewed and updated its 10-Year Asset Management Plan in accordance with the *Local Government Act 2020*. The updated plan was adopted by Council on 30 June 2025.
- Darebin reviewed its 10-Year Long Term Financial Plan in accordance with the *Local Government Act*. The updated plan was adopted by Council on 30 June 2025.

Strategic Direction 2 has seven actions that were in progress and three that were deferred by 30 June 2025.

Status of year-four actions for Strategic Direction 2



Highlights and achievements for Strategic Direction 2

- Council delivered 10,120m² of new footpaths and resolved more than 37,000 service requests, reinforcing Council's commitment to safer, more accessible public spaces and responsive community service.
- Darebin's Creative Culture team supported events attended by more than 161,000 people. This included 418 public performances, exhibitions and events involving 1,069 artists.
- FUSE Festival in September 2024 was attended by 4,413 people and involved 503 artists across 29 locations.
- Council delivered a program of creative workshops at Bundoora Homestead titled 'Collage Club', which addressed loneliness in the community by providing a forum for social connection through a weekly creative activity.
- Several kindergarten infrastructure expansion projects were delivered in partnership with the Victorian Government. Together, these projects will increase local kindergarten capacity by 65 places.
- Council endorsed its Darebin Economic Framework, which has four key pillars to ensure Darebin is a place "Where the economy thrives and wealth stays in Darebin".
- Street sweeper routing and scheduling were optimised during the leaf fall season, boosting efficiency and collection capacity. Cleaner streets and quicker responses earned positive community feedback and improved operational outcomes.

- Council's Supported and Connected Living team delivered more services to the community by reviewing and improving its systems, processes and services. Clients rated our in-home and community services at an overall satisfaction level of 89%.
- The laneway near Reservoir Primary School was revitalised with a mural and an event to promote walking and riding to school.
- New planning controls were applied to Preston (High Street), implementing Darebin's Draft Preston Central Structure Plan. Introduced through the State Government's Activity Centre Program, the controls supported the ongoing vibrancy and amenity of the centre.
- Amendment C210dare to the Darebin Planning Scheme was approved, enabling increased open space contributions to improve Darebin's open space network.
- Community consultation was undertaken to inform Council's Draft Darebin Housing Strategy. This helped incorporate community feedback into the strategy.
- Council endorsed Darebin's Families, Youth and Children Strategy in August 2024, which will enable Council and its partners to work in collaboration to improve outcomes for children and young people and their families. A significant engagement process informed the development of the strategy, with more than 1,000 children, young people, adults and 50+ organisations taking part.
- Additional Maternal Child Health clinics were held twice a month on Saturday mornings in Preston and Reservoir. Saturday sessions were introduced to meet the needs of working families that would have otherwise been excluded from the weekday model. Saturday clinics have also attracted families that had disengaged with the service and families whose children were born overseas.
- The Immunisation Service administered 21,955 vaccinations to 12,468 people, representing an increase of almost 3,000 vaccinations to 1,500 more people over the previous year.
- The new electronic security system roll-out continued at pace. The risks associated with the ageing systems and traditional keyed access to Council-owned buildings has now largely been addressed in the 39 sites successfully completed and commissioned.
- Council has 526 electrical switchboards, with many ageing and in need of upgrades for safety and to meet modern compliance and regulations. During the financial year, 40 switchboards were replaced and 31 were upgraded.
- Animal impound, rehoming and support programs were delivered successfully at the wat djerring Animal Facility.

Challenges for Strategic Direction 2

- Increased rates of social isolation and mental health issues were reported among older residents and require targeted planning and adaptation of services and supports.
- The increasing incidence of threatening and aggressive behaviour towards staff and in the vicinity of community facilities – such as the multiple incidents at Northland Shopping Centre – puts community programs and services at risk. A safe working environment is essential for our community services and development staff.
- Funding changes across Council are leading to challenges in maintaining appropriate service levels for our growing community, such as in the Maternal Child Health sleep and settling funding. There is also a move from recurrent to non-recurrent funding models.
- Ongoing capital works are needed across our ageing infrastructure to maintain facilities as fit-for-purpose spaces.
- Vandalism of facilities adds extra costs for repairs and alongside planned works and makes it more challenging to keep services running to their full opening hours. Council continued to prioritise safety and value for money when responding to vandalism.
- Unexpected buried materials were found during redevelopment works at WH Robinson Reserve, but the delivered result was a testament to the efforts of the many worked on the project and is something of which the community can be proud.

Performance indicators and results for Strategic Direction 2

Classification	Code	Measure	Comments	Target	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Overall performance overview	Status
Darebin City Council	SI2.1.1	Occupancy of buildings by community groups and/or for community wellbeing purposes	To support increased utilisation of Council-owned buildings, an Expression of Interest (EOI) process is underway targeting activation of vacant or underutilised properties. The objective is to align utilisation rates with the Council's strategic target of 90%. At 30 June 2025, the utilisation rate was 82%. However, with strong interest anticipated through the EOI process, we expect this figure to increase significantly, bringing us closer to our target. The EOI is designed to attract a diverse range of community, commercial and not-for-profit tenants, ensuring optimal use of available spaces and delivering broader community benefit.	≥ 90%	-	-	82%	82%	Occupancy improved but remains below the ≥90% target.	Maintaining
City of Darebin	SI2.1.2	Number of 3-year-old kindergarten places	99 places – DE-funded Kindergarten on School Site (KOSS) Darebin Creek Kindergarten (previously known as Thornbury High School Kindergarten); 22 places – Raleigh Street Children's Centre; 5 places – Merri Community Child Care Centre and Kindergarten.	0	66	0	126	Large increase to 126 places in 2024/25 after fluctuation in prior years.	Improving	City of Darebin
Darebin City Council	SI2.11.1	Improve mental health in local planning	One amendment awaiting approval, two heritage amendments awaiting authorisation decisions and two	≥ 3	10	4	5	5	Amendments exceeded the minimum target and remained stable.	Maintaining

		controls Number of active planning scheme amendments	interim heritage amendments awaiting approval							
Darebin City Council	SI2.11.2	Number of days taken to approve planning applications for home owners/ small applications	Data not currently available.	-	-	-	-	-	No measurement data available.	Data not available.
Darebin City Council	SI2.2.1	City-wide perceptions of safety over four years – day	The perception of safety in public areas of the City of Darebin during the day declined measurably, down 4.6% to 82% This result was identical to the long-term average perception of safety in public areas during the day since 2003 of 82%. The result comprised 76% of respondents who felt “very safe”, and 3% (up from 2%) who felt “unsafe”. There was measurable variation in the perception of safety in public areas during the day across the municipality. Respondents from Northcote felt measurably (7%) safer and respondents from Fairfield-Alphington felt somewhat (3%) safer than the municipal average. By contrast, respondents from Preston East felt somewhat less safe (3%) and respondents from Reservoir East (4%) and Kingsbury-Bundoora (8%)	≥ 95%	85%	83%	86%	82%	The perception of safety in public areas during the day has fluctuated. The result of 82% is well below the target of 95%.	Declining

			felt measurably less safe. There was measurable variation in this result observed by respondent profile, as older adults (aged 60 to 74 years) felt measurably less safe (3%) than average, and male respondents felt measurably safer (3%) than female respondents.							
Darebin City Council	SI2.2.2	City-wide perceptions of safety over four years – night	The perception of safety in public areas at night declined measurably and significantly this year, down 9.8% to 64%. This was the lowest perception of safety in public areas at night recorded for the City of Darebin since 2010. The result was a little higher than the long-term average since 2003 of 62% and on par with the long-term average for the past 10 years (2014/15 to 2024/25). The result comprised 31% (down from 46%) who felt “very safe” (i.e., rated safety at 8 or more), and 16% (up from 9%) who felt “unsafe” (i.e., rated safety at less than 5). There was measurable and significant variation in the perception of safety in public areas at night observed across the municipality. Respondents from Fairfield-Alphington and Northcote felt measurably (7% and 6% respectively) safer than average. By contrast, respondents from Preston East felt notably less safe (4%) and respondents from Reservoir East felt measurably less safe (5%) than average. There was no measurable variation in the perception of safety in public areas at night observed by age	≥ 75%	67%	66%	71%	64%	The perception of safety in public areas at night has fluctuated. The result of 64% in 2024/25 is the lowest since 2010 and well below the target of 75%.	Declining

			structure, although senior citizens (aged 75 years and over) felt somewhat safer(3%) than average. Male respondents felt measurably safer (6%) than female respondents, and respondents from English-speaking households felt measurably safer (4%) than respondents from multilingual households.							
Darebin City Council	SI2.2.3	Community satisfaction with Council's efforts in managing the issue of graffiti	Community satisfaction is measured by survey respondents' agreement with the following statement: "I/we are satisfied with Council's efforts in managing the issue of graffiti." Despite a measurable decline (3%) in agreement this year, the average agreement that respondents were satisfied with Council's efforts in managing the issue of graffiti has remained relatively stable around the long-term average from 2017/18 of 68%. There was measurable variation in this result observed across the municipality, with respondents from Reservoir West measurably more in agreement (6%) than average. By contrast, respondents from Preston East were notably less in agreement (4%). There was measurable variation in this result observed by respondent profile, with young adults and adults (aged 18 to 44 years) measurably (5% and 3% respectively) more in agreement than average. By contrast, middle-aged and older adults (aged 45 to 74 years) were measurably less in agreement (5%) than average.	≥ 70%	70%	63%	71%	68%	Satisfaction with graffiti management has fluctuated and declined in 2024/25, below the ≥70% target.	Declining

City of Darebin	SI2.2.4	Deaths of road users on Darebin roads and streets	One death occurred during the 2024/25 financial year.	-	1	2	1	1	Road fatalities ranged from 1 to 2 per annum over the past 4 years.	Maintaining
City of Darebin	SI2.2.5	Proportion of trips made by active and public transport (from baseline of 2016 levels)	The Google Environmental Insights Dashboard has not been updated with 2024 data.	-	27%	-	29%	-	New data is unavailable.	Data not available.
City of Darebin	SI2.2.6	Amount of private vehicle use (from baseline of 2016 levels)	The Google Environmental Insights Dashboard has not been updated with 2024 data.	-	72%	-	71%	-	New data is unavailable	Data not available.
Darebin City Council	SI2.3.1	Amount of affordable and social housing facilitated through planning decisions	Applications of the scale to negotiate affordable housing contributions have generally been fewer. Big Housing Build Projects in Darebin have moved to construction stage.	≥ 10	-	12	50	-	Housing facilitation fell sharply in 2024/25, below the ≥10 target.	Data not currently available.
City of Darebin	SI2.3.2	Affordable, social and public	New data is not available until after the next Census in 2026.	2534	-	-	-	No new data; next	City of Darebin	Data not currently available.

		housing in Darebin						Census is in 2026.		
Darebin City Council	SI2.4.1	Number of trees planted in activity centres	Only 16 trees were planted in activity centres this year because previous years significantly exceeded planting targets, reducing the need for additional plantings this year. 1,024 trees were planted across the municipality.	≥ 40	51	136	40	16	Plantings dropped significantly in 2024/25, missing the ≥40 target.	Declining
Darebin City Council	SI2.5.1	Number of accessible car parking spaces	Two accessible parking spaces were installed on Collins Street at Penders Park in Thornbury. Two parking spaces were upgrades to be compliant with accessibility standards in the car park next to the Preston Customer Service Centre.	≥ 2	2	2	2	4	Accessible spaces increased in 2024/25, exceeding the target.	Improving
Darebin City Council	SI2.6.1	Participation rate in Council services of people experiencing homelessness	22 out of 41 registered participants of the Community Shower Access Program accessed the program in 2024/25. The total number of visits of those 22 people was 274. The lower rate this year may be that people were registered and prior to their first visit chose to move on from Darebin.	≥ 60%	57%	67%	68%	54%	Participation fell below the ≥60% target after steady improvement.	Declining
Darebin City Council	SI2.6.2	Number of people that obtain a housing outcome through our Assertive Outreach Program	For 2024/25, a total of 25 housing outcomes (public, private, community or rooming house) were achieved through the Darebin Assertive Community Outreach program.	≥ 20	63	47	24	25	Housing outcomes met the target but remained lower than earlier years.	Declining
Darebin City Council	SI2.7.1 (i)	East Preston and East	A question to assess “East Preston and East Reservoir residents’ satisfaction with local amenity to	≥ 7	7.55	-	-	-	No updated data since 2021/22; last available	No data available.

		Reservoir residents' satisfaction with local amenity to improve East Preston	improve (East Preston)" was not included in the Council Annual Satisfaction Survey. Therefore, is no available data to assess this indicator.						showed satisfaction above target.	
City of Darebin	SI2.7.3 (ii)	Selected social and wellbeing indicators from Socio-Economic Indexes For Areas (SEIFA) in East Reservoir and East Preston – East Preston	New data will not be available until after the next Census in 2026.	997	-	-	-	No new data; next Census is in 2026.	City of Darebin	No data available.
Darebin City Council	SI2.8.1	Sporting groups and clubs using a Darebin facility that are free of electronic	No change from last year. Seven out of eight (%) Council-affiliated sporting clubs that previously relied on income or sponsorship from electronic gaming machines are no longer reliant on that income stream.	= 100 %	88%	88%	88%	88%	No change over the past 4 years.	Maintaining

		c gaming machine (EGM) income or sponsorship New policy on EGMs requires compliance as of Nov 2023								
Darebin City Council	SI2.8.2	Number of programs supported, including through partner agencies that encourage smoking cessation	Council used resources from Quit Victoria to develop and run two social media campaigns aimed at raising awareness on harm associated with tobacco/vapes. Available support services were promoted during these campaigns.	≥ 2	0	1	3	2	Target met in 2024/25, maintaining support for cessation programs.	Maintaining
City of Darebin	SI2.8.3	Reports relating to public drinking	Data currently not available	-	2	4	-	-	No measurement data available in recent years.	No data currently available.
Darebin City Council	SI2.9.1	Community satisfaction with the management of	No data available to collect.	-	-	-	-	-	No data available.	Data not currently available.

		natural and cultural attractions, and local amenity								
Darebin City Council	SI2.9.2	Procurement expenditure with Darebin businesses and suppliers	A greater percentage was achieved for Council. This is based on trailing active contracts used across Council and increased engagement of local businesses for general purchases.	≥ 13%	13%	12%	15%	19%	Local business procurement rose to 19%, exceeding target.	Improving
Darebin City Council	SI2.9.3	Satisfaction with industry and business programs that support the growth of our local economy	No data available to collect.	-	-	-	-	-	No measurement data available.	Data not available.
Darebin City Council	SI2.9.4	Number of community-led festivals/ events, including culturally diverse events across Darebin Registrations for	4 FUSE fund works 16 FUSE @ large events 34 other festival events ('Our Songs', community awards) 1 social justice oration	≥ 33	24	43	28	55	Events grew to 55 in 2024/25, surpassing the ≥33 target.	Improving

		Fuse @ Large, Spring & Autumn								
City of Darebin	SI2.9.5	Number of local jobs by 2025	Investing in programs to drive growth in jobs, increase skills development and provide pathways to employment has resulted in Darebin's number of jobs increasing by nearly 3,000 in 2024/25. Data source: NEIR.	-	58,878	59,493	61,681	64,915	Over the past 4 years, local jobs have increased by 6,037 or 10%.	Improving
City of Darebin	SI2.9.6	Number of local businesses by 2025	Darebin continues to show positive signs of investor confidence, with an increase in the number of business making Darebin their home. This is significant given the economic challenges many businesses are facing due to the cost-of-living crisis and unstable global economy. Data source: ABS.	-	13,324	14,577	13,779	13,988	The number of businesses in Darebin has increased over the past 2 years, after dropping from a 4-year high in 2022/23.	Maintaining
City of Darebin	SI2.9.7	Number of employed residents by 2025	Darebin continues to create programs and opportunities to support economic investment in the region, driving growth and sustainability as indicated in the number of employed residents increasing. Data source: NEIR.	-	79,087	-	-	92,277	The number of employed residents increased by 13,190 or 16.68% since 2021/22.	Improving
City of Darebin	SI2.9.8	Number and diversity of jobs	Darebin had representation across 19 different industries and Council continues to develop partnerships to drive economic growth. Our main industries show the diversity represented. The top five sectors are: Healthcare and Social Assistance (10,871 jobs) Education and Training (9,306) Retail Trade (8,480), Construction (5,979), Accommodation and Food Services (4,339).	-	58,878	59,493	61,681	64,915	Over the past 4 years, local jobs increased by 6,037 or 10%.	Improving
City of Darebin	SI2.9.9	Mix of business	This diverse mix of industry shows consumer confidence in investing and doing business within Darebin.	-	13,324	14,577	13,799	13,988	The number of businesses in Darebin increased over the	Maintaining

		es/industry	Healthcare and Social Assistance continues to be our largest employment area by industry (44.6%), which is in line with the broader national demographic trends in healthcare. The Darebin Economic Framework will continue to progress growth within this sector through the 'Mobilising Health and Education for Community Wealth' pillar. Data source: NEIR							past 2 years, after dropping from a 4-year high in 2022/23.	
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Strategic Direction 3 – Climate, Green and Sustainable

Strategic Direction 3 is focused on building and ensuring the community and Council-owned infrastructure are resilient to climate change, increasing canopy cover over Council-managed land, improving water quality and biodiversity across Darebin, improving air and water by reducing carbon emissions through use of renewable energy, and reusing waste to stimulate a local circular economy. This strategic direction has five strategic objectives spanning four years.

Progress comments on all seven actions relating to this goal can be found at www.darebin.vic.gov.au/CouncilPlan

Budget allocated to Strategic Direction 3

Net cost	2024/2025 \$'000
Budget	32,470
Actual	34,578
Variance	(2,107)

Services for Strategic Direction 3

While all departments contribute to the achievement of each of our strategic directions, these services specifically relate to Strategic Direction 3.

Note: The service areas in the table align with the 2024/2025 budget and are consistent with the Council Plan 2024/2025.

Service area	Description of services provided	Net cost of providing this service in 2024/2025 Budget <u>Actual</u> Variance \$'000
Climate, Green and Sustainable		
Environment and Natural Resources	Leads reform and improvement projects, and management of risk relating to climate, energy, waste, biodiversity, contaminated land and water. Delivers climate, energy, recycling, waste minimisation, litter and water education programs, supports community-led programs, runs recycling trials, works with other councils and the State Government on regional/state programs, develops/delivers circular economy proposals. Delivers Solar Saver Program, where Council installs solar panels on residents' roofs and is paid back via a special charge.	2,328 <u>1,634</u> 693
Open spaces, parks and natural environment	Develops and implements policies and programs that contribute to the sustainable management of the municipality's natural resources and environment. Includes development, oversight and implementation of strategies including Open Space Strategy, Urban Forest Strategy and Parks Asset Management Strategy. Responsible for the management and maintenance of approximately 600ha of open space including 130 playgrounds, several wetlands, pathways, seating, garden beds,	13,336 <u>15,945</u> (2,609)

	waterways, catchments, dams and street trees and more than 100,000 trees in parks and reserves.	
Waste management	Collection of general waste, recyclables, FOGO and dumped rubbish, street and right of way cleaning, the hard waste collection service, and management of the contract for the operation of the waste transfer station in Reservoir.	16,807 <u>16,998</u> (191)

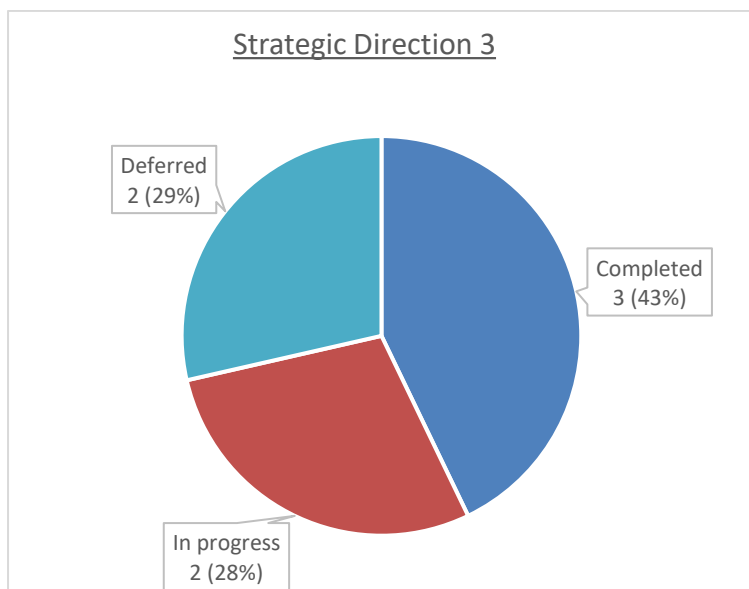
Overview of actions for Strategic Direction 3

The accompanying chart illustrates that 43% (3) of the year-four actions connected to Strategic Direction 3 have been completed. Highlights from the final year include:

- 250 people were directly supported to manage heat stress as part of Darebin's renewed Climate Emergency Plan.
- Council included electrification upgrades in the Solar Saver program in 2024/2025. Vulnerable households have been supported through this program.

Strategic Direction 3 had two actions in progress by 30 June 2025 and two that were deferred.

Status of year-four actions for Strategic Direction 3



Highlights and achievements for Strategic Direction 3

- Council transitioned all pool passenger vehicles to electric, reducing emissions and supporting sustainability. This move reinforces environmental leadership and sets a strong example for the community.
- Council's new fleet of waste service vehicles features lower emissions, advanced safety systems, increased capacity, and a compact design. This will improve environmental outcomes and service delivery with less disruption to communities.
- Council launched a community garden in a public housing estate, with community members donating materials, participating in the set-up and undertaking maintenance. The garden is producing significant quantities of fresh food shared among the residents.
- Only 16 trees were planted in activity centres this year because previous years significantly exceeded planting targets, reducing the need for additional plantings in 2024/2025. 1,024 trees were planted across the municipality.
- 32,000 indigenous plants were planted within parks and reserves as part of Rewilding Darebin. The program involves establishing the 50,000 plants from previous years.
- More than 20 planting days were held in conjunction with the wider Darebin community

throughout 2024/2025.

- Council addressed road damage on Tanner Grove, Northcote, through an innovative use of CCTV and a process of trenchless relining. This avoided the need for a full road reconstruction. The project delivered a long-term solution that protected Council assets, prevented further road damage, and minimised impacts on residents.
- Council completed a drain upgrade for the Summerhill Road easement in Reservoir. Council addressed ongoing flooding by upgrading drainage infrastructure and modifying pits, preventing surcharging and protecting surrounding properties.
- A major drainage upgrade was completed on Hartington Street, Northcote, involving 270 metres completed under complex conditions. The project addressed recurring flooding by upgrading key infrastructure through residential lots and an aged care facility. Works required coordination across multiple sites, managing access constraints and navigating significant gas infrastructure. Despite these challenges, the upgrade has improved network capacity and reduced flood risk to the surrounding area.
- Council successfully delivered a major drainage upgrade on Massey Avenue, Reservoir, in two stages to alleviate severe flooding. Large-capacity pipes, nearly two metres wide, were installed under tight access constraints and connected to Edgars Creek to improve flow. The complex works were successfully achieved through staged construction, providing long-term flood protection and enhanced resilience for the surrounding community.

Challenges for Strategic Direction 3

- Council is concerned about delays in state waste reform. Despite this, local initiatives such as glass collection continue, improving service delivery and supporting sustainability to meet growing community expectations.
- Managing conflicting community expectations around improvement of transport infrastructure across the municipality.

Performance indicators and results for Strategic Direction 3

Classification	Code	Measure	Comments	Target	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Overall Performance Overview	Status
Darebin City Council	SI3.1.1	Number of residents supported to avoid heat stress and fuel poverty Fuel poverty: number of people directly supported through Energy Resilience program run by Darebin Information Volunteer Resource Service (DIVRS). Heat health: number of people reached via heat health fact sheets, social media campaign and website hits.	250 people were directly supported to manage heat stress. Within this group, 150 vulnerable residents identified by 4 community partners were provided with fans and/or cooling mats, cooling neck ties and heat health information. A further 100 kits were provided to 2 organisations supporting people sleeping rough for distribution. These kits included insulated water bottles, sunscreen, cooling neck ties, Keep Cool Map, Hydralyte and a tote bag. A further 62,000 people were provided with information on how to avoid heat stress and reduce summer energy bills.	≥ 880	1,570	671	2,350	62,250	Strong increase in 2024/25, massively exceeding the ≥880 target.	Surpassing
Darebin City Council	SI3.2.1	Number of indigenous plants planted	32,000 indigenous plants were planted within our parks and reserves as part of Rewilding Darebin. The program involves establishing the 50,000 plants from previous years.	≥ 70,000	200,000	70,000	50,000	32,000	Planting dropped well below the ≥70,000 target in 2024/25.	Declining

Darebin City Council	SI3.2.2	% canopy cover on public land	Each year Council works towards increasing canopy cover with its annual tree planting program. In 2024/2025 Council planted 1000+ trees for increased shading and cooling along with biodiversity and habitat.	≥ 18.5%	-	-	-	18.5%	Canopy cover met the ≥18.5% target in 2024/25.	Data not available.
City of Darebin	Si3.3.1	Significant improvements in the quality of water coming into Edwardes Lake from upstream	Monthly monitoring continues to indicate that water quality remains poor. We are unlikely to see a significant improvement in water quality at Edwardes Lake in the short term. This is largely due to complexity of the issue including land use across a large catchment and increasing urbanisation that spans several municipalities. Pressures of climate change and ongoing urbanisation have a significant impact on water quality. Council is working with stakeholders on water quality projects such as revegetation, litter and pollution prevention programs, and storm water management within the catchment.	-	Poor	Poor	Poor	Poor	Water quality remains poor despite minor activity.	Maintaining
Darebin City Council	SI3.4.1	% Council energy supplied from renewable sources	Darebin supplies electricity for its operations from 100% renewable energy through its VECO contract.	= 100%	-	100%	100%	100%	Renewable energy use achieved the 100% target.	Maintaining

City of Darebin	SI3.4.2	% reduction in community carbon emissions	Solar installs – reduction of 7,300 t/CO ₂ e; VEECs – reduction of 50,779 t/CO ₂ e; transport – no data included at report date; waste emissions have gone up by 3.32%; network – no changes to electricity emissions factor (Scope 2 went down, but Scope 3 went up). This gives a reduction of 5.7% based on Snapshot of 2022/23 as baseline. Note, a better indicator would be available once Snapshot reports come live in 2 years' time.	-	-	-	-	6%	Baseline measurement recorded; reduction reported at 6%.	Data not available.
Darebin City Council	SI3.5.1	% of recycled or reused content used in Council-managed services	Data not collected across Council services.	-	-	-	-	-	No data available.	Data not available.
City of Darebin	SI3.5.2	% reduction in total amount of waste generated	Increase in dumped rubbish.	-	2%	2.6%	2%	3%	Waste reduction reached 3% in 2024/25, showing modest improvement.	Improving

Strategic Direction 4 – Responsible, Transparent and Responsive

Strategic Direction 4 is focused on transparent and accountable decision-making, ensuring that the organisation is financially responsible, managing resources effectively to ensure our current and future services meet the needs of the community, as well as planning and supporting our community through change. This strategic direction has five strategic objectives spanning four years.

Progress comments on all 24 actions relating to this goal can be found at www.darebin.vic.gov.au/CouncilPlan

Budget allocated to Strategic Direction 4

Net cost	2024/2025 \$'000
Budget	38,208
Actual	36,455
Variance	1,753

Services for Strategic Direction 4

While all departments contribute to the achievement of each of our strategic directions, these services specifically relate to Strategic Direction 4.

Note: The service areas in the table align with the 2024/2025 Budget and are consistent with the Council Plan 2024/2025.

Service area	Description of services provided	Net cost of providing this service in 2024/2025 Budget Actual Variance \$'000
Responsible, Transparent and Responsive		
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, infrastructure and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	3,003 <u>2,593</u> 410
Customer service	This service provides the customer interface for most services and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, our website and an after-hours emergency service.	2,792 <u>2,630</u> 161
People and culture	Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development.	4,014 <u>3,992</u> 23
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.	2,540 <u>2,397</u> 143

Corporate governance	This service includes direct administrative support to the Mayor and councillors, coordination of Council and Committee meetings, and includes the Chief Executive Officer, Executive Management team, as well as the administration of Council business, policy support and corporate risk.	9,261 <u>8,952</u> 309
Information technology services	This service provides Council with digital platforms to improve business performance by allowing timely and informed decision making that enhances service provision to Council and the community. The services also include cybersecurity, governance of technological systems, the maintenance of infrastructure and the functionality of the systems overall.	9,751 <u>8,794</u> 956
Financial services	Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties.	3,900 <u>3,739</u> 162
Fleet services	Responsible for the fleet required to support all Council's in-house service delivery.	2,948 <u>3,359</u> (411)

Overview of actions for Strategic Direction 4

The accompanying chart illustrates 79% (11) of the year four actions connected to Strategic Direction 4 have been completed. Highlights from the final quarter include:

- Key council plans were updated during the financial year, including the 10-Year Long Term Financial Plan and Darebin's Revenue and Rating Plan.
- Work has commenced on the Master Planning of the site at 2 Wingrove Street, Alphington, including the completion of all background and assessment work.

One Strategic Direction action was in progress and 2 were deferred by 30 June 2024.

Status of year-four actions for Strategic Direction 4



Highlights and achievements for Strategic Direction 4

- The Governance Services team supported the Victorian Electoral Commission to conduct its statewide Council elections. The team worked tirelessly to ensure Council complied with caretaker conventions.
- An extensive, in-depth community engagement and communications campaign was designed and delivered to ensure widespread participation from across the community for the development of our new Council Plan and other key strategic documents.
- A full induction program was delivered for all elected councillors following the 2024 elections. The program was conducted in largely within a one-week condensed period and was in line with *Local Government Act* reforms.
- The Customer Service team managed customer calls, emails, in-person visits and social media enquiries. The team provided community members with an accessible service for help and support, taking on average 500 calls a day and processing 250 service requests.
- The Facilities Management team managed 28 trades and services contracts for services provided to the City. Formal contract meetings were held throughout the year, with 58 completed between January and June 2025. The meetings ensured contract conditions and working relationships were well maintained. 140 work permits, such as safe roof access, were approved.
- The new intranet, Ngarrgu, launched in 2024/2025, delivering a 70% uplift in user satisfaction. Staff report significantly improved access to information, with notable gains in navigation, content relevance and overall useability.
- Council is now using an Information Security Management Framework. As part of this privacy compliance initiative, a Data Breach Response Plan was developed to provide clear guidance and staff education on the appropriate procedures for identifying, managing and mitigating data breaches.
- The laptop refresh program was finalised, ensuring seamless change of equipment for staff without affecting their work schedules and productivity.
- Work was conducted with stakeholders, including the community, to select a suitable vendor to provide a single ticket platform for Council venue bookings, events management and ticketing systems. A single platform will ensure ease-of-use for customers when engaging with Council, reduce the costs associated with running multiple systems, and reduce manual processes and supporting compliance.
- Council improved its cybersecurity maturity. This proactive work enhanced Council's overall security in the face of increased cyber threats.
- A printer rollout was completed, replacing legacy printing equipment. The new devices are expected to reduce downtime, lower maintenance costs and improve overall efficiency.
- The second year of Darebin's People Strategy delivered a significant program of values-based leadership development across all levels of people leaders, building their capability, capacity and confidence to lead teams in delivering service excellence to our community.
- To value and celebrate the diversity of our staff, we have established an Aboriginal and Torres Strait Islander staff network and a Pride network for LGBTIQ+ staff and allies.
- In support of our commitment to creating a healthy workplace that enables staff to thrive, People and Culture has developed 'Thriving Together', Darebin's Psychological Safety and Wellbeing Framework, as an integrated approach to preventing and managing psychological harm at work.
- Work has started to improve Council's digital systems and processes. The program aims to make connecting and communicating with Council easier and simpler. Streamlined processes and increased access to information will help Council to better monitor and respond to enquiries from community members.
- Council received 1,788 planning applications and determined 1,759. Of these, 51% were determined within time, a continued improvement on the 2021/22 result of 26%.
- Council received 18,129 planning enquiries that checked for heritage status, with an average Grade of Service of 90%.
- Council significantly improved its determination of VicSmart applications, soaring from 36.44% (2021/22) to 86.27% in 2024/25, higher than the state average of 82.6%.
- 83% of all pools within the municipality have now been registered, up from roughly 6% at the start of 2024.
- The Health Protection team successfully completed 98% of all mandatory inspections in

2024/25.

- Council completed a review of the General Local Law 2014 and subsequently adopted the Darebin Community Amenity Local Law 2025.
- A data quality improvement project was completed to uplift 30,000+ records in our Name and Address Register, which improved data accuracy.
- Council developed a GIS-based mobile app, enabling the Bushland Field team to go paperless.
- Council achieved a 99.15% match rate between our GIS and Pathway CMS systems in the Property Information Quality Assessment (a statewide benchmarking tool), ranking Darebin 15th overall in Victoria. The assessment was used to measure the accuracy of our property data.
- A major upgrade of Pathway and eServices systems was delivered, including full user experience (UX) implementation, automated user deactivation, and improved customer-facing workflows. Security was significantly enhanced with the rollout of reCAPTCHA v3, preventing bots and fraudulent transactions for a platform that collects more than \$25 million annually for Council. New dashboards, reporting tools and online planning enhancements streamlined internal processes and improved customer experience.
- Procurement processes were updated to align with the market environment. This included increasing threshold levels across various sourcing methods such as direct purchasing, competitive quoting and formal tendering.
- There was a continued focus on strengthening Darebin's safety and wellbeing culture, including a proactive approach to prevention and corrective activities.
- There were increased efforts to continue to attract and retain technical specialists and Aboriginal and Torres Strait Islander staff to deliver on the Council Plan Action Plan while gaining service efficiencies within ongoing financial constraints.

Challenges for Strategic Direction 4

- Finding new and engaging ways to share information with the community and encourage greater participation in community engagement.
- Delivering better waste services with limited funding requires innovation and prioritisation. Despite delays in state waste reform, Council continues progressing sustainability and community outcomes.
- The content and timeline of the Australian Government's aged care reforms continued to change and required Council to manage uncertainty while building readiness for the reform.
- Council progressed local strategic planning priorities while adapting and responding to major State Government planning reform.
- Ongoing maintenance for Darebin's public art assets, many of which are now at end-of-life and will be removed from the collection.
- Statutory Planning will continue to adapt and monitor the impact of State Government reforms on local development conditions.
- The Building team will continue to manage the risks to the community arising from unregistered pools, essential safety measures and cladding.

Performance indicators and results for Strategic Direction 4

Classification	Code	Measure	Comments	Target	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Overall performance overview	Status
Darebin City Council	SI4.1.1 (i)	Victorian Auditor-General's Office (VAGO) indicator: liquidity	Result is in line with expected result. The working capital ratio reflects the higher cash, financial assets and receivables at 30 June 2025. Forecast ratios reflect the anticipated reduced cash balances in future years.	-	1.41	1.83	1.81	1.88	Liquidity remained stable and improved slightly in 2024/25.	Maintaining
Darebin City Council	SI4.1.1 (ii)	Victorian Auditor-General's Office indicator: net result	Result impacted by \$23m of contributed assets	-	3.96	5.2	3.7	12.73	Net result improved significantly in 2024/25.	Surpassing
Darebin City Council	SI4.1.1 (iii)	Victorian Auditor-General's Office indicator: adjusted underlying result	Current-year result was impacted by increased depreciation, receipt of Commonwealth financial assistance grant advance payment (\$2.7 million). The 2025/26 ratio is impacted by one-off IT implementation costs.	-	-0.5	4	0.8	2.88	Financial sustainability improved, moving into positive territory.	Improving
Darebin City Council	SI4.1.1 (iv)	Victorian Auditor-General's Office indicator: internal financing	Increase in net cash provided by operations. Providing additional funding of property, plant and equipment and infrastructure.	-	69	38.7	166.5	177.3	Internal financing strengthened in 2024/25.	Improving
Darebin City Council	SI4.1.1 (v)	Victorian Auditor-General's Office indicator: indebtedness	Result is in line with expected results. Scheduled loan servicing has impacted the results.	-	7.16	26.2	23.04	19.9	Debt reduced in 2024/25 after a peak in 2022/23.	Improving
Darebin City Council	SI4.2.1 (i)	Victorian Auditor-General's Office indicator: asset renewal	Result is in line with expected results. Scheduled loan servicing has impacted the results.	-	1.42	1.78	0.68	0.72	Asset renewal improved slightly in 2024/25 but remains low.	Declining
Darebin City	SI4.2.1 (ii)	Victorian Auditor-	Result impacted by increase in	-	2.18	2.5	0.8	0.83	Capital	Declining

Council		General's Office indicator: capital replacement	depreciation expense due to full-year impact of prior year P,IP&E revaluation. Delays in capital projects and capital expenditure of \$3.91 million not being included as capital spend.							replacement rose slightly in 2024/25 but remains below earlier years.	
Darebin City Council	SI4.2.2	Occupancy of unused and underutilised Council buildings	To support increased utilisation of Council-owned buildings, an Expression of Interest (EOI) process is underway targeting activation of vacant or underutilised properties. The objective is to align utilisation rates with the Council's strategic target of 90%. Occupancy numbers are expected to increase, reducing the number of vacant buildings accordingly. With strong interest anticipated through the EOI process, we expect utilisation to increase significantly, bringing us closer to our target. The EOI is designed to attract a diverse range of community, commercial and not-for-profit tenants, ensuring optimal use of available spaces and delivering broader community benefit.	≤ 10	-	9	11	11		Occupancy rose above the ≤10 target, indicating higher usage.	Improving
City of Darebin	SI4.2.3	Occupancy of unused and underutilised buildings		-	-	9	-	-		No result available in 2024/25.	Data not available.
Darebin City Council	SI4.4.1	Council decisions made at meetings closed to the public	The rate of decisions made at closed meetings remains below target. Decisions are only made in closed meetings where absolutely necessary and in compliance with the provisions of the LG Act 2020.	≤ 7%	13%	7%	4%	5%		Closed meeting decisions declined and stayed within ≤7% target.	Improving

Darebin City Council	SI4.4.2	Councillor attendance at Council meetings	There has been a slight reduction in councillor attendance this year (94.2%) compared to last year (94.7%).	≥ 95%	96%	99%	95%	94%	Attendance dropped in 2024/25, falling below the ≥95% target.	Declining
Darebin City Council	SI4.4.3	Satisfaction with Council decisions	Satisfaction with Council's performance making decisions in the interests of the community declined somewhat this year, down 2% to 68%, although it remained at a 'good' level.	≥ 70%	66%	58%	70%	68%	Satisfaction declined to 68% in 2024/25, falling below the target. Satisfaction level has been maintained following significant improvement from a low of 58% in 2022/23.	Maintaining

A detailed Council Plan Action Plan for 2024/2025 can be found at www.darebin.vic.gov.au/CouncilPlan

Looking forward – our new Strategic Directions for 2025–2029

Strategic Direction 1: Aboriginal Culture and Knowledge

- Council will develop and deliver balit marra (Strong Mob), a draft Aboriginal Action Plan, in consultation with the Darebin Aboriginal Advisory Committee. The Plan will aim to build and maintain relationships, prioritise Aboriginal cultural safety, facilitate general community education on Aboriginal history and the Statewide Treaty process, and empower Aboriginal businesses and people through employment, grants and partnerships.
- Council will formally release a position of support on the Statewide Treaty and deliver community education events on it, in collaboration with the First Peoples' Assembly.
- Council will work to establish a long-term agreement with Darebin Creek Management Committee for creek corridor management and Darebin Parklands, which is also be compliant with governance requirements and give priority to caring for Country.
- Council will continue to acknowledge days of significance such as NAIDOC Week, Sorry Day and Reconciliation Week.

Strategic Direction 2: Equity, Diversity and Inclusion

- Council will develop a refreshed Darebin Disability Access and Inclusion Plan, including an annual action plan.
- We will continue to develop the LGBTIQA+ Action Plan and implement year-one activities.
- Council is developing a two-year action plan for the Families, Youth and Children Strategy, which will detail how Council and its partners will collaborate on key actions to improve outcomes for children and young people aged 0 to 25 and their families.
- Council has committed to addressing increasing rates of homelessness through the Darebin Zero: Ending Homelessness Together project. Working in partnership with housing, health and community sector partners, Darebin Zero will support our most vulnerable community members sleeping rough with person-centred, wrap-around service support.
- Planning for the next Welcome Baby to Country ceremony is underway for early 2026. This event is designed to welcome the new generation of Aboriginal and Torres Strait Islander babies (0 to 3 years of age) to Wurundjeri Country. This event occurs biannually. The Darebin Best Start Aboriginal Reference Group leads the design and delivery of this event. The reference group, facilitated by the Darebin Best Start Leader, includes members from the peak Aboriginal Community Controlled Organisations and representatives from other services that support Aboriginal and Torres Strait Islander children and their families.
- Council plans to delivering year-one actions from the Economic Framework, including establishment of the Darebin Economic Futures Network, activity centre place-visions and business support plans for high street streetscape works.
- Darebin's People and Culture Department will continue to embed and promote gender equality in our organisation and prepare a report on our progress in closing the gender equality gap, including implementing actions from Darebin's Gender Equality Action Plan.

Strategic Direction 3: Health and Wellbeing

- There will be an external expert review of systems and processes used by Council's Supported and Connected Living team to reduce manual tasks, improve continuity of care for clients, and improve consistency, systems and staff experience of work.
- \$800,000 will be invested in the Reservoir Leisure Centre to undertake much-needed change facility renewal and electrical upgrades. We will also continue investigations into the future redevelopment of the centre.
- Council has reinitiated planning for the redevelopment of the Bill Lawry Oval Pavilion, recognising the facility's structural needs and the importance of aligning with contemporary gender-inclusive standards. An allocation of \$200,000 has been committed in the 2025/2026 budget to support detailed investigations and early-stage design work. This investment marks a key step towards delivering a modern, fit-for-purpose community pavilion that meets the evolving needs of users, ensures value for money, and maximises community benefit.

Strategic Direction 4: Climate Leadership and Response

- We will develop Aboriginal cultural training on climate, men's and women's business and caring for Country and begin delivering it to Council officers whose roles relate to land management and/or the natural environment by the end of 2025.
- Council has launched a booked hard waste collection service to reduce illegal dumping, improve efficiency, support sustainability, and provide residents with a more convenient and responsive waste solution.
- Council will continue to use data to improve waste service planning, reducing emissions and boosting reliability, supporting safer work conditions, environmental protection, and cleaner, more efficient services for the community.
- Council will actively target low-use gas sites for change-over to electrical appliances and hot water systems. This will reduce operating costs and build on Council's carbon neutral commitment by further reducing emissions.

Strategic Direction 5: Vibrant Places and Economy

- We will move through to the next stage of strategy adoption and prepare to implement the Darebin Housing Strategy.
- Council's existing open space strategy will be reviewed, with a view to improving Darebin's network of open spaces.
- We will continue to work to maintain and update the Darebin Planning Scheme and adapt and respond to state planning reform to support the health and wellbeing of the community.
- We will create a Festival and Events Framework to guide a refreshed annual program.
- The City Amenity Business Unit will be expanded to drive improvement to basic service for the community, with a focus on major activity centres and regional parks.

Strategic Direction 6: Decision-making, Community Engagement and Transparency

- We will create a strengthened communications strategy to increase awareness of Council's delivery of results against the Council Plan.
- Improvements will be made to our community engagement strategies to encourage more people from the community to get involved in local decision-making.
- We will welcome a new councillor in August 2025 following the sad passing of the long-serving Cr Gaetano Greco in April 2025.
- Year-one actions in the Our Darebin Plan 2025–2029 will be implemented and reporting completed to the community on progress against the Plan.
- A new Customer Experience Strategy will be developed to support continued improvement and to better deliver on our customer promise each day.
- We will deliver the ICT and Digital Strategy and associated roadmap of activities, including adopting our Data Governance Framework and driving a data quality uplift over the next four years. This will support a range of improved business processes and efficiencies across Council operations.
- City Development will continue to improve the average processing times for statutory planning applications, with the objective of meeting the statewide average.

6. OUR SERVICE OVERVIEW AND PERFORMANCE

The *Local Government Act 2020* sets direction for Council's service performance through the Service Performance Principles. We have sought to align our reporting to provide an overview for our community about Council's services and actions in alignment with the Service Performance Principles.

Council delivers more than 100 services to our community

For families

- Building upgrades and improvements to Council-owned early learning centres and kindergartens.
- Bundoora Park Farm.
- Construction and maintenance of playgrounds and early years facilities.
- Family services.
- Immunisation services.
- Kindergarten and childcare registration systems.
- Library services, e.g. collections and events and programs.
- Maternal and child health services.
- Parent education sessions.
- Playground maintenance, upgrades and improvements.
- School active transport and safety programs.
- School crossing supervisors.
- Street lighting and signage.
- Supported playgroups and toy library.
- Swimming lessons.
- Youth services and engagement, e.g., Young Citizens Jury and outreach and centred-based social, educational, health, studio, music and arts programs.

For older people and people with disabilities

- Access to senior citizen facilities.
- Accessible playgrounds.
- Accessible website content with features to assist with visual impairment and translation of content into 100+ languages.
- Aged care navigation support for older residents.
- Assessment for aged and disability services.
- Community transport.
- Dedicated car parking for people with disabilities.
- Delivered meals.
- Domestic assistance.
- Flexible respite.
- Funding and support of older adults, groups and clubs.
- Home library service.
- Home maintenance and home modifications.
- 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.
- Leisure facilities and exercise programs for older people.
- Library services, e.g. digital literacy support programs, resources and collections, events and programs.

- Exercise classes, special needs swim classes.
- Older person housing sponsorship program.
- Personal care.
- Shopping assistance.
- Social support groups.
- Support to kindergartens that have children with disabilities and/or additional needs attending.

For businesses

- Library services.
- Support to transition to renewable energy.
- Assistance for businesses to reduce energy costs, CO₂ emissions and waste and to transition to renewable energy and the circular economy.
- Business permit support and facilitation including food and health, planning, building, local laws regulations and registrations.
- Business support and education, e.g., running seminars, workshops and information sessions.
- COVID safety education and support.
- Encouraging and supporting the uptake of solar for businesses.
- Networking opportunities to build the business community.
- Place activation and improvements to local retail activity centres.
- Supporting businesses to access priority employment groups and organisations to build and expand workforces.
- Supporting the traders' associations through establishment and continuation of Special Rate Schemes.
- Supporting local social enterprises.
- Working specifically with Aboriginal and Torres Strait Islander businesses and employment services to identify opportunities for Aboriginal and Torres Strait Islander job seekers.

For the whole community

- Actively engaging with newly arrived populations, migrants and refugees.
- Animal management services and pet registrations.
- Art and heritage including Council's indoor and outdoor art works.
- Arts events (e.g. FUSE Festival), galleries, exhibitions, performances, festivals and cultural programs.
- Bike maintenance programs.
- Bike training programs.
- Building services and planning permits.
- Bundoora Park Farm.
- Climate and sustainability programs.
- Collection of waste, green 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.
- Customer service including a call centre and counters in Preston, Reservoir and Northcote.
- Education and leadership on environmental sustainability.
- Employment and volunteer programs.
- Encourage and provide increased opportunities for sustainable transport.
- Event permits and consultancy
- Fleet maintenance and management.

- Graffiti removal and prevention.
- Information about pests and pollution.
- Leisure facilities.
- Libraries.
- Loan of resources and equipment to childcare and kindergarten services.
- Maintenance of local amenities and facilities.
- Natural resource management.
- Parking and local law enforcement.
- Parking permits.
- Parks and open spaces.
- Play spaces, skate parks and outdoor fitness equipment.
- Professional support, education and training to childcare, out-of-school care and kindergarten operators, staff and committees of management.
- Providing training and education to encourage more local businesses and jobs.
- Publications including quarterly print newsletter *Darebin Community News* and monthly online newsletter *Your Darebin*.
- Raising awareness of gender equity and violence against women.
- Resource Recovery Centre.
- Road and footpath maintenance.
- Road infrastructure inspections.
- Sporting facilities.
- Strategic rainwater management, both quality and quantity, e.g. local flood mitigation, rain gardens and water harvesting treatments.
- Street cleaning.
- Supporting sustainable food and environment initiatives.
- Supporting community playgroups.
- Travel choices information.
- Volunteering programs.

Service use highlights

Indicator	Result
Number of visits to aquatic facilities	1,734,964
Number of attendances at water safety and learn-to-swim programs	242,676
Number of animals collected	874
Number of cats and dogs registered	Cats – 4,740 Dogs – 9,011 Total – 13,751
Number of library collection loans	1,149,575 Physical – 823,348 Digital – 326,227
Number of visitors to our libraries	546,384
Number of library programs delivered	973
Number of infants enrolled in the Maternal and Child Health (MCH) service from birth notifications received	1,629
Number of children who attend the MCH service at least once in the year	5,124
Number of Supported and Connected Living clients	3,700
Total number of vaccinations given	21,955
Kilometres of streets swept	54,782km
Square metres of local roads reconstructed	9,807m ²
Square metres of sealed local roads resealed	Steel slag materials: 28,057m ² Recycled materials: 28,240m ² Total road area: 56,297m ²
Number of planning application decisions made	1,759
Number of trees planted	1,024
Weight of hard waste collected (tonnes) – excluding scrap metal, e-waste, fridges, mattresses and tyres	2122.24t

Description of operations

Various factors have affected Council's performance during 2024/2025, including the cumulative impact of many years of rates capping where the capped increase in Council's income fell below its costs. Council's construction, supplier costs, utilities and borrowing costs have all increased well above the rates cap.

Darebin Council's Budget 2024/2025 was adopted at the Council Meeting on 30 June 2024 following three stages of community engagement. The Budget and its supporting documents aim to strike a balance between delivering the core services that are important to the Darebin community and safeguarding Darebin's financial stability into the future. Council will need to carefully balance its priorities and budget over the coming years given the challenging financial environment.

During the development of the 2021–2025 Council Plan, strategic indicators were developed to measure the progress and success of achieving the strategic objectives. For the 2021–2025 Council Plan, there were 68 strategic indicators. Overall, the 2024/2025 results indicated that Council achieved 69% (49 of 71) of actions planned in the 2024/2025 Council Plan Action Plan.

For further information, please refer to the 'Our Council Plan Performance' section on page 38.

Darebin Community Survey results

Council conducted a community satisfaction survey in 2024. The results demonstrated overall performance across services in general increased and was now at the level of satisfaction categorised as 'good'.

Read the full results online: www.darebin.vic.gov.au/About-council/Council-structure-and-performance/Annual-Report-Highlights-2023-2024/Community-survey-results-2024

Summary (index score 0-10)

	2022	2023	2024
Satisfaction with Council (index score 0-10)	Customer Service (6.9) Overall performance (6.8) Governance and leadership (6.8)	Customer Service (6.9) Overall performance (6.3) Governance and leadership (6.1)	Customer Service (7.6) Overall performance (7.0) Governance and leadership (7.0)
Top performing areas (index score 0-10)	Darebin Libraries (8.5) Weekly garbage collection (8.6) Green waste collection (8.4)	Darebin Libraries (8.3) Weekly garbage collection (8.1) Council's festivals and events (7.9)	Weekly garbage collection (8.7) Darebin Libraries (8.6) Council's festivals and events (8.1)
Top three issues	Building, housing and development (13.3%) Parks, gardens and open spaces (6.9%) Parking (7.8%)	Building, housing and development (13%) Preston Market (11%) Parks, gardens and open spaces (9%)	Traffic management (9%) Parking (7%) Rubbish and waste including garbage collection (7%)

Equitable and responsive services

Towards Equality Framework

To help Council identify opportunities to ensure services were accessible and representative of the diverse needs of the community, 41 Equity Impact Assessments were undertaken on a range of Council services and programs.

Charter of Human Rights and Responsibilities

The *Victorian Charter of Human Rights Act 2006* (the Charter) sets out the basic rights, freedoms and responsibilities of all people in Victoria. The Charter contains 20 rights that reflect the four core principles of freedom, respect, dignity and equality. Government departments and public bodies must observe the rights set out in the Charter 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 2024/2025, Council activities that occurred under the Charter included:

- the continued implementation of the Towards Equality Framework, Council's equity, inclusion and human rights framework. The framework is a direct expression of Council's legal

obligations under the Charter and seeks to embed a human rights culture into the organisation's services, programs, facilities and the local community

- the application of Equity Impact Assessments (EIA) on Council policies, programs and services to ensure planning and implementation included human rights considerations. The EIA is Council's mechanism to ensure any potential restriction of protected Charter rights is lawful and meets the requirements of the Act
- the continued implementation of the Workforce Diversity and Inclusion Strategy and the Gender Equality Action Plan. These plans aim to remove systemic discrimination and barriers with the intent to create inclusive, safe and welcoming workplaces and foster a diverse workforce
- achieving Rainbow Tick accreditation for three services in the Community Services and Development Department: Youth Services (Northland Youth Hub, Decibels and Outreach), Toy Library, and Early Years Professional Development and Resources (Early Years Resource Van, Darebin NE Community Hub). The journey to Rainbow Tick accreditation is a significant undertaking and achievement, strengthening and embedding LGBTIQ+ safety and inclusion in our services for the benefit of staff, volunteers, clients, customers and community members
- continued respectful engagement with Traditional Owners and the local Aboriginal and Torres Strait Islander community through the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and the Darebin Aboriginal Advisory Committee. In 2024/2025, this included discussions around a formalised partnership and receiving advice on the continuation of the decolonisation of Bundoora Park. Council worked with the broader Aboriginal community around the development of Darebin's Aboriginal Action Plan.

Accessible services

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 Darebin City Council continued its strong legacy of leadership in access and inclusion with the following highlights.

- The Disability Action Plan for 2023–2025 has guided the focus and priorities of the organisation to create improved access and inclusion. The actions within the plan responded to the community vision outlined in the Disability Access and Inclusion Plan 2021–2026, which was co-designed with our community. These documents provided a framework for Council to reduce barriers for people with disability accessing goods, services and facilities, and obtaining and maintaining employment. They also promoted inclusion and participation in the community of people with disability and sought to achieve tangible changes in attitudes and practices that discriminate against people with disability.
- In celebration of International Day of People with Disability (3 December), Council partnered with NeuroConnect, a local neurodivergent peer support group for people 18 to 25, to deliver two film screenings at Darebin Libraries. The first took place on 3 December and had more than 24 participants, who described the event as “fantastic”. The second event was held on 20 March and celebrated Neurodiversity Week.
- Council planned a Disability Pride Month celebration in partnership with Schizy Inc, a complex mental health arts group. The event will feature a panel on the intersection of disability and mental health as well as some of Australia's most prominent disability advocates, including Carly Findlay, Jael Espinal, Rachel Edmonds and Laura Pettenuzzo.
- The People with Disability web page on the Darebin website was updated to remove outdated or unnecessary information and improve clarity and digital wayfinding.
- The Darebin Disability Advisory Committee (DDAC) met throughout the year to review projects and strategies and provide advice regarding access and inclusion. DDAC continued to be supported to meet virtually and also attended special meetings in the community to review infrastructure and service access.

- Access and inclusion advice and information continued to be provided to our community and networks, including the publication of the Disability 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). Support included living-at-home assessments, provision of personal care, domestic assistance, delivered and café meals, shopping, transport, respite care and home maintenance.
- Equity Impact Assessments were undertaken with many teams across Council to apply an intersectional equity lens to Council projects, including the consideration of Disability Discrimination Act requirements and best practice. This work helped to build organisational capacity and improved how Darebin City Council considered and achieved social outcomes for our community.

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 provided the following services and supports during 2024/2025.

- The Support for Carers program provided person-centred care and support for unpaid carers of people living at home. Staff met with the carers, made appropriate referrals and provided information, practical and general support and assistance.
- Our Care Finder Service provided tailored responses to clients who may also be carers.
- Council supported those needing care to access flexible respite in the home and in the community. Social Support Groups operated from our Northcote facility, Yanada House, as well as in the wider community, to offer activity programs for people needing care so that their carers could have a break. These flexible respite services continued to be delivered in ways that met the needs of carers and those they care for.
- Council ensured that its staff, agents and volunteers were 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.

Communications Strategy

In 2024/2025 the final actions of Darebin's Communications Strategy were implemented. This helped to achieve:

- increased awareness and understanding of, and participation in, Council's services, facilities and activities through targeted, purposeful and accessible communications
- extended reach to connect with everyone in our diverse community
- a strong, unified and consistent Council brand
- trusted relationships with our community through authentic and respectful conversations
- a culture of proactive and innovative communications and capacity of our people to communicate effectively, continuously improve and champion Council business.

These are some of the key actions over the past year.

Services campaign

The services campaign aimed to showcase the breadth and diversity of services offered to the community. It was underpinned by the tagline 'Darebin: Your place, our purpose' to highlight the connection between community and Council. A series of videos supported by other communications helped highlight the variety of services Council offered to support the various stages of life.

Accessible communications

Through a determined focus on accessible communications over the past five years, our WCAG AA Accessibility rating rose from 56% compliance in 2020 to 87% in 2025. Darebin now has one of the highest complying LGA websites in Victoria. Other ways we supported accessible communications included alt-text in social media content, producing content in plain language for more accurate translations, a balance of visual representation that reflected our diverse community, and producing simple English fact sheets.

Redeveloped intranet

The Council intranet is a valuable work tool for all staff to ensure they are up-to-date and informed in what they need to be able to do their job. The intranet unites staff in their purpose. This tool was relaunched in September 2024 following an extensive review. The review led to the introduction of a new platform and a redeveloped site structure and content, making information easier to find and understand. Excellent improvement results were achieved, with 70% of users reporting that they could quickly and easily find what they were looking for, up from 15.4% previously.

Community Engagement Improvement Plan

The Community Engagement Improvement Plan (CEIP) was adopted by Council in August 2024 and year-one actions were implemented in 2024/2025. Improvements in the first year were mainly centred on process and reviewing the Community Engagement Policy, as well as improving promotion of engagements to increase awareness and encourage the community to participate.

The main engagement project undertaken in 2024/2025 was Our Darebin, being the review of the Community Vision and development of the next four-year Council Plan. The goals from the CEIP were incorporated into the approach to this project, which ensured Council heard from more and diverse community members, including our harder-to-reach audiences.

Value for money services

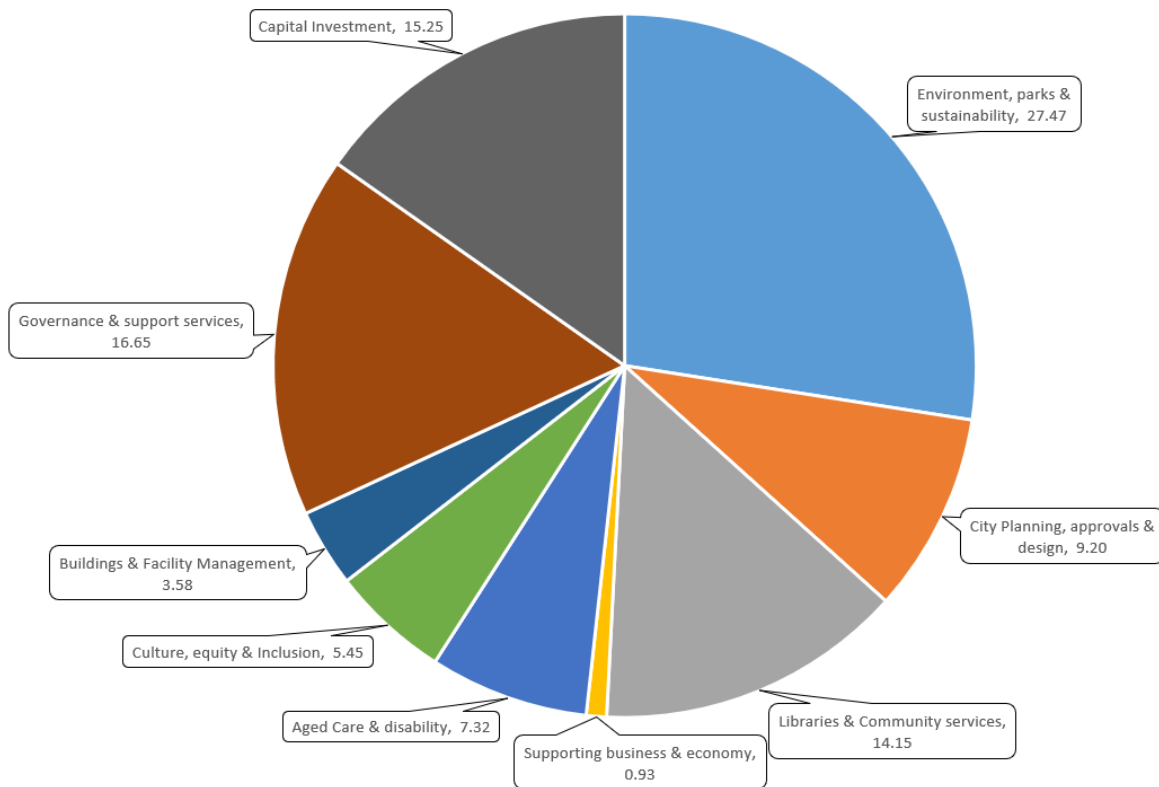
How we spent your rates

Each year your rates go towards providing important services, programs and infrastructure for the benefit of our growing and diverse community. In 2024/2025, our \$208.5 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:

Environment, parks and sustainability	\$27.47
City planning, approvals and design	\$9.20
Libraries and community services	\$14.15
Supporting business and economy	\$0.93
Aged care and disability	\$7.32
Culture, equity and Inclusion	\$5.45
Buildings and facility management	\$3.58
Governance and support services	\$16.65
Capital investment	\$15.25

2024/2025 - Your rates at work, for every \$100



Awards

Australasian Reporting Awards



Darebin City Council won its eighth consecutive gold award at the Australasian Reporting Awards held in July 2024 and its ninth gold award in June 2025.

Northcote Aquatic and Recreation Centre

Northcote Aquatic and Recreation Centre (NARC) was awarded Community Facility of the Year by Parks and Leisure Australia VIC/TAS at its Regional Awards of Excellence Ceremony on 20 May 2025. This award recognises community facilities that demonstrate innovative features of design, development and operation.

Since reopening in November 2023, NARC's membership has grown to more than 9,000 people, highlighting the strong community demand for the facility. NARC is a cornerstone of the local community, contributing to its overall health, wellbeing and social cohesion.

Get Active in Darebin

The Get Active in Darebin program received a commendation in the Community Based Initiative of the Year category in the Parks and Leisure Australia VIC/TAS Regional Awards of Excellence on 20 May 2025. Get Active in Darebin offers beginner-friendly exercise sessions to encourage everyday movement for local community members delivered in partnership with many local

organisations.

Improving our service delivery

Business improvements

Darebin completed a range of service reviews and business improvement initiatives to streamline processes, drive efficiencies and improve customer experience. An example of this was the process for a community member looking to start a new business in Darebin, which was complex and difficult for customers to navigate. The review streamlined the process, provided consistency and improving the overall customer experience.

In addition to direct service delivery, our Supported and Connected Living team worked closely with community groups and residents to respond to diverse and emerging needs outside of the service system. This work included:

- appointing a panel of providers to our delivered meals contract and offering an increased range of meal sizes to increase choice, flexibility and reduce costs to clients and Council
- an external expert review of departmental systems and processes to reduce manual tasks, improve continuity of care for clients and improve consistency, systems and staff experience of work.

Darebin remains committed to delivering essential waste management services, operation of a resource recovery facility, and maintaining critical public infrastructure and fleet vehicles. Our work supports the health, safety and sustainability of the communities we serve. Through innovation, responsible stewardship and a focus on long-term outcomes, we strive to enhance quality of life, protect the environment, and contribute to resilient, thriving communities now and for future generations.

Council prepared and consulted on a new Housing Strategy to accommodate needed housing supply, better direct housing growth to well-serviced areas, and support the diverse housing needs of our community.

The Early Years Resource team, Toy Library and Youth Services embraced the journey to becoming safe, welcoming and inclusive for LGBTIQ+ community members and staff by achieving the Rainbow Tick accreditation.

Local Government Performance Reporting Framework

The Local Government Performance Reporting Framework provides the Council's results against a set of prescribed performance indicators and measures, including explanation of material variances. The indicators are common across all councils in Victoria. The framework enables comparison between councils and within metropolitan Melbourne and regional Victoria. The data for Darebin and all Victorian councils is available on the Local Government Victoria website – www.localgovernment.vic.gov.au/strengthening-councils/performance-reporting.

Service performance indicators

For the year ended 30 June 2025

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

	Results				
Service / <i>indicator</i> / measure	2022	2023	2024	2025	Comments
Aquatic facilities					
Service standard					
<i>Health inspections of aquatic facilities</i>	2.00	2.00	2.00	2.00	Council's Environmental Health Officers inspected each of the Council owned aquatic facilities twice throughout the reporting period.
[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]					
Utilisation					
<i>Utilisation of aquatic facilities</i>	1.56	2.67	7.74	10.85	There has been a significant increase in visitations per head of population. Northcote Aquatic and Recreation Centre (NARC) represents 1,311,615 (76%) of total visitation while Reservoir Leisure

					Centre reflects 423,359 (24%) of total visitation. This is a significant increase on 2023/2024 as NARC's 2024/2025 data represents a full year of operation.
[Number of visits to aquatic facilities / Population]					
Service cost					
<i>Cost of aquatic facilities</i>	\$8.46	\$2.84	\$2.46	\$1.00	This result improved significantly in 2024/2025 due to Northcote Aquatic and Recreation Centre (NARC) operating for the full financial year. NARC contributed significant revenue to Council (including additional profit share for the 2023/2024 financial year) and higher than expected visitation. Reservoir Leisure Centre's visitation and expenditure remained steady. These factors resulted in a combined profit of \$1,733,585 for the two centres and almost double the number of visits.
[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]					
Animal Management					
Timeliness					
<i>Time taken to action animal management requests</i>	1.59	1.50	2.51	2.68	Variance increase is due to staff movement with an increase in complex matters and customer request expectations.
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					
Service standard					
<i>Animals reclaimed</i>	29.98%	30.14%	28.25%	23.18%	There has been an 18% decrease in animals reclaimed since last year. The majority of animals collected were stray cats. While some were successfully rehomed, others were transferred to cat rescue organisations.
[Number of animals reclaimed / Number of animals collected] x100					

<i>Animals rehomed</i>	53.27%	41.32%	35.37%	36.44%	wat djerring Animal Facility, has an adoption program and have partnered with other rescue organisations to successfully rehome collected animals.
[Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100					
Service cost					
<i>Cost of animal management service per population</i>	\$8.97	\$9.37	\$8.53	\$11.59	There has been a 36% increase in the cost of animal management services since last year, this is due to an increase of operating costs at wat djerring Animal Facility.
[Direct cost of the animal management service / Population]					
Health and safety					
<i>Animal management prosecutions</i>	100.00%	100.00%	100.00%	100.00%	One case was heard in court relating to a charge of causing serious injury. This is consistent with previous years.
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100					
Food Safety					
Timeliness					
<i>Time taken to action food complaints</i>	1.39	1.34	1.84	1.30	There has been a 29% decrease in time taken to action food complaints since last year. Council achieved its equal best result across the last five years with a half a day improved response time from the previous reporting period.
[Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard					
<i>Food safety assessments</i>	75.27%	94.76%	92.74%	96.30%	Council's consistent and high service levels continued with over 96% of premises assessed.

[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					
<i>Food safety samples</i>	New	New	New	101.97%	Council has exceeded the number of food samples required and delivered a result of over 100%.
[Number of food samples obtained / Required number of food samples] × 100					
Service cost					
<i>Cost of food safety service</i>	\$454.55	\$544.65	\$525.99	\$466.77	There has been an 11% decrease in the cost of the food safety service since last year, which is an improvement to overall cost in service delivery of \$59 per premises.
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i>	100.00%	100.00%	100.00%	100.00%	Council has demonstrated its commitment to addressing non-compliance in food safety by continuously achieving 100% for this indicator.
[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					
Governance					
Transparency					

<i>Council decisions made at meetings closed to the public</i>	13.07%	6.94%	3.66%	4.05%	Council continues to be committed, wherever possible, to make resolutions in public and keep confidential resolutions to a minimum.
[Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100					
Consultation and engagement					
<i>Satisfaction with community consultation and engagement</i>	68.00	60.00	70.00	68.00	Satisfaction with Council's community consultation and engagement performance has remained stable.
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]					
Attendance					
<i>Councillor attendance at council meetings</i>	95.91%	98.77%	94.74%	94.18%	The attendance rate of councillors at meetings has remained stable.
[The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100					
Service cost					
<i>Cost of elected representation</i>	\$55,888.78	\$65,130.56	\$62,207.43	\$76,129.44	There has been a 22% increase in cost of elected representation since last year. This is due to the new mandatory training and induction programs required for new councillors.
<i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>					
Satisfaction					
<i>Satisfaction with council decisions</i>	66.00	58.00	70.00	70.00	The community satisfaction rating improved slightly in comparison with last year.

[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Libraries					
Resource currency					
<i>Recently purchased library collection</i>	69.36%	68.25%	50.92%	52.24%	Capital investment in library collections has remained static, which limited the capacity to renew and improve the age of the collection. Continued collection maintenance work will improve the collection age by withdrawing and disposing of older material which has not been borrowed.
<i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>					
Service cost					
<i>Cost of library service per population</i>	\$34.52	\$37.88	\$40.80	\$43.02	Library service expenditure has remained stable, with the increase largely due to CPI and Enterprise Agreement increases.
<i>[Direct cost of the library service / Population]</i>					
Utilisation					
<i>Loans per head of population</i>	New	New	New	6.74	Physical and digital collections continue to be popular with an overall increase of 38,385 loans compared to the previous year. Physical collection loans are stable and represent 76% of loans. Consolidating digital collections on one platform has increased the use of digital collections, with eAudiobooks being the most popular.
<i>[Number of library collection item loans / Population]</i>					
Participation					
<i>Library membership</i>	New	New	New	38.41%	The increase in active membership compared to the previous year may be due to promotional campaigns and increased programs and events which attract new customers.

[Number of registered library members / Population] x100					
<i>Library visits per head of population</i>	New	New	New	3.42	Visitation increased by 56,099 visits compared to 2023/24, an increase of 11%. This is due to a strategic approach to increase program and event delivery for our community.
[Number of library visits / Population]					
Maternal and Child Health (MCH)					
Service standard					
<i>Infant enrolments in the MCH service</i>	100.95%	100.69%	100.48%	100.87%	All babies born in Darebin are enrolled in the Maternal and Child Health service and provided with a home visit.
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
Service cost					
<i>Cost of the MCH service</i>	\$74.44	\$75.87	\$86.84	\$91.38	Additional grant funding has led to the service employing additional Maternal and Child health nurses
[Cost of the MCH service / Hours worked by MCH nurses]					
Participation					
<i>Participation in the MCH service</i>	70.45%	74.76%	73.63%	73.81%	The service received an increased number of referrals to assess refugee children and babies.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
Participation					
<i>Participation in the MCH service by Aboriginal children</i>	71.13%	73.86%	77.32%	81.07%	The Maternal and Child health service has developed relationships with the Mercy Mother Baby hospital and Aboriginal services to better support families, children and babies.

[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					
Satisfaction					
<i>Participation in 4-week Key Age and Stage visit</i>	94.84%	92.09%	95.20%	92.63%	Increased number of families choosing to see private midwives and engaging with the Maternal and Child health service at the 8-week assessment.
[Number of 4-week key age and stage visits / Number of birth notifications received] x100					
Roads					
Satisfaction of use					
<i>Sealed local road requests</i>	71.01	100.91	91.39	90.89	The quantity of community requests fluctuates from year to year. Possible variations are due to the increase in the Road Management Plan (RMP) proactive inspection compliance, which ensured that council assets are inspected and repaired regularly and repaired the identified defects before the community raised them.
[Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition					
<i>Sealed local roads maintained to condition standards</i>	96.75%	95.21%	94.87%	94.13%	Council continues to maintain 568km of sealed roads to condition standards, this is 94.13% of sealed roads are within the intervention level and meeting the target range.
[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100					
Service cost					
<i>Cost of sealed local road reconstruction</i>	\$248.64	\$288.59	\$240.70	\$63.99	The low figure represents spend to date and is due to timing and delivery of two construction projects that will be completed in 2025/2026.

[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					
Service Cost					
<i>Cost of sealed local road resealing</i>	\$23.60	\$30.73	\$28.08	\$24.06	There has been a small decrease in the cost of sealed local road resealing since last year. This is explained by improved contract and project management practices.
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]					
Satisfaction					
<i>Satisfaction with sealed local roads</i>	70.00	67.00	71.00	69.00	Slight decrease in satisfaction from last year, due to several variables including increased traffic and road surface deterioration.
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
Statutory Planning					
Timeliness					
<i>Time taken to decide planning applications</i>	146.00	145.50	108.00	104.00	The time taken to decide applications has continued to reduce due to a range of continuous improvement initiatives.
[The median number of days between receipt of a planning application and a decision on the application]					
Service standard					
<i>Planning applications decided within required time frames</i>	34.59%	37.03%	61.25%	55.77%	It remains challenging for Council to have planning applications decided in specific timeframes. Council has a range of continuous improvement initiatives that are being worked towards including investment in technology.

[(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					
Service cost					
<i>Cost of statutory planning service</i>	\$4,367.53	\$4,450.61	\$4,413.59	\$4,472.75	The current cost of service per planning application, end of year compared to the full previous year 2024/2025, has increased very slightly, but overall remains stable. Council has undertaken continuous improvement activities to increase efficiency and improve processing times.
[Direct cost of the statutory planning service / Number of planning applications received]					
Decision making					
<i>Council planning decisions upheld at VCAT</i>	20.00%	85.71%	72.73%	70.83%	Council's result remains consistent with the last financial year and is reflective of the types of appeals received and an increase in mediated outcomes.
[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					
Waste Management					
Service standard					
<i>Kerbside collection bins missed</i>	13.12	18.36	22.37	23.10	Residents are contacting Council to receive multiple collections and are recorded as missed bins.
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000					
Service cost					
<i>Cost of kerbside garbage bin collection service</i>	\$124.53	\$143.59	\$137.04	\$131.76	There has been a slight decrease in cost of collection service.

[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]					
Service cost					
<i>Cost of kerbside recyclables collection service</i>	\$51.91	\$56.61	\$57.52	\$54.51	There has been a slight reduction in cost due to less green waste being processed.
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>	50.15%	54.07%	52.27%	50.20%	The recycling rate was lower partly because dry autumn weather reduced food and green waste collection, as less plant growth led to a smaller proportion of recyclable material compared to garbage
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Handling of complaints about service delivery

Complaint Handling Policy

Darebin's Complaint Handling Policy was reviewed in 2024/2025 to ensure it was well embedded across the organisation and still provided community members with a clear process to raise complaints. As part of this review, internal processes were improved and the policy updated to improve the customer's experience.

Along with this, a new Complex Customer Behaviour Policy was developed to provide community members with a clear understanding of what they can expect when Darebin is dealing with complex customer interactions. The policy was designed to ensure that a fair and transparent process will be applied while protecting the safety and wellbeing of staff and community members.

Customers are encouraged to provide feedback, compliments, suggestions or complaints in a manner that is easy and appropriate to them. Darebin reviews the data to identify areas of opportunity to improve our customer experience.

For further information, please refer to our [Complaint Handling Policy](https://www.darebin.vic.gov.au/files/assets/public/v/3/complaint-handling-policy-v3-effective-1-june-2025.pdf) at www.darebin.vic.gov.au/files/assets/public/v/3/complaint-handling-policy-v3-effective-1-june-2025.pdf

Complaints data

Darebin received an average of 83 complaints per month from community members. This represents a monthly average of 2.25% of all requests received at Council. On top of this, we had around 1,002 missed bin reports from the 417,000 bins collected each month. Darebin aims to respond to complaints within 21 days; on average, these were actioned in five days.

7. OUR STRATEGIC PLANNING

The *Local Government Act 2020* sets the direction for Council's preparation of its Council Plan and other strategic plans through the strategic planning principles. We have sought to align our reporting with the strategic planning principles to provide an overview for our community about our strategic planning actions.

Integrated Planning and Reporting Framework

Our Integrated Strategic Planning and Reporting Framework, established in accordance with the *Local Government Act 2020*, was reviewed in 2022/2023. The accompanying chart illustrates how all strategic planning and reporting elements integrate within Council's planning and reporting cycle.



2041 Community Vision in strategic plans

The Darebin 2041 Community Vision was based on a generational horizon of 20 years and was adopted by Council in June 2021 at the recommendation of the Deliberative Panel formed by community members.

The Community Vision includes three pillars:

- Darebin is an equitable, vibrant and connected community.
- Darebin supports and respects First Nations People, values country, our diverse communities and places.
- Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.

Darebin's 2021–2025 Council Plan is aligned with the pillars of the Darebin 2041 Community Vision. The Plan sets out how we will deliver on the Vision's three pillars. The 2021–2025 Plan also incorporates the Municipal Health and Wellbeing Plan and is implemented through an annual Council Plan Action Plan adopted by the Council each year. 2024/2025 was the final year of delivery of the Council Plan. Quarterly reports on the Action Plan's progress can be read at <https://www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan>

Strategies or plans developed/established in 2024/2025

The following strategies and plans were adopted by Council in 2024/2025:

- Families, Youth and Children Strategy (adopted in August 2024)
- Our Darebin Plan 2025–2029 (adopted in June 2025)
- Our Darebin Plan Action Plan 2025/2026 (adopted in June 2025)
- Darebin Economic Framework (adopted in May 2024)
- 10-Year Long Term Financial Plan 2025/26 – 2034/35 (adopted in June 2025)
- 10-Year Asset Management Plan (adopted in June 2025)
- Revenue and Rating Plan 2025/26 – 2028/29 (adopted in June 2025).

Council Plan 2021–2025 (incorporating the Municipal Health and Wellbeing Plan)

Darebin's 2021–2025 Council Plan sets out how we will deliver on our promises to make Darebin an equitable, vibrant and connected community, aligned to the pillars of the Darebin 2041 Community Vision. The Council Plan incorporates the Municipal Health and Wellbeing Plan and is implemented through an annual Council Plan Action Plan adopted by Council each year. The first year of delivery of the Council Plan was 2021/2022.

Council receives quarterly reports stating the progress against the Council Plan Action Plan, providing the community with information on progress towards the realisation of the Community Vision and Council's priorities. The quarterly reports can be read on Council's website at [darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan](https://www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan)

Resources to implement strategy

Council has established resourcing plans to underpin the implementation of its strategies. These include a 10-Year Long Term Financial Plan, 10-Year Asset Management Plan, Four-Year Budget, Four-Year Revenue and Rating Plan, Four-Year Workforce Plan and Gender Equality Action Plan.

The Financial Plan 2026-2035

Under the Local Government Act 2020, all councils are required to prepare a Financial Plan covering at least ten years following each general election. For Darebin City Council, this plan is more than a legislative requirement, it's a strategic tool that guides how we manage public funds responsibly and sustainably.

The Council's 10-Year Financial Plan sets out the financial framework that supports sound decision-making. While it doesn't specify funding for individual services or projects, it outlines Council's financial capacity to continue delivering high-quality services, facilities, and infrastructure; now and into the future.

The purpose of Darebin City Council's 10-Year Financial Plan is to ensure the ongoing financial sustainability of Council and to provide appropriate levels of resourcing to meet the future needs of our community. It supports the delivery of services and infrastructure in alignment with the strategic objectives of the Council Plan and the long-term aspirations of the Darebin 2041 Community Vision.

As a rolling plan, it is reviewed and updated annually as part of the budget development process. This ensures that the financial forecasts and underlying assumptions remain current and reflect both existing conditions and anticipated future developments. By maintaining a dynamic and responsive financial planning framework, Council is better positioned to make informed decisions that balance community expectations with responsible fiscal management.

Developed through comprehensive community engagement, Darebin City Council's 10-Year Financial Plan reflects a fiscally responsible approach to long-term financial management. The Plan addresses the challenges of the current economic environment, including cost-of-living pressures, while operating within the 3% rate cap set for 2025/2026.

It ensures the continued funding of essential services and strategic projects that are vital to the wellbeing and long-term sustainability of the Darebin community. By aligning financial resources with the priorities outlined in the Our Darebin Plan 2025–2029, the Darebin 2041 Community Vision. The Plan supports Council's commitment to delivering inclusive, responsive, and future-focused services.

Asset Plan 2025-2035

The Asset Plan 2025–2035 forms a key component of Darebin City Council's Integrated Strategic Planning and Reporting Framework. It outlines how Council will responsibly acquire, maintain, renew, and utilise its infrastructure assets over the next ten years and beyond, ensuring they continue to support the delivery of essential services and facilities to the Darebin community.

This version of the Asset Plan is a revision of the original plan adopted by Council in 2022 and has been updated to reflect current priorities, community needs, and financial forecasts. It has been prepared in accordance with Section 92 of the Local Government Act 2020, which requires councils to develop and maintain a long-term asset management strategy.

The Asset Plan supports Council's commitment to financial sustainability, service excellence, and strategic investment in public infrastructure. It ensures that assets such as roads, footpaths, buildings, parks, and drainage systems are managed effectively to meet the current and future needs of the community.

Its purpose is to:

- ensure that assets support the achievement of the Darebin 2041 Community Vision and Council Plan objectives

- demonstrate that we will responsibly manage our assets to meet the service delivery needs of our community in a cost-effective way
- provide a method to integrate our asset management planning outcomes with our Council Plan, Financial Plan, and Annual Budget
- improve the effectiveness of asset management planning through a more engaged community and informed Council
- support the continued advocacy for Federal and State Government support for the improvement of community assets
- ensure we comply with our asset statutory and legislative obligations

While the Council manages an extensive portfolio of assets, this Asset Plan focuses on its physical infrastructure. The majority of this infrastructure falls into the major asset classes, being:

- buildings and facilities
- stormwater drainage assets
- transport infrastructure
- open space and natural assets

Four-Year Budget 2026 – 2029

On 30 June 2025, Darebin City Council adopted the 2026–2029 Budget, following extensive community consultation. This budget has been carefully designed to bring to life the aspirations of the Darebin 2041 Community Vision in a financially responsible manner, particularly in the context of rising costs and economic pressures affecting both the community and Council.

In response to these challenges, Council undertook a comprehensive review of its plans and priorities to ensure continued delivery of essential services and infrastructure while maintaining long-term financial sustainability. The budget reflects a strategic allocation of resources to support the objectives outlined in the Our Darebin Plan 2025–2029, which includes the integrated Health and Wellbeing Plan.

Our Darebin Plan sets the strategic direction for the next four years, focusing on enhancing Darebin as a thriving, inclusive, and resilient community. The adopted budget ensures that Council can continue to meet community needs within the constraints of the 3% rate cap for 2025/2026, while funding key initiatives that promote wellbeing, equity, and sustainability.

This budget demonstrates Council's commitment to responsible financial stewardship and its dedication to delivering meaningful outcomes for the Darebin community.

Revenue and Rating Plan 2026-2029

The Local Government Act 2020 requires Council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which Council proposes to work. Council's current Revenue and Rating Plan was adopted on 30 June 2025.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for the City of Darebin which, in conjunction with other income sources will adequately finance the objectives in the Council plan.

Two changes were proposed in the Revenue and Rating Plan:

- Changes that implement the Victorian Government's changes to create the Emergency Services and Volunteers fund, effective 1 July 2025 through levying the charges to the ratepayers and payment of the collected funds to the Government.
- A change to the format and level of detail that is in the plan relating to the Special charges that Council levies on behalf of trader's associations in some business precincts. These changes do not have any impact on the effect of the charges or how they operate.

In accordance with section 162 of the Local Government Act 1989, Council introduced a s162 Kerbside Waste Collection Service Charge for the collection and disposal of waste through the kerbside service from July 2022.

The Kerbside Waste Collection Service charge covers the costs of collection and processing of rubbish, recycling and food and garden waste.

No changes to the waste services or eligibility are proposed in this update to the plan. Cost estimates have been updated and therefore the proposed waste charge has also been updated. A key impact on cost is a significant increase in the Victorian Government's landfill levy of \$40 (30%) per tonne compared to 2024/2025

Council provides a three-bin service to residential properties, and some participating businesses. Private contractors provide waste collection services for non-residential and large multi-unit dwellings by direct arrangement with the body corporate, landowner, tenant or business owner.

Workforce Plan 2021–2025

The Darebin Workforce Plan is a four-year strategic plan that brings together the actions of the Community Vision, Council Plan, Financial Plan and upcoming 10-Year Asset Management Plan to ensure that we are properly resourced to deliver on our vision and goals. This plan was established in 2021 and was informed by extensive engagement to ensure that we can build towards a Council that truly represents the voices of our community and sets us on the pathway to the Darebin we want to be by 2041.

Gender Equality Action Plan

Council's Gender Equality Action Plan aims to support our people to recognise and progressively remove systemic barriers and work inclusively together across our organisation and all levels and areas. This is valuable work that will take persistence and commitment over time. While we have made important progress, there is more work to do. This plan charts the course for how Darebin will keep making strides to get this work done.

8.OUR PUBLIC TRANSPARENCY

The *Local Government Act 2020* sets direction for Council's accountability to ensure transparency to its community through the public transparency principles. We have sought to align our reporting with the public transparency principles to provide an overview for the community about Council's approach to public transparency.

In November 2022, Council endorsed the Public Transparency Policy. The policy articulates how members of the public can gain access to information held by Council in a timely manner to support good governance and accountability. The policy can be accessed on Council's website.

Council decision-making

The times and venues of Ordinary Council meetings are fixed annually by Council and published on the Darebin website, in the Darebin Community News and in our social media channels.

Twelve Ordinary Council meetings were held between 1 July 2024 and 30 June 2025. In addition, there were eight Special Council meetings.

Council meetings, Planning Committee meetings and Hearing of Submissions Committee meetings are livestreamed to the public. Recordings are published on the Darebin website and YouTube channel.

There were 129 officer reports considered by Council in 2024/2025, with 120 being considered publicly and nine designated confidential. The Council Meeting was closed to the public for consideration of these items.

There were 15 Notices of Motion submitted by councillors for consideration.

Confidential matters reported and any subsequently released

Pursuant to section 125(2) of the *Local Government Act 2020*, a review of reports deemed to be confidential was undertaken on a six-monthly basis and, where appropriate, a recommendation was made to Council for reports to be released to the public domain.

During 2024/2025, Council resolved to make two confidential matters public.

16 September 2024, Special Council Meeting, item 13.2 Appointment of interim CEO

An announcement of the appointment of the interim CEO was made public on 24 September 2024 via Council's social media platforms. The report must remain confidential pursuant to section 3(1)(f) of the Act.

17 April 2025, Special Council Meeting, item – CEO contractual matter

An announcement of the appointment of the CEO was made public on 24 April 2025 via Council's social media platforms. The report must remain confidential pursuant to section 3(1)(f) of the Act.

Audit and risk

The Strategic Risk and Internal Audit Committee (SRIA) continued its role of providing oversight and management of major risks, issues, opportunities and Council's assurance environment. SRIA was established in 2022 with the aim of promoting, communicating and embedding a positive risk, innovation and opportunity culture across the organisation.

Meetings were chaired by the Executive Manager, Governance, Risk and Communications. The members were the CEO, all general managers, designated managers and officers from across Council, and the appointed internal auditors.

The Audit and Risk Committee continued its role of providing independent advice to Council and management throughout the period 1 July 2024 to 30 June 2025. In addition to the Performance Report, the Audit and Risk Committee sent two bi-annual reports to Council, which provided an overview of matters considered, the key findings and recommendations of the Committee. The bi-annual reports were endorsed by the Council on 22 July 2024.

Strengthening transparency

The monthly Governance Report provided an overview of key matters for noting and decision-making. These included:

- monthly reporting to Council – activity reports by the Mayor and councillors, public questions taken on notice, and summary of councillor attendance at meetings
- quarterly reporting to Council – Freedom of Information requests, summary minutes of Audit and Risk Committee meetings, and councillor expenses
- bi-annual reporting to Council – confidential resolutions made public (as applicable), CEO's credit card transactions and requests for reimbursements, and Audit and Risk Committee bi-annual report
- annual reporting to Council – annual report of the Audit and Risk Committee, progress reports on the activities of the various community advisory committees.

During 2024/2025, Council adopted a range of new or reviewed policies and plans including:

- Fair Access Policy Roadmap (Recreation Facilities)
- CEO Employment Matters Committee Charter and CEO Employment and Remuneration Policy
- Community Engagement Improvement Plan.

Documents available for inspection

In accordance with Council's Public Transparency Policy, several documents, information and registers are publicly available on Council's website.

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 *Freedom of Information Act 1982* 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	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
New requests	40	35	44	65	67	64
Access granted in full	0	2	1	3	26	5
Access granted in part	30	26	27	21	6	34
Access denied in full	2	3	1	8	4	0
Requests not finalised at the end of the reporting period	1	0	0	12	7	3
Withdrawn	0	1	6	7	6	6
Requests outside the Act	0	0	2	8	6	2
Requests, no documents existed	0	0	0	5	9	6
Others: not processed, not proceeded with, Act did not apply	7	4	0	6	3	8
Application fees collected	\$947.20	\$729.60	\$1,234.10	\$363.40	\$1,876.20	\$1,438.80
Charges collected	\$847.60	\$725.60	\$866.35	\$1,212.33	\$135.70	\$0.00

Translations

Content across all communication channels is written in simple language. Accessible communications are available for community members from non-English speaking backgrounds. Google Translate is available for real-time translations on Darebin's website. Council uses Auslan interpreters for meetings with significant decisions – the Annual Budget and Council Plan Action Plan each June and the Mayoral election each November. The subtitle option is available on YouTube recordings for all meetings.

Annual Report

A detailed summary version of the 2023/2024 Annual Report was incorporated into the Darebin website, enabling the full use of accessibility features and translations. The complete 2023/2024 Annual Report is also available for download. For further information:

<https://www.darebin.vic.gov.au/About-council/Council-structure-and-performance/Annual-Report>

9. OUR GOVERNANCE

The *Local Government Act 2020* sets direction for Council's accountability for good governance through the governance principles. We have sought to align our reporting against these principles, providing an overview for our community about Council's approach to good governance.

Overview of governance in 2024/2025

Darebin Council is committed to open and transparent governance in accordance with *the Local Government Act 2020* and applicable Council policies. Council remained focused on ensuring decision-making processes continued to provide transparent, responsive, inclusive and participatory policies and practices and that the community had a voice in decision-making.

Agendas were published online in advance of scheduled meetings, encouraging greater public participation and democracy. Members of the public could attend Council meetings and participate by asking public questions or making submissions. To this end, members of the public submitted 284 public questions to Ordinary Council Meetings. There were 16 petitions submitted by members of the public, which were tabled by councillors at Ordinary Council Meetings during 2024/2025.

The Model Councillor Code of Conduct (Code of Conduct) strengthened the foundations of working relationships between elected representatives. It complemented the provisions in the Act that cover principles of conduct for Council staff. The Code of Conduct was imperative to ensuring all councillors conducted themselves honourably and in the best interests of the community.

Council meetings

Ordinary Council meetings were held monthly from 1 July 2024. The times and venues were fixed and advertised at <https://www.darebin.vic.gov.au/About-council/Council-structure-and-performance/Council-and-Committee-Meetings/Council-meetings> as well as via Council's social media channels and Darebin Community News.

Council meetings were generally open to the public. The record of councillor attendance at Ordinary Council meetings and Special Council meetings held during 2024/2025 is shown in the table on page 114. This table also provides data on the number of reports presented to Council (including confidential reports), Notices of Motion, public questions and petitions.

Briefing sessions

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

For more information about how Council works see www.darebin.vic.gov.au/About-council

2024 Council election

Council elections were held in October 2024. Nine Councillors elected, each representing a single local ward. Seven new councillors were elected and two councillors were returned. All councillors were sworn in and participated in the councillor induction program in November 2024.

Meeting attendance

Councillor attendance at meetings, 1 July 2024 to 30 June 2025

COUNCIL MEETING	SPECIAL				SPECIAL				SPECIAL	SPECIAL					SPECIAL		SPECIAL		5.45pm SPECIAL		6pm SPECIAL	
	22-Jul-24	29-Jul-24	14-Aug-24	14-Aug-24	26-Aug-24	05-Sep-24	16-Sep-24	21-Oct-24	25-Nov-24	16-Dec-24	28-Jan-25	24-Feb-25	03-Mar-25	24-Mar-25	17-Apr-25	28-Apr-25	12-May-25	26-May-25	23-Jun-25	30-Jun-25	30-Jun-25	
Cr Emily Dimitriadis	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	20
Cr Gaetano Greco	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0							14
Cr Alexandra Sangster									1	1	1	1	1	1	1	1	1	1	1	1	1	13
Cr Connie Boglis									1	0	1	1	1	1	0	1	0	1	1	0	0	8
Cr Julie O'Brien									1	1	1	1	1	1	1	1	1	1	1	1	1	13
Cr Kristine Olaris									1	1	1	1	1	1	1	1	1	1	1	1	1	13
Cr Matt Arturi									1	1	1	1	1	1	1	1	1	1	1	1	1	13
Cr Ruth Jelley									1	1	1	1	1	1	1	1	1	1	1	1	1	13
Cr Vasilios Tsalkos									1	1	1	1	1	1	1	1	1	1	1	1	1	13
Cr Tom Hannan	1	1	1	1	1	1	1	1														8
Cr Tim Laurence	1	1	0	0	1	1	1	1														6
Cr Trent McCarthy	1	1	1	1	1	1	1	1														8
Cr Lina Messina	1	0	1	1	1	1	1	1														7
Cr Susanne Newton	1	1	1	1	1	1	1	1														8
Cr Susan Rennie	1	1	1	1	1	1	1	1														8
Cr Julie Williams	0	1	1	1	1	1	1	1														7

Council Meeting report statistics
1 July 2024 to 30 June 2025

COUNCIL MEETING	SPECIAL								SPECIAL		SPECIAL										5.45pm SPECIAL	6pm SPECIAL	Total for Year 2024 - 25
	22-July-24	29 July 24	14-Aug-24	14-Aug-24	26-Aug-24	05-Sep-24	16-Sep-24	21-Oct-24	25-Nov-24	16-Dec-24	28-Jan-25	24-Feb-25	03-Mar-25	24-Mar-25	17-Apr-25	28-Apr-25	12-May-25	26-May-25	23-Jun-25	30-Jun-25	30-Jun-25		
Number of open reports	8	0	0	10	10	1	3	1	7	14	5	11	9	8	0	6	5	11	8	1	2		120
Confidential items	0	1	1	1	1	0	2	0	0	0	1	1	0	0	1	0	0	0	0	0	0		9
Public questions	22	0	0	0	17	0	8	0	0	20	38	31	34	49	0	0	0	41	24	0	0		284
Notices of Motion	2	0	0	0	0	0	0	0	0	5	4	0	0	1	0	1	0	1	1	0	0		15
Petitions	0	0	0	0	1	0	0	0	0	0	4	0	1	1	0	0	0	3	6	0	0		16
Notices of Rescission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0

Council committees

Darebin Council has one Standing Committee, known as a Delegated Committee. The Planning Committee is a Delegated Committee with delegated powers to assist Council in decision-making on statutory planning matters (including considering and approving or rejecting applications for planning permits and on strategic planning matters including planning scheme amendments, planning policies, land use strategies and strategic development sites pursuant to the *Planning and Environment Act 1987*).

Planning Committee membership and attendance 2024/2025

The Planning Committee (the Committee) is a 'Delegated Committee', appointed pursuant to section 63 of the *Local Government Act 2020* (the Act), to assist Council in decision-making on statutory planning matters (including considering and approving or rejecting applications for planning permits and on strategic planning matters including planning scheme amendments, planning policies, land use strategies and strategic development sites pursuant to the *Planning and Environment Act 1987*).

All councillors are members of the Planning Committee, which is chaired by the Mayor. Meetings are convened on an as-needs basis. In 2024/2025, there were four meetings held:

- 9 September 2024
- 12 August 2024
- 10 February 2025
- 12 May 2025.

Four matters were considered, one at each meeting. This was in addition to a standard report on outcomes from the Victorian Civil and Administrative Tribunal. A total of 19 submitters addressed the Committee in relation to the four items considered.

This represents a reduced frequency of meetings and a reduced number of matters considered. In 2023/2024, there were six meetings that considered 10 items. In 2022/2023, there were nine meetings that considered 13 items.

Planning Committee					TOTAL attendance
Councillors	12-Aug-24	09-Sep-24	10-Feb-25	12-May-25	
Cr Emily Dimitriadis	0	1	1	1	3
Cr Gaetano Greco	1	1	1		3
Cr Alexandra Sangster			1	1	2
Cr Connie Boglis			1	1	2
Cr Julie O'Brien			1	1	2
Cr Kristine Olaris			1	1	2
Cr Matt Arturi			1	1	2
Cr Ruth Jelley			1	1	2
Cr Vasilios Tsalkos			1	1	2
Cr Tom Hannan	1	1			2
Cr Tim Laurence	1	1			2
Cr Trent McCarthy	1	1			2
Cr Lina Messina	1	1			2
Cr Susanne Newton	1	1			2
Cr Susan Rennie	1	1			2
Cr Julie Williams	0	1			1
TOTAL	7	7	9	8	

Hearing of Submissions Committee

The Hearing of Submissions Committee comprises all councillors and hears submissions in relation to many of Council's powers under various acts. The Hearing of Submissions Committee has no delegated decision-making powers.

The Committee can hear any person who has requested to be heard in support of their written submission. Any recommendations from the Committee form part of a separate report on each specific matter for formal determination by Council at a subsequent Council Meeting.

Committee membership and attendance 2024/2025

1 July 2024 to 30 June 2025

Hearing of Submissions Committee	Cr Dimitriadis	Cr Greco	Cr Alexandra Sangster	Cr Connie Boglis	Cr Julie O'Brien	Cr Kristine Olaris	Cr Matt Arturi	Cr Ruth Jelley	Cr Vasilios Tsalkos	TOTAL
9 December 2024	1	1	1	1	1	1	1	1	1	9
12 May 2025	1		1	1	1	1	1	1	1	8
16 June 2025	1		1	1	1	1	1	1	1	8
TOTAL	3	1	3	3	3	3	3	3	3	

Details of meetings 2024/2025

6.30pm, 16 June 2025 Council Chamber, 350 High	To provide an opportunity for members of the public to be heard in relation to their submissions regarding the 2025/2026 Council Budget.
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Street, Preston	
12 May 2025 Council Chamber, 350 High Street, Preston	To provide an opportunity for members of the public to be heard in relation to their submissions regarding the proposed lease for 25 Edwardes Street, Reservoir (former police station).
9 December 2024 Council Chamber, 350 High Street, Preston	To provide an opportunity for members of the public to be heard in relation to their submissions regarding sale of minor assets, 182-184 High Street and 1 Butler Street, Northcote.

Advisory committees, councillor briefings and other informal meetings

In accordance with Council's Governance Rules (July 2020), a written attendance record (summary) of each advisory committee, councillor briefing, or other informal meeting of councillors is reported at the next practicable Council Meeting and recorded in the minutes of that Council Meeting.

Definition pursuant to governance rules

A summary of any informal meetings of councillors/briefings/advisory committees (however titled) means a planned or scheduled meeting involving at least half of the councillors and one member of Council staff that 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 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 Council, a club, association, peak body, political party or other organisation.

In 2024/2025, there were 52 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.

Audit and Risk Committee

The Audit and Risk Committee (the Committee) is a committee established in accordance with sections 53 and 54 of the *Local Government Act 2020* to assist Council in fulfilling its responsibilities relating to external financial and performance reporting, risk and financial management, corporate governance, internal control systems, and providing advice to drive continuous improvement.

The Committee consists of three independent members – Lisa Tripodi (Chair), Marco Bini and Jonathan Kyvelidis – Cr Kristine Olaris OAM, Cr Vasilios Tsalkos and Cr Dimitriadis (proxy). Prior to the local government elections in October 2024, Cr Lina Messina, Cr Tom Hannan and Cr Susanne Newton served on the Audit and Risk Committee.

Independent members are appointed for a three-year term with the option for a further three-year term by mutual consent. At the December 2024 Meeting, Dr Marco Bini was appointed for a period of three years from 1 January 2025, in accordance with the Audit and Risk Committee Charter.

The Committee met four times in 2024/25 – 4 September 2024, 18 December 2024, 19 March 2025 and 25 June 2025.

To seek the Audit and Risk Committee's advice on matters relevant to its Charter, the Committee was called for Special Meetings twice during the reporting period – 16 September 2024 and 7 February 2025.

The internal and external auditors, Chief Executive Officer, general managers, Executive Manager Governance, Risk and Communications, Coordinator Risk and Audit, and Audit and Compliance Officer attend all Committee meetings. Other management representatives attend as required to present reports, including the Chief Financial Officer, Chief People Officer and Chief Information Officer.

Key findings and the recommendations from each Audit and Risk Committee Meeting were reported to and considered by Council through summary minutes.

Internal audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place. Council's current Internal Auditor, NTT Australia Digital Pty Ltd, has extensive local government experience. A risk-based, three-year Strategic Internal Audit Plan was revised to ensure the audit resources remained focused on the appropriate areas. The plan was reviewed and approved by the Audit and Risk Committee.

The internal auditor attended each Audit and Risk Committee Meeting to report on the status of the Strategic Internal Audit Plan and present the findings and recommendations of completed audits. The responsible general manager and manager for each audit undertaken was also required to attend to respond to questions raised.

Recommendations were assigned to the responsible officer and monitored in Council's audit register. Status updates were provided by the responsible officer and reported to the Strategic Risk and Internal Audit Committee and the Audit and Risk Committee quarterly.

External audit

Council is externally audited by the Victorian Auditor-General's Office. For the reporting period, the annual external audit of Council's Financial Statements and Performance Statement was

conducted by the Victorian Auditor-General's appointed representative, RSD Audit Pty Ltd. The external auditors are invited to attend all meetings of the Audit and Risk Committee to provide status updates or present the findings of the financial audits.

Darebin community advisory committees 2024/2025

Each year, after the election of the Mayor and Deputy Mayor, Council establishes several community advisory committees and community reference groups to facilitate community participation and input into areas such as policy and service development. At the Council Meeting held on 16 December 2024, the Council established the advisory committee memberships shown in the table.

Community Advisory Committee	Nominated councillor(s)
Active and Healthy Ageing Advisory Committee	• Cr Connie Boglis OAM (Chair) • Cr Gaetano Greco (proxy)
Art and Heritage Advisory Panel	• Cr Alexandra Sangster (Chair) • Cr Kristine Olaris OAM (proxy)
Darebin Aboriginal Advisory Committee	• Cr Kristine Olaris OAM (Co-Chair) • Cr Emily Dimitriadis
Darebin Disability Advisory Committee	• Cr Vasilios Tsalkos (Chair) • Cr Matt Arturi (proxy)
Darebin Domestic Animal Management Reference Group	• Cr Connie Boglis OAM (Chair) • Cr Julie O'Brien (proxy)
Darebin Education Network	• Cr Ruth Jelley (Chair) • Cr Matt Arturi (proxy)
Climate Emergency Darebin Advisory Committee	• Cr Julie O'Brien (Chair) • Cr Emily Dimitriadis (proxy)
Darebin Community Awards Advisory Committee	• Cr Kristine Olaris OAM (Chair) • Cr Gaetano Greco (proxy)
Darebin Interfaith Council	• Cr Alexandra Sangster (Co-Chair) • Cr Ruth Jelley (proxy)
Darebin Nature Trust	• Cr Vasilios Tsalkos (Co-Chair) • Cr Julie O'Brien (proxy)
Gender Equity Advisory Committee (formerly Darebin Women's Advisory Committee)	• Cr Kristine Olaris OAM (Chair) • Cr Ruth Jelley (proxy)
Darebin LGBTIQ+ Advisory Committee	• Cr Julie O'Brien (Chair) • Cr Kristine Olaris OAM (proxy)
Darebin Welcoming Cities Community Reference Groups	• Cr Gaetano Greco (Chair) • Cr Ruth Jelley (proxy)
Edgars Creek and Edwardes Lake Task Force	• Cr Gaetano Greco (Chair) • Cr Vasilios Tsalkos (proxy)
Young Citizens Jury	No councillor appointments

Councillor allowances

The allowances paid to elected councillors recognise 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 based on Council population and recurrent revenue. Pursuant to section 39 of the *Local Government Act 2020*, 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*.

On 3 July 2024, Local Government Victoria advised that the Remuneration Tribunal had made an adjustment to the allowance payable to mayors, deputy mayors and councillors (Victoria).

The Tribunal determined a 3.5% increase to the values of the base allowances payable to mayors, deputy mayors and councillors, effective from 1 July 2024.

A 3.5% increase was applied to the base allowance values for mayors and deputy mayors that will apply from:

- 18 December 2024
- 18 December 2025.

The base allowances for Council members at the Darebin City Council (a Category 3 council) in future years as set in June 2024 are shown in the following table.

Allowance type	1 July 2024 – 17 December 2024 allowance amount	18 December 2024 – 17 December 2025 allowance amount	18 December 2025 allowance amount
Mayoral allowance	\$134,954	\$138,506	\$142,057
Deputy Mayoral allowance	\$67,477	\$69,252	\$71,028
Councillor allowance	\$40,769	\$40,769	\$40,769

Councillor expenses (excluding GST)

Councillors incur expenses while fulfilling their roles as elected representatives. Expenditure is regulated by the Councillor Support and Expenses Policy, as endorsed by Council. It is consistent with section 75 of the *Local Government Act 2020*. A quarterly summary of councillor expenses is published on Council's website and presented to the Audit and Risk Committee twice a year.

Councillor expenses 1 July 2024 to 30 June 2025

	Cr Arturi	Cr Boglis	Cr Dimitriadis (Deputy Mayor from 25/11/24)	Cr Greco	Cr Jelley	Cr O'Brien	Cr Olaris (Mayor from 25/11/24)	Cr Sangster	Cr Tsalkos	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams	Council	Total \$
Councillor allowances	25,089	25,089	54,670	31,921	25,089	25,089	81,788	25,089	25,089	13,104	21,689	13,104	13,104	43,378	13,104	13,104	7,457	456,956
*Mobile (usage and data plan)	4,669	2,639	694		100	1,872	4,645	100	4,365	2,470		1,683	324	2,109	442		854	26,966
Internet (laptop)	36		125	138						52	-	68	51	25	53	51	-	599
Travel (Cabcharge/misc travel expenses)	254	254	295	476	254	254	254	254	254	124	177	124	177	202	124	124	-	3,602
Training and development		3,500	850			250	6,150						3,182	3,150	640		33,140	50,862
Conferences (inc. all related costs/travel/meals/accom)	35	9							103								-	147
Family care														12,711			-	12,711
Functions/events																	-	-
Subscription/memberships							725										-	725
Stationery/printing/equipment																	-	-
Mayoral vehicle							9,110										-	9,110
Councillor conduct matters																-	32,557	32,557
Total net expenses	30,083	31,491	56,634	32,535	25,443	27,465	102,672	25,443	29,810	15,750	21,866	14,980	16,838	61,575	14,364	13,279	74,008	594,236

Note 1:

- Telephone and internet charges are recorded in the month they are incurred. All other expenses are reported on a cash basis in the month they are paid.
- Internet charges are included under mobile usage and data plan.
- Further explanation of the expense categories is available in the City of Darebin Councillor Support and Expenses Policy June 2021.

Note 3: Councillors are allocated \$7,000 per year for training and conferences in addition to the mandatory professional development training required under the *Local Government Act 2020*.

Code of Conduct for councillors

The Model Councillor Code of Conduct outlines the legislative requirements, behaviour and conduct expectations that guide councillors individually and as a Council collectively in undertaking their duties and obligations. Consultation, representation, equity, openness and accountability are key features of the relationship between Council and the community. All councillors have signed the [Code of Conduct](#) and committed to setting a high standard of conduct to ensure good governance and increased public confidence in the administration of Council and in councillors' dealings with the community, Council staff and each other.

Following the election in October 2024, councillors undertook an intensive induction and training program to provide them with awareness and understanding of their role as individual councillors, the role of the Mayor and Deputy Mayor, and the role of Council.

Councillors have undertaken a range of professional development including participating in all applicable mandatory training required in accordance with the requirements of the *Local Government Act 2020*. Ongoing professional development will be provided to councillors throughout their term.

Conflict of interest declaration

In accordance with the *Local Government Act 2020*, councillors and Council officers are required to disclose direct or indirect 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 2024/2025, there were six conflicts of interest disclosed by councillors, which included five at Council meetings, none at Councillor Briefings, one at a Planning Committee Meeting and none at an Advisory Committee Meeting. There were nine conflicts of interest disclosed by Council officers at Council meetings in 2024/2025. There were no conflicts of interest disclosed by Council officers at Councillor Briefings or Planning Committee meetings.

Achieving the best outcomes for the community

Our community developed a vision in 2021 to set its aspirations for the future Darebin and the community we want to be in 2041.

More than 1,600 community members told us what they wanted to see for the municipality in 2041. A further 38 residents and business owners formed a Deliberative Panel to shape that feedback into the Darebin 2041 Community Vision.

The Darebin 2041 Community Vision:

- 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.

Our Community Vision is at the heart of our Council Plan and all the work that flows from there – our priorities, strategic plans, investments, services, partnerships and activities. Within the Council Plan are objectives and actions to achieve the vision our community has set, ranging from the inclusion and strengthening of diversity to actions needed to create a circular economy and prevent waste.

Further information:

<https://www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan>

During 2024/2025, Darebin engaged with the community on the development of our next four-year Council Plan, which included a revision of the 2041 Community Vision

A refreshed Community Vision was adopted by Council on 24 February 2025 and Our Darebin Plan 2025–2029 was endorsed by Council on Monday 30 June 2024. The final plan and vision are online at www.darebin.vic.gov.au/CouncilPlan

Economic, social and environmental sustainability

The Darebin Council Plan 2021–2025 addresses the economic, social and environmental sustainability of Darebin, including mitigation and planning for climate change risks. Some examples of activities undertaken and policies developed by Council in relation to these three dimensions of sustainability are covered below.

Community and Partnership Grants Program

Every year Council provides funds and assistance to not-for-profit groups and organisations through the Community Grants Program. For transparency purposes, councillors are not involved with the approval of individual grant allocations.

The program aims to support community projects and activities that address one or more of the Council Plan 2021–2025 strategic directions and objectives: Vibrant, Respectful and Connected; Prosperous, Liveable and Flourishing; and Climate, Green and Sustainable.

On 27 June 2024, Council approved the following budget for the 2024/2025 Community Grants Program:

- small grants with a total pool of \$83,460
- medium grants with a total pool of \$163,000
- venue support grants with a pool of \$79,000 (in-kind)
- three-year partnership grants – 2022–2025 with a pool of \$380,580
- youth project grants with a pool of \$50,000
- Aboriginal and Torres Strait Islander community grants with a pool of \$43,000.

Darebin's commitment to child safeguarding was emphasised and implemented in the 2024/2025 grants program. The Corporate and Community Grants Officer, in collaboration with People and Culture Department, devised specific child-safe questions for applicants in all grant categories. All applicants were required to confirm if activities included contact with children and youth and to identify what child safeguarding plans and policies the applicant had to address this. Child-safe questions were also embedded into the assessment criteria and conditions of grant forms to ensure successful applicants provided evidence.

The 2024/2025 funding round opened on Monday 1 April 2024 and closed on Friday 31 May 2024. Here is a summary of applications approved and received.

Summary of small and medium grant applications received and approved for the 2024/2025 funding round

Program and application	Total no. applications	Total amount requested	Budget allocation	Amount recommended	No. of applicants
Small Grants (up to \$3,000 per application)	59	\$160,475.69	\$83,460	\$83,460	48
Medium – Environment and Sustainability (up to \$15,000 per application)	8	\$67,339.00	\$40,500	\$40,500	5
Medium – Equity, Inclusion and Wellbeing (up to \$15,000 per application)	32	\$335,682.14	\$51,000	\$51,000	14
Medium – Creative Projects Artist Led Initiatives (up to	27	\$273,899.13	\$71,500	\$71,500	9

\$15,000 per application)					
Youth Project Grants (up to \$5,000 per application)	18	\$84,865.85	\$50,000	\$47,147.97	11
Annual cash grants budget subtotal	144		\$296,460	\$293,607.97	87
Venue Support Grants (up to \$8,000 per application and in-kind)	54	\$151,914.65	\$79,000	\$79,000	53
Grand total	199	\$1,074,176.46	\$375,460	\$372,607.97	140

Summary of venue support applications received and approved for the 2024/2025 funding round

Venues	Applications received	Budget	Amount requested	Applications recommended	Amount recommended
Community hubs	15	\$20,120	\$32,161.03	15	\$18,010
City and shire halls	13	\$15,484	\$26,619.50	13	\$17,594
Libraries' meeting rooms	9	\$14,391	\$18,895.12	9	\$14,391
Northcote Town Hall and Darebin Arts Centre	13	\$20,947	\$62,824.00	12	\$20,947
Intercultural Centre	4	\$8,058	\$11,415	4	\$8,058
Total	54	\$79,000	\$151,914.65	53	\$79,000

The Community Partnership Grants Program will continue in 2025/26 with a budget set at \$380,580.

Summary of three-year Community Partnership Grants, 2024/2025 funding round – year three approved

Community Partnership Grants Program	Recommended	Total amount recommended 2024/25
Youth Partnerships	1	\$25,000
Environment and Sustainability	2	\$65,000
Key Cultural Organisations	5	\$40,000

Community Partnership Grants Program	Recommended	Total amount recommended 2024/25
Equity, Inclusion and Wellbeing	8	\$250,580
Total	16	\$380,580

Community grants support cultural celebration



Maria from folk group Sicilia Bella was delighted to hear her community grant application was successful and will contribute to their concert at the end of March.

Founded in 1984, Sicilia Bella has delivered around 1,000 one performances at Italian and Australian social clubs, nursing homes, schools and local councils.

“Our group was formed with the aim of maintaining and promoting Sicilian and Italian culture in Australia,” Maria says.

“Our repertoire consists of Sicilian and Italian folk music, songs and tarantella dances. Our colourful costumes are from all parts of Sicily and our instruments include the Sicilian tambourine, cane flute, mandolin and quartara.”

Aboriginal and Torres Strait Islander grants

The annual budget for the Aboriginal and Torres Strait Islander Community Grants is \$43,000. This grant round was piloted in March 2024 and aims to support projects and activities for all ages, genders, abilities and backgrounds to get active, socially connect and participate in community and cultural activities. This program is only for applications from Aboriginal and/or Torres Strait Islander community groups or organisations.

A total of eight applications were received requesting a total of \$37,000. Six applications were recommended for funding for the total amount of \$27,000. There were plans for another funding round in 2025 ahead of NAIDOC week.

Climate risk governance

Darebin City Council is committed to working with our community to transition to clean, healthy and safe homes and businesses powered by renewable electricity, and to ensure that our community is safe and thriving. Darebin considers climate change to be a critical strategic risk. Council is addressing this risk through the Darebin Climate Emergency Plan 2024–2030 and our Climate Risk Action Plan 2024–2026 as well as other key strategies and plans.

Council is striving to continuously improve its approach to climate change and to embed climate risk management within its operations. This is being done by prioritising action on the higher-order operational risks and working collaboratively across the organisation to improve procedures and Council oversight that strengthen accountability. Our climate risks are embedded in our risk register and appropriate managers and lead officers have been allocated to our extreme and high rated climate risks.

Policies adopted in 2024/2025

Council adopted a range of new or revised policies including:

- Fair Access Policy Roadmap (Recreation Facilities)
- CEO Employment Matters Committee Charter and CEO Employment and Remuneration Policy
- Councillor Internal Dispute Resolution Policy.

Collaboration with other councils, governments and statutory bodies

Key partners – memorandums of understanding

A four-year Memorandum of Understanding (MOU) with Aboriginal Housing Victoria (AHV) continued in 2024/2025. The MOU is implemented through rate concessions for AHV properties in Darebin and an action plan that focuses on increasing AHV renters' wellbeing, participation and inclusion in Council services and programs.

An MOU continued with Omar bin Al Khattab Mosque (Preston Mosque), which is supported by an action plan and is set to run until 2025.

Council is a member of the Building Respectful Community Partnership, auspiced by Women's Health in the North (WHIN). The Building a Respectful Community Committee (formerly the Northern Metropolitan Region Preventing Violence against Women Committee) was established in 2012 following the release of the region's first strategy to prevent violence against women. The Committee meets quarterly to discuss opportunities for alignment and collaboration, guide the implementation of the Building a Respectful Community Strategy 2022–2026, and provide a networking opportunity for those working on the primary prevention of gender-based violence.

Darebin's strategic partnership with La Trobe University continues and will be refreshed and aligned with the priority outcomes of the new Council Plan.

Other MOUs and partnerships that remain active include:

- Alphington Community Centre
- Jika Jika Community Centre
- Darebin Ethnic Community Council
- Span Community Centre

- The Alliance for Gambling Reform
- Preston Reservoir Adult Community Education.

Collaborations – M9

Melbourne 9 (M9) is an alliance of nine inner Melbourne councils that work collaboratively and advocate for issues and projects of mutual interest.

Members have been constructively working together to pursue a more integrated work program. M9 has invited presentations from various organisations including the Committee for Melbourne and will continue to do so over the course of the next financial year.

Collaborations – Merri-bek, Darebin and Whittlesea councils

The wat djerring Animal Facility, formerly known as the Epping Animal Welfare Facility, serves as the animal pound for three partner councils: Darebin, Merri-Bek and Whittlesea. Our collective aim is to ensure optimal outcomes for our animals and communities.

The facility provides a safe haven and fresh start for stray, abandoned, and surrendered animals, protecting them from cruelty while advocating for pet wellbeing and responsible pet ownership. This collaboration between partner councils ensures that animals receive essential veterinary care during their stay.

This partnership has enabled Darebin Council to establish a flexible, innovative in-house service model with a steadfast commitment to animal welfare, including reuniting animals with their owners. The service model is overseen by a dedicated committee comprising seasoned personnel from each council, along with the facility's veterinarian and coordinator. This committee plays a vital role in making ethical decisions, reserving euthanasia as an absolute last resort and only when it is deemed the most humane option.

Through this collaborative effort with partner councils, adoption processes have been facilitated and partnerships with community animal rescue groups have been established. Since the City of Whittlesea commenced operation of the facility, many pets have been reunited with their owners and thousands of animals have been adopted into new homes, giving them another chance and enriching the lives of many families.

Collaborations – Northern Region Council Alliance

Council adopted its revised Social and Sustainable Procurement Policy in 2021, following extensive collaboration with other northern region councils to align all seven procurement policies. The alignment achieved through all northern region procurement policies has helped simplify the existing commitment to collaborative procurement.

Council considers any opportunities for collaborative procurement in relation to a procurement process undertaken by establishing a joint consolidated contract register for consideration as possible joint procurement opportunities.

When collaborating, Council will do so where the contract for ongoing supply of goods or provision of services or works is estimated at \$1 million or more a year (per Council) or other contracts which, due to the subject matter, nature or scope, are likely to deliver operational efficiencies if procured in collaboration.

Council may collaborate with other councils or bodies such as MAV Procurement or Procurement Australasia to use existing collaborative procurement arrangements established through a public tender process where it provides an advantageous, value-for-money outcome for Council.

Legislative compliance

Food Act 1984 Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year. No Ministerial Directions were received in 2024/2025.

Road Management Act 2004 Ministerial Directions

In accordance with section 22 of the *Road Management Act 2004*, Council is required to publish a copy or summary of any Ministerial Directions received during the financial year in our Annual Report. No Ministerial Directions were received in 2024/2025.

Public interest disclosures

The *Public Interest Disclosures Act 2012* facilitates disclosures of improper conduct or detrimental action and provides the appropriate level of protection for people who make disclosures. Darebin City Council fully supports the Act, having a high regard for transparency and accountability. The Public Interest Disclosure Policy was established in December 2020 and is available on our website along with information on the application of the Act and how to make a disclosure. See <https://www.darebin.vic.gov.au/About-Council/Policies-and-transparency/Freedom-of-information-and-public-interest-disclosures>

During 2024/2025, no public interest disclosures were referred to the Independent Broad-based Anti-Corruption Commission (IBAC).

Information privacy

At Darebin City Council, we believe that the responsible handling of personal information is a fundamental aspect of good corporate governance. Council is strongly committed to safeguarding the right to privacy for the community and residents and ensuring that any personal information they share with Council remains confidential and secure.

In today's interconnected world, where digital technology plays a vital role in our daily lives, Council recognises the importance of protecting residents' personal information. As part of our ongoing commitment to information privacy, Council continually invests in education and staff awareness to enhance our compliance.

To achieve this, we provide our staff with the necessary knowledge and resources to handle personal information responsibly. During 2024/2025, the Privacy Officer worked on updating the Information Privacy Policy and Council was concurrently reviewing and improving our comprehensive resource library, which includes up-to-date information and guidelines with videos from the Privacy Officer on privacy best practices.

Additionally, we were reviewing the training content for our staff training sessions to ensure that our employees understand their responsibilities in protecting your privacy as well as recordkeeping training for guidance on appropriate management of records containing personal information. We also assessed tenderers on their maturity of privacy compliance.

Council operates in accordance with the Information Privacy Principles outlined within the *Privacy and Data Protection Act 2014* and the Health Privacy Principles of the *Health Records Act 2001*. These acts serve as the foundation of our commitment to maintaining your privacy. We handle all personal information in a responsible manner, adhering to strict protocols and guidelines to ensure its confidentiality and security.

By promoting a culture of privacy within the Council from implementing these measures and providing an Information Security Attestation and Protective Data Security Plan submission to the Office of the Victorian Information Commissioner (OVIC), we strive to foster trust and confidence in our customers and residents. We understand that the trust placed in us when sharing personal information is paramount, and Council is fully committed to upholding that trust.

During 2024/2025, Darebin City Council received seven privacy complaints and conducted 12 internal investigations into potential or reported privacy breaches. The increase in reported incidents was attributed to enhanced staff training and awareness initiatives regarding privacy obligations. As a result, staff now have a clearer understanding of what constitutes a privacy breach, leading to more frequent and accurate reporting. Council considered this increase in reporting a positive outcome, reflecting the effectiveness of its ongoing privacy education and commitment to continuous improvement in corporate governance.

Governance and management checklist

For the year ended 30 June 2025

Governance and Management Items		Assessment	
1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act. Date of adoption: 27/02/2023 The Community Engagement Policy 2023 - 2025 is currently in place and is in accordance with S55 of the LG Act.	✓
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation. Date of commencement: 03/08/2021 The Community Engagement guidelines were first developed and implemented on 3 August 2021.	✓
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)	Adopted in accordance with section 91 of the Act. Date of adoption: 30/06/2025	✓
4	Asset Plan (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act. Date of adoption: 30/06/2025	✓
5	Revenue and Rating Plan (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act. Date of adoption: 30/06/2025	✓
6	Annual budget (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act. Date of adoption: 30/06/2025	✓
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of commencement: 30/05/2024	✓
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of commencement: 30/05/2024	✓
9	Municipal emergency management planning (Participation in meetings of the Municipal Emergency Management Planning Committee)	Undertake Chair duties and attend MEMPC meetings Dates of MEMPC meetings attended: • 13/08/2024 • 26/11/2024 • 25/02/2025 • 27/05/2025	✓
10	Procurement policy (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act. Date of commencement: 23/08/2021 The Social and Sustainable Procurement Policy was established in accordance with section 108 of the Act.	✓

Governance and Management Items		Assessment	
11	Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation Date of commencement: 27/03/2025	✓
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)	Current plan in operation Date of commencement: 22/05/2025	✓
13	Complaint policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act. Date of commencement: 01/06/2025	✓
14	Workforce plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act. Date of commencement: 01/07/2021 Plan is current until 30 June 2025.	✓
15	Payment of rates and charges hardship policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Current policy in operation Date of commencement: 26/06/2023	✓
16	Risk management framework (Framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date of commencement: 23/01/2025	✓
17	Audit and Risk Committee (Advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act. Date of commencement: 20/07/2020 Audit and Risk Committee Charter and Annual Workplan are reviewed annually. Meeting Dates: 04/09/2024 16/09/2024 (Special) 18/12/2024 07/02/2025 (Special) 19/03/2025 25/06/2025	✓
18	Internal audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged Date of engagement: 15/04/2023	✓
19	Performance reporting framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation Date of adoption: 01/07/2024 Council's Performance Reporting Framework is consistent with the performance indicators referred to in section 98 of the Local Government Act 2020.	✓
20	Council Plan report (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report Dates of reports: 2023-24 Q4: 26/08/2024 2024-25 Q1: 16/12/2024 2024-25 Q2: 24/02/2025 2024-25 Q3: 26/05/2025	✓

Governance and Management Items		Assessment	
21	Quarterly budget reports (Quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act. Dates of reports: - FY2023-24: 16/09/2024 - Q1 2024-25: 16/12/2024 - Q2 2024-25: 24/02/2025 - Q3 2024-25: 26/05/2025	✓
22	Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented Dates of reports: - Executive Leadership Team: 23/01/2025 - Audit and Risk Committee: 19/03/2025 The next review of Strategic Risks will be undertaken upon completion of the Strategic Risk Appetite setting process. Councillor engagement in the risk appetite setting process commenced on 11 August 2025.	✓
23	Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared Dates of reports: - Executive report (LGPRF EOFY 2023-24): 12/09/2024 - Executive report (LGPRF Mid-Year 2024-25): 23/01/2025	✓
24	Annual report (Annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act. Date of presentation: 21/10/2024	✓
25	Model Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters.)	Model Councillor Code of Conduct reviewed and adopted in accordance with section 139 of the Act. Model Councillor Code of Conduct has been covered as part of mandatory induction for all councillors and is published on Council's website as per section 139 of the Act.	✓
26	Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act. Date of review: 12/06/2025	✓
27	Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act. Date rules adopted: 24/06/2024	✓

**Certification of Governance and Management Arrangements
For the Year Ended 30 June 2025**

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



Anne Howard

Chief Executive Officer

Dated: 14/10/25.



Cr Kristine Olaris

Mayor

Dated: 14/10/25.

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, revised it in 2009, 2013, 2017, and adopted the latest version on 25 October 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 within six months after each general election or by the next 30 June, whichever is later. The review includes time frames and intervention levels stated throughout the Plan.

The data that results from inspections carried out by inspections officers in the field is entered into Council's asset management system and used to produce a record of the inspection, temporary repair work orders and permanent repair work orders.

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 2024/2025.

Report against the *Domestic Animal Management Act 1994*

In 2024/2025, the Local Laws and Animal Management team continued to deliver actions in the Domestic Animal Management Plan 2022–2025. Officers achieved Level 1 and 2 certification in the K9 SPAHRS (Self Preservation, Awareness and Harm Reduction Strategies) program. The responsible pet ownership campaign continued, with regular social media posts featured across Council's social platforms. Officers continued to engage with the community to educate and support their journey as responsible pet owners and community members.

Most notably, the Local Laws and Animal Management team was successful in its application to participate in Agriculture Victoria's pilot program for targeted cat desexing, receiving the maximum available amount of \$25,000. The intention of the program is to reduce the number of semi-owned and unowned cats in the community and to influence community members to take full responsibility for cats they already feed or provide shelter for (desexing, microchipping, vaccination and Council registration). The program is operating in partnership with the wat djerring Animal Facility (the Facility).

The Facility continued to provide animal impound and other valuable support services to the community. These included housing surrendered, lost and abandoned animals, providing an adoption and animal rescue program, and running subsidised and free cat desexing programs and emergency boarding for animals in crisis.

During 2024/2025, the Facility received a total of 811 Darebin cats and dogs. Of these, 54 cats and 134 dogs were reunited with their families, 192 cats and 38 dogs were adopted into new homes, and a further 130 cats and 22 dogs were transferred to rescue organisations for rehoming. A total of 13,751 animals were registered in the municipality, 9,011 dogs and 4,740 cats. The Local Laws and Animal Management team continued to explore strategies to increase animal registrations.

Planning for the new Domestic Animal Management Plan 2026–2029 started in May 2025. Community engagement was scheduled to take place later in 2025 to ensure the new plan was balanced between servicing the needs of the community and meeting the requirements outlined in the *Domestic Animals Act 1994*. The new plan will aim to continue collaboration with partner councils Merri-bek and Whittlesea to deliver joint actions for the greater benefit of the community.

In 2024/2025, the Local Laws and Animal Management team continued to deliver on the goals of the Domestic Animal Management Plan 2022–2025, with a strong focus on safety, responsible pet ownership, and supporting the wellbeing of animals in Darebin.

10. OUR COMMUNITY ENGAGEMENT

The *Local Government Act 2020* sets direction for Council's engagement with the municipal community through the community engagement principles.

This section provides an overview for our community about Council's community engagement activities in alignment with the community engagement principles outlined in this Act.

These principles are:

- (a) a community engagement process must have a clearly defined objective and scope
 - (b) participants in community engagement must have access to objective, relevant and timely information to inform their participation
 - (c) participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement
 - (d) participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement
 - (e) participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.
-

Council adopted its Community Engagement Policy in February 2021 (reviewed in 2023) and established a community engagement toolkit in August 2021. These documents support and improve engagement practice at Darebin. All strategic community engagements undertaken since the adoption of the Community Engagement Policy have met the minimum standards of engagement included in the policy. These range from providing different ways to participate, such as digital, telephone or face-to-face, and actively seeking representation of people and groups interested and affected by the decisions made further to engagement.

Council's engagement activities are supported by a clearly defined objective, negotiables and scope to ensure the community understands the parameters of each engagement. Key messages manage expectations and ensure that the community members understand how they can influence the decision being made. All this information, together with engagement tools, is published on the Your Say Darebin website.

At the completion of engagements, high-level information about what happened during the engagement period and how community feedback influenced the decision that was made are shared with the community.

Strategic overview for 2024/2025

There were 18 strategic engagements undertaken throughout 2024/2025. A milestone engagement was the Our Darebin project, which included updating the Darebin 2041 Community Vision and development of the Council Plan 2025–2029 and other key Council strategic documents.

The Our Darebin project spanned three stages of engagement where community members had many opportunities to share their feedback. This included broad engagement with the wider community, a deliberative panel consisting of randomly selected members from the community, and a written submission stage, supported by a public exhibition of the draft documents.

Feedback from more than 3,500 community members collected during these three stages of engagement on local priorities, concerns, health and wellbeing helped us shape and draft these important documents, which provide a roadmap for Darebin's future towards the Darebin 2041 Community Vision.

Other key engagements undertaken during 2024/2025 included a review of the Local Laws, development of the Darebin Housing Strategy, High Street (Preston) Streetscape Upgrade, and a review of Darebin's quarterly community newsletter Darebin Community News. A couple of engagements also focused on the improvement and conservation of Darebin's parks and green spaces, such as Enhancing Merri Common and Surrounds and the Future Management of Darebin Creek and Parklands. The last engagement undertaken during this period was the development of Darebin's Cultural Diversity and Inclusion Plan.

Examples of engagement activities used during community consultations included online surveys, in community drop-in sessions and pop-ups, targeted engagement and information sessions, use of interactive maps and hearing-of-responses sessions. These were all undertaken to ensure our diverse community members were represented in the decisions being made.

11. OUR FINANCIAL MANAGEMENT

The *Local Government Act 2020* sets direction for Council’s financial management through the financial management principles. We have sought to align our reporting to provide an overview for our community about Council’s financial management actions in alignment with the financial management principles.

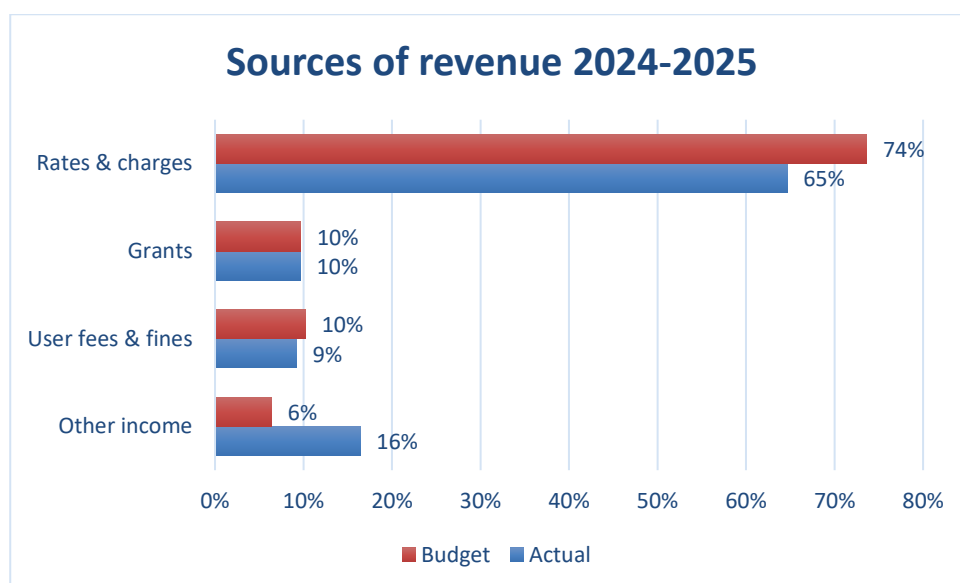
Please note, financial information in this section will be added once final audited and VAGO certified financial statements are available. This information will be included in the version of the Annual Report set to be presented at the October Council Meeting.

Financial summary

In 2024-25, the Council continued to deliver essential services, invest in infrastructure and support our Community – all while maintaining strong financial stewardship. Despite economic challenges and rising costs, Council managed its finances responsibly to ensure long term financial sustainability. Council’s focus was on balancing the budget whilst continuing to invest in services and projects that matter – like Council’s achievements in delivering year four actions, demonstrating progress towards the four-year strategic objectives in the revised Council Plan 2021-25. It should be noted that the Council Plan was significantly revised in 2023 in response to changes in the external environment and additional unplanned work.

In brief

- Revenue of \$243.01 million, with 65% coming from rates and charges.
- Expenditure of \$212.07 million, with 51% attributable to employee costs and 29% for materials and services.
- Non-monetary contributions: \$23.80 million.
- Surplus of \$30.94 million.
- Net assets of \$1.97 billion, including community facilities and infrastructure.
- Cash and financial assets held \$80.22 million, which is \$15.35 million more than the previous year.
- Capital works expenditure of \$27.41 million.



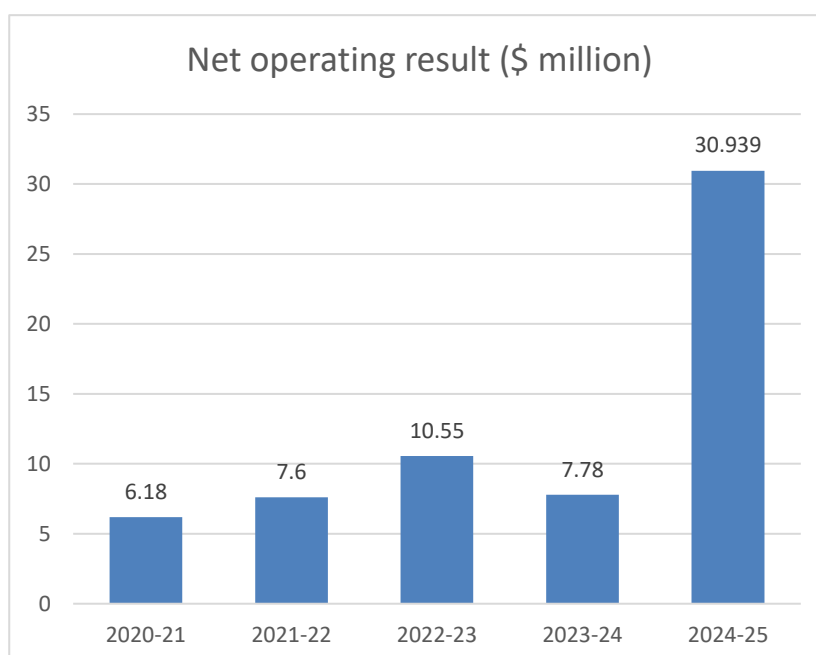
Operating result

The operating result is a key measure of Council's financial performance. For 2024/2025, Council achieved an operating surplus of \$30.94 million, an increase of \$23.16 million. This is a positive result and an important indicator of financial health. The main reason for the year-on-year movement is the increase in revenue of \$33.06 million partially offset by an increase in expenditure of \$9.90 million.

Although, Council is a not-for-profit organisation, generating a surplus is essential. It means the Council can:

- continue investing in community projects and facilities
- maintain and improve services
- build financial resilience to manage future challenges
- ensure long-term financial sustainability

The surplus reflects the Council's commitment to responsible financial management while delivering value to the community.

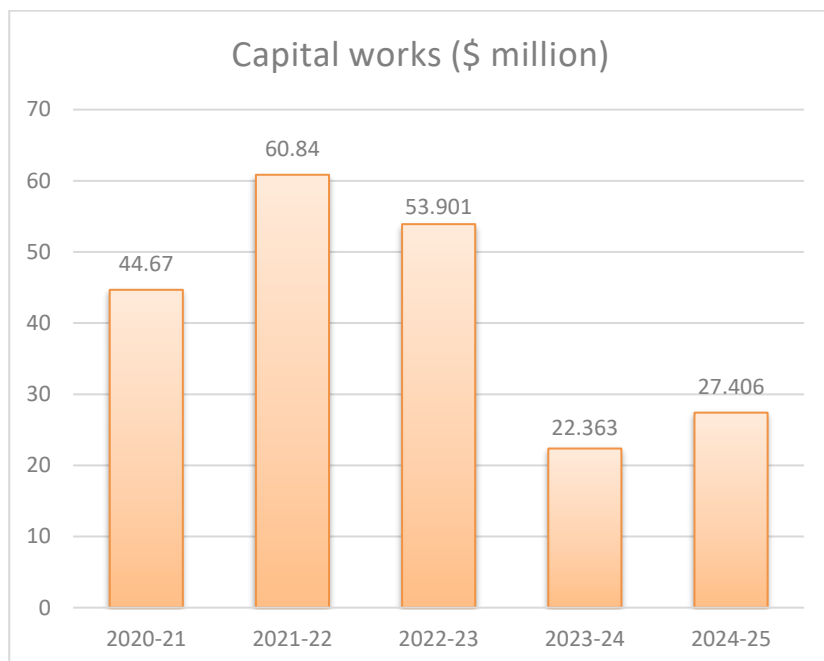


Capital works

The Capital Works program is the cornerstone of the Council's commitment to responsible asset management and long-term community development. A key focus of the program was the renewal of ageing assets, which is essential to maintaining service levels, reducing long-term costs, and ensuring infrastructure remains safe and functional for future generations.

The Statement of Capital Works details the \$27.41 million of capital works spent across Darebin for 2024-25. This includes \$14.87 million on asset renewal, \$9.39 million on asset upgrade, \$0.82 million on asset expansion, and \$2.32 million on new assets.

The total capital works expenditure was \$31.18 million. This included \$27.41 million from capital accounts and \$3.77 million from operating accounts.



Cash flow

Cash and cash equivalents have increased by \$4.94 million to \$38.29 million. The main movements during the year were a cash inflow from operating activities of \$48.68 million, cash outflow from financing activities of \$5.89 million offset by a cash outflow of \$37.84 million for investing activities. Council continues to hold an appropriate level of cash to ensure liquidity.

Financial stewardship

As part of the annual reporting process, Council's key officers completed a comprehensive questionnaire to validate financial data to identify impaired assets, contingent liabilities and other relevant financial matters. This rigorous process enhances accountability across the organisation and reinforces strong financial stewardship.

Financial sustainability

Financial sustainability is a critical focus for Council and could be defined in various ways across the sector. A widely accepted definition considers whether the Council has sufficient current and prospective financial capacity (inflows) to meet their current and prospective financial requirements (outflows).

To remain financially sustainable, Councils must maintain sufficient financial resilience to manage emerging risks and unforeseen challenges without the need for significant changes to current revenue or expenditures.

To assess financial viability, the Victorian Auditor General's Office (VAGO) publishes the following seven key financial sustainability indicators. These indicators provide a consistent and transparent framework for evaluation Council performance over time. Historical data is sourced from VAGO's published reports, including the results of 2019/2020 audits: Local Government : available at <https://www.audit.vic.gov.au/report/results-2019-20-audits-local-government>

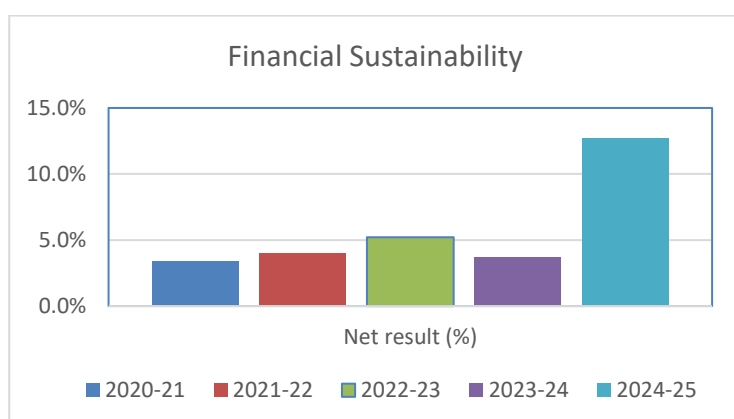
The following table summarises Darebin City Council's results for 2024/2025.

Indicator	Target	Actual 2024-25	Risk Levels		
			Low	Medium	High
Net result (%)	> 0.0%	12.73%	> 0%	-10% - 0%	< -10%
Adjusted underlying result (%)	> 0.0%	2.88%	> 0%	-10% - 0%	< -10%
Liquidity (ratio)	> 1.0	1.88	> 1.5	> 1.0 - 1.5	< 1.0
Internal financing (%)	> 100.0%	177.3%	> 100%	75% - 100%	< 75%
Indebtedness (%)	< 40.0%	19.9%	< 40%	40% - 60%	> 60%
Capital replacement (ratio)	> 1.5	0.83	> 1.5	1.0 - 1.5	<= 1.0
Renewal gap (ratio)	> 1.0	0.72	> 1.0	0.5 - 1.0	<= 0.5

Net result ratio

This measures how much of each dollar collected as revenue translates to net result. A positive result indicates a surplus, and the larger the percentage, the stronger the result.

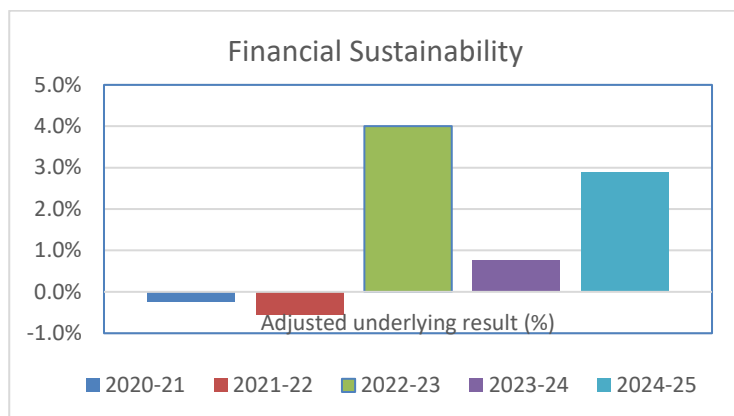
This ratio includes capital grants including grants received in advance and contributed assets included assets identified during the year resulting in a net surplus. This result places Council within the 'low' risk category for financial sustainability. Significant year on year improvement in ratio is driven by greater income generated, and improvement in surplus.



Adjusted Underlying Result Ratio

This ratio measures an entity's ability to generate surplus, or pay for its own operations, in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from the net result.

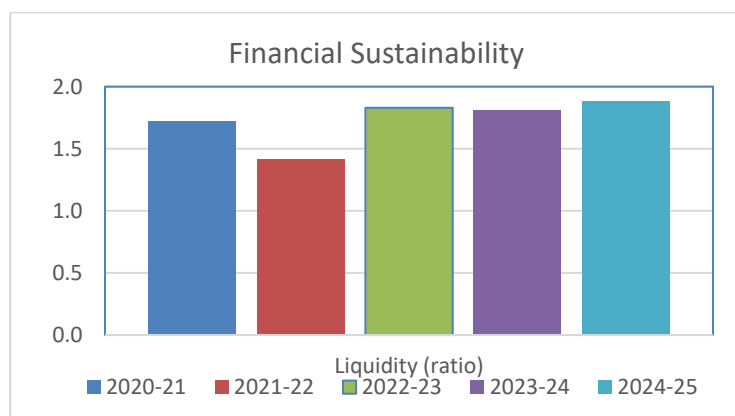
A deficit suggests a reduction in the operating position.



This indicator has increased significantly, year on year, primarily due to contributed and identified assets as noted above of \$23.45 million and the advance receipt of Financial Assistance Grants of \$2.72 million.

Liquidity ratio (working capital)

This measures an entity's ability to pay existing liabilities in the next 12 months. A ratio greater than 100% means there are more cash and liquid assets than short-term liabilities.

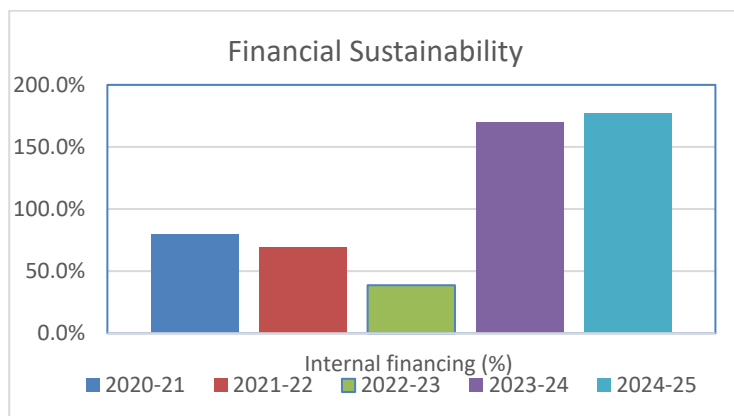


The Working Capital Ratio expresses the level of current assets, such as cash and investments, that Council has available to meet current liabilities like outstanding creditors and employee entitlements.

The current ratio of 187.9% represents a 4% year on year increase driven in the most part by late receipt of Financial Assistance Grants having a \$2.72 million impact on cash held.

Internal financing ratio

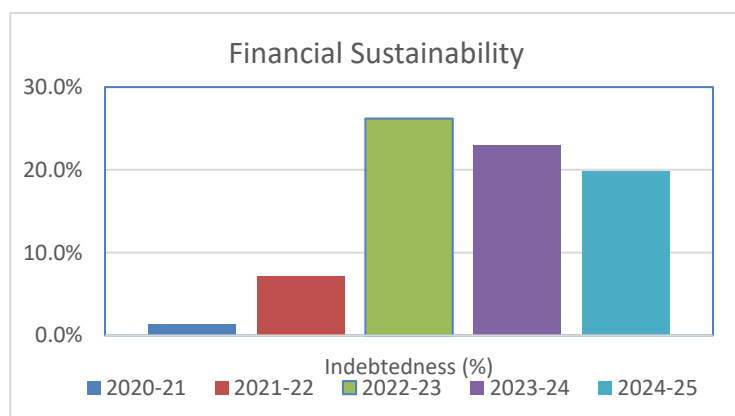
This measures an entity's ability to finance capital works using cash generated by its operating cash flows. The higher the percentage, the greater the ability for the entity to finance capital works from its own funds.



The result indicates that Council's ability to generate sufficient cash from operations to fund the renewal of existing assets has increased year on year driven in the most part by late receipt of Financial Assistance Grants having a \$2.72 million impact on cash held.

Indebtedness ratio

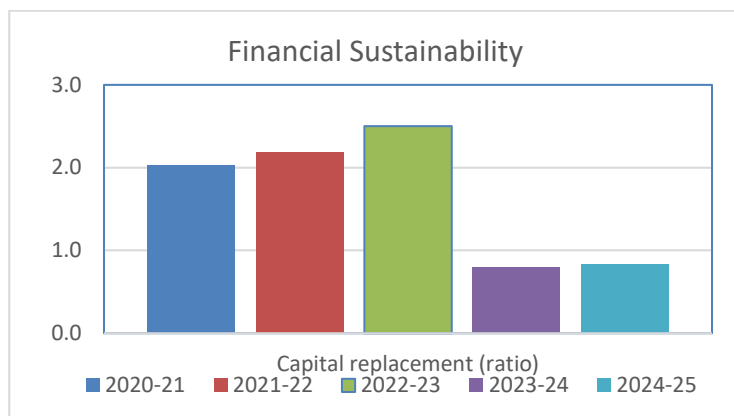
This assesses an entity's ability to pay its liabilities, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.



The ratio is comfortably in the low-risk category, indicating that we are generating sufficient funds to cover debt without requiring outside assistance. This indicator has continued to reduce in 2024/2025 in-line with debt repayment.

Capital replacement ratio

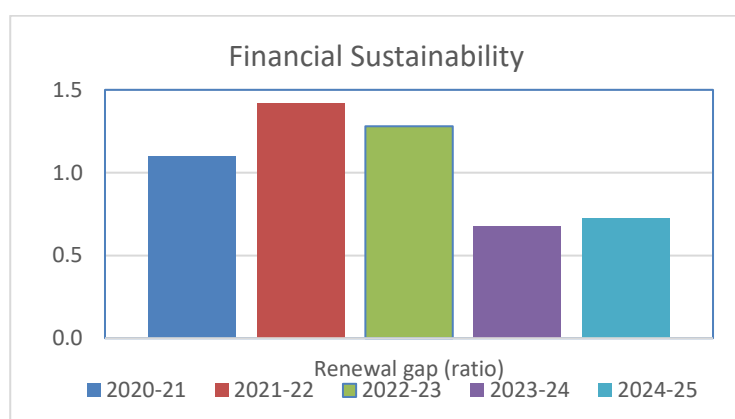
This compares the rate of spending on infrastructure, property, plant and equipment, and intangibles with its depreciation and amortisation. This is a long-term indicator, as capital expenditure can differ in the short term if there are insufficient funds available from operations, and borrowing is not an option. A ratio of less than 1 means the spending on capital works has not kept pace with consumption of assets.



This ratio is about the overall spending on assets, both new and existing. The 2024-25 result is assessed as high risk and is partially impacted by the increase in carry forward of capital projects of \$4.11 million to 2025/2026, expenditure incurred but not recognized as assets in accordance with Council's asset capitalization policy and year-on-year increases in Property, and Infrastructure depreciation of \$7.04 million.

Renewal gap ratio

This compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 100% indicate that spending on existing assets is faster than the depreciation rate.



This ratio is about the renewal and upgrade of our existing assets (i.e. replacing one asset with another of the same or better quality). There has been an improvement in the 2024/2025 result, which is rated in the medium-risk category, driven in the most part by a \$6.27 million increase in renewal and upgrade capital expenditure.

Our future

It is important that the results in this report for 2024/2025 are viewed in the context of Council's long-term financial strategic objectives, which are reflected with the current Council Plan 2021–2025 and articulated in the Long-Term Financial Plan 2025-26 to 2034–35.

Economic and other factors

The Australian economy experienced a period of high inflation, increased interest rates and relatively low wage increases. The Reserve Bank of Australia's official cash rate decreased during

the financial year from 4.35% to 3.85% at 30 June 2025. Investment income returns on Council's cash holdings decreased as a result. No new borrowings were undertaken during the year and Council has \$39.22 million of outstanding loans at 30 June 2025.

Annual Financial Report

Guide to the financial statements

For the year ended 30 June 2025.

This guide provides an overview of each of the statements including the 2024/2025 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 10 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 is a measure of Council's financial performance for the year ending 30 June 2025 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.

Balance Sheet

The Balance Sheet is a one-page summary that provides a snapshot of the financial position of Council as at 30 June 2025. It details Council's net assets and discloses details about assets such as cash, receivables, investment, property, Infrastructure and plant and equipment and that it owns, and liabilities such as loans and borrowings and amounts owed to creditors and employees. 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 2025, the Balance Sheet shows Council to be in a healthy financial position, with cash and financial assets of \$80.22 million comprised of \$38.29 million in cash and financial assets of \$41.93 million, and net assets of \$1.97 billion. Council's liquidity or current ratio is 1.88:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$1.88 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 explains the changes that occurred 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 2025 the Statement of Changes in Equity shows an increase in equity, or net worth, of \$50.58 million during the 2024–25 financial year, representing the recorded comprehensive result for the year (\$30.94 million), net asset revaluation movement (\$19.64 million) and the net-off of the reserve transfer movements of \$1.24 million from Other Reserves to Accumulated Surplus.

Cash Flow Statement

The Cash Flow Statement shows provides a detailed picture of cash movements during the year. It includes all cash amounts received, and all cash payments made. 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 2024-25 Council generated a \$48.68 million cash inflow from operating activities. A cash outflow of \$37.84 million was incurred on investing activities and financing activities cash outflow of \$5.89 million. Total cash and cash equivalent balances increased by \$4.94 million during the year to \$38.29 million at 30 June 2025.

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 2024/2025, \$27.41 million was expended on capital works.

Notes to the Financial Statements

The Financial Statements contain 10 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 at the bottom of each note.

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' 2024–25 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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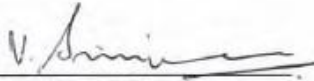
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Certification of financial statements

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



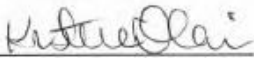
Srin Krishnan CPA
Principal Accounting Officer

Melbourne
22 September 2025

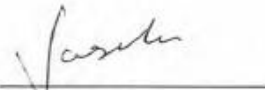
In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

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.

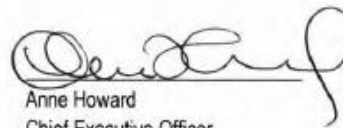
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Kristine Olaris
Councillor



Vasilos Tsalkos
Councillor



Anne Howard
Chief Executive Officer

Melbourne
22 September 2025

Comprehensive income statement

Darebin City Council
2024/2025 Financial Report

Comprehensive Income Statement

For the Year Ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Income / Revenue			
Rates and charges	3.1	157,093	152,629
Statutory fees and fines	3.2	9,156	9,088
User fees	3.3	13,284	13,654
Grants - operating	3.4	21,062	14,520
Grants - capital	3.4	2,451	2,432
Contributions - monetary	3.5	5,122	6,660
Contributions - non monetary	3.5	23,803	4,504
Net gain on disposal of property, infrastructure, plant and equipment	3.6	166	315
Fair value adjustments for investment property	6.2	920	570
Other income	3.7	9,948	5,571
Total income / revenue		243,005	209,943
Expenses			
Employee costs	4.1	108,174	104,567
Materials and services	4.2	61,924	61,541
Depreciation	4.3	33,590	26,549
Amortisation - intangible assets	4.4	736	692
Depreciation - right of use assets	4.5	45	30
Allowance for impairment losses	4.6	1,295	1,865
Borrowing costs	4.7	1,584	1,765
Finance costs - leases	4.8	32	1
Other expenses	4.9	4,686	5,155
Total expenses		212,066	202,165
Surplus for the year		30,939	7,778
Other comprehensive income			
Items that will not be classified to surplus or deficit in future periods			
Net asset revaluation gain	9.1	19,637	245,888
Total other comprehensive income		19,637	245,888
Total comprehensive result		50,576	253,666

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

Balance sheet

Balance Sheet
As at 30 June 2025

	Note	2025 \$'000	2024 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	38,287	33,346
Trade and other receivables	5.1 (c)	27,158	24,992
Other financial assets	5.1 (b)	41,931	31,526
Inventories	5.2 (a)	93	61
Prepayments	5.2 (b)	2,983	2,508
Other assets	5.2 (b)	485	961
Total current assets		110,937	93,394
Non-current assets			
Trade and other receivables	5.1 (c)	2,132	2,556
Other financial assets	5.1 (b)	6	6
Property, infrastructure, plant and equipment	6.1	1,940,735	1,904,291
Right-of-use assets	5.8	226	222
Investment property	6.2	10,760	9,840
Intangible assets	5.2 (c)	951	1,339
Total non-current assets		1,954,810	1,918,254
Total assets		2,065,747	2,011,648
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	20,138	15,818
Trust funds and deposits	5.3 (b)	8,522	6,953
Contract and other liabilities	5.3 (c)	3,181	2,396
Provisions	5.4	22,722	22,127
Interest-bearing liabilities	5.5	4,441	4,257
Lease liabilities	5.8	48	33
Total current liabilities		59,052	51,584
Non-current liabilities			
Provisions	5.4	2,979	2,485
Interest-bearing liabilities	5.5	34,780	39,221
Lease liabilities	5.8	191	189
Total non-current liabilities		37,950	41,895
Total liabilities		97,002	93,479
Net assets		1,968,745	1,918,169
Equity			
Accumulated surplus		634,524	602,342
Reserves	9.1	1,334,221	1,315,827
Total equity		1,968,745	1,918,169

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

Statement of Changes in Equity

Darebin City Council
2024/2025 Financial Report

Statement of Changes in Equity

For the Year Ended 30 June 2025

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025					
Balance at beginning of the financial year		1,918,169	602,342	1,301,563	14,264
Surplus for the year		30,939	30,939	-	-
Net asset revaluation gain	6.1 (a)	19,637	-	19,637	-
Transfers to other reserves	9.1 (b)	-	(4,707)	-	4,707
Transfers from other reserves	9.1 (b)	-	5,950	-	(5,950)
Balance at end of the financial year		1,968,745	634,524	1,321,200	13,021

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2024					
Balance at beginning of the financial year		1,664,503	593,470	1,055,675	15,358
Surplus for the year		7,778	7,778	-	-
Net asset revaluation gain	6.1 (a)	245,888	-	245,888	-
Transfers to other reserves	9.1 (b)	-	(7,088)	-	7,088
Transfers from other reserves	9.1 (b)	-	8,182	-	(8,182)
Balance at end of the financial year		1,918,169	602,342	1,301,563	14,264

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

Statement of Cash Flows

Statement of Cash Flows
For the Year Ended 30 June 2025

		2025 Inflows/ (Outflows) \$'000	2024 Inflows/ (Outflows) \$'000
	Note		
Cash flows from operating activities			
Rates and charges		155,099	148,996
Statutory fees and fines		7,290	6,830
User fees		15,169	16,256
Grants - operating		23,355	15,487
Grants - capital		2,135	2,521
Contributions - monetary		5,122	6,660
Interest received		4,690	3,212
Net trust funds and deposits		1,652	550
Other receipts		5,427	1,388
Net GST refund		7,230	6,846
Employee costs		(107,167)	(101,291)
Materials and services		(71,284)	(71,766)
Short-term, low value and variable lease payments		(43)	(308)
Net cash provided by operating activities	9.2	<u>48,675</u>	<u>35,381</u>
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(27,946)	(21,256)
Proceeds from sale of property, infrastructure, plant and equipment		498	433
Payments for investments		(10,405)	(17,372)
Repayment of loans and advances		9	9
Net cash used in investing activities		<u>(37,844)</u>	<u>(38,186)</u>
Cash flows from financing activities			
Finance costs		(1,618)	(1,771)
Repayment of borrowings		(4,257)	(4,080)
Interest paid - lease liability		(32)	(1)
Repayment of lease liabilities		17	190
Net cash used in by financing activities		<u>(5,890)</u>	<u>(5,662)</u>
Net increase / (decrease) in cash and cash equivalents		4,941	(8,467)
Cash and cash equivalents at the beginning of the financial year		33,346	41,813
Cash and cash equivalents at the end of the financial year	5.1	<u><u>38,287</u></u>	<u><u>33,346</u></u>
Financing arrangements	5.6		

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

Statement of Capital Works

Statement of Capital Works
For the Year Ended 30 June 2025

	2025 \$'000	2024 \$'000
Property		
Land	-	56
Total land	<u>-</u>	<u>56</u>
Buildings	8,102	6,082
Total buildings	<u>8,102</u>	<u>6,082</u>
Total property	<u>8,102</u>	<u>6,138</u>
Plant and equipment		
Plant, machinery and equipment	1,757	1,873
Fixtures, fittings and furniture	434	42
Computers and telecommunications	3,222	227
Library books	689	597
Artworks and historical collections	42	63
Total plant and equipment	<u>6,144</u>	<u>2,802</u>
Infrastructure		
Roads	3,371	3,499
Bridges	143	40
Footpaths and cycleways	3,172	2,833
Drainage	1,924	814
Land improvements	590	2,086
Recreation, leisure and community facilities	430	-
Parks, open space and streetscapes	1,970	2,457
Off street car parks	93	896
Waste management	1,467	798
Total infrastructure	<u>13,160</u>	<u>13,423</u>
Total capital works expenditure	<u><u>27,406</u></u>	<u><u>22,363</u></u>
Represented by:		
New asset expenditure	2,320	1,893
Asset renewal expenditure	14,872	15,537
Asset expansion expenditure	823	2,486
Asset upgrade expenditure	9,391	2,447
Total capital works expenditure	<u><u>27,406</u></u>	<u><u>22,363</u></u>

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

Notes to the financial report

Notes to the financial report As at 30 June 2025

Note 1 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. The 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 the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 2020, and the Local Government (Planning and Reporting) Regulations 2020.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

(a) Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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 5.8)
- whether or not *AASB 1059 Service Concession Arrangements*: Grantors is applicable
- other areas requiring judgements.

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.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the financial report

For the Year Ended 30 June 2025

Note 2 Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent and \$1.96 million 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.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and Expenditure

	Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000	Variance %	Ref
Income / Revenue					
Rates and charges	157,373	157,093	(280)	0%	
Statutory fees and fines	9,332	9,156	(176)	-2%	
User fees	12,562	13,284	722	6%	
Grants - operating	18,105	21,062	2,957	16%	I1
Grants - capital	2,639	2,451	(188)	-7%	
Contributions	6,607	28,925	22,318	338%	I2
Net gain on disposal of property, infrastructure, plant and equipment	730	166	(564)	-77%	I3
Fair value adjustments for investment property	-	920	920	100%	I4
Other income	6,356	9,948	3,592	57%	I5
Total income / revenue	213,704	243,005	29,301	14%	
Expenses					
Employee costs	107,424	108,174	(750)	-1%	
Materials and services	59,646	61,924	(2,278)	-4%	E1
Allowance for impairment losses	1,339	1,295	44	3%	
Finance costs - leases	-	32	(32)	100%	
Depreciation	27,712	33,590	(5,878)	-21%	E2
Amortisation - intangible assets	532	736	(204)	-38%	E2
Depreciation - right of use assets	3	45	(42)	-1400%	
Borrowing costs	1,608	1,584	24	1%	
Other expenses	5,247	4,686	561	11%	E3
Total expenses	203,511	212,066	(8,555)	-4%	
Surplus/(deficit) for the year	10,193	30,939	20,746	204%	

Notes to the financial report

For the Year Ended 30 June 2025

Note 2 Analysis of our results

Note 2.1 Performance against budget

(i) Explanation of material variations

Var Ref	Item	Explanation
I1	Grants - operating	Grants - operating were favourable to budget by \$2.96 million due to receipt of the 2025/26 Commonwealth Financial Assistance Grants (\$2.74 million) in advance.
I2	Contributions - non-monetary assets	Contributions - non-monetary assets were exceeded due to first time recognition of Parks and open space infrastructure assets (\$23.46M) and assets from development recognised during the year. Contributed assets are not budgeted for during the year.
I3	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain/(loss) on disposal of property, infrastructure, plant and equipment was not achieved primarily due to planned sale of rights-of-way not progressing. (\$0.31 million).
I4	Fair value adjustments for investment property	Fair value adjustment for investment property was exceeded due to an increase in the fair value of the iceHQ stadium at CH Sullivan Reserve stadium (\$0.8 million) based in independent valuation for 2024-25. Fair value movements in investment property are not budgeted for during the year.
I5	Other income	Other income is favourable to budget by \$3.59 million due to the continued increase in deposit interest rates which has resulted in higher interest income received (\$1.38 million) for the year, increase in the operating contribution received from Northcote Aquatic & Recreation Centre (\$1.42 million) and unbudgeted cost recovery for workcover and paid parental leave scheme (\$0.75 million).
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, \$3.91 million (see Note 6). Projects include, minor building works (\$0.85 million), general repairs and maintenance (\$2.03 million), information technology (\$0.63 million), library resources (\$0.10 million) and tree planting and rewilding projects (\$0.31 million).
E2	Depreciation and amortisation	Depreciation and amortisation was exceeded due to the full year impact of building (\$1.35 million), road (\$1.68 million), drainage (\$1.47 million) and footpath and cycleways (\$2.34 million) revaluation undertaken in 2023-24. Amortisation on intangible assets was exceeded due to additional purchases made during the year (\$0.20 million).
E3	Other expenses	Other expenses were favourable by \$0.56 million mainly due to a lower than expected contributions and community support funding provided (\$0.19 million) and internal audit fees (\$0.1 million).

Notes to the financial report
As at 30 June 2025

Note 2.1 Performance against budget

2.1.2 Capital Works

	Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000	Variance %	Ref
Property					
Land	1,220	-	(1,220)	-100%	CW1
Total Land	1,220	-	(1,220)	-	
Buildings	9,223	7,962	(1,261)	-14%	CW2
Building improvements	140	140	-	0%	
Total Buildings	9,363	8,102	(1,261)	-13%	
Total Property	10,583	8,102	(2,481)	-23%	
Plant and Equipment					
Plant, machinery and equipment	2,080	1,757	(323)	-16%	CW3
Fixtures, fittings and furniture	50	434	384	768%	CW4
Computers and telecommunications	3,160	3,222	62	2%	
Library books	800	689	(111)	-14%	CW5
Artworks and historical collections	50	42	(8)	-16%	
Total Plant and Equipment	6,140	6,144	4	0%	
Infrastructure					
Roads	5,842	3,371	(2,471)	-42%	CW6
Bridges	119	143	24	20%	
Footpaths and cycleways	3,016	3,172	156	5%	
Drainage	1,990	1,924	(66)	-3%	
Land improvements	737	590	(147)	-20%	CW7
Recreational, leisure and community facilities	200	430	230	115%	CW8
Parks, open space and streetscapes	2,792	1,970	(822)	-29%	CW9
Off street car parks	95	93	(2)	-2%	
Waste management	330	1,467	1,137	345%	CW10
Total Infrastructure	15,121	13,160	(1,961)	-13%	
Total Capital Works Expenditure	31,844	27,406	(4,438)	-14%	
Represented by:					
New asset expenditure	6,182	2,320	(3,862)	-62%	
Asset renewal expenditure	22,468	14,872	(7,596)	-34%	
Asset expansion expenditure	705	823	118	17%	
Asset upgrade expenditure	2,489	9,391	6,902	277%	
Total Capital Works Expenditure	31,844	27,406	(4,438)	-14%	

Notes to the financial report

As at 30 June 2025

Note 2.1 Performance against budget

(i) Explanation of material variations

Var Ref	Item	Explanation
CW1	Land	The budget for land was not achieved due to delays in the settlement and remediation of Clements Reserve.
CW2	Buildings	The budget for buildings was not achieved was largely due to delays in Maryborough Avenue Kindergarten expansion (\$0.56 million) and John Cain Memorial Park female friendly facilities (\$0.45 million).
CW3	Plant, machinery and equipment	The budget for plant, machinery and equipment was not achieved due to delays in installation of the migration monument (\$0.2 million) and several purchases that were not recognised as assets (\$0.1 million) in accordance with Council's policy (see Note 6).
CW4	Fixtures, fittings and furniture	The budget for fixtures, fittings and furniture was exceeded due to several of purchases included with office accommodation (buildings) (\$0.35 million).
CW5	Library books	The budget for library books was not achieved due to several purchases not recognised as assets (\$0.11 million) in accordance with Council's policy (see Note 6).
CW6	Roads	The budget for roads was not achieved due to delays and savings in the road resurfacing program (\$0.33 million) roads rehabilitation program (\$0.84 million), transport safety (\$1.05 million) and the delays in the safe travel program (\$0.12 million).
CW7	Land improvements	The budget for land improvements was not achieved due to several purchases that were not recognised as assets (\$0.1 million) in accordance with Council's policy (see Note 6).
CW8	Recreational, leisure and community facilities	To align with the overall annual budget (\$0.41 million) capital projects were re-allocated from parks and open space.
CW9	Parks, open space and streetscapes	The budget for parks, open space and streetscapes was not achieved due to delays in construction of the TW Blake Park cricket nets (\$0.22 million) and several purchases that were not recognised as assets (\$1.06 million) in accordance with Council's policy (see Note 6). This included tree planting and a minor landscaping streetscape improvements.
CW10	Waste management	The budget for waste management was exceeded due to replacement waste collection vehicles being budgeted within plant machinery and equipment category (\$1.19 million).

Notes to the financial report
As at 30 June 2025

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 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 Equity and Climate. Significant items allocated to the Division include public open space contributions.

Infrastructure, Operations and Finance

The Infrastructure, Operations and Finance Division provides major operational services and the management of capital works. The Infrastructure, Operations and Finance Division includes the following departments: Building, Property and Capital, Operations and Waste, Nature and Civic Spaces, and Finance. 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: Supported and Connected Living; Creative Culture and Economic Development; Community Services and Development; and Recreation and Libraries.

Customer and Corporate

The Customer and Corporate 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 Customer and Corporate Division includes the following departments: Governance and Communications, Customer and Corporate Performance, Information Services; People and Culture and Transformation. Significant items allocated to the Division include general rates and charges, interest on rates and investments, Victorian Grants Commission funding and fair value adjustment for investment property.

Notes to the financial report
As at 30 June 2025

Note 2.2 Analysis of Council results by program

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus / (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2025					
City Sustainability and Strategy	16,472	30,872	(14,400)	1,050	190,613
Infrastructure, Operations and Finance	9,509	91,508	(81,999)	2,631	1,229,576
Community	23,805	58,537	(34,732)	11,939	336,756
Customer and Corporate	193,219	31,149	162,070	7,893	308,802
	243,005	212,066	30,939	23,513	2,065,747
2024					
City Sustainability and Strategy	14,567	27,788	(13,221)	1,076	194,101
Infrastructure, Operations and Finance	9,873	83,687	(73,814)	2,502	1,225,279
Community	21,249	61,314	(40,065)	13,148	341,309
Customer and Corporate	164,254	29,376	134,878	226	250,959
	209,943	202,165	7,778	16,952	2,011,648

Notes to the financial report

As at 30 June 2025

	2025	2024
	\$'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 2024/25 was \$69,807 million (2023/24 \$69,423 million).

General rates	132,585	127,804
Cultural and recreational properties	21	21
Waste management charges	22,405	22,208
Special rates and charges	703	1,168
Supplementary rates and rate adjustments	398	846
Interest on rates and charges	980	582
Total rates and charges	157,093	152,629

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024

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

3.2 Statutory fees and fines

Animal registration	724	757
Building services	1,212	887
Environmental health	1,111	1,039
Statutory planning	1,429	1,467
Traffic enforcement	2,453	3,284
Infringement court recoveries	1,347	919
Election fines	275	77
Other statutory fees and fines	605	659
Total statutory fees and fines	9,156	9,088

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

Notes to the financial report

As at 30 June 2025

	2025 \$'000	2024 \$'000
3.3 User fees		
Aged and health services	936	855
Arts and culture	2,017	2,069
Community services and development programs	315	311
Golf course attendance	695	724
Leisure centres and recreation	3,315	3,338
Library	105	91
Recycling and waste charges	3,400	3,651
Registrations and other permits	2,167	2,469
Other fees and charges	334	146
Total user fees	13,284	13,654
User fees by timing of revenue recognition		
User fees recognised over time	1,437	1,249
User fees recognised at a point in time	11,847	12,405
Total user fees	13,284	13,654
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.		
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	16,168	6,206
State funded grants	7,345	10,746
Total grants	23,513	16,952
(a) Operating Grants		
Recurrent - Commonwealth Government		
Diesel fuel rebate scheme	104	96
Care finder	1,034	1,199
Centre based care	272	255
General home care	5,213	4,731
Financial assistance grant - general purpose	6,099	189
Financial assistance grant - local roads	1,777	37
Recurrent - State Government		
Disability resource	360	331
Family support	607	590
General home care	707	1,387
Health and safety	133	130
Immunisation	130	121
Libraries	1,089	1,089
Maternal and child health	1,768	1,709
Playgroup initiatives	288	279
School crossings	807	712
Youth services	83	81
Other programs	138	83
Total recurrent operating grants	20,609	13,019

Notes to the financial report
As at 30 June 2025

	2025 \$'000	2024 \$'000
3.4 Funding from other levels of government (continued)		
<i>Non-recurrent - Commonwealth Government</i>		
Other programs	36	30
<i>Non-recurrent - State Government</i>		
Child care / kindergartens	117	153
City development	-	118
Cladding	150	150
Early years CALD outreach	67	69
Festivals and arts	12	788
Safe and Sustainable school travel	-	80
Other programs	71	113
Total non-recurrent operating grants	453	1,501
Total operating grants	21,062	14,520
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to Recovery	756	458
Local roads and community infrastructure program	877	349
Total recurrent capital grants	1,633	807
<i>Non-recurrent - State Government</i>		
Blackspot funding	17	86
Child care / kindergarten facility upgrades	721	165
KP Hardiman Reserve	3	-
Minor works	18	-
Public open space improvement works	59	958
Sporting facility upgrades	-	416
Total non-recurrent capital grants	818	1,625
Total capital grants	2,451	2,432
Total grants	23,513	16,952

Notes to the financial report
As at 30 June 2025

	2025	2024
	\$'000	\$'000

3.4 Funding from other levels of government (continued)

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 *Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 *Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed.

The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 *Income of Not-for-Profit Entities*

General purpose	7,876	226
Specific purpose grants to acquire non-financial assets	2,372	1,058
Other specific purpose grants	3,778	7,392

Revenue recognised under AASB 15 *Revenue from Contracts with Customers*

Specific purpose grants	9,487	8,277
	23,513	16,953

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

Operating

Balance at start of year	253	2,288
Received during the financial year and remained unspent at balance date	320	208
Received in prior years and spent during the financial year	(208)	(2,243)
Balance at end of year	365	253

Capital

Balance at start of year	1,029	209
Received during the financial year and remained unspent at balance date	64	1,029
Received in prior years and spent during the financial year	(323)	(209)
Balance at end of year	770	1,029

Unspent grants are determined and disclosed on a cash basis.

Notes to the financial report
As at 30 June 2025

	2025 \$'000	2024 \$'000
3.5 Contributions		
(a) Monetary		
Developer contribution scheme	896	1,044
Drainage and open space	2,515	4,029
Other operating	1,687	1,465
Other capital and minor works	24	122
Monetary	5,122	6,660
Non-monetary	23,803	4,504
Total contributions	28,925	11,164

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

Land under roads	-	73
Roads	-	2,815
Drainage	343	1,616
Shared paths	23,460	-
Total non-monetary contributions	23,803	4,504

Monetary and non-monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain on disposal of property, infrastructure, plant and equipment

Proceeds of sale - rights of ways	171	115
Proceeds of sale - other assets	321	272
Written down value of assets disposed and scrapped	(326)	(72)
Total net gain on disposal of property, infrastructure, plant and equipment	165	315

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	3,764	2,879
Property rental and leases	674	799
Workers' compensation insurance recovery	751	960
Other recovery of costs	4,759	933
Total other income	9,948	5,571

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.

Notes to the financial report

As at 30 June 2025

	2025 \$'000	2024 \$'000
Note 4 The cost of delivering services		
4.1 (a) Employee costs		
Wages, salaries and related on-costs	83,606	82,910
Casual staff	8,069	6,565
Superannuation	11,424	10,537
Personal gratuity leave	127	84
Workcover	4,775	3,991
Fringe benefits tax	75	101
Other	98	379
Total employee costs	108,174	104,567
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	316	346
	316	346
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,933	4,814
Employer contributions - other funds	6,175	5,377
	11,108	10,191
Employer contributions payable at reporting date.	850	796
Refer to Note 9.3 for further information relating to Council's superannuation obligations.		
4.2 Materials and services		
Advertising, marketing and promotions	488	428
Apprentices and trainees	247	247
Banking fees and charges	459	442
Building repairs and maintenance	7,353	5,045
General repairs and maintenance	2,351	2,379
Consultants	1,876	2,580
Contract payments for goods and services	12,175	14,342
Fees, permits and licences	398	447
Fuel and oil	1,067	1,120
Insurances and excess	2,605	2,531
Information technology	5,085	5,141
Lease, rentals and hire	390	531
Parts, materials and consumables	2,589	1,974
Memberships and subscriptions	777	912
Minor equipment purchases	440	533
Office administration	781	877
Waste management and tipping	16,689	16,712
Utilities	5,465	5,046
Other supplies and services	689	254
Total materials and services	61,924	61,541

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Notes to the financial report
As at 30 June 2025

	2025 \$'000	2024 \$'000
4.3 Depreciation		
Property	9,420	8,489
Plant and equipment	2,542	2,426
Infrastructure	21,628	15,634
Total depreciation	33,590	26,549
Refer to Note 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		
4.4 Amortisation - intangible assets		
Intangibles	736	692
Total amortisation - intangible assets	736	692
4.5 Depreciation - right of use assets		
Property	-	16
Other equipment	45	14
Total depreciation - right of use assets	45	30
Refer to Note 5.8 for further information relating to Council's right of use assets.		
4.6 Allowance for impairment losses		
Parking fine debtors	101	152
Parking-related debtors - Fines Victoria	937	545
Other debtors	257	1,168
Total Allowance for impairment losses	1,295	1,865
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	12,458	11,481
New allowances recognised during the year	2,238	2,662
Amounts already allowed for and written off as uncollectible	(2,537)	(1,685)
Balance at end of year	12,159	12,458
An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		
4.7 Borrowing costs		
Interest - borrowings	1,584	1,765
Total borrowing costs	1,584	1,765
4.8 Finance costs - leases		
Interest - lease liability	32	1
Total finance costs - leases	32	1
4.9 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	78	73
Auditors' remuneration - internal audit	80	168
Community grants and other contributions	2,473	2,973
Councillor allowances	457	462
Fire Services Property Levy	159	150
Legal expenses	948	700
Fines Victoria processing costs	199	99
Special rate payments	292	498
Write-off of other financial assets	-	32
Total other expenses	4,686	5,155

Notes to the financial report
As at 30 June 2025

		2025 \$'000	2024 \$'000
Note 5	Investing in and financing our operations		
5.1	Financial assets		
(a)	Cash and cash equivalents		
	Cash on hand	12	13
	Cash at bank	9,409	3,439
	Money market call accounts	23,764	22,807
	Term deposits and floating rate notes	5,102	7,087
		<u>38,287</u>	<u>33,346</u>
(b)	Other financial assets		
	Current		
	Term deposits and floating rate notes	41,931	31,526
	Total current other financial assets	<u>41,931</u>	<u>31,526</u>
	Non-current		
	Unlisted shares in corporations at cost	6	6
	Total non-current other financial assets	<u>6</u>	<u>6</u>
	Total other financial assets	<u>41,937</u>	<u>31,532</u>
	Total cash and cash equivalents and other financial assets	<u>80,224</u>	<u>64,878</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.

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.

Other financial assets including term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Notes to the financial report
As at 30 June 2025

	2025 \$'000	2024 \$'000
5.1 Financial assets (continued)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	20,182	18,773
Special rate assessment	800	798
Permits and Infringement debtors	13,736	13,464
Net GST receivable	1,724	1,475
Allowance for expected credit loss - infringements	(12,087)	(11,506)
<i>Non statutory receivables</i>		
Other debtors	2,866	2,931
Allowance for expected credit loss - other debtors	(72)	(952)
Loans and advances	9	9
Total current trade and other receivables	27,158	24,992
Non-current		
<i>Statutory receivables</i>		
Special rate assessment	2,132	2,547
<i>Non statutory receivables</i>		
Loans and advances	-	9
Total non-current trade and other receivables	2,132	2,556
Total trade and other receivables	29,290	27,548

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried

(d) Ageing of receivables

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

Current (not yet due)	2,569	1,088
Past due by up to 30 days	131	371
Past due between 31 and 60 days	27	1,273
Past due between 61 and 90 days	54	72
Past due between 91 and 181 days	19	28
Past due between 181 and 365 days	7	5
Past due by more than 1 year	59	94
Total trade and other receivables	2,866	2,931

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$85,000 (2024: \$1,399,000) were impaired. The amount of the allowance raised against these debtors was \$72,000 (2024: \$952,000). 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.

Past due between 31 days and more than 1 year	72	952
Total trade and other receivables	72	952

Notes to the financial report

As at 30 June 2025

	2025 \$'000	2024 \$'000
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	64	34
Inventories held for sale	29	27
Total inventories	93	61
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	485	961
Prepayments	2,983	2,508
Total other assets	3,468	3,469
(c) Intangible assets		
Software and system development costs	824	1,212
Water-use licences	127	127
Total intangible assets	951	1,339

	Software \$'000	Water rights \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2024	8,904	127	9,031
Other additions	348	-	348
Balance at 30 June 2025	9,252	127	9,379
Accumulated amortisation and impairment			
Balance at 1 July 2024	(7,692)	-	(7,692)
Amortisation expense	(736)	-	(736)
Balance at 30 June 2025	(8,428)	-	(8,428)
Net book value at 30 June 2024	1,212	127	1,339
Net book value at 30 June 2025	824	127	951

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.

Notes to the financial report
As at 30 June 2025

	2025 \$'000	2024 \$'000
5.3 Payables, trust funds and deposits and other liabilities		
(a) Trade and other payables		
Current		
Trade payables	13,036	12,470
Employee costs - (payable)	562	646
Accrued expenses	6,540	2,702
Total current trade and other payables	20,138	15,818
(b) Trust funds and deposits		
Current		
Contractor and security deposits	8,273	6,640
Fire Services Property Levy payable	44	127
Retention amounts	205	186
Total current trust funds and deposits	8,522	6,953
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance - operating	2,881	1,773
Grants received on behalf of other entities	109	508
Other	191	115
Total contract liabilities	3,181	2,396

Trust funds and deposits

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

Contract liabilities

Contract liabilities reflect consideration received in advance from customers in respect of performances and events held at venues. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

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 the 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.

Notes to the financial report
As at 30 June 2025

5.4 Provisions

	Employee \$'000	Total \$'000
2025		
Balance at beginning of the financial year	24,612	24,612
Additional provisions	8,662	8,662
Amounts used	(8,500)	(8,500)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	926	926
Balance at the end of the financial year	25,700	25,700
Provisions - Current	22,722	22,722
Provisions - Non-current	2,979	2,979
2024		
Balance at beginning of the financial year	21,366	21,366
Additional provisions	10,237	10,237
Amounts used	(7,310)	(7,310)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	319	319
Balance at the end of the financial year	24,612	24,612
Provisions - Current	22,127	22,127
Provisions - Non-current	2,485	2,485
(a) Employee provisions	2025 \$'000	2024 \$'000
Current employee provisions expected to be wholly settled within 12 months		
Annual leave	5,967	5,584
Long service leave	2,310	1,719
Personal gratuity	300	367
Redundancy	20	379
	8,597	8,049
Current employee provisions expected to be wholly settled after 12 months		
Annual leave	2,784	2,539
Long service leave	9,429	9,628
Personal gratuity	1,912	1,911
	14,125	14,078
Total current employee provisions	22,722	22,127
Non-current		
Long service leave	2,979	2,485
Total non-current employee provisions	2,979	2,485

Notes to the financial report
As at 30 June 2025

5.4 Provisions (continued)

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

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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 the 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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

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:

	2025 \$'000	2024 \$'000
	%	%
Weighted average rates of increase in employee costs	4.3	4.2
Discount rate	4.2	4.3
	Years	Years
Weighted average settlement period		
Long service leave	5.0	5.2
Annual leave	2.0	2.0

Notes to the financial report
As at 30 June 2025

5.5 Interest-bearing liabilities

Current

Treasury Corporation of Victoria borrowings - secured	4,441	4,257
Total current interest-bearing liabilities	<u>4,441</u>	<u>4,257</u>

Non-Current

Treasury Corporation of Victoria borrowings - secured	34,780	39,221
Total non-current interest-bearing liabilities	<u>34,780</u>	<u>39,221</u>
Total	<u>39,221</u>	<u>43,478</u>

Borrowings are secured by a charge over the general rate revenue of Council.

(a) The maturity profile for Council's borrowings is:

Treasury Corporation of Victoria borrowings - secured		
Not later than one year	4,441	4,257
Later than one year and not later than five years	19,768	18,949
Later than five years	15,012	20,272
	<u>39,221</u>	<u>43,478</u>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June:

Credit card facility	100	100
Treasury Corporation of Victoria facilities	39,221	43,478
	<u>39,321</u>	<u>43,578</u>
Used facilities	39,264	43,508
Unused facilities	<u>57</u>	<u>70</u>

Notes to the financial report
As at 30 June 2025

5.7 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.

(a) Commitments for expenditure

2025	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	583	285	-	-	868
Information systems and technology	4,441	1,056	689	-	6,186
Internal audit	215	-	-	-	215
Collection/processing of recyclable waste (i)	4,176	4,280	1,287	-	9,743
Community support	1,150	-	-	-	1,150
Cleaning contracts for council buildings	2,406	1,348	-	-	3,754
Delivered meals	529	-	-	-	529
Golf course management	497	-	-	-	497
Insurance	2,815	-	-	-	2,815
Recreational facility management	385	-	-	-	386
Traffic signal maintenance	92	94	242	-	428
Tree maintenance	2,963	3,037	3,347	-	9,347
Waste disposal	11,966	9,524	632	-	22,122
Total	32,218	19,624	6,197	-	58,040
Capital					
Construction works	4,113	-	-	-	4,113
Total	4,113	-	-	-	4,113
2024	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	641	641	178	-	1,460
Information systems and technology	3,379	1,017	651	31	5,078
Internal audit	118	144	-	-	261
Collection/processing of recyclable waste (i)	4,391	4,390	3,558	-	12,339
Community support	3,010	-	-	-	3,010
Cleaning contracts for council buildings	474	-	-	-	474
Delivered meals	750	771	818	-	2,339
Golf course management	21	354	354	-	729
Insurance	2,701	-	-	-	2,701
Landfill monitoring	17	-	-	-	17
Recreational facility management	446	448	-	-	895
Traffic signal maintenance	65	65	259	-	389
Tree maintenance	879	-	-	-	879
Waste disposal	6,659	6,900	4,551	-	18,110
Total	23,551	14,730	10,369	31	48,681
Capital					
Construction works	2,443	-	-	-	2,443
Total	2,443	-	-	-	2,443

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

Notes to the financial report
As at 30 June 2025

5.7 Commitments (continued)
(b) Operating lease receivables
Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2025 \$'000	2024 \$'000
Not later than one year	457	437
Later than one year and not later than five years	1,344	1,520
Later than five years	274	660
	2,075	2,617

5.8 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.

Under AASB 16 *Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Notes to the financial report
As at 30 June 2025

5.8 Leases (continued)

Right-of-use assets	Other P&E \$'000	Total \$'000
Balance at 1 July 2024	222	222
Additions	49	49
Depreciation charge	(45)	(45)
Balance at 30 June 2025	<u>226</u>	<u>226</u>
Lease liabilities	2025	2024
Maturity analysis - contractual undiscounted cash flows	\$'000	\$'000
Less than one year	79	62
One to five years	238	246
Total undiscounted lease liabilities as at 30 June:	<u>317</u>	<u>308</u>
Lease liabilities included in the Balance Sheet at 30 June:		
Current	48	33
Non-current	191	189
Total lease liabilities	<u>239</u>	<u>222</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 \$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.

	2025 \$'000	2024 \$'000
Expenses relating to:		
Short-term leases	14	99
Leases of low-value assets	376	17
Total	<u>390</u>	<u>116</u>

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	223	155
Later than one year but not later than five years	237	246
Total lease commitments	<u>460</u>	<u>401</u>

Notes to the financial report
As at 30 June 2025

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2024	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfer	Carrying amount 30 June 2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	745,822	-	-	-	-	-	-	-	745,822
Buildings	308,489	3,006	-	-	(9,420)	-	(178)	(9,314)	292,583
Plant and equipment	12,636	5,797	-	-	(2,542)	(55)	-	101	15,937
Infrastructure	832,646	11,293	23,803	19,637	(21,628)	-	(89)	12,046	877,707
Work in progress	4,698	7,310	-	-	-	-	(489)	(2,833)	8,686
	1,904,291	27,406	23,803	19,637	(33,590)	(55)	(756)	-	1,940,735

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write-offs	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	87	5,096	1,387	(328)	6,242
Plant and equipment	110	347	33	-	490
Infrastructure	4,501	1,867	(4,253)	(161)	1,954
Total	4,698	7,310	(2,833)	(489)	8,686

Notes to the financial report
As at 30 June 2025

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 2024	702,246	43,576	745,822	20,833	278,960	8,696	87	308,576	1,054,398
Accumulated depreciation at 1 July 2024	-	-	-	-	-	-	-	-	-
	702,246	43,576	745,822	20,833	278,960	8,696	87	308,576	1,054,398
Movements in fair value									
Additions	-	-	-	747	2,161	98	5,096	8,102	8,102
Write-off	-	-	-	-	(187)	-	(328)	(515)	(515)
Transfers	-	-	-	669	(10,318)	83	1,387	(8,179)	(8,179)
	-	-	-	1,416	(8,344)	181	6,155	(592)	(592)
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(349)	(8,777)	(294)	-	(9,420)	(9,420)
Accumulated depreciation of write-off	-	-	-	-	9	-	-	9	9
Transfers	-	-	-	-	252	-	-	252	252
	-	-	-	(349)	(8,516)	(294)	-	(9,159)	(9,159)
At fair value 30 June 2025	702,246	43,576	745,822	22,249	270,616	8,877	6,242	307,984	1,053,806
Accumulated depreciation at 30 June 2025	-	-	-	(349)	(8,516)	(294)	-	(9,159)	(9,159)
Carrying amount	702,246	43,576	745,822	21,900	262,100	8,583	6,242	298,825	1,044,647

Notes to the financial report
As at 30 June 2025

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

(b) Plant and Equipment

	Plant machinery and equipment	Computers and telecoms	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 2024	25,181	11,289	7,011	11,960	2,142	1,117	110	58,810
Accumulated depreciation at 1 July 2024	(18,124)	(10,502)	(6,456)	(10,100)	-	(879)	-	(46,061)
	7,057	787	555	1,860	2,142	238	110	12,749
Movements in fair value								
Additions	1,757	3,222	87	689	42	-	347	6,144
Fair value of assets disposed	(810)	-	-	-	-	-	-	(810)
Transfers	128	-	-	-	-	-	33	161
	1,075	3,222	87	689	42	-	380	5,495
Movements in accumulated depreciation								
Depreciation and amortisation	(1,266)	(596)	(141)	(487)	-	(52)	-	(2,542)
Accumulated depreciation of disposals	751	-	-	-	-	-	-	751
Transfers	(26)	-	-	-	-	-	-	(26)
	(541)	(596)	(141)	(487)	-	(52)	-	(1,817)
At fair value 30 June 2025	26,256	14,511	7,098	12,649	2,184	1,117	490	64,305
Accumulated depreciation at 30 June 2025	(13,665)	(11,098)	(6,597)	(10,587)	-	(931)	-	(47,878)
Carrying amount	7,591	3,413	501	2,062	2,184	186	490	16,427

Notes to the financial report
As at 30 June 2025

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

(c) Infrastructure

	Roads	Footpaths and cycleways	Bridges	Drainage	Recreation, leisure and community	Land improvements	Parks, open spaces and streetscapes	Off street car parks	Waste Management	Work in progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000
At fair value 1 July 2024	308,728	146,771	8,852	285,044	291	51,824	46,274	9,968	11,093	4,501	873,346
Accumulated depreciation at 1 July 2024	-	-	-	-	(14)	(4,350)	(31,835)	-	-	-	(36,199)
	308,728	146,771	8,852	285,044	277	47,474	14,439	9,968	11,093	4,501	837,147
Movements in fair value											
Additions	2,548	3,172	32	1,256	431	590	1,704	93	1,467	1,867	13,160
Contributed assets	-	-	-	343	-	-	23,460	-	-	-	23,803
Revaluation increments/decrements	-	-	-	-	1,954	-	(13,838)	-	-	-	(11,884)
Fair value of assets disposed	-	-	-	-	-	-	-	-	(47)	-	(47)
Write-off	-	-	-	-	-	(94)	(48)	-	-	(161)	(303)
Transfers	688	17	-	811	28,409	(25,495)	7,259	-	583	(4,253)	8,019
	3,236	3,189	32	2,410	30,794	(24,999)	18,537	93	2,003	(2,547)	32,748
Movements in accumulated depreciation											
Depreciation and amortisation	(7,196)	(4,744)	(161)	(3,124)	(304)	(2,008)	(2,701)	(236)	(1,154)	-	(21,628)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	47	-	47
Accumulated depreciation of write-off	-	-	-	-	-	17	35	-	-	-	52
Revaluation increments/decrements	-	-	-	-	3,157	-	28,364	-	-	-	31,521
Transfers	-	-	-	-	(3,303)	3,488	(411)	-	-	-	(226)
	(7,196)	(4,744)	(161)	(3,124)	(450)	1,497	25,287	(236)	(1,107)	-	9,766
At fair value 30 June 2025	311,964	149,960	8,884	287,454	31,085	26,825	64,811	10,061	13,096	1,954	906,094
Accumulated depreciation at 30 June 2025	(7,196)	(4,744)	(161)	(3,124)	(464)	(2,853)	(6,548)	(236)	(1,107)	-	(26,433)
Carrying amount	304,768	145,216	8,723	284,330	30,621	23,972	58,263	9,825	11,989	1,954	879,661

Notes to the financial report

As at 30 June 2025

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. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

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	15 - 85 years	5,000
Buildings		
heritage buildings	50 - 230	5,000
buildings	20 - 105	5,000
building improvements	20 - 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	5 - 10 years	3,000
computers and telecommunications	3 - 10 years	3,000
library books, tapes, videos and DVDs	3 - 8 years	All
Artworks and historical objects	-	All
Infrastructure		
road pavements and seals	1 - 120 years	All
road substructure	10 - 120	All
road kerb, channel and minor culverts	60 years	All
bridges deck	30 - 100	All
bridges substructure	30 - 100	All
footpaths and cycleways	5 - 50 years	All
drainage including pipes, pits and gross pollutant traps	100 - 120	5,000
recreational, leisure and community facilities	10 - 50 years	5,000
waste management	5 - 80 years	5,000
parks, open space and streetscapes	10 - 50 years	5,000
off street car parks	1 - 120 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

Notes to the financial report

As at 30 June 2025

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

Valuations of land and buildings were undertaken by a qualified valuer Mr A Lee, AAPI (Westlink Consulting). The last valuation was undertaken as at 30 June 2024. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

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

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

The date of the current valuation is detailed in the following table. An index-based assessment was conducted in the current year, this valuation was based on Valuer-General land indices and latest ABS construction cost data. The resulted impact was not considered material, as such no change to carrying amount was booked. A full revaluation of these assets will be conducted in 2026/27.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

Assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation	Type of Valuation
Land	-	43,576	702,246	745,822	June 2024	Full
Buildings	-	8,583	284,000	292,583	June 2024	Full
	-	52,159	986,246	1,038,405		

No transfers between levels occurred during the year.

Notes to the financial report As at 30 June 2025

6.1 Property, infrastructure, plant and equipment

Valuations of infrastructure

Infrastructure includes road surface and substructures, footpaths and shared paths, 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 Mrs A Dharmapriya, B Eng (Civil), Co-ordinator Infrastructure Planning and Mr A Blefari MEM (Agis Pty Ltd). The valuations were performed as at 30 June 2024 on fair value based on current replacement cost less accumulated depreciation at the date of the valuation.

Road, footpath and cycleway 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 includes playing surfaces, retarding basins and other land improvements. The valuations for land improvements were undertaken by a qualified valuer Mr A Lee, AAPI (Westlink Consulting). The valuations were performed as at 30 June 2024 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

Parks, open space and streetscapes includes furniture, equipment, paths and other assets in parks and on streetscapes. The valuations for Parks, open space and streetscapes were undertaken by a qualified valuer Mr A Lee, AAPI (Westlink Consulting). The valuations were performed as at 30 June 2025 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

The date of the current valuation is detailed in the following table. An index based assessment was conducted in the current year, this valuation was based on latest ABS construction cost data, current contracted unit rates or Rawlinson construction cost guide. The resulted impact was not considered material, as such no change to carrying amount was booked. The next scheduled full revaluation for this purpose will be conducted in 2026/27.

There were no changes in valuation techniques throughout the period to 30 June 2025.

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 2025 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	Type of Valuation
Roads	-	-	304,768	304,768	June 2024	Full
Footpaths and cycleways	-	-	145,216	145,216	June 2024	Full
Bridges	-	-	8,723	8,723	June 2024	Full
Drainage	-	-	284,330	284,330	June 2024	Full
Recreation, leisure and community	-	-	30,621	30,621	June 2025	Full
Land improvements	-	-	23,972	23,972	June 2024	Full
Parks, open spaces and streetscapes	-	-	58,263	58,263	June 2025	Full
Off-street carparks	-	-	9,825	9,825	June 2024	Full
Waste management	-	-	11,989	11,989	June 2024	Full
	-	-	877,706	877,706		

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 \$10 and \$5,985 per square metre.

Notes to the financial report

As at 30 June 2025

6.1 Property, infrastructure, plant and equipment

Specialised buildings

Specialised buildings are valued using current 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 \$325 to \$12,800 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 current 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 \$87 to \$625 per square metre.

Shared paths and cycleways range between \$87 to \$625 per square metre.

Drainage assets range between \$133 to \$8,408 per unit.

Bridge assets range varies depending on construction type.

Recreation, leisure and community assets range varies depending on construction type.

Parks, open space and streetscape assets range varies depending on construction type.

	2025 \$'000	2024 \$'000
Reconciliation of specialised land		
Land under roads	1,468	1,468
Community facilities	65,973	65,973
Council administration and depots	23,183	23,183
Off-street car parks	15,827	15,827
Parks and reserves	595,795	595,795
Total specialised land	702,246	702,246

6.2 Investment property

	2025 \$'000	2024 \$'000
Balance at beginning of financial year	9,840	9,270
Fair value adjustments	920	570
Balance at end of financial year	10,760	9,840

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the Comprehensive Income Statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

Valuation of investment property

The valuation of investment property has been determined by Mr A Lee, AAPI (Westlink Consulting), who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

Notes to the financial report
As at 30 June 2025

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Darebin City Council is the parent entity. Council has no interests in subsidiaries and associates.

(b) Key management personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Darebin City Council. The Councillors, Chief Executive Officer and General Managers are deemed KMP.

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Matt Arturi (13/11/2024 - current)

Emily Dimitriadis (Deputy Mayor 1/7/2024 - current)

Tom Hannan (1/7/2024 - 26/10/2024)

Tim Laurence (1/7/2024 - 26/10/2024)

Trent McCarthy (1/7/2024 - 26/10/2024)

Julie O'Brien (13/11/2024 - current)

Susan Rennie (1/7/2024 - 26/10/2024)

Vasilios Tsalkos (13/11/2024 - current)

Connie Boglis (13/11/2024 - current)

Gaetano Greco (1/7/2023 - 26/04/2025)

Ruth Jelley (13/11/2024 - current)

Lina Messina (1/7/2024 - 26/10/2024)

Susanne Newton (1/7/2024 - 26/10/2024)

Kristine Olaris (Mayor 13/11/2024 - current)

Alexandra Sangster (13/11/2024 - current)

Julie Williams (1/7/2024 - 26/10/2024)

Chief Executive Officer

Peter Smith (1/7/2023 - 22/10/2024)

Michael Tudball (Acting 25/9/2024 - 1/7/2025)

Other key management personnel

GM City Sustainability and Strategy

Vanessa Petrie (1/7/2024 - current)

GM Customer and Corporate

Enna Giampiccolo (Acting 1/07/2024 - 2/02/2025)

Caroline Buisson (3/02/2025 - current)

Executive Manager Governance and Communications

Enna Giampiccolo (3/02/2025 - current)

GM Community

Kylie Benetts (1/7/2024 - 8/11/2024)

Nina Cullen (6/01/2025 - current)

GM Infrastructure, Operations & Finance

Rachel Ollivier (1/7/2024 - current)

Total number of councillors

Chief Executive Officer and other key management personnel

Total key management personnel

2025 Number	2024 Number
16	9
8	8
24	17

(c) Remuneration of key management personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

Notes to the financial report

As at 30 June 2025

7.1 Council and key management remuneration

	2025 \$'000	2024 \$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,014	2,217
Long-term employee benefits	50	46
Post-employment benefits	274	157
Total	2,338	2,420

The numbers of key management personnel whose total remuneration from Council and any related entities, falls within the following bands:

	2025 Number	2024 Number
\$10,000 - \$19,999	5	-
\$20,000 - \$29,999	7	-
\$30,000 - \$39,999	1	6
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	1	1
\$70,000 - \$79,999	-	3
\$80,000 - \$89,999	1	-
\$100,000 - \$109,999	1	1
\$140,000 - \$149,999	1	-
\$160,000 - \$169,999	-	1
\$180,000 - \$189,999	-	-
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	1	-
\$250,000 - \$259,999	1	-
\$270,000 - \$279,999	1	1
\$320,000 - \$329,999	-	1
\$330,000 - \$339,999	1	-
\$340,000 - \$349,999	1	1
\$460,000 - \$469,999	-	1
	24	17

(d) Remuneration of other senior staff

	2025 \$'000	2024 \$'000
Total remuneration of other senior staff was as follows:		
Short-term benefits	2,866	2,422
Long-term benefits	89	77
Post-employment benefits	325	264
Total	3,280	2,763

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

Notes to the financial report

As at 30 June 2025

7.1 Council and key management remuneration

	2025 Number	2024 Number
The number of other senior staff is shown below in their relevant income bands:		
\$170,000 - \$179,999	-	2
\$180,000 - \$189,999	1	3
\$190,000 - \$199,999	3	4
\$200,000 - \$209,999	1	2
\$210,000 - \$219,999	3	1
\$220,000 - \$229,999	2	1
\$230,000 - \$239,999	2	1
\$240,000 - \$249,999	2	-
\$250,000 - \$259,999	1	-
	15	14
	\$'000	\$'000
Total remuneration for the year for other senior staff included above amounted to:	3,280	2,763

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.

Notes to the financial report
As at 30 June 2025

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

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

LXRP Infrastructure Assets

Council may be the beneficiary of certain infrastructure assets constructed along the Northern Pipe Trail, Reservoir and Keon Park Stations by the Level Crossing Removal Project (LXRP). A Memorandum of Understanding that establishes the relationship between Council and LXRP and the mechanism for the asset transfer and maintenance agreements is currently under review.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

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.

Contaminated sites

Council has inherited a range of potential contaminated land matters that warrant appropriate investigation per the Environmental Protection Act 2017 as regulated by the Environment Protection Authority Victoria (EPA).

In accordance with the Act, the EPA determines contaminated sites based on the risk to human health, the environment and environmental values. Council may have a liability in respect of remediation for sites that are classified as contaminated.

Council currently has five open matter with the EPA in respect to potential contamination sites. As the matters are still ongoing, Council is unable to assess the likely outcome of these matter. Accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows.

Council is conducting a comprehensive risk assessment of all possible contaminated sites under its responsibility. While the Council is still in the process of assessing the potential impact of contaminated sites, a contingent liability may exist at year end for the sites which have not yet been assessed.

Notes to the financial report As at 30 June 2025

8.1 Contingent assets and liabilities (continued)

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. Any disclosure may prejudice Council's position in these matters.

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 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

Notes to the financial report As at 30 June 2025

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 TCV borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. 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 expose 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 2020*. Council manages 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 allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Notes to the financial report
As at 30 June 2025

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
- monitors budget to actual performance on a regular basis
- 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. Details of the maturity profile for borrowings are disclosed at Note 5.5.

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 -1.0% and +1.0% in market interest rates (AUD) from year-end rates of 3.85%.

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.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation. The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have not resulted in any material impacts to Council's financial statements.

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

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Notes to the financial report As at 30 June 2025

8.4 Fair value measurement (continued)

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. In addition, Council determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from two to three years. The valuation is performed either by experienced Council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	1 to 2 years
Buildings	1 to 2 years
Roads	2 to 3 years
Bridges	2 to 3 years
Footpath and cycleways	2 to 3 years
Drainage	2 to 3 years
Recreational, leisure and community facilities	2 to 3 years
Waste management	2 to 3 years
Parks, open space and streetscapes	2 to 3 years
Other infrastructure	2 to 3 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases 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

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the financial report
As at 30 June 2025

Note 9 Other matters

9.1 Reserves	Balance at beginning of reporting period \$'000	Increase (decrease) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation			
2025			
Property			
Land	615,276	-	615,276
Land improvements	9,058	(1,573)	7,485
Buildings	115,082	(127)	114,955
	<u>739,416</u>	<u>(1,700)</u>	<u>737,716</u>
Plant and equipment			
Other	6,143	-	6,143
Infrastructure			
Roads	223,581	-	223,581
Footpaths and cycleways	82,431	-	82,431
Drainage	247,079	-	247,079
Bridges	2,716	-	2,716
Waste management	197	21	218
Parks and open space	-	14,968	14,968
Recreation and leisure	-	6,348	6,348
	<u>556,004</u>	<u>21,337</u>	<u>577,341</u>
Total asset revaluation reserves	1,301,563	19,637	1,321,200
2024			
Property			
Land	729,085	(113,809)	615,276
Land improvements	6,892	2,166	9,058
Buildings	104,823	10,259	115,082
	<u>840,800</u>	<u>(101,384)</u>	<u>739,416</u>
Plant and equipment			
Other	6,143	-	6,143
Infrastructure			
Roads	129,754	93,827	223,581
Footpaths and cycleways	6,005	76,426	82,431
Drainage	71,042	176,037	247,079
Bridges	1,931	785	2,716
Waste management	-	197	197
	<u>208,732</u>	<u>347,272</u>	<u>556,004</u>
Total asset revaluation reserves	1,055,675	245,888	1,301,563

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the financial report
As at 30 June 2025

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				
2025				
Car park development	228	-	-	228
Capital works	1,775	-	-	1,775
Developer Contribution Scheme	-	896	896	-
Drainage development	25	-	-	25
Plant replacement	3,549	1,296	1,459	3,386
Public open space and recreation	8,642	2,515	3,595	7,562
Unspent grants and contributions	45	-	-	45
Total other reserves	14,264	4,707	5,950	13,021
(b) Other reserves				
2024				
Car park development	228	-	-	228
Capital works	1,775	-	-	1,775
Developer Contribution Scheme	-	1,044	1,044	-
Drainage development	25	-	-	25
Information technology	-	-	-	-
Plant replacement	2,837	2,015	1,303	3,549
Public open space and recreation	10,156	4,029	5,543	8,642
Unspent grants and contributions	337	-	292	45
Total other reserves	15,358	7,088	8,182	14,264

Notes to the financial report
As at 30 June 2025

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 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.

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 contributions 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.

Notes to the financial report

As at 30 June 2025

	2025 \$'000	2024 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	30,939	7,778
Non-cash adjustments		
Depreciation and amortisation	34,371	27,271
Net (gain) on disposal of property, infrastructure, plant and equipment	(166)	(315)
Fair value adjustments for investment property	(920)	(570)
Contributions - non-monetary assets	(23,803)	(4,504)
Write-off of other financial assets	-	32
Finance costs	1,616	1,766
	11,098	23,680
Change in assets and liabilities		
(Increase) in trade and other receivables	(1,757)	(2,667)
(Increase) decrease in inventories	(32)	5
(Increase) decrease in other assets	476	(816)
(Increase) decrease in prepayments	(475)	393
(Increase) in right-of-use assets	(5)	(193)
Increase in trade and other payables	4,988	2,767
Increase in contract and other liabilities	785	1,142
Increase in trust funds and deposits	1,569	45
Increase in provisions	1,089	3,247
	6,638	3,923
Net cash provided by operating activities	48,675	35,381

Notes to the financial report As at 30 June 2025

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 category, Vision MySuper/Vision Super Saver, receives 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 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

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.

As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 of which Council is a contributing employer was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa
Salary information 3.5% pa
Price inflation (CPI) 2.7% pa

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 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.

Notes to the financial report

As at 30 June 2025

9.3 Superannuation (continued)

Employer contributions

(a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). 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 2023 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.

(b) 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 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim)	2023 (Triennial)
	\$m	\$m
- A VBI surplus	\$108.4	\$84.7
- A total service liability surplus	\$141.4	\$123.6
- A discounted accrued benefits surplus	\$156.7	\$141.9

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 2024.

Notes to the financial report

As at 30 June 2025

9.3 Superannuation (continued)

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 2024.

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 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2023 Triennial Investigation	2020 Triennial Investigation
Net investment return	5.7 % pa	5.6 % pa
Salary inflation	3.50 % pa	2.50 % pa for the first two years and 2.75 % pa thereafter
Price inflation	2.80 % pa	2.00 % pa

(c) Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

<i>Scheme</i>	<i>Type of Scheme</i>	<i>Rate</i>	2025 \$'000	2024 \$'000
Vision Super	Defined benefit	11.5% (2024:11.0%)	316	346
Vision Super	Accumulation fund	11.5% (2024:11.0%)	4,933	4,814
Other funds	Accumulation fund	11.5% (2024:11.0%)	6,175	5,377

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 paid during the 2024/25 year (2023/24 \$0).

There were \$849,897 of contributions outstanding and nil loans issued from or to the above schemes as at 30 June 2025.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is \$293,000.

10 Change in accounting policy

There have been no changes to accounting policies in the 2024/25 year.

Independent Auditor's Report

To the Councillors of Darebin City Council

Opinion	I have audited the financial report of Darebin City Council (the council) which comprises the: • balance sheet as at 30 June 2025 • 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 material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	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. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report	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. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors • conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
3 October 2025


 Travis Derricott
as delegate for the Auditor-General of Victoria

Performance Statement

Description of municipality

The City of Darebin (Darebin) is situated over an area between five and 15 kilometres north of Melbourne's Central Business District. This area covers 53 square kilometres of land and stretches from Melbourne's inner northern suburbs of Northcote and Fairfield out to the traditional middle-ring suburbs of Reservoir and Bundoora. Darebin has a population of 155,683, 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 (88 languages are spoken), religions, socio-economic backgrounds, employment status, occupations and housing needs. Darebin's largest industries include education, training, retail trade, healthcare and social assistance.

Service performance indicators

For the year ended 30 June 2025

		Results					
		2022	2023	2024	2025		Comment
Service / Indicator/ Measure [Formula]		Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities Utilisation							
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	1.56	2.67	7.74	N/A	10.85	There has been a significant increase in visitations per head of population. Northcote Aquatic and Recreation Centre represents 1,311,615 (76%) of total visitation while Reservoir Leisure Centre reflects 423,359 (24%) of total visitation. This is a significant increase on 2023-24 as Northcote Aquatic and Recreation Centre's 2024-25 data represents a full year of operation.
Animal Management Health & safety							
AM7	Animal management prosecutions [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	100.00%	100.00%	100.00%	N/A	100.00%	One case was heard in court relating to a charge of causing serious injury. The charge was subsequently reduced to causing injury, and the dog owner consented to a voluntary menacing dog declaration.
Food Safety Health & 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	100.00%	100.00%	100.00%	N/A	100.00%	Council has demonstrated its commitment to addressing non-compliance in food safety by continuously achieving 100% for this indicator.
Governance Consultation and engagement							
G2	Satisfaction with Council consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	68.0	60.0	70.0	66.3	68.0	Date sourced from the 2025 annual Community Satisfaction Survey. Satisfaction with Council's community consultation and engagement performance declined, although it remained at a "good" level.

		Results					Comment
		2022	2023	2024	2025		
Service / Indicator/ Measure [Formula]		Actual	Actual	Actual	Target as per budget	Actual	
Libraries Participation							
LB7	Library membership [Number of registered library members / Population] x100	N/A	N/A	34.93%	N/A	38.41%	The increase in active membership compared to the previous year may be due to promotional campaigns and increased programs and events which attract new customers.
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	70.45%	74.76%	73.63%	N/A	73.81%	The service received an increased number of referrals to assess refugee children and babies.
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	71.13%	73.86%	77.32%	N/A	81.07%	The Maternal and Child health service has developed relationships with the Mercy Mother Baby hospital and Aboriginal services to better support families, children and babies.
Roads Condition							
R2	Sealed local roads maintained to condition standards [Number of Kilometres of sealed local roads below renewal intervention level set by Council / Kilometres of sealed local roads] x 100	96.75%	95.21%	94.87%	95.1%	94.13%	568 km of sealed road are within the intervention level and not requiring renewal, this is 94.13% of sealed roads are within the intervention level and meeting the targeted range of between 80% - 100%.

		Results					
		2022	2023	2024	2025		Comment
Service / Indicator/ Measure [Formula]		Actual	Actual	Actual	Target as per budget	Actual	
Statutory Planning Service standard							
SP2	Planning applications decided within required timeframes [Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning applications made within 10 days) / Number of planning application decisions made] x100	29.34%	37.03%	61.25%	60.0%	55.77%	There has been a 9% variance in planning applications decided within the relevant required time compared to last year. The application decision timeframes continue to exceed Council's target and remain significantly improved compared to previous years. While staff stability, improved data reporting, improved processes for planners/coordinators, and KPI's for the Statutory Planning team have all contributed to improved performance in recent years against statutory timeframes, outdated systems and a need for workarounds continue to make the timely processing of permit applications challenging.
Waste Collection Waste diversion							
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	50.15%	54.07%	52.27%	56.0%	50.20%	The recycling rate was lower partly because dry autumn weather reduced food and green waste collection, as less plant growth led to a smaller proportion of recyclable material compared to garbage

Financial performance indicators

		Results			Forecasts						
		2022	2023	2024	2025		2026	2027	2028	2029	Material Variations and Comments
Dimension / Indicator / Measure [Formula]		Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Efficiency											
Expenditure level											
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,507.53	\$2,622.60	\$2,708.32	\$2,727.00	\$2,813.14	\$3,018.73	\$3,111.64	\$3,172.90	\$3,274.64	Total expenses have increased by 9% over the year, primarily resulting from the impact on depreciation from the prior year property and infrastructure asset revaluations.
Revenue level											
E4	Average rate per property assessment [Total rate revenue / Number of property assessments]	\$1,834.69	\$1,631.10	\$1,697.68	\$1,784.09	\$1,764.07	\$1,832.89	\$1,884.45	\$1,937.39	\$1,991.76	Result has been impacted by the Victorian Government's Fair Go Rates System increases applied to general rate charges for 2024-25.
Working capital											
L1	Current assets compared to current liabilities [Current assets / Current liabilities] x100	140.20%	183.37%	181.05%	190.00%	187.86%	177.7%	165.5%	168.0%	159.5%	Result is in-line with expected result. The working capital ratio reflects the higher cash, financial assets and receivables at 30 June 2025. Forecast ratios reflect the anticipated reduced cash balances in the future years.
Unrestricted cash											
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	25.40%	53.17%	29.94%	86.76%	32.49%	96.74%	84.85%	86.49%	76.93%	Unrestricted cash was impacted by higher holdings of term deposits with a maturity of > than 90 days (\$41.9 million) which are classified as other financial assets. Actual result would have been 104% if these amounts were included.

		Results			Forecasts						
		2022	2023	2024	2025		2026	2027	2028	2029	Material Variations and Comments
Dimension / Indicator / Measure [Formula]		Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Obligations											
Loans & borrowings											
O2	Loans and borrowings compared to rates [(Interest bearing loans and borrowings / Rate revenue) x100]	7.27%	33.08%	28.71%	25.15%	25.08%	21.22%	17.89%	14.64%	11.46%	Result is in-line with expected results. Loan servicing in-line with repayment schedules.
O3	Loans and borrowings repayments compared to rates [(Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100]	0.00%	1.34%	3.88%	3.74%	3.76%	3.56%	3.45%	3.35%	3.25%	Result is in-line with expected results. Loan servicing in-line with repayment schedules.
Indebtedness											
O4	Non-current liabilities compared to own-source revenue [(Non-current liabilities / Own-source revenue) x100]	7.13%	26.18%	23.04%	19.98%	19.91%	16.55%	13.79%	11.05%	8.35%	Result is in-line with expected results. Scheduled loan servicing has impacted the results.
Asset renewal and upgrade											
O5	Asset renewal and upgrade compared to depreciation [(Asset renewal and upgrade expense / Asset depreciation) x100]	141.64%	128.21%	67.74%	90.00%	72.23%	91.03%	71.12%	68.17%	85.39%	Result impacted by delays in capital projects and capital expenditure of \$3.91 million not being included as renewal as it was classified as maintenance or not capitalised in accordance with Council's asset capitalisation policy. Result would have been 84% if this expenditure was included.
Operating Position											
Adjusted underlying result											
OP1	Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	(0.54%)	4.03%	0.75%	4.03%	2.88%	(2.03%)	(2.18%)	(1.02%)	(0.93%)	Current year result was impacted by increased depreciation, receipt of Commonwealth financial assistance grant advance payment (\$2.7 million). The FY26 and FY27 ratio is impacted by one-off IT implementation costs. the results for future years from 25/26 to 28/29 is impacted by the investment in the "Digital Transformation" program of \$36.44M over the 5 years.

		Results			Forecasts						
		2022	2023	2024	2025		2026	2027	2028	2029	Material Variations and Comments
Dimension / Indicator / Measure [Formula]		Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Stability											
Rates concentration											
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	75.09%	71.08%	74.36%	75.70%	71.62%	73.61%	73.72%	73.65%	73.47%	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	0.22%	0.20%	0.22%	0.22%	0.22%	0.23%	0.24%	0.25%	0.26%	No material variation from the previous year

Sustainable Capacity Indicators

		Results				
		2022	2023	2024	2025	Comment
Indicator / Measure [Formula]		Actual	Actual	Actual	Actual	No material variation from the previous year
Population						
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,133.52	\$1,291.14	\$1,298.57	\$1,325.72	Result impacted by increased depreciation expense from prior year property and infrastructure asset valuations. Depreciation has increased by \$6.93M
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$4,747.34	\$5,310.45	\$7,441.21	\$7,469.93	No material variation from the previous year. FY24 result was impacted by prior year infrastructure asset valuations where asset valuations increased by \$362M.
C3	Population density per length of road [Municipal population / Kilometres of local roads]	259.59	240.15	248.69	255.53	Reflects the slight increase in population, while the road lengths have remained consistent which has resulted in the increase.
Own-source revenue						
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$949.77	\$1,165.20	\$1,167.93	\$1,191.32	No material variation from the previous year
Recurrent grants						
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$134.84	\$135.90	\$88.81	\$139.04	Current year results were impacted by receipt of Commonwealth financial assistance grant advance payment (\$2.7 million). The Commonwealth financial assistance grant for 2025-26 was paid in advance in June, 2025.
Disadvantage						
C6	Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	7.00	7.00	7.00	7.00	The index (expressed as a decile) for Socio Economic Index for Areas (SEIFA) published by the Australian Bureau of Statistics (ABS) measures the relative advantages and/or disadvantages of the area based on a range of Census characteristics. The index for Darebin at year end is consistent to prior years.
Workforce turnover						
C7	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	20.9%	19.1%	13.8%	13.3%	Total turnover for the 2024-25 year is within the expected range and is slightly lower than the previous year.

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 2020, the Local Government (Planning and Reporting) Regulations 2020.

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 the previous three years, along with the current year's target, if mandated by the Local Government (Planning and Reporting) Regulations 2020. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025/26 to 2028/29 by the council's financial plan.

The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

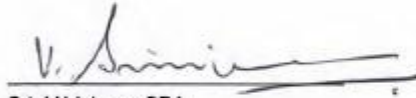
Certification of Performance Statement

Darebin City Council

Certification of performance statement

For the Year Ended 30 June 2025

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*.



Srinikrishnan CPA
Principal Accounting Officer

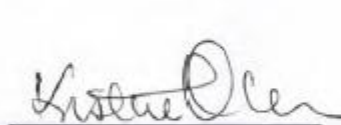
Melbourne
22 September 2025

In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2025 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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 2020* to certify this performance statement in its final form.



Kristine Olaris
Councillor



Vasilios Tsalkos
Councillor



Anne Howard
Chief Executive Officer

Melbourne
22 September 2025

Independent Auditor's Report

To the Councillors of Darebin City Council

Opinion	I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Darebin City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	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. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors 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 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether 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.
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MELBOURNE
3 October 2025


 Travis Derricott
as delegate for the Auditor-General of Victoria

Climate disclosures

Council continued to report voluntarily on climate. Council recognises that it is on a journey to progressively improve its climate-related financial disclosures. For 2024/2025, we have reported using recommendations from the Taskforce on Climate-related Financial Disclosures (TCFD) for voluntary and consistent climate-related reporting.

In 2023, TCFD changed to IFRS S1 and S2 reporting guidelines. In September 2024, the Australian Accounting Standards Board (AASB) published a voluntary AASB S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and mandatory AASB S2 *Climate-related Disclosures* based on the IFRS S1 and S2 guidelines. Some corporations and businesses are required by the *Corporations Act 2001* to apply AASB S2 for annual periods beginning on or after 1 January 2025 (AASB 2024). Local government is not yet required to report under this standard.

We have reported on climate risks and opportunities in relation to governance, strategy, risk management, and metrics and targets. Council is committed to providing its community with information in relation to how we are managing climate risks in a climate emergency.

Governance

Climate Emergency and Climate Risk Statement

At Darebin, we are committed to working with our community to transition to clean, healthy and safe homes and businesses powered by renewable electricity, and to ensure that our community is safe and thriving. Darebin considers climate change to be a critical strategic risk. Council is addressing this risk through the Darebin Climate Emergency Plan 2024–2030 and the Climate Risk Action Plan 2024–2026 as well as other key strategies and plans.

Council is striving to continuously improve its approach to climate change and to embed climate risk management within its operations. This is being done by prioritising action on the higher-order operational risks and working collaboratively across the organisation to improve procedures and Council oversight that strengthens accountability. Our climate risks are embedded in our risk register and appropriate managers and lead officers have been allocated to our extreme and high rated climate risks.

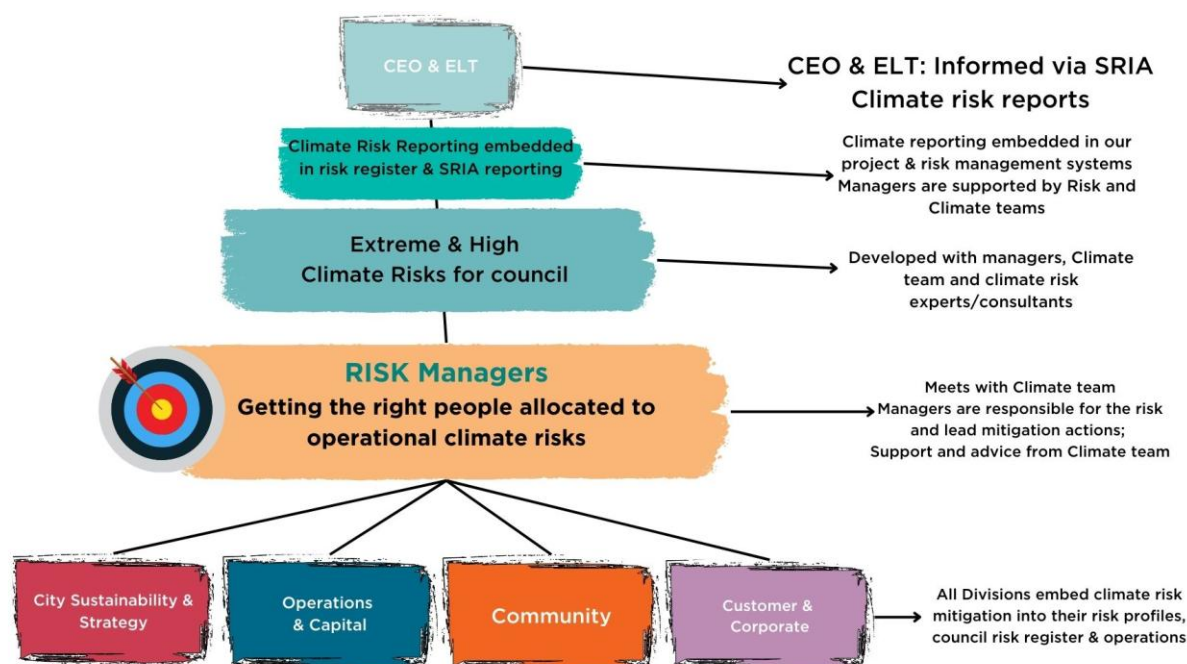


Figure: Climate Risk Governance Structure at Darebin

- Council's risk register system has a climate emergency category that manages reporting on the actions for all climate risks.
- Bi-monthly, the Strategic Risk and Internal Audit (SRIA) Committee (internal committee) considers reports that provide updates on progress in responding to the climate emergency.
- The Climate and Environment team works across Council to update managers and delegates on extreme and high operational risks and recommended risk mitigation actions.
- The Climate Emergency Darebin Advisory Committee (advisory committee to Council) provides guidance and recommendations to Council on the impacts and opportunities in relation to the climate emergency.
- The Audit and Risk Committee (advisory committee to Council) provides oversight on risks, including climate-related risks.
- A climate risk training module is available for all staff.
- All new staff have climate emergency induction training in their Wominjeka Darebin induction day.

Climate strategy

Council has introduced an organisational strategy that is underpinned by corporate responsibility and includes social, financial and environmental responsibilities. In 2024/2025, Council developed [Our Darebin Plan 2025–2029](#) in consultation with the community, councillors and staff. Our Darebin Plan addresses climate change adaptation and mitigation through the Community Vision's third pillar – Sustainable, Green and Liveable – and Strategic Direction 4, Climate Leadership and Response.

Darebin's [Climate Emergency Plan 2024–2030](#) details achievable actions and goals that will reduce Council and community emissions and support everyone to plan, prepare and adapt to climate impacts and care for Country.

The Darebin Environmentally Sustainable Design Building and Infrastructure Policy was updated in 2024/2025. This policy informs internal project designs and requires best practice to approaching climate change mitigation through more efficient and resilient buildings.

Our Social and Sustainable Procurement Policy and redeveloped Asset Management Plans incorporate decision-making about electrification, renewable energy, circularity and climate resilience when we purchase products and services and how we design, renew and manage our assets now and into the future. We are working with M9 Councils through a Resilience Asset Management and Investments Project to improve asset management through consideration of climate scenarios and shocks.

At a team level, workplans were built to develop positive outcomes for climate mitigation and resilience. This was achieved by each department applying a climate lens across its plans. All newly developed strategies and frameworks included climate emergency actions and consideration of climate risk.

Climate risks and opportunities were identified in our Climate Emergency Plan 2024–2030 and the operational Climate Risk Action Plan 2024–2026. The next sections report on our first year of action delivery for the Climate Emergency Plan and the top operational climate risks being addressed.

Climate Emergency Plan snapshot – year-one action delivery

Darebin's Climate Emergency Plan came into effect on 22 July 2024 and involved significant

community consultation and advice from climate change technical experts. 2024/2025 was the first year of action delivery, where Council started implementing 38 of the 61 actions in the plan. The plan was developed to be embedded across Council and with external partnerships.

In 2024/2025, the Climate and Environment team delivered the Climate Emergency Plan in partnership or with support from:

- internal departments and teams – Natural Environment and Partnerships, Sustainable Transport, Capital Works, Facilities Maintenance, City Futures, Darebin Libraries, Economic Development, Operations and Waste, and Procurement
- external partners – Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Friends of Darebin Creek, Friends of Edwardes Lake, Friends of Merri Creek, MCMC, DCMC, Great Southern Bio Blitz, City Nature Challenge, Waterwatch, National Tree Day, One Million Homes, Your Community Health, Reservoir Neighbourhood House, DIVRS, Merri Health, Haven Home Safe, East Preston Community Centre, Department of Housing, Northern Alliance for Greenhouse Action, Victorian Energy Collaboration, RMIT research projects, VCOSS Climate Justice Network, M9 group of councils, MAV, ALGA, NCA, Yarra Energy Foundation, Council Alliance for a Sustainable Built Environment, and Climate Emergency Darebin Advisory Committee.

Our Climate Emergency Plan has four pillars with associated goals and actions:

- Caring for Country
- Towards Zero Emissions
- Community Resilience
- Leadership and Innovation.

Caring for Country pillar highlights

- The Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation continued to implement its partnership agreement with Council to care for Country in Darebin. The Narrup team worked with the Natural Environment and Partnerships team to restore and enhance Country.
- More than 1,000 individual trees were planted in streets and parks to create shading and enhance biodiversity.
- 32,000 new plants were planted in parks and reserves as part of the Rewilding program.
- More than nine community initiatives and volunteer opportunities were designed to strengthen the community's connection to the local natural environment.

Towards Zero Emissions pillar highlights

In Council buildings:

- Five gas hot-water systems were replaced with heat pump hot-water systems.
- Three gas ovens were replaced with electric ovens.
- Three gas cooktops were replaced with induction cooktops.
- One gas heating system was replaced with reverse-cycle air-conditioning.

The Solar Saver program:

- 600 people engaged
 - 103 solar installations were installed
 - 728.98kW of solar installations were installed
 - 59 hot-water heat pumps were installed
 - 21 split systems were installed
-
- Council distributed \$4,383.50 in Energy\$mart subsidies to help install heat pump hot-water, split systems and efficient lighting in six local businesses.

- Darebin's Environmentally Sustainable Design Building and Infrastructure Policy was updated. Five capital works projects incorporated these principles, resulting in improved energy efficiency and use of renewable energy at these sites:
 - John Hall Pavillion
 - KP Hardiman Pavillion
 - Merri Community Childcare and Kindergarten
 - Maryborough Avenue Kindergarten
 - John Cain Memorial Park North Pavilion
- Four new EV chargers were installed across Darebin, with six locations still in the community consultation phase.
- Council funded a feasibility study into a new shared path trail from High Street to the Merri Creek Trail. Advocacy to the State Government began in partnership with Melbourne Water.
- There was an electrification education campaign:
 - 84 pieces of content were shared across seven platforms, reaching approximately 33,675 people
 - Three Go Electric postcards were produced and distributed
 - One Electrify Your Home and Life event was held: 29 people attended; 92% said they gained new knowledge and information; 66% felt quite or very confident in making changes to electrify their home
- There was a circular economy education campaign, which shared 67 pieces of content across eight platforms reaching approximately 50,274 people.
- Four circular economy events were held, reaching 147 residents.
- Funding of \$100,000 was secured from Sustainability Victoria to deliver a recycling education campaign, including:
 - food and green waste bin website updates, posters, social media, bin inspections and tagging, out-of-home advertising and events
 - flyers distributed to 30,000 households, social media posts viewed 102,222 times and advertising (for example, in bus shelters) had 7,800,718 impressions.

Community Resilience pillar highlights

- The draft Housing Strategy was finalised, including a Residential Development Framework that which encourages the greatest level of housing growth in the most sustainable locations.
- A scoping study on food resilience in Darebin was completed by SUSTAIN.
- Council received 17 applications to the Climate and Emergency Grants stream and successful applicants received a total of \$50,725.00 in funding for projects related to food security and habitat restoration.
- We developed an energy literacy, efficiency, food resilience and water-saving education campaign:
 - 50 pieces of content were shared across six platforms reaching approximately 31,574 people
 - Information was provided at 13 events attended by 330 people at venues across Darebin.
- As part of our Heat Health Program:

- 150 fans, 200 cooling neck scarves and 200 cooling bed mats were delivered to public housing residents in East Preston and East Reservoir
- residents were provided with Heat Health information in their language of choice
- 100 Keep Cool in Darebin kits were distributed to 100 rough sleepers
- a Heat Health advocacy paper was developed to elevate the risks of heatwaves in outdated public housing
- Survey results included the following:
 - 100% of respondents found the fans extremely useful in the heat
 - 100% agreed or strongly agreed that the fans helped them be more comfortable at night
 - 72% found cooling neckties helped them move around comfortably or when doing activities such as gardening.

Leadership and Innovation pillar highlights

- Council started the development of a sustainable supplier database and invited staff to six sustainable procurement events.
- Six Darebin staff completed a cross-council Circular Economy Leadership Program.
- Council produced three case studies about sustainable procurement and shared these with staff.
- We profiled circular economy business leaders through four new video case studies – Your Community Health, Mutual Muse, Dantes Restaurant and Rock Posters.
- We connected Brendan Lang from Get off Gas with Charles La Trobe College, where he helped more than 200 students consider embarking on the careers we need to get to a zero-carbon future.
- We introduced 190 new staff to the Climate Emergency Plan at Wominjeka induction training.

Risk management

Climate Risk Action Plan

The Climate Emergency team worked with consultants and managers across Council to create and embed our Climate Risk Action Plan 2024–2026. These risks were identified through a municipal-wide Climate Risk Assessment in consultation with staff and community partners.

Council's higher-order climate risks were embedded in our risk register and reporting cycles. They are as follows.

1. Liability of no risk mitigation.

Increased risk of liability if Council does not incorporate climate into risk framework and potential adverse effects of risk mitigation actions.

2. Climate-resilient infrastructure.

Increased costs to upgrade, maintain, repair and insure Council assets and infrastructure to ensure they are climate resilient and remain safe for the community.

3. Emergency response.

Increased demand for Council and emergency service assistance from the community and local businesses impacted by hazards, straining Council resources.

4. Health and wellbeing of staff/contractors.

Health, wellbeing and safety for staff and subcontractors due to climate (e.g. working on very hot days or in flood conditions, poor quality air due to bushfires).

5. Not enough resources for low carbon transition.

Insufficient resources (financial, staff) to support low-carbon transition requirements (e.g. reporting, obligations, environmental standards, business and community needs).

6. Disruption to Council services.

Disruption to Council services and transport network through increased power outages, floods and extreme storm events, reducing access to community and services and causing delays for staff.

7. Natural asset climate resilience.

Inability of natural assets to provide basic ecosystem functions required

8. Increased costs and stranded assets.

Increased costs for heating and cooling due to increased energy demand, changing prices in energy and water and diversion of existing resources from day-to-day operational needs to meet climate-related needs. Assets no longer used or useful, e.g. fossil fuel-based assets.

Of the all the top extreme climate risks identified, all have business, strategy and financial implications for Darebin. Direct financial and business planning effects will be caused by risks 1, 2, 5 and 8. Financial representatives in the organisation have been consulted on these risks and included in specific risk target groups.

Metrics and targets

Darebin City Council was certified carbon neutral for Council operations through Climate Active in 2022/2023. This certification covers all Council services and facilities but does not cover accommodation and outdoor events, downstream transportation and distribution, other purchased goods and services, or community waste disposal.

Council's greenhouse gas emissions inventory was prepared according to the Climate Active Carbon Neutral Standard. The emissions boundary was consistent with the GHG Protocol Corporate Accounting and Reporting Standard:

- Organisational boundary: Council uses the operational control approach for measuring and reporting on the organisation's emissions. The organisation boundary includes emissions from all activities over which we have full operational control.
- Operational boundary: the reported emissions inventory includes direct emissions sources (Scope 1), indirect emissions from purchased energy (Scope 2) and other measurable indirect sources (Scope 3) that are material and relevant to Council's operations

The above summary has been taken from our [Public Disclosure Statement from Climate Active](#). Our 2023/2024 financial year submission is under assessment by Climate Active.

Metrics

Emissions:

- Scope 1, 2 and 3 based on Climate Active accounting factors.

Renewable energy generation:

- Generation capacity in kW by Council
- Generation capacity in kW by community

Climate Emergency Plan 2024–2030 indicators:

1. Cultural Safety and Awareness

- Partnerships and relationships with the Wurundjeri and Aboriginal and Torres Strait community
- Collaborative programs and practice
- Staff cultural training
- 2. Connection and resilience
 - Partnerships and collaborative programs
 - Resilience actions
 - Increase in community resilience measures
 - Initiatives preparing community for climate shocks and stressors
- 3. Knowledge and practice change
 - Number and reach of events, programs and campaigns
 - % of participants who have increased their knowledge or changed their practice
- 4. Increased green spaces and biodiversity
 - Increase in canopy cover or plantings
 - Cool safe routes through increased shade cover
- 5. Increased applied solutions/innovations
 - Numbers of innovations applied, e.g. electrification installs, building upgrades, solar panels
 - Numbers and impact of innovation projects
- 6. Emissions reductions and resource use changes
 - Reduction in emissions/energy use
- 7. Systems change
 - Council strategies, policies and plans embedding climate action, risks and opportunities
 - Advocacy actions – number of submissions on state and federal consultations and direct submissions outside consultation periods.

Targets

The Darebin Climate Emergency Plan 2024–2030 defines Council’s commitment to zero greenhouse gas emissions for Council operations:

- 0 t/CO₂ Scope 1 and 2 by 2030, except for heavy machinery if technology is not yet available.
- 40% fewer buildings connected to the gas network by 2027.
- 40% reduction in petrol or hybrid light vehicles.
- Set up a Scope 3 emissions reduction roadmap and have a clear target by 2025.

Community targets:

- Minimum of 72% emissions reduction by 2030, with a minimum of 7% reduction a year.
- 12% minimum increase in green spaces by 2030.
- 150 low-income households per year reached via direct intervention for energy efficiency and climate resilience home upgrades.
- 1,000 residents reached each year through our electrification programs.

Scope 1, 2 and 3 GHG emissions

2023/2024 emissions accounting was in progress at year’s end, with 75% accounted for. Darebin was moving towards more accurate Scope 3 emissions accounting and a roadmap to reduce them.

Scope 1: 2,177 t/CO₂

Scope 2: 0 t/CO₂

Scope 3: 1,931 t/CO₂

Climate Active Carbon Neutral Certification was submitted for 2023/2024 and is being reviewed by Climate Active. Council staff were awaiting further guidance from Council before submitting 2024/2025 results.

The latest community emissions were yet to be published by SnapShot, which is the main source of information for community emissions. Darebin engaged in emission reductions through direct intervention or influencing the community in its different programs.

Achievements from these programs included:

- Installation of solar arrays representing 7,355kW of power with the capacity to reduce up to 8,311 t/CO₂ in 2024/2025. This represents a 2.19% reduction on emissions from energy use based on 2021/2022.
- It was estimated that the Solar Saver program had contributed to 1,235 t/CO₂ emissions reduction between solar installs and electrification.
- An estimated 254 Victorian Energy Efficiency Certificates (VEECs) for Energy\$mart upgrades were issued to businesses, equivalent to 25.4 t/CO₂ per year saved.

Council started the deployment of EV chargers, having signed contracts with two suppliers and expecting ongoing delivery in the coming years.

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 2024/2025, no levies were received, \$0.34 million of infrastructure assets were received, and there was no expenditure of funds from Infrastructure Contributions Plans.

Development contributions

In 2024/2025, \$895,666 levies were received, and no works-in-kind were accepted under Development Contributions Plans (DCPs). Expenditure of DCP levies is detailed in Appendix A below.

Appendix A

Table 4 – Land, works, services or facilities delivered in 2024-25 financial year from DCP levies collected

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
KP Hardiman Reserve Hockey Pavilion Redevelopment	DCP Project Number 4	Darebin DCP 2019 (2023)	\$11,841	\$0	\$899,190	\$3,000	\$914,030	25
Replace Kendal-Harding Bridge	DCP Project Number 25	Darebin DCP 2019 (2023)	\$1,446	\$0	\$109,368	\$0	\$110,814	7
Construct raised threshold/wombat at Clifton Grove (Sacred Heart – existing crossing)	DCP Project Number 68	Darebin DCP 2019 (2023)	\$1,083	\$0	\$81,916	\$0	\$82,999	100
Construct crossing point opposite James Street school gates (St Joseph's)	DCP Project Number 72	Darebin DCP 2019 (2023)	\$905	\$0	\$68,420	\$0	\$69,325	100
Construct McIntosh at James Street (St Joseph's PS)	DCP Project Number 82	Darebin DCP 2019 (2023)	\$805	\$0	\$60,889	\$0	\$61,694	100
Construct raised threshold Clapham Street (north) at Hutton Street	DCP Project Number 83	Darebin DCP 2019 (2023)	\$910	\$0	\$68,839	\$0	\$69,750	100
Total			\$16,991	\$0	\$1,288,621	\$3,000	\$1,308,612	

DCP funds collected 2024-25 expended on DCP projects delivered 2020-2024

Project description	Project ID	DCP name and year approved	Total DCP fund expended (\$)	DCP fund expended 2024-25 (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Northcote Aquatic and Recreation Centre (NARC) Redevelopment *	DCP Project Number 1	Darebin DCP 2019 (2023)	\$1,878,668.82	\$827,193.98	\$0	\$61,304,426.44	\$0	\$63,183,095.26	100
KP Hardiman Synthetic Hockey Pitch Redevelopment and Lighting Upgrade	DCP Project Number 6	Darebin DCP 2019 (2023)	\$57,517	\$25,189.00	\$0	\$1,872,297	\$500,000	\$2,429,815	100
John Hall Oval Lighting Upgrade	DCP Project Number 11	Darebin DCP 2019 (2023)	\$7,959	\$3,485.00	\$0	\$259,093	\$0	\$267,053	100
Moore Park North Lighting Upgr	DCP Project Number 12	Darebin DCP 2019 (2023)	\$911	\$399.00	\$0	\$29,652	\$259,532	\$290,095	100
IW Dole Reserve Lighting Upgra	DCP Project Number 15	Darebin DCP 2019 (2023)	\$2,999	\$0.00	\$0	\$173,800	\$259,532	\$436,330	100
Construct Dundas St line markir	DCP Project Number 51	Darebin DCP 2019 (2023)	\$678	\$297.00	\$0	\$22,072	\$0	\$22,750	25
Construct Raised threshold at Olive St/ Edwards St, Reservoir	DCP Project Number 55	Darebin DCP 2019 (2023)	\$2,117	\$927.00	\$0	\$68,924	\$0	\$71,042	100
Construct raised intersection, Robinson Rd at Bus exit from Regent Station	DCP Project Number 56	Darebin DCP 2019 (2023)	\$2,271	\$955.00	\$0	\$73,922	\$0	\$76,193	100
Design and construct zebra crossing across union street east side at High Street	DCP Project Number 57	Darebin DCP 2019 (2023)	\$411	\$180.00	\$0	\$13,389	\$0	\$13,800	35
Construct raised threshold Rayment Street at Hutton Street	DCP Project Number 85	Darebin DCP 2019 (2023)	\$2,099	\$919.00	\$0	\$68,317	\$0	\$70,415	100
Victoria St - Neale St to Raglan St: pavement reconstruction	DCP Project Number 88, 89	Darebin DCP 2019 (2023)	\$12,879	\$5,640.00	\$0	\$419,252	\$581,561	\$1,013,692	100
Farnan St - full length: reconstruction of existing kerb and channel, drainage upgrade and pavement resurfacing	DCP Project Number 92	Darebin DCP 2019 (2023)	\$5,233	\$2,292.00	\$0	\$170,345	\$248,561	\$424,139	100
Cheddar Road, Reservoir - Harmer St to Lloyd Ave: pavement reconstruction.	DCP Project Number 95	Darebin DCP 2019 (2023)	\$25,570	\$11,198.00	\$0	\$832,371	\$581,561	\$1,439,502	100
Total			\$1,999,314	\$878,674.98	\$0	\$65,307,860	\$2,430,747	\$69,737,921	
Grand Total			\$2,016,304.81	\$895,665.60	\$0	\$66,596,480.80	\$2,433,747	\$71,046,533	

* Note: Total project expenditure above includes expenditure incurred in 2024-25. Total project expenditure for this project was \$63.11M

*Note: Council contributions were made in previous years for the above projects. Further DCP funds collected in future years will be expended on projects delivered in previous years, with Council contributions to be adjusted downwards proportionally.

Contracts

List of contracts entered into with a value above Council's Procurement Policy thresholds for invitation to tender or expression of interest		
Contract No	Title	Start Date
CT202366	Provision of Hard Waste Collection Services	1/07/2024
CT20241	Provision of Lift Maintenance and Installation Services	1/07/2024
CT202422	Arts Precincts Lighting Consoles Replacement	1/07/2024
CT202415	Application Locker	1/07/2024
CT202424	Reservoir Leisure Centre Scoping Study Community Engagement	1/07/2024
CT202368	Construction of John Hall Reserve Pavilion	1/07/2024
CT202374	Provision of Recyclables Processing Services	1/07/2024
CT202411	e-Recruitment System	1/07/2024
CT202412	Update and development of Darebin City Councils key strategic documents through a deliberative community engagement process	1/07/2024
CT202431	Fleet Services & Consumables Contract	1/07/2024
CT202435	Contractors Superannuation Review	25/07/2024
CT202426	AutoCAD Software Licenses Renewal	30/07/2024
CT202437	Security and Cash Collection Services	31/07/2024
CT202371	Supply & Delivery of 1 Side Loading Garbage Compaction Truck	1/08/2024
CT202410	Microsoft 365 Cloud Backup Solution	1/08/2024
CT202365A	Package A- Mechanical - Panel for Reactive Maintenance and Capital Renewals	14/08/2024
CT202365B	Package B Electrical - Preventative Maintenance and Reactive Maintenance and Capital Renewals	14/08/2024
CT202427/1	Truck Purchase via Local Buy	15/08/2024
CT20245	Heavy Automatic Transmission Supplier Panel	18/08/2024
CT202414	New Kindergarten Expansion Feasibility Study	22/08/2024
CT20244	Footpaths/Kerb & Channel Reconstruction Works (Panel)	1/09/2024
CT202370	Supply & Delivery of one 14M Rear Loading Garbage Compaction Truck	18/09/2024
CT202358	Provision of Proactive Tree Management Services	1/10/2024
CT202433	Darebin City Council Fresh & Plant Based Milk Supply	1/10/2024
CT202446	Supported Gardening and Social Connection Program	1/10/2024
CT202430	Training Supplier Panel for Capability Development	14/10/2024
CT202347	Courier Service for Darebin Libraries	1/11/2024
CT202419	Provision of Immunisation Vaccines Panel	1/11/2024
CT202440	Attack Surface Management & Vendor Assessment	19/12/2024
CT202417	Building Surveyor Services - Cladding	1/01/2025
CT202444	Provision of Managed Services Providers for Contingent Labour	1/01/2025
CT20243	Supply of Delivered Meals	2/01/2025
CT202451	Drainage Asset Condition Inspection 2024/25 Stage 2	28/01/2025
CT202429	Training Supplier Panel for Compliance Training	1/02/2025
CT202425	Redevelopment of KP Hardiman Pavilion	3/02/2025
CT202213	Road and Traffic Signs Accessories	5/02/2025
CT202447	Supply and Installation of Network Switches and Wireless Access Points	5/02/2025
CT202450	Security Operations Centre	1/03/2025
CT202456	ITSM Ticketing Platform	7/03/2025
CT202453	Community Satisfaction Survey	23/03/2025
CT202439	Maryborough Avenue Kindergarten Redevelopment	1/04/2025
CT202445	Provision of IT Hardware & Supply and Delivery of Laptop Devices	1/04/2025
CT202427/2	Truck Purchase via Local Buy	7/04/2025
CT20254	Enterprise Architecture Consultancy	7/04/2025
CT20252	Vulnerability Management Platform (VMP)	17/04/2025
CT202455	Reservoir Leisure Centre (RLC) Point Of Sale (POS) & Membership Management System	30/04/2025
CT202454	Panel of expert consultants/ERP	1/05/2025
CT202457	ICT Capabilities of Meeting Rooms	26/05/2025
CT202510	Safeguarding Children Risk Project	1/06/2025
CT20257	Insurance Broking & Risk Management Services	23/06/2025
CT20256	Zscaler Cyber Security Project	24/06/2025
CT202511	Supported Gardening and Social Connection Program	30/06/2025
Contracts where the Council did not invite a tender or seek an expression of interest which did not meet the conditions to purchase goods or services without inviting a tender or expression of interest		
	Title	Start Date
	Migration Public Artwork	20/07/2024
	Building Surveyor - Building Cladding	6/09/2024
	Fire Engineering Services - Building Compliance	17/10/2024
	EFT Payment protection, Vendor Onboarding & Management	24/10/2024
	Public Life census for High Street	17/02/2025
	CyberArk Access Management System	24/03/2025
	Team Development	26/05/2025
	Darebin Creek Management Committee	30/06/2025

Glossary of financial terms

Term	Definition
Accrual accounting	System of accounting where items are brought to account and included in the financial statements as they are earned or incurred, rather than as they are received or paid.
Accumulated surplus	The value of all net assets accumulated over time.
AIFRS	Australian equivalents to International Financial Reporting Standards.
Assets	Future economic benefits controlled by Council as a result of past transactions or other past events.
Bad and doubtful debts expenditure	Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors.
Balance sheet	A quantitative summary of Council's financial position at 30 June, including assets, liabilities and net equity.
Cash and cash equivalents assets	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
Contributions income	Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects.
Current assets	Assets where Council expects to receive the future economic benefit within the next 12 months.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next 12 months and Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.
Depreciation and amortisation expenditure	An expense that recognises the value of a fixed asset consumed over time.
Employee costs	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments.
Equity	The residual interest in Council assets after its liabilities are deducted, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Finance costs	Interest paid on borrowings.
Financial assets	Cash held in term deposits.
Fixed assets	See property, infrastructure, plant and equipment assets.
Grants – non-recurrent income	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants – recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.

Term	Definition
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.
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.

Term	Definition
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next 12 months.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other revenue income	Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources.
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice – a system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Prepaid income	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment assets	Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register.
Provisions	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
Rate and charges income	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Reserves	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. The drainage contributions reserve includes non-refundable contributions sought from developers to upgrade drainage as a result of development in the municipality.
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
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.

Term	Definition
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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Feedback details

We would love to hear your feedback about this report. Comments, concerns or suggestions should be addressed to the Communications and Engagement Unit via mailbox@darebin.vic.gov.au

Council Customer Service Centres

Preston Customer Service Centre

Darebin Civic Centre
274 Gower Street
Preston
Hours: 8.30am to 5pm, Monday to Friday

Northcote Customer Service Centre

Northcote Library Complex
32–38 Separation Street
Northcote
Hours: 8.30am to 5pm, Monday to Friday

Reservoir Customer Service Centre

Community and Learning Centre
23 Edwardes Street
Reservoir
Hours: 10am to 5pm, Monday to Friday

English

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

Arabic

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

Chinese

本报告包含戴瑞宾市议会整个财政年度的绩效概要。

Greek

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

Hindi

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

Italian

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

Macedonian

Ovoј извештај содржи краток преглед на сработеното од страна на Општината на Даребин во текот на финансиската година.

Nepali

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

Punjabi

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

Spanish

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

Somali

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

Urdu

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

Vietnamese

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

CITY OF DAREBIN

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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