



Brimbank
City Council

Brimbank Annual Report 2015-2016

Dynamic Centre of the West

About this Annual Report

Brimbank City Council's 2015-2016 Annual Report is a thorough overview of Council's performance during the last financial year and includes a report against the objectives set out in Brimbank's *Council Plan 2013-2017*.

Within this report, we have outlined Council's achievements against the objectives in the *Council Plan*.

The Brimbank City Council Annual Report 2015-2016 aims to fulfil Council's statutory responsibilities under the *Local Government Act 1989* and *Information Privacy Act 2000*.

To obtain a copy of this document, please contact the Council's Customer Service Centre on **9249 4000** or view a copy online at www.brimbank.vic.gov.au

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Introduction

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2015-2016 is the primary means of advising the Brimbank community about Council's operations and performance during the financial year.



Snapshot of Council

The City of Brimbank is one of the most diverse, energetic and interesting municipalities in Victoria.

About Brimbank

Brimbank has the third largest population in metro Melbourne and the second largest population in the western region.

Brimbank is the interface between the inner areas and major urban growth areas of Melbourne's west – it is the heart of Australia's fastest growing region.

Located in the western and north-western suburbs of Melbourne, Brimbank is between 12 and 23 kilometres from the Melbourne CBD. It is bound by Hume City Council in the north, Maribyrnong and Moonee Valley City Councils in the east, Hobsons Bay and Wyndham City Councils in the south and Melton City Council in the west.

The area was originally occupied by the Kurung-Jang-Balluk and Marin-Balluk clans of the native Wurundjeri people. Much of Brimbank was first settled by Europeans in the 1830s and 1840s as farming land. Keilor was established in the late 1840s, while St Albans was established in the late 1880s.

A rapid growth phase took place after the Second World War, with the development of many suburbs around the original settlements of Keilor, Sunshine and St Albans expanding to house many overseas migrants.

The City encompasses 25 suburbs including Albion, Cairnlea, Deer Park, Delahey, Hillside, Keilor, Kings Park, St Albans, Sunshine, Sydenham and Taylors Lakes.

Brimbank prides itself on its cultural diversity and is one of Victoria's most culturally diverse municipalities, having embraced more than 156 nationalities from around the globe.

Major attractions and facilities include Brimbank Park, Calder Park Motorsport Complex, Iramoo Wildflower Grassland Reserve, Keilor Public Golf Course, Organ Pipes National Park, Overnewton Castle, St Albans and Sunshine town centres, St Albans and Sunshine leisure centres,

Sunshine Golf Club, Sunshine Hospital, Victoria University (St Albans and Sunshine campuses) and Watergardens Town Centre.

Brimbank is home to a range of established organisations, including Aldi, Bunnings, Caterpillar, FedEx, Ferguson Plarre, Fisher & Paykel, Hunter Leisure, John Deere, Lombards, Schweppes, Schiavello and Sims Metal.

More recently, companies such as Digital Realty, IBM, Metronode, Preshafruit, Sleepyhead and Vistaprint have also settled in Brimbank.

The dynamic centre of Melbourne's west

The ongoing revitalisation of open space, community facilities and town centres coupled with a richly diverse community emphasises Brimbank's position as one of the best places to live, work and play in the west of Melbourne.

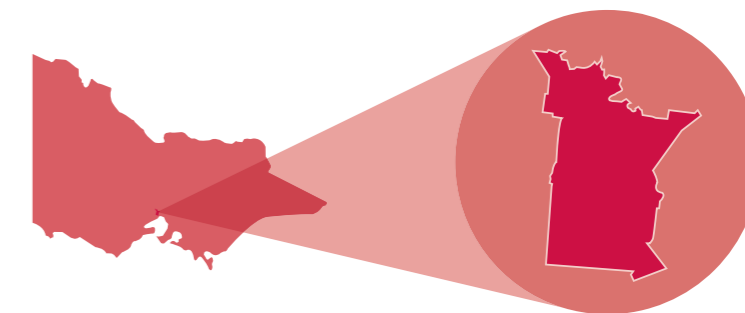
Over the past few years, Council has focused strongly on improving the City's amenity, liveability, social connectedness and governance.

By accelerating these outcomes, Council has made significant advances in planning and delivering community facilities and public infrastructure, supporting the arts and establishing all services on the ground.

Council is now consolidating the strong growth and investment and continuing to strengthen key stakeholder partnerships.

Located between 12 and 23 kilometres from Melbourne's CBD, Brimbank offers a central location linking established centres and new growth areas. It has land for development; established town centres; easy access to rail, road, port and aviation infrastructure; and links to the Princes Freeway, Calder Freeway, Western Highway and M80 Ring Road, and the regional centres of Geelong, Ballarat and Bendigo.

Brimbank has a significant strategic role to play in the provision of employment and business development for Victoria. Council's business development initiatives work to promote opportunities, attract and facilitate new businesses and enable existing businesses to grow and prosper.



Snapshot of Council (continued)

Reconciliation and Indigenous information

Brimbank has a rich Indigenous history, going back to when the Wurundjeri people first inhabited the region, thriving in the Maribyrnong Valley.

Council acknowledges the Kulin nation of people as the traditional owners of the land, the continuing spiritual connection to the land and renews its commitment to respect Indigenous beliefs, values and customs.

About 440 Registered Aboriginal Places exist in the Brimbank Local Government Area. The oldest artifacts found in the City are over 30,000 years old.

On 26 February 2008, Council adopted the full motion passed by the Federal Government on 13 February 2008 in saying sorry to the Stolen Generations on behalf of the Australian Parliament and people, and extended an apology to those Stolen Generations on behalf of the people of Brimbank.

Since July 2011, Council has flown both the Aboriginal and Torres Strait Islander flags alongside the Australian national flag every day outside its Sunshine Municipal Office.

Each year Brimbank City Council hosts a broad range of activities during Reconciliation and NAIDOC Week, such as Aboriginal cultural heritage tours, Sorry Day events, Indigenous art exhibitions, library story-telling sessions and NAIDOC flag raisings.

On 17 April 2012, Council endorsed a Reconciliation Statement of Commitment and officially signed the Statement on 29 May 2012, committing it to learning from the past

and seeking new ways to build relationships with the Aboriginal and Torres Strait Islander community, and to developing a Reconciliation Action Plan. It was committed that the Reconciliation Action Plan would be developed in consultation with internal and external stakeholders including Council staff, Aboriginal and Torres Strait Islander residents and local Aboriginal and Torres Strait Islander service providers and community groups.

In May 2013, Council adopted a Reconciliation Action Plan that demonstrates its commitment to reconciliation for all Aboriginal and Torres Strait Islander people.

Brimbank at a glance

▶ Area	123 square kilometres
▶ Population count	199,432 (estimated resident population, June 2015)
▶ Males	50.0%
▶ Females	50.0%
▶ Residents aged under 18 years	23.2%
▶ Residents aged between 18 and 59 years	60.0%
▶ Residents aged 60 years and over	16.8%
▶ Indigenous population	702
▶ Residents who speak a non-English language at home	56.2%
▶ Median house price for 2015	\$442,000

Data provided by the Australian Bureau of Statistics 2011 Census Data, with the exception of the median house price for 2015, which was sourced from the Department of Environment, Land, Water & Planning using Landata - Land Victoria.

Vision, Mission, Values and Statement of Strategic Intent

Brimbank's *Council Plan 2013-2017* sets out Council's vision, statement of strategic intent, mission and values as follows:

Vision

Brimbank will be the dynamic centre of Melbourne's west. We will be a proud, diverse and connected community.

Statement of Strategic Intent

Develop Brimbank through enhancing and celebrating the many diverse identities, communities and cultures within Brimbank; creating high quality spaces and places; and providing learning and employment opportunities.

Mission

Brimbank City Council will strive to achieve the community's vision by:

- Meeting the needs of our community and those of future generations in a collaborative and financially responsible manner
- Enhancing community wellbeing within a strong foundation of social justice
- Creating an urban environment that is safe, attractive, vibrant and livable
- Demonstrating commitment to environmental protection, sustainable development and reducing our ecological footprint
- Promoting Brimbank as the first choice for new industry, business and development
- Delivering best practice services that meet the needs of the diverse and growing Brimbank community.

Values

For Brimbank City Council employees and the Council, to be the best at what they do and achieve the community vision and Council strategic intent and mission, their actions and decisions are guided by a set of five fundamental and unifying values:

- ▶ we show **RESPECT**
- ▶ we act with **INTEGRITY**
- ▶ we work **TOGETHER**
- ▶ we **COMMUNICATE** openly
- ▶ we strive for **EXCELLENCE**

Snapshot of service delivery



Children, youth and family services

Council provides a range of services for families and young children and opportunities for young people to develop skills and contribute to community life.

What we delivered

- Coordinated home-based child care with 205 equivalent full-time child care places and 1105 monitoring visits to 52 active Family Day Care Educators, contributing 373,100 hours of care
- Supported provision of child care at nine centres
- Maintained 30 preschool premises
- Processed 2400 four-year-old preschool applications
- Supported playgroups with Smalltalk intervention, two shopping centre playgroups, 79 community playgroups combining facilitated and volunteers
- Conducted 2988 Maternal and Child Health first home visits
- Saw 8710 children at a Brimbank Maternal and Child Health clinic
- Provided Youth Support and Counselling Services to 102 young people
- Supported a range of youth programs attended by 1880 young people
- Coordinated 17 events attended by 440 young people

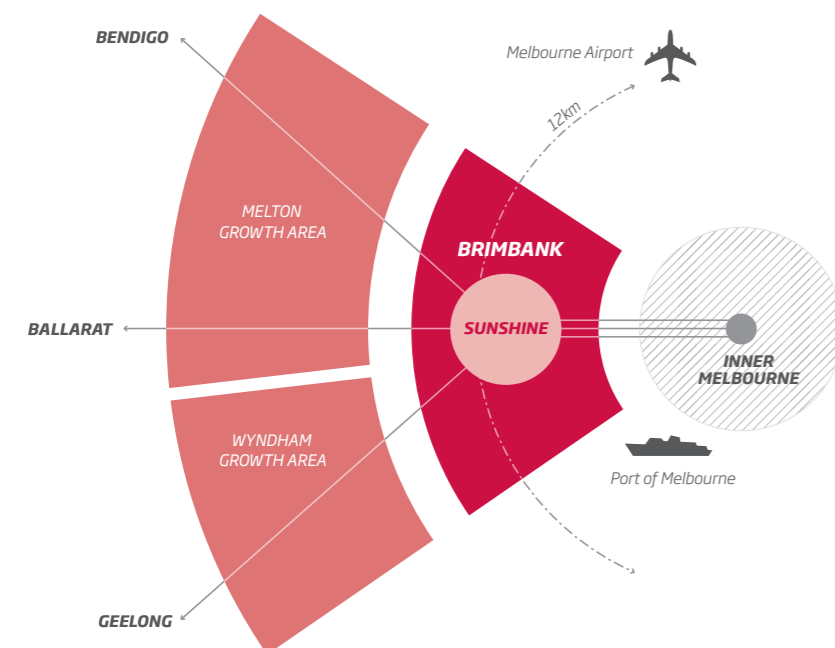


Leisure and community facilities

Council provides a range of sport and recreation opportunities for the community to engage in healthy physical activity, sport and social activities at its leisure centres. Council also delivers community infrastructure such as community hubs and sport and recreation facilities to strengthen local communities.

What we delivered

- Management of 79 sports clubs using 130 sports facilities
- Supported sports clubs to provide 12,100 children and adults with sports participation opportunities
- Provided 420 sporting opportunities to disadvantaged children through In2Sport Brimbank
- Delivered 16 Sports Club Development network meetings to educate and inform Brimbank sports clubs
- 212 sports clubs volunteers attended Council-delivered volunteer training sessions
- Successfully delivered the Brimbank Cup with 30 teams competing including 12 community teams, six female teams and an Asylum Seeker Team in partnership with Keilor Wolves SC, Football Federation Victoria and Victoria Police
- 75 attendees at the 2016 Brimbank Sports Awards, recognising the achievements of 10 sporting clubs and five volunteers, inducted into the Hall of Fame recognising 25 years or more of volunteer service
- 4546 Brimbank residents involved in the Active Premiers Challenge
- 18 sports-related capital works projects completed to improve sports facilities for community benefit
- Five young leaders involved in the Whitten Youth Leadership project to enhance leadership skills
- 73 Brimbank residents involved in the Sons of the West Men's Health Program run at two locations
- \$100,000 of external funding from Sport and Recreation Victoria secured to complete Lloyd Reserve floodlighting
- \$15,000 of external funding secured from Cricket Victoria for the Asylum Seeker Cricket Program
- Facilitated 230,814 visits to the Keilor Basketball and Netball Stadium which achieved a 35 per cent (8042) increase in netball-related attendances
- Construction of three additional courts at Keilor Basketball and Netball Stadium, resulting in a 24 per cent increase in stadium attendances within the first six months
- 33 community facilities managed available for regular, casual and function hire
- 160 community groups managed across 26 different nationalities with 7436 regular hire bookings at community facilities involving 411,663 attendances
- 19,575 attendances at functions held in community facilities available for function hire
- Facilitated 568,947 visits to aquatic facilities including 344,688 member visits
- Facilitated 62,816 group fitness visits across 4399 classes with an average of 14 people per class
- 69,745 learn to swim visits with average weekly participant numbers of 2215
- 10 membership options to ensure affordable services at leisure centres
- 33,704 rounds of golf played at Keilor Public Golf Course



Snapshot of service delivery (continued)



Waste and recycling

Council has a commitment to sustainable waste management and provides a comprehensive waste service to the community.

What we delivered

- Weekly domestic waste and fortnightly recycling collection for 68,252 households and fortnightly green waste collection for 36,340 households
- Lifted 5,290,948 bins
- Collected 42,702 tonnes of waste
- Recycled 16,757 tonnes of waste
- Collected 10,010 tonnes of green waste
- Collected and recycled 3342 tonnes of hard waste, 34 tonnes of steel, 9106 mattresses and 3468 tyres in the annual kerbside hard waste collection service
- Collected 41,342 kilos of paint, 24,100 litres of motor oil and 1274 kilograms of household batteries
- Accepted 483 kilograms of fluorescent tubes, 542 car batteries, 26,557 kilograms of e-waste and 2515 gas cylinders at the permanent Detox Your Home centre at Stadium Drive, Keilor Park

Environmental health

Council has a responsibility to provide services and information to the community in order to protect the public from disease, provide safety and ensure wellbeing.

What we delivered

- Conducted 1716 food premise inspections
- Administered 3458 vaccinations to infants
- Administered 8469 vaccinations to school-aged children



Culture and community strengthening

Council offers a range of services to the community including arts and culture, events, and community centres.

What we delivered

- Provided 17,132 program and event hours through community centres for 24,372 participants
- Neighbourhood houses that were attended by 304,846 people who dropped in or participated in a regular and casual program or class
- Held the Brimbank Sustainable Living Expo attended by more than 3,000 people
- Coordinated the Brimbank Men's Health Day and Pop Up Shed events for more than 550 people
- Community leadership programs for 45 people
- 20 governance training sessions for 412 participants
- Held four Brimbank Leadership Alumni Networking events
- The Brimbank Leadership Alumni Mentoring Program for 12 Alumni members
- Provided funding to 64 community groups valued at \$330,000
- Conducted seven Places of Worship tours visiting nine places of worship that were attended by close to 200 people
- Held three Interfaith events - Spiritual Care and Family Violence Forum, World Interfaith Harmony Week and the Faith, Hope and Reconciliation Forum - for more than 120 attendees across the Brimbank Maribyrnong Interfaith Network
- Successfully delivered four Living In Your Neighbourhood sessions to over 180 English students
- Coordinated five community events - International Day of Persons with a Disability Expo, Cultural Diversity Week, Reconciliation Week, Refugee Week and the IDAHO Flag raising with an attendance of over 500 people
- Successfully completed the Victorian Government funded Harmony in Our Neighbourhood Project
- Exhibited work from 18 artists, two arts groups, two community groups and one Brimbank staff show at the Hunt Club Community Arts Centre and the Sunshine Art Spaces Gallery which attracted around 1000 attendees
- Supported 15 artists or arts organisations by providing five dedicated art spaces (studios or shopfronts) for career development
- Continued work on a major public artwork in Sunshine and supported the development of another in Braybrook and in the Pollard Gardens
- Supported four artworks in the Public Realm Project with Youth Services
- Held four INFuse artists' network professional development events, attended by around 72 artists
- Awarded three Activation Partnership funds to artists through the Art Spaces program and one in a library
- Facilitated eight community art participation projects (one ongoing) involving around 700 community members attending 105 workshops, rehearsals and performances
- Facilitated participation of 10 primary schools in creative arts projects, involving 30 workshops with five artists
- Supported seven community performances with 120 community performers and artists and attended by 6700 audience
- Supported two exhibitions of community artwork (Lantunda at Sunshine Arts Spaces, APAN puppets at Deer Park Library)
- Advised and guided more than 30 community groups and artists to produce community projects and events
- 53 classes with 417 students in total for the last financial year



Planning and building

Council is responsible for planning permit approvals, providing building permit services, and conducting inspections of building works and fire safety audits.

What we delivered

- 1165 planning applications received
- 582 planning-related property information requests received
- 283 subdivision applications received
- \$351.86 million total value of new building projects requiring building permits
- 199 report and consent requests received and processed for buildings
- 347 mandatory building inspections
- 2019 building-related property information requests
- 317 requests for copies of plans received
- 388 Building Notices and Orders served
- 93 illegal rooming house inspections
- 126 swimming pool barrier inspections
- 60 essential services maintenance inspections
- 21 emergency call-outs
- 673 investigations resulting from building-related complaints
- 294 illegal building works identified
- 465 investigations resulting from planning compliance complaints
- 1130 inspections resulting from planning compliance complaints
- 27 Magistrates' Court prosecutions for planning compliance
- Six Magistrates' Court prosecutions for building compliance
- 36 Planning Infringement Notices issued



Library services

Brimbank's five libraries offer collections of books, magazines, DVDs, toys and other items as well as programs and information services for the whole community at no charge, and cater for all ages.

A Home Library Service operates for people who are unable to visit the library due to illness, frailty and disability. Library programs support lifelong learning and include weekly story times and computer classes. All libraries offer study facilities, WiFi, Internet and computer access and printing. Of the 233,327 items available to borrow, 26 per cent are on loan at any given time. The library's online services include e-reference, downloadable e-books and audio books, access to hundreds of online magazines, and newspapers in over 60 languages.

What we delivered

- 31,573 new physical items added to the collection in English and 19 community languages
- 14,388 electronic resources added to the collection
- 1,947,653 total library visits; of these visits, 1,078,676 were made to the five libraries and 868,977 to the online library
- 1,354,499 collection loans; of these, 915,328 physical items were borrowed and 439,171 electronic resources were utilised
- 186,687 catalogue searches completed
- 10,643 new library members registered bringing the total library membership to 81,194
- 28,068 active library members
- 270,426 Internet bookings made
- 96,522 instances of IT help provided to the community
- 10,213 video game bookings made
- 121,297 reference questions answered
- 3259 library programs provided to 66,951 people
- 750 people attended the Brimbank Writers & Readers Festival
- 1234 home library service visits to deliver books and other resources



City compliance

Council is responsible for providing education and enforcement through relevant legislation, local laws and Council policies, and maintains a safe and healthy environment in which the community can enjoy a quality of life that meets their expectations.

What we delivered

- 13,610 compliance service inquiries attended to, comprising 2005 for parking, 1053 for local law, 481 for litter, 1234 for abandoned/derelict vehicles, 2435 for condition of land, 2038 inquiries about cats, 2385 inquiries about dogs and 1053 other inquiries
- 2562 animals collected by Council (912 dogs, 1654 cats, 117 other animals)
- 12,324 dogs and 3223 cats registered
- Seven dog attack prosecutions and 429 infringements for animal-related matters
- 15,462 parking infringements and 614 local law infringements issued
- 1469 vacant properties inspected and 965 Local Laws Notices to Comply issued; of these, 243 land owners were issued with infringements and 191 properties had to be cut by Council's contractor
- 76 event permits issued
- 112 school crossings supervised every school day

Snapshot of service delivery (continued)



Roads, footpaths, drains and building maintenance

Council is responsible for managing the City's local roads, footpaths and other assets.

What we delivered

- 1228 kilometres of underground drain pipes managed and maintained along with 60 kilometres of table drains
- 44,491 storm water pits, 423 litter traps and 38 gross pollutant traps maintained and cleaned
- 3889 drain pits inspected and cleaned
- 3205 litter traps inspected and cleaned
- 909 kilometres of local roads (sealed and unsealed) inspected and maintained, including 14 kilometres of unsealed roads and 1565 kilometres of footpaths
- 80,000 street/road signs proactively inspected and maintained and 5905 signs physically maintained
- 31,000 (approx.) kilometres of residential and commercial kerb and channel swept
- 1924 tonnes collected through street sweeping program
- 128,431 street litter bins emptied
- 2154 tonnes of litter collected through the street litter bin and manual litter collection service
- 97,243 square metres of local roads resealed
- 266 buildings maintained on 165 sites
- 211 playgrounds maintained, of which 153 are in open space and 56 in preschools, child care and community centres



Ageing and inclusion

Council's Ageing and Inclusion services for the community include Home and Community Care (HACC) and Community Aged Care Packages (CACP), and a range of Community Programs including Community Transport, HACC Planned Activity Groups (PAG), volunteers and seniors. These services support, maintain and enhance the physical, social and emotional wellbeing of older people and people with a disability living in Brimbank.

What we delivered

- 59,987 meals on wheels
- 42,482 hours of domestic assistance
- 16,370 hours of personal care
- 3931 people received a Home and Community Care service
- 13,118 hours of respite care
- 3678 hours of property maintenance
- 48,886 hours of planned activity support services
- 7796 hours of assessment and care management
- 28,525 passenger trips on Brimbank's community transport buses



Parks, open spaces and environment

Council is responsible for upgrading and maintaining local parks, creek corridors, sports grounds, municipal reserves and street trees.

What we delivered

- Upgraded four neighbourhood playgrounds
- Planted 55,000 new trees as part of One Million Trees planting initiative
- Planted 820 semi-mature trees along Furlong Road and Ballarat Road
- Planted 130 semi-mature trees in parks and activity centres
- Completed suburban park upgrade at Harefield Crescent, Kealba, which was officially opened on 27 August 2016
- Completed a new off-road cycling route along Old Calder Highway from the Historical footbridge over the Maribyrnong River to Kennedy Street, Keilor Village
- Completed Stage 1 upgrade of Hampshire Road, Sunshine, from Dickson Street to Devonshire Road as part of the implementation of the Hampshire Road Master Plan
- 43 conservation sites managed to improve habitat for indigenous flora and fauna, covering 370 hectares
- Nine ecological burns completed to reduce biomass and increase vegetation quality, covering 14 hectares
- 14,004 indigenous grasses, herbs, shrubs and trees planted to restore habitat
- Installed new irrigation system at HV McKay Gardens, Sunshine
- Maintained approximately 1180 hectares of public open space, streetscapes, grassed areas and soft landscaped areas
- Inspected and maintained approximately 200,000 trees in parks and streets including powerline clearing works in line with Council's Electric Line Clearance Management Plan
- Carried out emergency tree works and clean-up following a significant storm event in July 2016
- Maintained 29 sports reserves comprising 63 playing fields
- Maintained 143 irrigation systems
- Maintained Keilor Public Golf Course

Highlights of the year



Strategic objective: Council and the community working together

Brimbank City Council is committed to working in close collaboration with the community, facilitating a wide cross-section of community participation, including 'hard to reach' groups, through a variety of forums and partnerships to better engage, develop, represent and communicate with our diverse community.

Brimbank City Council will fulfil its statutory and legal obligations to the community and manage the municipality in a financially sustainable manner to meet the current needs of our community and those of future generations.

Achievements:

- Council provided Community Grants funding to 64 community groups valued at \$330,000.
- Conducted seven Places of Worship tours visiting nine places of worship, which were attended by close to 200 people. Held three Interfaith Events - Spiritual Care and Family Violence Forum, World Interfaith Harmony Week and the Faith, Hope and Reconciliation Forum - for more than 120 attendees across the Brimbank Maribyrnong Interfaith Network.
- Successfully delivered four Living in Your Neighbourhood sessions to over 180 English language students and established the Harmony in our Neighbourhood Program which engaged 15 people from new and emerging communities in leadership development and project delivery.
- Conducted Community Leadership programs for 45 people and ran 20 governance training sessions for 412 participants.
- Facilitated eight community art participation projects (one ongoing) involving around 700 community members attending 105 activities, involved 10 primary schools in creative arts projects involving 30 workshops with five artists, and supported seven community performances with 120 community performers and artists, which were attended by 6700 people.



Strategic objective: Community wellbeing

Brimbank City Council is committed to creating an enhanced quality of healthy and active community life where our rich cultures are celebrated, embraced and connected to the broader community.

Within a strong foundation of social justice, Council is committed to the provision of affordable services and community infrastructure that builds healthy people and communities through education, recreation, arts and culture, and sport.

Achievements:

- Continued to work with members of the Social Justice Coalition on joint advocacy initiatives to improve the health and wellbeing needs of Brimbank residents. Projects included the Victorian Local Government Multicultural Issues Network (VLGMIN) and National Disability Insurance Scheme (NDIS) forums, and human rights training delivered by the Victorian Equal Opportunity and Human Rights Commission.
- Provided 420 disadvantaged children with the opportunity to join a sports club and enjoy the social, physical and psychological benefits of playing sport through the In2Sport Brimbank Program.
- Council collaborated with a range of organisations including other Victorian councils and organisations to implement and evaluate health initiatives on topics such as problem gambling, gender equity, drug and alcohol issues, and population health.
- Implementation of the Brimbank Children's Plan 2015-2019 has included roll-out of the revised Supported Playgroup Program; introduction of online kindergarten registration forms; and mapping to support kindergarten participation and transition to school. Service partnerships were also developed with Child First and Drummond Street Services to improve support services to vulnerable families and children; and new sleep settling services were developed through Maternal and Child Health (MCH) services.
- Implementation of the Brimbank Youth Strategy 2015-2019 has included the Bright Futures Regional Roadshow in partnership

with VicHealth to promote community and resilience, social connection and mental wellbeing for young people (12-25 years old). Another highlight was the continued development of the Western Youth Employment and Learning Network, a partnership with local government and Local Learning and Employment Networks (LLEN) to improve youth access to training and employment.

- Implementation of the Age Friendly City Plan 2013-2017 has included commencement of review of Age Friendly City Plan 2013-2017 and the development of a new plan to be completed in 2017; implementation of service and program changes resulting from the introduction of the Commonwealth Home Support Programme (CHSP); and Council endorsement of the Age Friendly Victoria Declaration between the Victorian Government and municipality.
- The Annual Brimbank Sports Awards recognised the contribution clubs and volunteers make to the Brimbank community.
- The netball program delivered at the Keilor Basketball and Netball Stadium introduced many girls to the game and stadium.
- Implementation of the Brimbank Community Learning Strategy 2014-2017 saw the successful completion of the annual Action Plan in collaboration with community partners. Highlights include project investigation of the 'middle years' program options for disengaged young people; careers and job fairs programs; the 'Choosing a VET provider' information sheet which was translated into eight community languages; development of a joint submission to the Victorian Government's Education State consultation; and hosting of two Schools/Community Agencies Exchanges, attended by more than 120 people.
- Work on the proposed Brimbank Education Development Centre took place with a proposal presented to the Adult, Community and Further Education (ACFE) Community Solutions Program steering committee. This funding will assist in boosting pre-accredited training and pathways articulation in Sunshine and contribute towards an exciting new education and learning precinct in Sunshine.

Highlights of the year (continued)



Strategic objective: Urban design and infrastructure

Brimbank City Council is committed to fostering strong pride for residents and visitors by creating an urban environment that is attractive, clean and green, and which improves living and housing, business and recreational opportunities, demonstrates environmental leadership and fosters a sustainable economy.

Achievements:

- The Creating Better Parks Plan update has been adopted by Council. Creating Better Parks won a commendation for a Planning Excellence Award at the national level and an award for excellence at state level in the Category *From Plan to Place* from Planning Institute of Australia, for the transformation of the public realm. Creating Better Parks identifies a further 156 parks to be upgraded in future capital works programs subject to budget considerations.
- The Urban Forest Strategy was adopted by Council – setting a framework to increase tree canopy cover and the provision of shade across the municipality from 6.2 per cent currently to 30 per cent by 2046.
- Council's tree planting program saw 1996 semi-mature trees planted in streets, 1000 semi-mature trees planted in parks and main roads with 55,000 tube stock planted in parks as part of the One Million Trees planting initiative.
- Council is part of a partnership project to rehabilitate a 1.2-kilometre section of Upper Stony Creek in Sunshine North. This is a Greening The West project that brings together government and industry with partners Brimbank City Council, City West Water, Melbourne Water, Victorian Department of Environment, Land, Water and Planning, Places Victoria, the Federal Government and Greenfleet Australia. The \$12.9 million project is funded from federal and state agencies and the private sector. This project received a 2016 Stormwater Victoria award for Excellence in Strategic or Master Planning.

- The Sunvale Community Park Master Plan was adopted by Council following extensive community consultation. The Master Plan includes dedicated play spaces for varying age groups, including water play for younger children; a multi-purpose skateable space for all ages; a large, green 'kick a ball' space for active play, passive recreation and outdoor cinema use; and an edible garden for use by all the community.
- Stage 1 Hampshire Road, Sunshine, upgrade works were completed in November 2015. The works were in line with the Hampshire Road Master Plan 2014, which outlines a vision for the evolution of Sunshine's premier 'main street' in four stages. Stage 1 works included footpath and street lighting upgrades, a raised pedestrian crossing and construction of a sculptural seating wall. Works cost \$1,180,000 including a \$200,000 grant from the Victorian Government's Community Infrastructure Fund.
- Keilor Village Concept Plan was adopted by Council following extensive community consultation. Some new shared trails were completed that linked the village shops to the Maribyrnong River.
- A web-based online tool, developed in collaboration by Council, RMIT and the CSIRO for estimating the condition and risk of asset failure of storm water pipes, is now complete and in full operation.
- Completed suburban park upgrade at Harefield Crescent, Kealba, and upgraded four neighbourhood playgrounds.
- The Sports Facility Development Plan update has been adopted by Council. The Updated Plan identifies the key sporting infrastructure challenges posed by recreation participation trends and population change in Brimbank, and presents solutions for these challenges. It aims to support participation in physical activity by improving the quality of access to, and the provision and promotion of, sport and recreation facilities.

Strategic objective: Industry and economic development and strategic sites

Brimbank City Council is committed to providing local employment and business development opportunities while also ensuring that such activities do not have a detrimental impact on local communities.

The municipality contains a range of strategic sites (outside of town centres or urban villages) that, due to their location, size, environment or current or past use, can greatly assist Council achieve its economic, social or environmental objectives.

Achievements:

- Completed delivery of the 2016 'Grow your Business' Group program which targets manufacturing and a regular business training program targeting small businesses across retailing and professional services with more than 300 businesses attending development and networking events.
- In collaboration with Western Melbourne Tourism and Destination Melbourne, Council has promoted Brimbank attractions including Overnewton Castle, St Albans Lunar Festival and Alice's Playspace, and distributed over 100 'Experience Brimbank' brochures to key stakeholders.
- Held the Sunshine Town Centre Investment Forum and updated the Investment Prospectus, which was distributed at the forum. Council's promotion of the business engagement program for the Sunshine National Employment Cluster has also resulted in metro media across metropolitan papers and investment publications.

Strategic objective: Sustainable environments

Brimbank City Council is committed to promoting the long-term sustainable development of the municipality.

Council will do this by facilitating a dynamic and accessible environment that is supported by a healthy and informed community that enjoys rich environmental characteristics within the municipality. Council is committed to environmental protection, planning for sustainable developments, improving the sustainability of our building stock, and reducing our ecological footprint.

Achievements:

- Council finalised surveys for approximately 1000 hectares of open space within Brimbank and mapped 370 hectares of native vegetation. The mapping recorded 10 vegetation classes, three of which have not previously been documented within the municipality. The mapping has created GIS layers that alert Council to areas of native vegetation when activities causing disturbance are proposed so we can protect as much habitat as possible.

- Nine ecological burns were completed to reduce biomass and increase vegetation quality, covering 14 hectares. Eleven offset sites were managed to compensate for past vegetation removal and 43 conservation sites were managed to improve habitat for indigenous flora and fauna, covering 370 hectares.
- Water Sensitive Urban Design projects have been completed as part of four road rehabilitation projects. The Keilor Basketball and Netball Stadium car park Water Sensitive Urban Design treatment was completed.
- Adopted the St Albans Activity Centre Precinct Structure Plan 2015.
- Adopted Brimbank Planning Scheme Amendments C162 and C177 which implement the Keilor Village Vision 2012 (revised 2015) and land use and development recommendations made in the Brooklyn Evolution 2012.
- Delivered lighting improvements in the Sunshine and St Albans town centres utilising approved grants from the Department of Justice.
- Continued to implement the Sunshine Rising Business Plan 2012-2017 with 94 per cent of actions in progress or complete, and the Brooklyn Evolution 2012.
- Adopted the Brimbank Car Parking Management Framework 2016.

Strategic objective: Organisational effectiveness

Brimbank City Council is committed to the ongoing delivery of a broad range of services that meet the needs and aspirations of the diverse and growing Brimbank community.

Guided by the Australian Business Excellence Framework, the ongoing development of our staff is a critical element to our continuous improvement of service delivery. We will continue to benchmark services to ensure best practice, lead by example, and implement best practice services to the community.

Achievements:

- The Brimbank Council and Community Centre was near to completion at the end of the 2015-2016 year. The centre includes new telephony and face-to-face customer service facilities and services, a new library space and a range of high quality community meeting rooms.
- The Business Transformation Program continued to develop and introduce better service delivery models to Brimbank residents. Works during the year included developing a mobile responsive website, online payments, single view of customer and digitisation. The Business Transformation Program seeks to make sure that the organisation is equipped to change easily with the ever-shifting needs of its customers and emerging technologies.
- At the Ordinary Meeting of Council on 21 June 2016, Council adopted key documents for the 2016-2017 financial year: 2016-2017 Annual Budget, 2016-2026 Long Term Financial Plan and 2016-2017 Rating Strategy. This is the first budget since the introduction by the Victorian Government of the rate capping legislation. For the 2016-2017 financial year rates are capped at 2.5 per cent.

Challenges and future outlook



Challenges

- Rate capping will have a significant impact on Council's budget into the future and the rate level remains uncertain
- Council has a higher than average dependence on rates revenue - 73 per cent of Council income comes from rates - while Council is constantly seeking grants, its ability to raise revenue from user fees and charges is limited
- Large development contributions for community infrastructure is reducing as the final stages of green field development are completed
- Ensuring good urban design and liveability outcomes from the new developments across the municipality
- Pursuing diminishing government grants and other sources of funding for major projects and initiatives
- Keeping ahead of rapid technological change
- An aging workforce
- Planning for equitable and quality community services through the implementation of the NDIS HACC reform process.



The future

- Plan for a smooth transition to a democratically elected Council in October 2016
- Complete the St Albans community centre and the redevelopment of the Keilor Municipal Offices
- Plan for the redevelopment of the St Albans Leisure Centre
- Continue to green the City and improve the amenity of the area with better parks, open spaces, public art and urban design treatments within a constrained environment
- Develop the new Council Plan 2017-2021 and review the Community Plan 2009-2030
- Investigate opportunities for cost saving and service improvements through shared services and new and emerging technology improvements
- Deliver the \$57.8 million capital program to maintain and upgrade critical civic assets, upgrade town centres, improve community facilities, early learning facilities, parks, playgrounds and open spaces and sports facilities including \$2.2 million earmarked for the repurposing of the former Keilor Municipal Office into a fantastic community hub
- Manage urban development and renewal in line with community expectations, sustainable redevelopment of greyfield sites and secure appropriate development contributions for essential infrastructure.

The year in review



L-R: Jane Nathan Administrator, John Watson Chair of Administrators, John Tanner AM Administrator.

This Annual Report outlines Brimbank City Council's performance in accomplishing the actions outlined in the *Brimbank Council Plan 2013-2017 (Year 3 - updated 2015)*.

Message from the Administrators

As Administrators, we act as the Council. We were appointed by the State Government. Council functions and powers are set out in the *Local Government Act 1989*. The role of Council includes:

- Setting the strategic direction for Council and monitoring and improving ongoing performance
- Managing Council's assets and resources responsibly
- Considering the current and future needs of the local community when making decisions
- Providing accessible, accountable and transparent government
- Advocating the needs of the Brimbank community to promote investment by other spheres of government and the private sector
- Promoting civic participation and delivering programs, which enhance community health and wellbeing.

Highlights

In 2015-2016 Council continued its ongoing investment in community facilities. Significant projects included:

- The \$6.5 million extension of the Keilor Basketball and Netball Stadium was completed
- Works continued on the \$52 million Brimbank Community and Civic Centre including the new Sunshine Library
- Construction began on a \$11.5 million multi-deck car park in the Sunshine Town Centre with 361 car spaces including 113 for public use
- Construction started on the \$8.9 million St Albans Community Centre and Bowery Theatre (formerly Errington Community Centre).

Each of these projects contributes positively to community wellbeing by providing access to first class leisure and cultural opportunities.

Importantly the Brimbank Community and Civic Centre will also open up a revenue stream for Council through the tenant spaces that will be available in the new building.

Council also awarded a \$1.7 million contract for construction works to upgrade the Keilor Municipal Office on the Old Calder Highway to a mixed-use facility for the community. This is a win for the residents of Keilor and surrounds. Once works are completed the refurbished building will offer a relocated and expanded Keilor Library, a customer service centre, and more and improved community space.

In addition to community facilities, Council's capital works for 2015-2016 included a significant investment in the local road and footpath network. The \$23.6 million program included the much anticipated sealing of Jones and Bunting roads in Brooklyn at a cost of \$2.8 million which includes State Government funding support. This project also had significant environmental outcomes through improved air quality for surrounding communities.

Council also continued to invest in the public realm with five major playground upgrades as part of the ongoing implementation of the award-winning Creating Better Parks Strategy. Town centre improvements were also a focus with Stage 1 of the upgrade of Hampshire Road from Dickson Street to Devonshire Road completed.

The \$4.8 million, 6.4 kilometre Sunshine Trail shared user path was opened, stretching from the Western Ring Road to Stony Creek into Maribyrnong to Tottenham Station. This important project was delivered thanks to funding from the Regional Rail Link Authority.

These major capital investments add vibrancy to the municipality, make the city more attractive and add to community pride.

During the year Council also adopted a range of strategies, policies and plans to guide service delivery now into the future.

Highlights included the adoption of the Urban Forest Strategy which strives to increase tree canopy cover in the City from 6.2 per cent to 30 per cent over the next 30 years. Council made progress throughout the year to this goal through the planting of over 85,000 trees.

Council also adopted a new library strategy to meet changing community needs and the Community Safety Strategy to help support a safe, healthy and connected community. The Ardeer Green Activity Hub Master Plan focused on the future provision of new cycling facilities and the Sunvale Community Park Master Plan will guide the construction of a community park on part of the former primary school site in Sunshine.

Good governance was a continued focus and Council also adopted the Conduct During Elections Policy and the Councillor Code of Conduct Major Policy. With the return of elected representatives in October 2016, these policies will provide a solid foundation for the future governance of the City.

Advocacy and engagement

Council continued to participate in a number of committees which advocate for improved services, infrastructure, transport, regional development and sustainability as well as improved collaboration between industry and government. These committees include:

- Brooklyn Community Representative Group
- LeadWest

- Metropolitan Local Government Waste Forum
- Metropolitan Transport Forum
- Municipal Association of Victoria (State Council)
- Victorian Local Governance Association (VLGA)
- Ballarat Rail-Line Action Committee (established February 2016)

Council also facilitated 10 internal committees with external representation aimed at enhancing social, cultural and environmental outcomes in Brimbank. These committees include:

- Australia Day Awards Selection Committee
- Brimbank Arts Advisory Committee
- Brooklyn Community Reference Group
- Brooklyn Industrial Precinct Strategy Committee
- Errington Precinct Master Plan (Phase 1) Community Reference Group
- Heritage Advisory Committee
- St Albans Connect Strategic Partnership Group
- Sunshine Town Centre Partnership Group
- Municipal Emergency Management Plan Committee

During the year Council continued its involvement in the Brimbank Social Justice Coalition. Council also joined the National Alliance for Gambling Reform to lobby for legislative changes to reduce the harm caused by gaming machines. The Brimbank Liquor Accord was officially launched by Victoria Police, local venues and Council aimed at reducing alcohol-related harm.

During the year Council also made a submission to the State Government's latest planning strategy for metropolitan Melbourne, the 'Plan Melbourne refresh'. The plan recognises the important role Brimbank plays in Melbourne's future growth.

Council continued to recognise local community members with the Brimbank Australia Day Awards. Council also supported the Brimbank Cup which included more than 30 teams from 15 nationalities. The Brimbank Sustainable Living Expo was also delivered, providing community members with the latest information on how to be more sustainable.

Council also continued to celebrate national events including International Day Against Homophobia and Transphobia, NAIDOC Week, and Refugee Week.

Council successfully sought corporate, philanthropic and government support to help bring the *Man lifting cow* sculpture to Sunshine. This is a fantastic story with internationally renowned artist John Kelly, who was raised in Sunshine, wanting to give back to the community. Thanks to the generosity of all project partners we will bring the bronze six-metre sculpture to Sunshine.

Thank you

This is our final annual report as Administrators and we are honoured to have served such a proud and engaged community. It has been a very rewarding experience to work in close collaboration with community, industry and other tiers of government to help make Brimbank a better place to live, work and raise a family.

As Administrators, we are excited about Brimbank's future as the community prepares to take this important step - returning to elected Council representation.

For the past several years it has been our honour and privilege to serve as the Council for the wonderful Brimbank community and we are proud of all that Brimbank has achieved.

As an economic centre, Brimbank makes a significant contribution to the regional and state economy, and operates as an important economic hub, with the largest number of businesses, the greatest output and the most jobs of its neighbouring municipalities.

We look forward to cheering from the sidelines as the proud community of Brimbank continues to flourish under the new Council.

We would like to take this opportunity to wish the incoming elected Council well with its stewardship of the City in the future.

During our term as Administrators we have all formed a special bond with the area. Brimbank is transforming and it has been a privilege to be part of the City's history.

We would like to thank everyone who has helped us along the way and we wish the City and community of Brimbank continued prosperity.

John Watson, Chair

Jane Nathan, Administrator

John Tanner AM, Administrator

Chief Executive Officer's message



On behalf of Brimbank City Council, I'm pleased to introduce the Council's 2015-2016 Annual Report.

As CEO, I have a number of responsibilities. These are set out in Section 94 A of the *Local Government Act 1989*.

These responsibilities include:

- Providing an organisational structure that helps Council operate effectively
- Implementing council decisions as soon as possible after they are made
- Overseeing council operations and making sure the objectives of the Council Plan are being achieved
- Making sure there is an effective code of conduct in place for council staff
- Providing advice to the Council
- Compliance with relevant legislation.

Highlights

In 2015-2016 Council continued its strong focus on capital works delivery for the ongoing improvement of the City. At year's end the Brimbank Community and Civic Centre was nearing completion. This project represents the largest capital investment in the history of the City. Blending community and civic outcomes, the new facility will offer a new Sunshine Library, community meeting spaces, a new Council Chamber and the consolidation of Council offices.

The Brimbank Community and Civic Centre project is a prime example of how the organisation is seeking to enhance business efficiency. The new centre will provide a one-stop shop for Council services with the bulk of Council operations located under the one roof. This will reduce travel time between offices for staff as well as providing convenience for community members and customers.

During the year the ICT Governance Group continued to oversee a range of technological improvements to ultimately provide a better, more responsive service to our community. Major projects included the implementation of a Master Customer Database to better manage customer data and the planning and development of a new mobile responsive website focusing on bringing more services online. The new website, to be launched later in 2016, will include over 18 new online forms which consolidate 93 separate Council transactions.

Change management was front of mind in operations over the year as we prepared to relocate, for the return of Councillors and the implementation of rate capping. Through a strong emphasis on internal communications and information sharing a number of working groups were established to ensure we were able to deliver business as usual while also preparing for significant change. It has been rewarding to see staff willing to embrace better ways of working.

Organisational performance

Council met all of the organisational indicators as part of the Local Government Performance Reporting Framework; these can be viewed in the Performance Statement. Following on from a process established last year, the indicators were tracked and reported quarterly to the Audit and Risk Management Committee.

Council's financial position also remains sound. At the end of the financial year Council has a healthy balance sheet and has achieved a surplus of \$19.39 million. More information is available in the Financial Summary.

During the year Council undertook a range of projects to enhance performance and provide a better customer experience. In addition to the Master Customer Database and website development other major technology improvements included the implementation of a new telephony system and a strong focus on digitisation to become more paper independent. Process improvements across planning, building, engineering and waste were also developed and implemented to help deliver more timely and responsive services.

With a continued focus on digital services, Council launched a community learning portal for all courses offered through community centres, neighbourhood houses, libraries, leisure centres and art centres. The portal provides term information on the wide variety of free and low cost courses available through Council facilities.

During the year Council also partnered with RMIT University with final year civil engineering students mapping and analysing the condition of Brimbank's 1600 kilometres of footpaths. This innovative project was a great example of Council forming strategic partnerships to provide best value to our ratepayers.

Thank you

I would like to thank all Council's partners, the community and our staff for another positive year in the history of this City. Working together for a better Brimbank, it is encouraging to see the community's pride as we progress significant projects and enhance service delivery.

Paul Younis
Chief Executive Officer

Financial summary

The 2015-2016 financial year results reflect Council's ongoing commitment to financial and infrastructure sustainability as outlined in Council's Long Term Financial Plan.

Financial summary

Council's financial position continues to remain sound. A summary of Council's performance is outlined below. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this Report.

Council has a healthy balance sheet with around two billion dollars in assets. These comprise land, building and other infrastructure assets such as roads, footpaths and cycleways and drainage. Council's balance sheet also shows that Council has equity of \$1.863 billion with a portion of this allocated to specific reserves.

Operating position

Council achieved a surplus of \$19.39 million in 2015-2016. This surplus compares favourably to the budgeted surplus of \$18.9 million. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$4.07 million. This compares favourably to the expected target of >0 per cent. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$1.9 billion of community assets under Council's control.

Liquidity

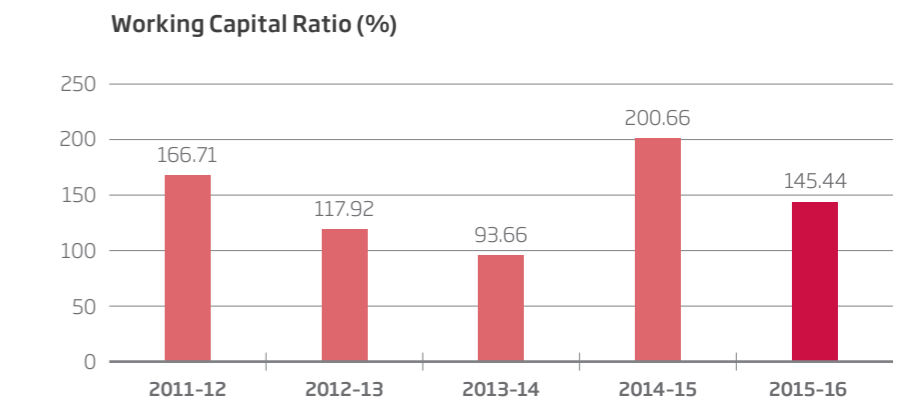
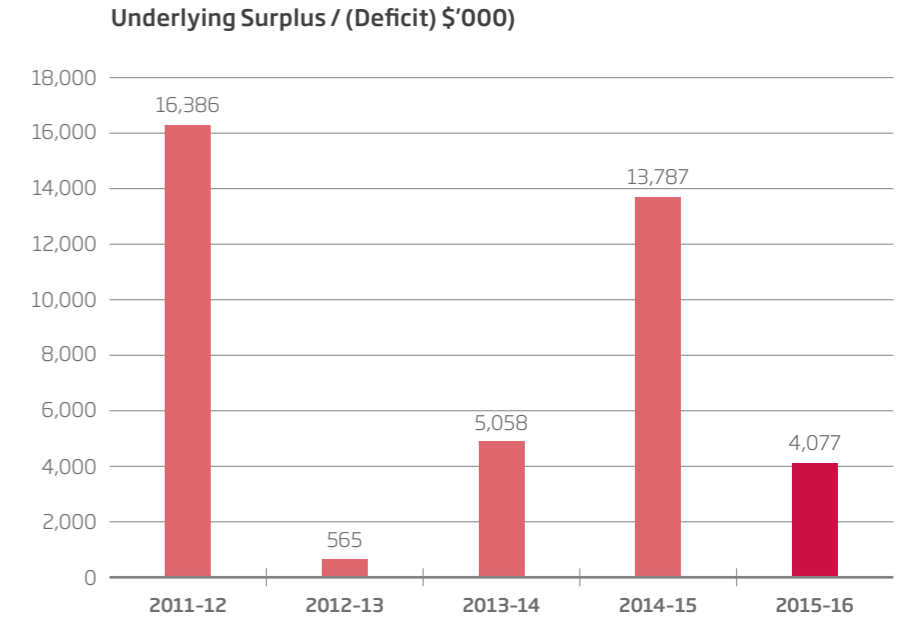
Cash has decreased by 34 per cent from the prior year mainly due to completion of a significant capital works program of \$89.7 million during the year including the construction of the new Brimbank Community and Civic Centre. The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 145.44 per cent is an indicator of satisfactory financial position and within the expected target band of 120 per cent to 200 per cent.

Obligations

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community.

At the end of the 2015-2016 year Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 46 per cent, which was within the expected target band of 20-60 per cent.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 76 per cent, which is below the expected target band of 90-110 per cent. This is due to asset renewal falling in the 2016 year as capital funding is diverted into constructing the Brimbank Community and Civic Centre.



Financial summary (continued)

Stability and efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Despite this, Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 72 per cent for the 2015-2016 year, which is towards the top end of the expected target band of 40-80 per cent. Council has focused on broadening its revenue base and for the 2015-2016 year was able to keep its rate increase to 5.4 per cent. This resulted in an average residential rate per residential assessment of \$1543, which compares favourably to similar councils in the outer metropolitan area.

Economic factors

Rate capping

In 2015, the Victorian Government introduced rate capping legislation in the form of its "Fair Go Rates System" (FGRS). The FGRS or rate capping introduces an annual rate cap set by the Minister for Local Government which controls general rate increases for all councils during that financial year.

On 22 December 2015, the Minister for Local Government, the Hon Natalie Hutchins MP, advised an annual rate for the 2016-2017 financial year of 2.5 per cent. Councils can seek approval to raise an increase above this figure through a variation with the Essential Service Commission (ESC).

Council has maintained the rate cap of 2.5 per cent for the 2016-2017 Budget. However this is lower than the rate increase Council had recommended in its 2015-2016 Long Term Financial Plan and other previous budget documents that had been endorsed following community consultation. This meant that Council had to find additional reductions in operating costs in the 2016-2017 budget.

Financial assistance grants

A freeze on indexation from the Commonwealth Government's financial assistance grants program to local government resulted in a reduction of \$0.35 million per annum over the period from 2013-2014 to 2017-2018.

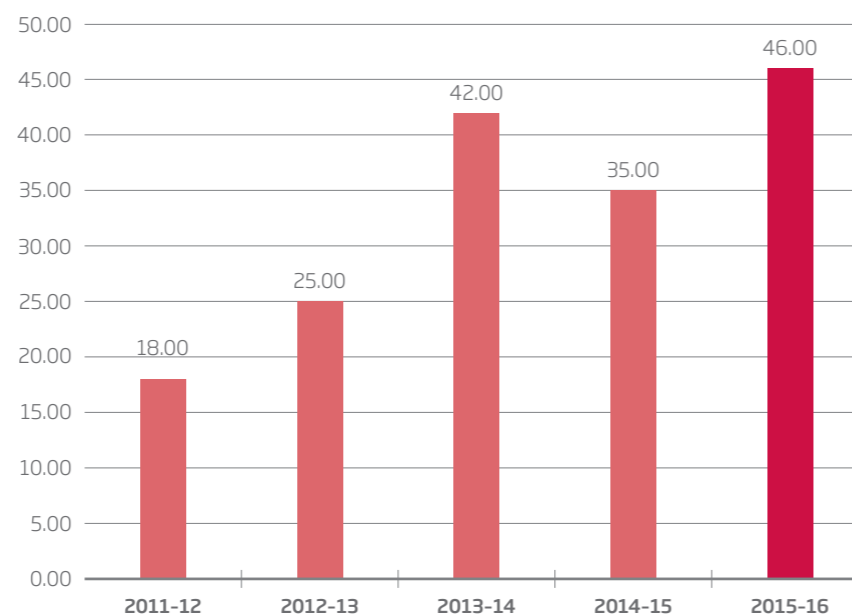
State Government landfill levy

State Government landfill levy is set to increase by 3.3 per cent.

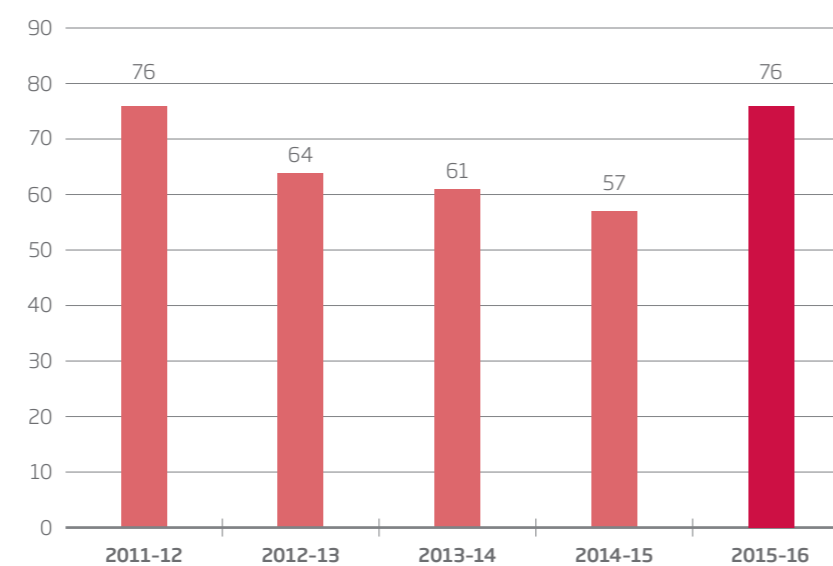
Labour cost increases

Wage inflation rates as per Council Enterprise Bargaining Agreement (EBA 7) of 3.3 per cent is currently higher than current Consumer Price Index (CPI) rate of 1.9 per cent.

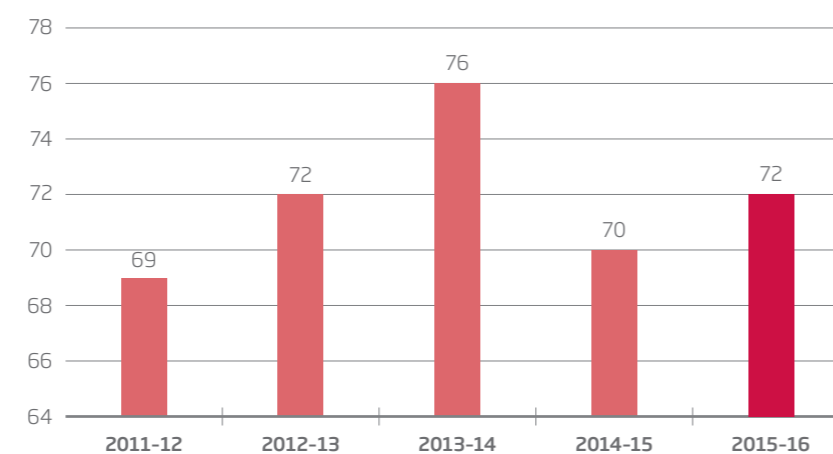
Debt Ratio (%)



Asset Renewal (%)



Rate Concentration (%)



Description of operations

Brimbank City Council provides a range of services and programs that reflect the needs and expectations of the community.

Council's service provision upholds the vision for Brimbank as the dynamic centre of Melbourne's west with a community that is proud, diverse and connected.

The Annual Budget 2015-2016 aimed to deliver this vision while keeping rates as low as practicable. This was particularly relevant given the Victorian Government's commitment to introduce rate capping in 2016-2017.

The introduction of the 2.5% rate cap means up to \$24 million will need to be saved from the budget over the next four years.

Council has taken measures to manage some of the future impact this financial year by identifying additional savings in the current budget. These savings amount to around \$1.9 million and include materials, environmental efficiencies and other items.

Council's operations are broad ranging and include managing roads and infrastructure, waste and environment services, public facilities, the community's wellbeing, and other services and programs. Community take-up of the services and programs show the importance of these Council functions.

The Council Plan 2013-2017 outlines Council's Strategic Directions, which are supported by a number of other Council strategies, plans and policies. This includes the Annual Budget 2015-2016, which highlights project priorities and spending.

Council's Strategic Objectives are monitored by a set of service performance indicators and measures. They offer a corporate framework for the delivery of services, facilities, support and advocacy, and for achieving the vision and objectives outlined in the Brimbank Community Plan. The Council Plan sets out Council's key strategic directions and actions for a four-year period.

Council's actions are guided by Victorian and Australian legislation which supports good governance and enables Council to responsibly deliver a community first approach.

Major capital works

During 2015-2016 the major capital works included the following:

Brimbank Community and Civic Centre

The \$52 million Brimbank Community and Civic Centre is a once-in-a-generation project constructed on Hampshire Road in the Sunshine Town Centre.

The purpose-built building includes:

- A new Sunshine Library over two levels
- A new Sunshine Customer Service Centre
- A range of community meeting spaces, and
- Exhibition spaces.

The Brimbank Community and Civic Centre also provides new offices for Council staff previously located across various office locations around Sunshine and Keilor, as well as tenant spaces for other businesses.

Construction commenced in November 2014. At the end of the financial year construction works were almost finalised with an open date planned for 25 July.

St Albans Community Centre and The Bowery Theatre

Redevelopment of the St Albans Community Centre (formerly Errington Community Centre) and The Bowery Theatre commenced in August 2015.

The project includes the construction of a two-storey building, in addition to the reconfiguration and improvement of existing facilities including halls, meeting and activity spaces, as well as support amenities such as kitchens and toilets.

New facilities will include a 200-seat flexible performing arts space with associated support spaces, additional meeting rooms, rehearsal room, a dance space, art and craft studio, consultation room, office support space and education/training spaces.

The project also includes a civic entry plaza, landscaping and site improvements to integrate the newly refurbished and expanded facility within the wider, cohesive, Errington Precinct.

The total cost of the project is \$8.96 million and includes \$2.5 million from the St Albans Community Centre Co-Operative Ltd and a \$500,000 Community Support Fund grant from the Victorian Government.

Construction is expected to be completed in late 2016.

Extension of the Keilor Basketball and Netball Stadium

Construction of the extension of the Keilor Basketball and Netball Stadium commenced in September 2014 and was officially opened in December 2015.

The \$6.5 million extension includes three new basketball and netball courts. These courts are expected to host high level games and attract up to elite level training and competitions to Brimbank. The extension also includes a 200-seat grandstand, change rooms and toilets, a courtyard, and storage shed. The project included construction of the car park in front of the stadium.

Courts have been line-marked for other uses including badminton and volleyball to ensure they meet Brimbank's growing sporting demands.

The project was supported by investments by the Keilor Basketball Association (\$1.2 million) and Victorian Government (\$650,000).

Upgrade of Hampshire Road (Dickson Street to Devonshire Road)

The Stage 1 Hampshire Road, Sunshine, upgrade works commenced in May 2015 and were completed in November 2015.

The works were in line with the Hampshire Road Master Plan 2014, which outlines a vision for the evolution of Sunshine's premier 'main street' in four stages.

Stage 1 works included footpath and street lighting upgrades, a raised pedestrian crossing and construction of a sculptural seating wall.

Works cost \$1,180,000 including a \$200,000 grant from the Victorian Government's Community Infrastructure Fund.

Continuation of parks and playground upgrades

In continuing the implementation of Brimbank's Creating Better Parks - Open Space and Playground Policy and Plan, Council completed five playground upgrades during 2015-2016.

Upgrades included Harefield Reserve Suburban Park in Kealba at a cost of \$440,000, and a total of \$400,000 in neighbourhood park upgrades at:

- International Gardens Reserve, St Albans
- Willy Singer Reserve, Keilor Downs
- RT Pollard Gardens, Sunshine
- Santa Monica Reserve, Keilor Lodge.

Roads, footpaths and pedestrian facilities

Council continued to implement the Road Asset Management Plan through the delivery of \$23.6 million in road and footpath works.

Projects included the construction of Jones and Bunting roads in Brooklyn at a cost of \$2.6 million, as well as:

- Completion of delivery of the asphalt overlay program comprising 81 streets (\$2.8 million)
- \$500,000 footpath rehabilitation program
- Construction of Adams Street (Maid Road West to Gladstone Street), St Albans (\$700,000)
- Construction of Burnside Street (Ballarat Road to Poole Street), Deer Park (\$797,000)

Sports facilities

Council continued to invest in upgrades at sporting facilities across the municipality and completed a range of projects, including the redevelopment of Larissa Reserve sports pavilion at a cost of \$1 million.

Other projects included:

- Installation of new sports reserve lighting at Selwyn Park Reserve and Lloyd Reserve as part of Council's sports ground lighting upgrade program (\$340,000)
- Sports ground reconstruction of Pitch 3 at Churchill Reserve (\$720,000)
- Cricket nets upgrade at Robert Bruce Reserve (\$97,000)
- Reshaping of the Keilor Park oval no. 5 and an upgrade of the irrigation on ovals 4 and 5 (\$80,000)
- Tennis court resurfacing at Delahey and Deer Park Tennis Clubs (\$85,185)
- Installation of a synthetic wicket at Keilor Recreation Reserve (\$20,000)

Significant service achievements 2015-2016



July 2015

- Council, together with the Brimbank community, celebrated NAIDOC Week 2015 with a flag raising ceremony, a smoking ceremony, Welcome to Country and the raising of the Aboriginal and Torres Strait Islander flags along with entertainment by Indigenous performers and children's activities.
- Council launched Branch Out Brimbank - an initiative to encourage a love of trees across the municipality.
- Council partnered with RMIT University to undertake an innovative project that saw final year civil engineering students map and analyse the condition of Brimbank's 1600km of footpaths.



August 2015

- Work on the \$3 million St Albans Community Centre redevelopment commenced. When complete it will boast a 200-seat performing arts space with associated support spaces, additional meeting rooms, rehearsal room, a dance space, art and craft studio, a consultation room, office support space, and education/training spaces.
- Small business operators took part in an exciting program of events provided by Brimbank City Council as part of the annual Victorian Small Business Festival.



September 2015

- Council adopted the Ardeer Green Activity Hub Master Plan: Cycle Sports Facilities 2015. The Master Plan outlines a vision for the Forrest Street Reserve site in Ardeer that includes a one-kilometre long and eight-metre wide criterium circuit, a small, single track cross country mountain bike circuit, and a recreational or competition BMX track.
- Council announced a proposal to introduce new planning controls to ensure potentially contaminated sites in urban renewal areas are assessed before housing and other new uses take place. The Environmental Audit Overlay (EAO) will be applied under Amendment C173 which will play an important role in informing the community of the location of known or potentially contaminated land in Brimbank.
- The Brimbank District Liquor Accord was officially launched by Victoria Police, participating venues and Council, aimed at reducing alcohol-related harm within the Brimbank community.
- Council launched B-active@Pollard - a program of fun, fitness activities at the RT Pollard Gardens, Hampshire Road, Sunshine. Funded by VicHealth, and delivered with a number of partners including Victoria Police, the program encouraged people to be active outdoors.



October 2015

- Council opened the \$4.8 million, 6.4km Sunshine Trail shared user path. Funded by the Regional Rail Link Authority, it stretches from the Western Ring Road to Stony Creek in Brimbank, where it continues into Maribyrnong to Tottenham Station.
- Council welcomed \$250,000 from the Victorian Government's Public Safety Infrastructure Fund for the Dawson Street Precinct and the Sunshine Town Centre.
- Council officially launched the Brimbank Children's Plan 2015-2019 which guides the development and coordination of education, care, health services, infrastructure and activities for children up to 12 years and their families.
- The annual Brimbank Animal Expo was held on Saturday 10 October at Westvale Community Centre in St Albans. The fun, family-friendly event featured stalls and demonstrations from a range of animal organisations and local vets.



November 2015

- Council formally announced the commissioning of John Kelly's 6-metre bronze sculpture *Man lifting cow*. The project was made possible through significant financial and in-kind support from both philanthropic and corporate organisations. Mr Kelly's other sculptures have been exhibited in Paris, London, Melbourne and Ireland.



December 2015

- Council completed Stage 1 of the Hampshire Road Master Plan. The \$1.18 million upgrade of the section of Hampshire Road, between Devonshire Road and Dickson Street, included upgrades to footpaths, street lighting, the installation of a raised pedestrian crossing, and construction of a sculptural seating wall.
- Council endorsed a strategic plan that will improve the quality and use of walking, jogging and cycling paths. The *Western Metropolitan Regional Trails Strategic Plan (West Trails)* is an initiative developed by six local councils in Melbourne's west that aims to improve connectivity, quality and use of regional trails in Melbourne's west.
- The \$6.5 million three-court extension of the Keilor Basketball and Netball Stadium in Keilor Park was officially opened. The extension was funded by Council \$4.65 million, Keilor Basketball Association Inc. (\$1.2 million) and the Victorian Government (\$650,000).
- The Minister for Planning approved planning scheme amendment C105, unlocking Sunshine's development potential by rezoning redundant industrial land.
- Council made a submission to the State Government's latest planning strategy for metropolitan Melbourne - the 'Plan Melbourne Refresh'. The Plan recognises Sunshine as a National Employment Cluster and a Metropolitan Activity Centre. It identifies the Sunshine Corridor, St Albans and Deer Park as urban renewal areas, and includes Brimbank's southern industrial areas, including the Brooklyn Industrial Precinct, in the state significant Western Industrial Precinct.

Significant service achievements 2015-2016 (continued)



January 2016

- Winners of the 2016 Brimbank Australia Day Awards were announced at a special ceremony attended by award winners and nominees, their families and friends. The winners were: Citizen of the Year, Despina Havelas; Young Citizen of the Year, Nyakeer Akoul; Community Wellbeing Award, The Sunshine Hospital Visitor Guide; Environmental Achievement Award, Linda Roberts; Cultural Achievement Award, Debbie Qadri; Educator of the Year, Beatriz Castillo; Lifetime Achievement Award, Alan Dash; and Essential Services Excellence, Margaret Wood and Malcolm Peacock, Red Cross.
- Brimbank hosted Victoria's largest Australia Day Citizenship Ceremony where 220 new citizens from 38 different countries and across generations were welcomed.



February 2016

- More than 30 teams, representing more than 15 nationalities, competed for the 2016 Brimbank Cup at Green Gully Reserve, Keilor Downs. The award-winning soccer tournament attracted men's and women's teams from local soccer clubs and community groups. Westvale SC and Melbourne Knights were the victors, taking out the men's and women's finals, respectively.
- On Saturday 20 February the Brimbank Sustainable Living Expo was held at Westvale Community Centre, St Albans, featuring a guest appearance by gardening expert Jane Edmanson from ABC's *Gardening Australia* and 3AW, along with information sessions on topics such as beekeeping, grafting fruit trees and edible gardening.



March 2016

- Light Up Sunshine delivered a series of community events over the summer months, attracting thousands of people to the city centre. The program had an additional focus on arts which 'lit up' the town centre, including live music and movies in the park.
- Council launched a \$485,000 cogeneration unit installed at the Sunshine Leisure Centre. The unit is expected to save \$60,000 a year and reduce the centre's greenhouse emissions by 30 per cent. Cogeneration uses natural gas to generate 50 per cent of the centre's electricity.
- Council successfully prosecuted a skip bin operator who was using industrial land in Reid Street, Ardeer, for an illegal recycling business. The tenant operator was ordered to pay fines and costs of over \$65,000. The land owner was also found guilty of not obtaining a planning permit for the use of the land.



April 2016

- Council welcomed the Victorian Government's announcement it will contribute \$100,000 towards the \$560,000 project to build change rooms at Bon Thomas Reserve, Deer Park.
- Council adopted the concept plan for the future design upgrade of Keilor Village. It features an upgrade of the main shopping strip with new paving, two large seating hubs, furniture and landscaping, as well as a rain garden with a viewing deck.
- Council secured \$200,000 in funding for the *Brimbank Growing Healthy Communities* project. The project is expected to run for two years based at the Westvale Community Centre in Kings Park and the Hunt Club Community Arts Centre in Deer Park.



May 2016

- Council adopted the Urban Forest Strategy, which outlines Council's intention to increase its tree canopy coverage from 6.2 per cent to 30 per cent over the next 30 years.
- Council hosted an event to celebrate IDAHOT - International Day Against Homophobia and Transphobia - on Tuesday 17 May. The day commemorates the date on which the World Health Organisation made the decision to remove homosexuality from the list of mental disorders in 1990. Council raised the rainbow flag which was kept flying for a week.
- Council celebrated the completion of \$20,000 worth of lighting improvements in Sunshine. The lighting upgrade complemented the \$1.8 million public realm and street lighting upgrade of Hampshire Road.
- Council announced the new performing arts theatre at the \$8.9 million St Albans Community Centre would be named in honour of internationally recognised performance artist and designer, the late Leigh Bowery. Mr Bowery grew up in Brimbank and was considered one of the most influential arts figures in London and New York during the 1980s and 1990s. Council also announced it would honour former Mayor and Councillor at the City of Keilor, Jack Sheridan, by naming the centre's Atrium 'The Jack Sheridan Atrium' after the local resident who died in early 2016.
- Council successfully prosecuted a land owner and occupier of a property in North Sunshine for carrying out works without the necessary building and planning approvals. The offending land owner and occupier were both found guilty and each ordered to pay fines as well as Council's full legal and investigation costs, which amounted to a total of \$20,000.



June 2016

- Council adopted the Council Plan 2013-2017 (Year 4 update) that will continue to strengthen Brimbank's position as a dynamic centre of the west.
- Council adopted its 2016-2017 Annual Budget, which met the Victorian Government's legislated cap of 2.5 per cent rates rise and focused on delivering value to the community.
- The Brimbank Business Breakfast was held at Sunshine Golf Club where local small business operators met to discuss potential opportunities for growth. The Victorian Planning Authority's (formerly known as the Metropolitan Planning Authority) business engagement program for the Sunshine National Employment Cluster Framework Plan was launched at the event.
- Council celebrated Refugee Week with a function to raise awareness about issues affecting refugees and celebrate the positive contributions made by refugees to Brimbank.
- Council moved forward with plans to upgrade the Keilor Municipal Office on Old Calder Highway into a mixed-use facility, with the award of a \$1.7 million contract for the building's refurbishment to Harris HMC Interiors Pty Ltd.
- Council finalised plans for the development of the Sunvale Community Park on the site of the former Sunvale Primary School in Sunshine. The plans include dedicated play spaces, a diagonal central pedestrian spine with solar lighting, an Indigenous-themed circuit path network, an edible garden, a picnic shelter and more.
- The Brimbank Community Fund grants were awarded, with two recipients receiving \$5000 each. The Brimbank Community Fund is a charitable fund account of the Lord Mayor's Charitable Foundation that provides a permanent and growing source of much-needed investment for the Brimbank community.

Strategies, policies and plans adopted

Council adopted the following strategies, policies and plans in 2015-2016.

Revised Business Association Support Policy 2015 (July 2015)

The Business Association Support Policy was adopted in 2011, and encourages business communities to actively participate in the management and improved performance of their respective town centres. This policy was updated to ensure compliance with the *Local Government Act 1989*, as well as to enhance transparency, and more clearly identify roles and responsibilities.

Revised Special Rate and Charge Scheme Policy 2015 – Marketing Promotion and Business Development in Town Centres (July 2015)

The Special Rate and Charge Scheme Policy – Marketing Promotion and Business Development in Town Centres was adopted in December 2011. The policy was prepared in response to interest from the St Albans and Sunshine Business Associations, to pursue a special rate scheme for their respective centres. Council has since successfully introduced special rate schemes in both centres. This policy was updated to ensure compliance with the *Local Government Act 1989*, as well as to more clearly identify roles, responsibilities and the conditions under which Council will support the introduction of a special rate/charge scheme.

Living Brooklyn Integrated Water Cycle Management Strategy 2015 (August 2015)

Brimbank's Living Brooklyn Integrated Water Management Strategy is one aspect of the ongoing work being undertaken in the Brooklyn Industrial Precinct under the broader Brooklyn Evolution Strategy 2012 which focuses on the precinct's transition to sustainability. Living Brooklyn has brought together people who manage, use, or are affected by water at the Brooklyn Industrial Precinct, to transition towards a healthier future, using water as the catalyst for change. It is focused on building connections and knowledge around how to establish and maintain a sustainable industrial environment for the future.

Ardeer Green Activity Hub Master Plan: Cycle Sports Facilities 2015 (September 2015)

The Master Plan outlines a vision for the Forrest Street Reserve site in Ardeer that includes: a one-kilometre long and eight-metre wide criterium circuit, a small, single track cross country mountain bike circuit, and a recreational or competition BMX track.

Loan Repayment Reserve for Interest Only Debt Policy 2015 – Major Policy (September 2015)

In May 2014, Council resolved to participate in the Municipal Association of Victoria's Debt Procurement Project – Local Government Funding Vehicle (LGFV) bond issuance for an amount of \$30 million. This policy provides for the allocation of a set amount of funds from Council's budget each year to the reserve, to ensure sufficient funds are in the reserve at the date of maturity to repay the outstanding principal, and provides for reporting each year in the Annual Budget and Annual Report.

Brimbank Community Safety Strategy 2015-2019 (December 2015)

This strategy outlines Council's strategic role and approach to building a safe, healthy and connected community. It aligns with the Community Plan 2009-2030 and Council Plan 2013-2017 strategic direction of creating safe, healthy communities.

2016

Conduct During Elections Policy 2016 (February 2016)

The Conduct During Elections Policy 2016 details requirements, restrictions and procedures for Councillors, candidates and Council officers during an election period. More broadly, it also states Council resources are not to be used for candidacy purposes at any time (including State and Federal elections).

Library Strategy 2015-2020 (March 2016)

The Library Strategy 2015-2020 provides a framework for planning and developing library collections, community engagement and online services to meet changing community needs. The strategy supports the development of the library's annual business plans, which detail initiatives and activities to address priority areas.

Councillor Code of Conduct Major Policy 2016 (April 2016)

The *Local Government Act 1989* sets out standards of conduct for Councillors, and specific arrangements to deal with misconduct. Section 76C of the Act requires a council to have a Code of Conduct for Councillors. In April 2016 Council adopted the Councillor Code of Conduct 2016 as a Major Policy. This triggers a community consultation process prior to any amendment or revocation to the Code.

Keilor Village Concept Plan 2016 (April 2016)

The Keilor Village Concept Plan addresses recommendations made in the Keilor Village Vision Document. It outlines a vision for Keilor

Village as an attractive, inviting and compact local centre offering a broad range of retail opportunities and services, while preserving and enhancing the distinctive natural, historic and semi-rural character of the Keilor Village.

Brimbank Sports Facility Development Plan – Year 3 update (May 2016)

Council adopted a Year 3 update of the 10-year Brimbank Sports Facility Development Plan. The plan identifies Brimbank's sports facility development needs and provides direction on how best to manage the identified gaps in provision.

Urban Forest Strategy 2016-2046 (May 2016)

The Urban Forest Strategy is a strategic approach to increasing canopy cover in Brimbank from 6.2 per cent to 30 per cent over the next 30 years. The strategy sets a strategic framework for planting trees on streets, urban parks, along waterways and to encourage planting in private open space. It aims to deliver positive health, social, economic and environmental outcomes for the Brimbank community.

Council Plan 2013-2017 – Year 4 update (June 2016)

Council adopted the Council Plan 2013-2017 (Year 4 update) that will continue to strengthen Brimbank's position as a dynamic centre of the west. The Council Plan clearly articulates the areas of focus for the organisation over the next 12 months.

Sunvale Community Park Master Plan (June 2016)

Council purchased a portion of the former Sunvale Primary School site in Neil Street, Sunshine, for the purpose of creating a new public open space to serve the existing community and future residents of the Sunshine Town Centre. After extensive community consultation, a draft Sunvale Community Park Master Plan was prepared to guide the development of the site as public open space.

Brimbank Multi-Deck Car Park Management Plan (June 2016)

The Brimbank Multi-Deck Car Park is due for completion in late 2016 and will provide a total of 361 spaces, including 248 spaces allocated to Council spaces and 113 car spaces available to the general public. The Management Plan details the rationale for the proposed parking rates, and recommends a fee structure for all users of the car park.

To view these documents or other Council plans, strategies, policies or guidelines, visit www.brimbank.vic.gov.au

Our Council

The *Local Government (Brimbank Council) Act 2009* to dismiss elected Councillors was passed by the Victorian Parliament on 12 November 2009.

Administrators act as the Council, and have no additional power outside the formal decision-making process as outlined in the *Local Government Act 1989*.

Administrators have no special responsibility to the Victorian Government, nor any special reporting relationship.

The Governor in Council appointed a panel of three administrators on 17 November 2009 on the advice of the Minister for Local Government.

This panel was to be in place until the Local Government elections in 2012.

In May 2012, the Victorian Government extended the Administration of the Brimbank City Council to March 2015 with changes to the composition of the panel taking place from October 2012.

In May 2014, the Victorian Government introduced legislation into parliament to further extend the term of Administrators until October 2016, aligning with state-wide Council elections.

Brimbank's Administrators are responsible for making decisions about local issues and ensuring the ongoing enhancement of the liveability, productivity and sustainability of the City and for all members of the Brimbank community.

About the Council

The Administrators act as members of Council and govern on behalf of the citizens of Brimbank.

Brimbank City Council operates under the requirements of the *Local Government Act 1989*.

Brimbank City Council has an obligation to achieve best value for its community and stakeholders and to ensure the community receives the most benefit from available resources.

The Council Plan guides future planning in Brimbank and establishes priorities for action.

About the Administrators



The Brimbank Administrators Panel:

John Watson, Chair

Mr John Watson is the Chair of the Panel of Administrators.

He was appointed by the Governor in Council on the advice of the Minister for Local Government and commenced on 1 November 2012. Mr Watson worked previously as the Executive Director of Local Government Victoria, within the Department of Planning and Community Development, since early 2007.

John has more than 40 years of experience working with Local Government, including as Chief Executive Officer of the Shire of Bulla, and the Moonee Valley and Hume city councils, and also at the Victorian Government level, specialising in the area of governance and legislation.

M 0419 984 675

E johnw@brimbank.vic.gov.au

Jane Nathan, Administrator

Jane Nathan was appointed as an Administrator on 20 November 2012.

She has a long and successful association with Local Government. She was a Commissioner of Brimbank City Council following amalgamations in 1994, and prior to that was a Councillor and Mayor for the City of Hawthorn.

Jane is well known in the Local Government sector, particularly for her skills and experience in community relations and strategic planning.

M 0419101 411

E janen@brimbank.vic.gov.au

John Tanner AM, Administrator

John Tanner AM was appointed as an Administrator on 11 March 2014, bringing extensive experience in Local Government, small business, and regional development.

He was a Commissioner of the Shire of Delatite from 1994 to 1997 following amalgamations. He is well regarded for his expertise in community engagement, management, governance, and strategic planning.

M 0409 417 849

E johnnt@brimbank.vic.gov.au

Council's annual planning process involves:

- Engaging with and seeking input from the community
- Analysing social, political, economic and natural environment factors and influences setting the strategic objectives of the Council
- Developing strategies to achieve the objectives
- Establishing strategic indicators for monitoring the achievement of the objectives
- Determining financial and non-financial resource requirements
- Coordinating the implementation of strategies, and
- Monitoring, reporting, evaluating and improving performance.

The Administrators are guided in their decision-making by legislation and a range of Council policies, including, but not limited to:

- *Local Government Act 1989*
- *Planning and Environment Act 1987*
- *Road Management Act 2004*
- *Brimbank Council Plan 2013-2017*
- *General Local Law 2008*
- *Brimbank Community Plan 2009-2030*
- *Governance (Major Policy Consultation) 2014*
- *Governance (Meeting Procedure) Local Law No. 1, 2015*

Council plans, strategies and policies are available to view on the website, www.brimbank.vic.gov.au

Executive Management Team at 30 June 2016



Paul Younis
CEO

Paul Younis was appointed Chief Executive Officer of Brimbank City Council in 2015. He has over 20 years of experience in a range of senior management positions within local government and the private sector.

Paul commenced with the City of Brimbank in 2010 as Director Infrastructure and Environment. During this time Paul was seconded for six months as Acting Chief Executive Officer of Buloke Shire Council in Western Victoria. Prior to joining Brimbank, Paul was Chief Executive Officer of Corangamite Shire Council, where he also held the position of Director Infrastructure and Development. Along with experience in the water sector, Paul has also worked at consulting engineering companies based in Frankston and Mornington.

*Bachelor of Civil Engineering,
Post Graduate qualifications in Law,
Graduate Diploma in Business.*



Stuart Menzies
Director City Development

Stuart Menzies is an urban planner with 25 years' experience. Stuart joined Brimbank City Council in 2005 and was appointed to the position of Director City Development in June 2013. Prior to working with Brimbank, Stuart held management roles at Yarra Ranges Shire Council and Nillumbik Shire Council, and has worked in China with Australian Volunteers International advising on sustainability policy and social impact assessment.

Stuart is a Vice President - Local Government of the Planning Institute of Australia's Victorian Committee.

*Bachelor of Applied Science (Planning),
Graduate Diploma in Public Policy,
Masters of Environmental Studies.*



Kath Brackett
Director Community Wellbeing

Kath is an experienced senior manager who has worked in a variety of roles in Local Government for the past 20 years. Prior to that she worked in the not-for-profit and peak NGO sectors. She is also an experienced non-executive Board director.

Kath has a strong commitment to social justice and a passion for local democracy and engaging local communities.

*Bachelor of Social Work and a Certificate in Human Resource Management,
Masters of Arts (Social Policy),
Graduate of the Australian Institute of Company Directors (GAICD).*



Helen Morrissey
Director Corporate and
Community Relations

With over 30 years' experience in Local Government Helen joined Brimbank in November 2010. Previously Helen was the General Manager of Corporate Services at Maribyrnong City Council. Prior to that, she had a variety of management roles in both community services and corporate areas at Darebin City Council.

Helen is responsible for the Corporate and Community Relations Division that has a focus on providing reliable, consistent value-adding support to internal services across the Council in a range of areas, enabling the organisation to continuously improve and deliver efficient effective services while improving Council's relation with the community.

*Graduate Diploma in Social Science,
Diploma Human Service Research & Evaluation,
Certificate of Marketing Practice.*



Neil Whiteside
Director Infrastructure
and Environment

Neil Whiteside has worked in Local Government for over 15 years in various management roles.

In October 2015 Neil was appointed to the position of Director Infrastructure and Environment. He previously held the position of Director Community Wellbeing from June 2012, and prior to that held the position of Group Manager Operations at Council from January 2008. Prior to joining Brimbank, Neil held several management positions at Whittlesea City Council.

*Bachelor of Education/Environmental Science,
Masters in Environmental Science, Williamson
Leadership Fellow. Neil is currently completing
a Masters of Public Policy and Management.*



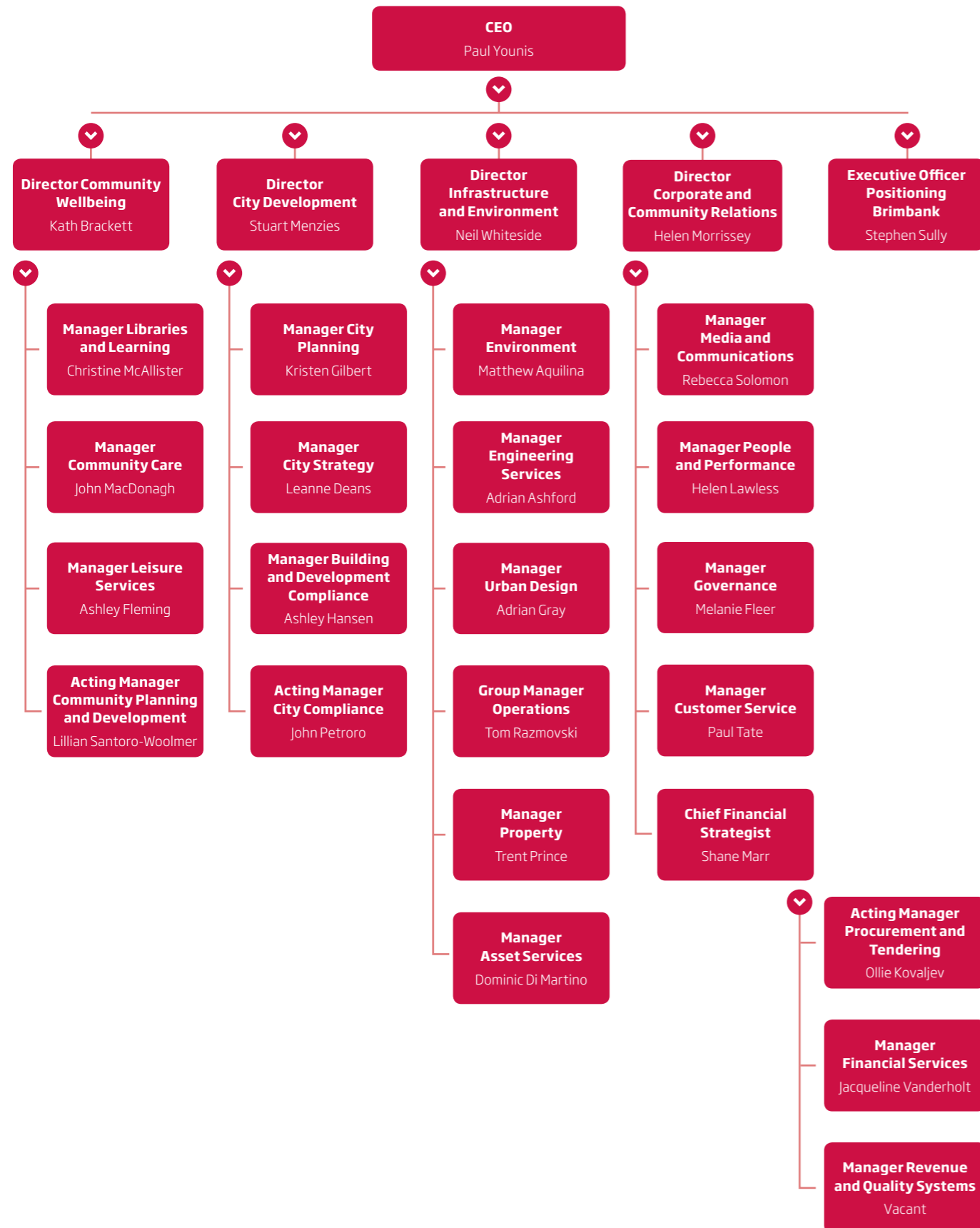
Stephen Sully
Executive Officer
Positioning Brimbank

Stephen Sully, previously General Manager City Development, was appointed Executive Officer Strategic Positioning in September 2012. In this role Stephen works with the Chief Executive Officer and Council to advocate and attract investment, development, facilities and services to key locations of the municipality.

Stephen is an urban planner with over 30 years of professional experience. He has led numerous planning and economic development areas for local and Victorian Government. Prior to joining Brimbank Stephen was director of a private planning consultancy.

Bachelor of Arts Urban Studies.

Organisation structure at 30 June 2016



Workforce profile

As at 30 June 2016, Council employed 1321 people (827 full-time equivalent), which is a slight decrease from 2014-2015.

Workforce turnover overall increased slightly to 11.92 per cent, a 1.92 percentage point increase on 2014-2015. Headcount reduced by 47 for the year, with full-time equivalent (FTE) figures reducing by 27 overall. The average age of Council's workforce is 45.5 years. Seventeen per cent of Council employees are in the 61-plus age group, with these staff predominantly employed as School Crossing Supervisors and within Council's Operations Centre.



Council Staff

Age groups

Age Group	Female	Male	Total 2016
< 21	22	18	40
21 - 25	47	56	103
26 - 30	51	35	86
31 - 35	73	43	116
36 - 40	69	62	131
41 - 45	92	48	140
46 - 50	116	62	178
51 - 55	99	55	154
56 - 60	93	55	148
61 >	96	129	225

Brimbank total employment status

Status	2015-2016
Casual	221
Full-Time	553
Part-Time	547
Total	1,321

Employees by division and employment status

Division	Status	Female	Male	Total
CEO & Councillors	Full-Time	1	1	2
	Part-Time	0	1	1
	Casual	0	0	0
Corporate & Community Relations	Full-Time	53	25	78
	Part-Time	22	1	23
	Casual	2	2	4
Infrastructure & Environment	Full-Time	22	245	267
	Part-Time	16	6	22
	Casual	0	0	0
City Development	Full-Time	28	35	63
	Part-Time	52	66	118
	Casual	13	17	30
Community Wellbeing	Full-Time	103	40	143
	Part-Time	310	73	383
	Casual	136	51	187
Brimbank total		758	563	1,321

Workforce profile (continued)

A summary of the number of full-time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

Status	Gender	CEO & Councillors	City Development	Community Wellbeing	Corporate & Community Relations	Infrastructure & Environment	Total
Casual	Female	0	3	17	0	0	20
	Male	0	3	6	1	0	11
Full-Time	Female	1	28	101	52	21	202
	Male	1	35	40	25	245	345
Part-Time	Female	0	12	166	15	10	204
	Male	1	13	26	1	4	45
Total		3	94	356	95	280	827

Note: Casuals recorded as .04 of FTE. Council has 231 casuals that are contracted to five hours per week, which brings FTE for casuals down.

A summary of the number of full-time equivalent (FTE) staff categorised by employment classification (band) and gender is set out below.

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	32	23	55
Band 2	31	10	41
Band 3	27	10	37
Band 4	63	69	132
Band 5	95	125	219
Band 6	71	62	133
Band 7	51	49	100
Band 8	43	37	79
Other	14	17	30
Total	426	401	827

Equal Opportunity

Brimbank has an internal e-learning Equal Opportunity (EO) training program that focuses on the policies and procedures relating to EO. In addition, field-based employees who do not have access to a computer receive formal classroom training on EO. For both platforms, employees are required to complete an assessment in addition to signing a statement of attestation. Brimbank has benchmarked that employees are required to receive EO training every two-three years. Online training was launched to existing staff with PC access in March 2014; field-based staff was trained in July 2014; formal training is scheduled for early 2017.

Council promotes equity and diversity outcomes to ensure an inclusive workplace culture and EO, and recognises the importance of equity and diversity and optimises our service design and delivery to the broader community.

The Brimbank Leadership Essentials Program includes a module on Diversity @ Work. In this program the focus is on unconscious bias, gender, diversity and inclusion, inter-cultural communication, disability awareness and inter-generational awareness. This module is also made available more broadly to all staff via the corporate training calendar.

Other staff matters

Preventing men's violence against women

In 2015-2016, Council actively worked to advance gender equity and prevent violence against women in the community by implementing the *Brimbank City Council's Plan to Prevent Men's Violence Against Women, 2015-2019*.

Achievements:

- ✓ Hosted the Brimbank Leadership Alumni forum to raise community awareness about preventing violence against women.
- ✓ Hosted the International Women's Day forum to celebrate the achievement of Brimbank women and raise awareness about preventing violence against women.
- ✓ Implemented the Brimbank Stepping Stone micro-enterprise program in partnership with Brotherhood of St Lawrence to build the capacity of refugee and disadvantaged migrant women in running a business.
- ✓ Implemented the Brimbank Leadership Program that aimed to provide an opportunity for community members to build and strengthen their capacity in community leadership and participation.
- ✓ Implemented the African Women Leadership Program that aimed to build capacity of participants in engaging with Council and to be actively involved in community activities.
- ✓ Encouraged female community members to plan local activities during the neighbourhood day. Eleven women applied for the Neighbour Day Grants and hosted successful events at their respective local areas.
- ✓ Encouraged women to become members of the Brimbank Safety Working Group (SWG) in order to contribute to understanding of local safety issues and develop actions to improve safety perceptions.
- ✓ Partnered with Latrobe University, cohealth, Maribyrnong City Council, Hobsons Bay City Council and Moonee Valley City Council to implement the *Living Safer Sexual Lives* project to build capacity of people with intellectual disability around respectful relationships.

- ✓ Partnered with Sports Community Inc. to organise a forum to explore how traditional male dominated sport clubs and associations could increase women participation in sports.
- ✓ Partnered with Kangna Indian Women's Network to run Creating Happy Healthy Family Relationships workshops at both Cairnlea and Sydenham neighbourhood houses.
- ✓ Implemented the *Cairnlea Yarn Storm Against Family Violence* project that aims to use art to raise awareness and initiate discussion about preventing family violence and providing information regarding support services.
- ✓ Supported the implementation of the *Girl Talk, Guy Talk* project aimed to increase knowledge of sexual health and healthy relationships to young people with disability.
- ✓ Supported secondary school students in Brimbank to understand the underlying causes of gender-based violence and how to contribute to the prevention of violence against women.
- ✓ In partnership with cohealth, implemented the *Baby Makes 3* parenting program to increase the capacity of first-time parents to build equal and respectful relationships in response to the lifestyle and relationship changes that follow the birth of a child.
- ✓ In partnership with Playgroup Victoria, implemented the CALD playgroup leader training program aimed to empower women to successfully run a playgroup.
- ✓ Worked towards regional planning for increasing female participation in sport in partnership with Women's Health West, Victoria University, Melton, Wyndham, Maribyrnong, Moonee Valley and Hobsons Bay councils.
- ✓ Updated the library membership procedures to allow customers who identify as transgender to identify as such in the library's membership database.
- ✓ Distributed over 2000 men's and women's Family Violence Help Cards at community events.
- ✓ Worked with partners to conduct initiatives to raise awareness about violence against women during the White Ribbon Day and the 16 days of activism against gender violence.

Other staff matters (continued)

Learning and development

Employee development is a key focus for Council, with a suite of programs offered across the organisation to meet behavioural, technical and compliance obligations as well as enhance the knowledge, skill, experience and competency of our employees.

Development is delivered formally, self-paced or via Brimbank's own e-learning tool bTrain. Modules are made available to staff to learn at their own pace, at their convenience. Modules on bTrain include Equal Opportunity, Fraud and Corruption Awareness, Code of Conduct and TRIM – Council's Information Management system.

A total of 52 corporate training calendar courses were coordinated in 2015-2016 with 127 sessions and a total of 1548 participants.

Learning programs offered took into consideration departmental, interpersonal and organisational needs to help employees meet Council's objectives.

Some of the key programs included:

- Front Line Adaptive Communication
- Presentation Skills – Return of Councillors
- Microsoft Suite (Word, Excel, PowerPoint)
- Communicating with Others
- Corporate Induction
- Equal Opportunity
- Fraud Corruption & Awareness
- Code of Conduct
- iPad For Business
- Project Management
- Contract Management
- Effective Time Management
- Occupational Health and Safety (OHS)

- Emotional Intelligence
- Business Writing Skills
- Diversity @ Work
- Team Management Profiling
- Aggression & Negotiation Skills

Council recognises the importance of all new staff receiving a comprehensive induction to Council on commencement, ensuring they understand:

- Council functions, processes and policies
- The requirements of their role and the functions of the directorate where they work
- The policies and procedures that apply to their behaviour and performance in the workplace.

To assist with this, all staff must complete a three-step Brimbank Induction Program. This includes the commencement kit provided with the letter of offer, the first day departmental induction checklist and attendance to Brimbank's formal corporate induction.

As part of the on boarding process, new employees were given access to 'Welcome to Brimbank' – an interactive program designed to provide newly recruited employees with information on Brimbank City Council, our Community First culture and the benefits of working at Brimbank.

The formal, one-day Corporate Induction Program continued to run on a bi-monthly basis and was revamped to ensure a more interactive, informative and engaging session to formally welcome new employees to Council. The corporate induction, coupled with Council's eLearning modules, aim to pass on vital information to new employees as well as meet statutory compliance obligations.

Leadership Essentials

The Brimbank Leadership Essentials program is targeted at new or aspirational leaders, and has been designed to have an immediate impact on individuals as it brings theory and work related experience together. It is practical, contemporary and focuses on both personal and professional development.

The program looks at the real issues occurring in the workplace and assists participants in discovering relevant solutions to these issues. The program confirms the need for a professional and productive workplace and aims to provide ways to create a more positive culture. It also assists participants in establishing strategies for the implementation of their learning back into their workplaces.

The program provides an opportunity to gain in-depth knowledge of business functions and build foundational skills to integrate these functions into the organisation, examine new techniques and technologies for driving results, identifying problems and formulating solutions, and adapting to change and expand capacity to lead cross-functional initiatives.

The program has been aligned so that upon completion, participating staff gain a Diploma of Leadership Management through Victoria University. Base units are facilitated formally and core electives are completed using Recognition of Prior Learning.

Upon commencement of the program in March 2014, 63 employees have completed the program and 62 employees have successfully obtained the Diploma of Management. The Leadership Essentials Program has undergone a realignment to adhere to new government standards and will recommence in the first quarter of 2017, specifically targeted at coordinators within the organisation.

Occupational Health and Safety (OHS)

Council is committed to a positive and safe work culture and the 2016 year has seen significant changes in the OHS function. The team continues to strive for continuous improvement with a focus on several areas which include the OHS Management System (OHSMS), training, governance and strategic planning.

In November 2015, a three-year strategic OHS plan was drafted to set out Council's long-term objectives for safety and wellbeing. The strategic direction for OHS was organised to deliver safe, precise, predictable outcomes that our stakeholders and the community demand.

The plan is organised around the seven key principles that provide the foundation for bSafe, namely Leadership, Accountability, Hazard Management, Safe Systems of Work, Knowledge & Communication, Health & Well Being and Monitoring & Review. These principles were translated into our prime strategic objectives supporting Council's safety, health and wellbeing vision.

Key performance indicators and workers' compensation

Year	Lost time injuries	WorkCover claims	Days lost due to workplace injuries
2015-2016	15	27	1,443
2014-2015	21	34	986
2013-2014	24	37	973
2012-2013	18	30	1,568
2011-2012	31	46	1,346
2010-2011	21	34	1,302
2009-2010	28	53	1,481
2008-2009	25	36	1,942

Days lost by division

City Development	243 days
Community Wellbeing	289 days
Infrastructure & Environment	911 days
Corporate & Community Relations	0 days
Total days lost	1,443 days

The total number of days lost is made up of the following:

- New claims in the reporting period 2015-2016
- Days lost to existing claims

Council continued with its early intervention Return to Work initiatives of onsite physiotherapy consultancy, off-site physiotherapy treatment, and working closely with managers to facilitate immediate return to work programs.



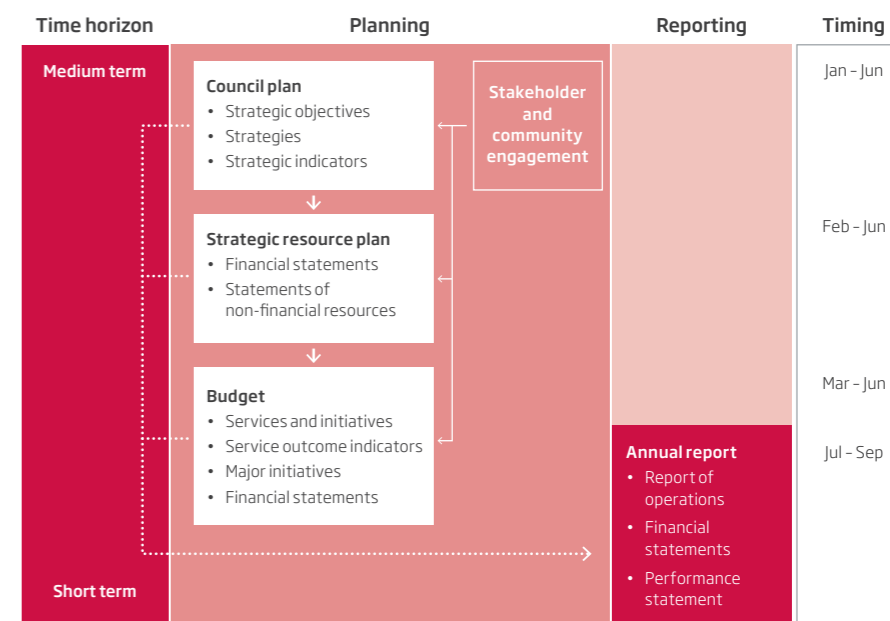
Planning and Accountability Framework

The *Local Government Act 1989* requires councils to prepare the following planning and reporting documents:

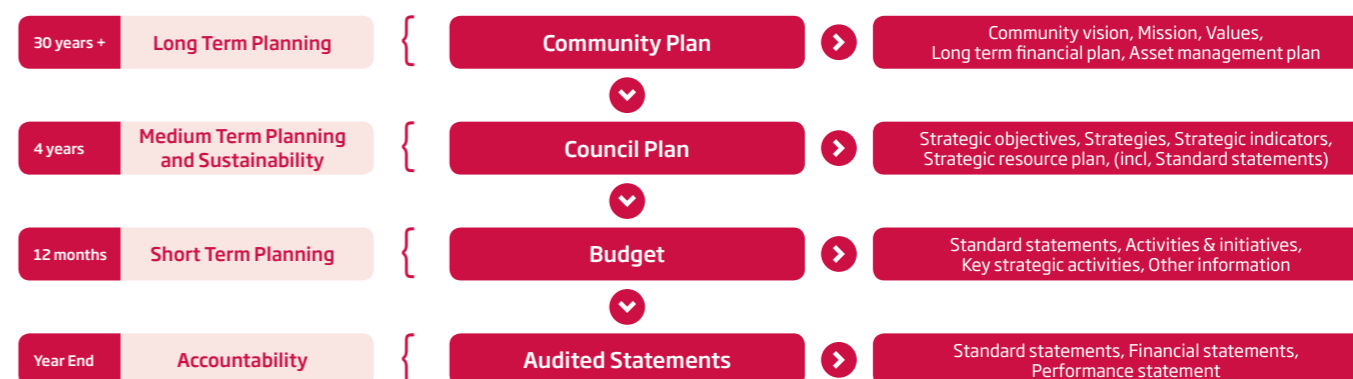
- A Council Plan within the six months after each general election or by 30 June, whichever is later
- A Strategic Resource Plan for a period of at least four years and include this in the Council Plan
- A Budget for each financial year
- An Annual Report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for Local Government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.

Brimbank's integrated planning framework ensures that strategic and financial resources are aligned in order to deliver the Council Plan. Engaging with and consulting the community is a vital element of this process.



Brimbank's planning framework



Brimbank Community Plan

The *Brimbank Community Plan 2009-2030* (updated 2013) describes the community's vision and long-term priorities for the next 20 years and establishes a shared basis for joint planning, service delivery and advocacy.

The plan has been shaped by a community consultation process that explored the community's understanding of the strengths within the community and the opportunities for improvement, and came up with a vision for the future.

The Community Plan was first endorsed by Council in 2009. The Community Plan is Council's primary planning document and all other Council plans and activities relate to this document.

Council Budget

The Annual Budget documents the financial resources required to implement the key activities identified in the Council Plan that will be undertaken in order to achieve Council's strategic objectives.

Community engagement and consultation

The community's involvement in planning and policy development, service delivery and advocacy is supported by increasing community awareness and education and opportunities for community members to be consulted and involved in all aspects of community life. The information gathered is also used to develop the strategies and commitments in the Council Plan.

Council Plan

The Council Plan is one of Brimbank's primary strategic documents. It is directly aligned to the Community Plan and provides a four-year medium-term outlook while the Community Plan contains the long-term aspirations of the community. The Council Plan informs the development of Council's Annual Plan and Budget.


The *Council Plan 2013-2017* (updated 2015) outlines Council's strategic directions and focus for the next four years. It also details the objectives and key actions that are to be completed over the financial year in order to achieve these directions, as well as measures to monitor performance in delivering services to the community and fulfill Council's commitment to ongoing improvement.

It is the 2015-2016 performance that is reported in this Annual Report.

The *Council Plan 2013-2017* includes strategic objectives, strategies for achieving these for the four-year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan.

Council Plan Strategic Objectives

01
Council and the community working together



Brimbank City Council is committed to working in close collaboration with the community

Council facilitates a wide cross-section of community participation, including 'hard to reach' groups, through a variety of forums and partnerships to better engage, develop, represent, and communicate with our diverse community. Brimbank City Council will fulfil its statutory and legal obligations to the community and manage the municipality in a financially sustainable manner to meet the current needs of our community and those of future generations.

- **Developing leadership in the community**
- **Governing responsibly and community advocacy**
- **Keeping the community informed and involved**
- **Working in partnership**
- **Responsible financial management.**

02
Community wellbeing



Brimbank City Council is committed to creating an enhanced quality of healthy and active community life

Our rich cultures are celebrated, embraced and connected to the broader community. Within a strong foundation of social justice, Council is committed to the provision of affordable services and community infrastructure that builds healthy people and communities through education, recreation, arts and culture and sport.

- **Creating connected, supported and welcoming communities**
- **Celebrating our history, creativity and diversity**
- **Creating healthy, safe communities**
- **Creating a community of lifelong learners**
- **Building economically sustainable communities.**

03
Urban design and infrastructure




Brimbank City Council is committed to fostering strong pride for residents and visitors

Council creates an urban environment that is attractive, clean and green and which improves living and housing, business and recreational opportunities, demonstrates environmental leadership and fosters a sustainable economy. Council is also committed to developing its five town centres and its many smaller urban villages across the municipality, as a network of safe, attractive, vibrant, livable and prosperous places that provide accessible retail, business, community, social activities, employment and residential opportunities.

- **Contributing to an accessible, connected city**
- **Enhancing the character and identity of our city**
- **Providing a range of places for people to play, relax and meet**
- **Ensuring that there are sustainable plans for the management of Brimbank's physical assets.**

04
Sustainable environments



Brimbank City Council is committed to promoting the long-term sustainable development of the municipality

Council will do this by facilitating a dynamic and accessible environment that is supported by a healthy and informed community that enjoys rich environmental characteristics within the municipality. Council is committed to environmental protection, planning for sustainable developments, improving the sustainability of our building stock, and reducing our ecological footprint.

- **Reducing the city's ecological footprint**
- **Protecting and enhancing our natural environment**
- **Fostering sustainable urban development.**

05
Industry and economic development and strategic sites




Brimbank City Council is committed to providing local employment and business development opportunities whilst also ensuring that such activities do not have a detrimental impact on local communities

The municipality contains a range of strategic sites (outside of town centres or urban villages) that, due to their location, size, environment or current or past use, can greatly assist Council to achieve its economic, social or environmental objectives.

- **Promoting and advocating for appropriate recognition, development and use of Brimbank's strategic sites**
- **Increasing local employment, business, office and economic development**
- **Facilitating future industrial, commercial or residential development at strategic sites.**

06
Organisational effectiveness



Brimbank City Council is committed to the ongoing delivery of a broad range of services that meet the needs and aspirations of the diverse and growing Brimbank community

Guided by the Australian Business Excellence Framework, the ongoing development of our staff is a critical element to our continuous improvement of service delivery. We will continue to benchmark services to ensure best practice, lead by example, and implement best practice services to the community.

- **Developing our people**
- **Creating a high performance organisation through continuous improvement.**

Performance

Council's performance for the 2015-2016 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the *Council Plan 2013-2017*.

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan
- Progress in relation to the major initiatives identified in the Budget
- Services funded in the Budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures.

Strategic Objective 1: Council and the community working together

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic indicator / measure	Result	Comments
Developing leadership in the community		
Actively promote the roles and skills of Community Resource Members across relevant Council work areas to ensure their participation in local projects.	41	The number of people trained as leaders and participating in projects was lower than in 2014/15.
Governing responsibly and community advocacy		
Resident perception of Council performance on lobbying on the behalf of the community.	57	This is three points higher than 2014/15 and four points higher than the state average.
Resident perception that Council is generally heading in the right direction.	61	This is four points higher than 2014/15 and 10 points higher than the state average.
Keeping the community informed and involved		
Resident perception of Council performance on community consultation and engagement.	54	This is four points lower than 2014/15 and equal to the state average.
Resident perception of Council performance on informing the community.	58	This is three points lower than 2014/15 and the same as the state average.
Working in partnership		
Number of meetings with the Sunshine, Sydenham and St Albans Town Centre Partnership Groups.	7	There have been seven meetings with the Sunshine and St Albans Town Centre Partnership Groups. Council resolved to dissolve Sydenham Partnership Group.
Responsible financial management		
Debt servicing ratio.	1.15%	Target achieved.
Adjusted Working Capital Ratio.	197.54%	Target achieved.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-2016 Budget for the year.

Major initiatives	Progress
Deliver Council's Community Governance training program to community groups, small not-for-profit organisations and interested individuals across Brimbank to support good governance practice in community organisations.	Council delivered 19 Community Governance Training sessions in 2015/16, with 400 participants in total.

The following statement provides information in relation to the services funded in the 2015-2016 Budget and the persons or sections of the community who are providing the service.

Service	Description	Net Cost Actual Budget Favourable / (Unfavourable) \$000
Governance	Responsible for: <ul style="list-style-type: none"> • Providing support for the Council operations, both statutory and ceremonial • Providing administration and meeting support such as agendas and minutes • Enforcing legislation compliance • Managing and investigating complaints relating to statutory breaches • Coordinating proposals for place and street name changes • Providing some forms of risk management and legal advice • Overseeing internal risk and control regime • Conducting internal fraud and risk management audits in accordance with annual plan • Managing insurance premiums and claims • Undertaking business continuity planning and reviews. 	5,037 <u>5,339</u> 302
Community Information	Responsible for: <ul style="list-style-type: none"> • Undertaking media liaison • Producing Council's corporate publications including writing, editing and graphic design • Developing, coordinating, and advising on Council's communication and consultation strategies and direction • Managing and updating Council's website and social media • Coordinating advertising • Speech writing • Keeping the community informed, and promoting Brimbank. 	2,498 <u>2,307</u> (191)
Financial Services	Responsible for: <ul style="list-style-type: none"> • Providing a fully integrated financial service across Council • Preparing annual financial statements and other statutory returns • Supporting service units with financial analysis of their business to help support decisions • Paying suppliers • Monitoring Council's cash and investments to maximise interest earnings • Ensuring compliance with legislation, industry awards and accounting standards. 	2,541 <u>2,497</u> (44)
Procurement and Tendering	Responsible for: <ul style="list-style-type: none"> • Providing a centralised tendering coordination function • Providing centralised management of the procurement policy and procedures • Providing training and system administration for Council's procurement systems/software • Assisting with procurement matters across all service units • Managing Council's procurement procedures and processes • Providing governance around procurement and tendering processes. 	1,189 <u>1,553</u> 364
Revenue and Process Management	Responsible for: <ul style="list-style-type: none"> • Valuing all properties within the municipality • Raising, and collecting, annual rates and charges • Managing Council's policies and procedures system. 	2,309 <u>2,311</u> 2
Customer Relations	A professional customer focused service through call centres and front desks (face-to-face interactions). Responsible for: <ul style="list-style-type: none"> • Following up on customer requests • Providing statistical information to the organisation • Undertaking call backs to residents who have received a direct service. 	3,779 <u>3,894</u> 115

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

Service / indicator / measure	Results		Material variations
	2015	2016	
Governance			
<i>Transparency</i>			
<i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	0.63%	0.34%	No material variations
<i>Consultation and engagement</i>			
<i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	58	54	No material variations
<i>Attendance</i>			
<i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting/(number of ordinary and special Council meetings) × (number of Councillors elected at the last Council general election)] x100	94.20%	93.65%	No material variations
<i>Service cost</i>			
<i>Cost of governance</i> [Direct cost of the governance service/number of Councillors elected at the last Council general election]	\$161,679.00	\$172,219.55	This indicator was clarified for the 2015/2016 year to include all costs related to the recruitment and performance of the Chief Executive Officer. In accordance with best practice, independent consultants were engaged to support the council in these processes. A new Chief Executive Officer was recruited in September and commenced in October 2015.
<i>Satisfaction</i>			
<i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	55	57	No material variations



Strategic Objective 2: Community wellbeing

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic indicator / measure	Result	Comments
Creating connected, supported and welcoming communities Resident perception about Council's general town planning policy.	56	This is three points below 2014/15 and three points below target.
Celebrating our history, creativity and diversity Resident perception about Council performance on community and cultural activities.	67	Target achieved and two points above 2014/15.
Creating a community of lifelong learners Resident perception about Council performance on art centres and libraries.	68	This is one point below 2014/15 and one point below target.
Building economically sustainable communities Resident perception about Council performance on business and community development and tourism.	57	This is two points below 2014/15 and on target.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-2016 budget for the year.

Major initiatives	Progress
Develop a new Brimbank Community and Civic Centre in Sunshine including a new library.	The Brimbank Community and Civic Centre and Library construction has proceeded and the new facility will open to the community in July 2016.
Start construction of the St Albans Community Centre.	The St Albans Community Centre is scheduled for completion in late 2016.
Conduct Community Leadership Training.	Forty one people were provided community leadership training.

The following statement provides information in relation to the services funded in the 2015-2016 Budget and the persons or sections of the community who are providing the service.

Service	Description	Net Cost Actual Budget Favourable / (Unfavourable) \$000
Community Planning and Development	The Community Planning and Development Department is responsible for the following key service areas:	6,819
	<p>Arts and Culture</p> <ul style="list-style-type: none"> Developing and delivering arts short courses, exhibition programs and artists' studios to support creativity in Brimbank Maintaining and expanding the indoor art collection and public art to increase vibrancy in local areas and public spaces Facilitating festivals and events that increase celebrations of Council's diversity and heritage. <p>Community Development</p> <ul style="list-style-type: none"> Supporting community development through leadership programs and grants Facilitating volunteer opportunities Managing and assisting with strategic planning and promotion of the neighbourhood houses in Cairnlea, Delahey, Sydenham, West Sunshine and St Albans. <p>Community Planning</p> <p>Supporting community planning through population and data analysis, effective research and evaluation, the implementation and review of the Community Plan, Council Plan and action plans to support cultural diversity and reconciliation.</p> <p>Social and Health Policy</p> <p>Supporting the development of a socially just and healthy community through the implementation of a Social Justice Charter, Social Justice Coalition and policy development such as language services, housing, gambling, family violence, etc.</p>	<u>7,797</u> 978
Community Care	Key service areas to support community wellbeing include:	11,944
	<p>Ageing and Inclusion</p> <p>Providing a range of services to support, maintain and enhance the physical, social and emotional wellbeing of its clients, including:</p> <ul style="list-style-type: none"> Home care - which includes personal, home care, property maintenance / garden care, planned activity groups, respite care and delivered meals Community transport - seniors' support which includes the implementation of the community register and volunteer coordination. <p>Families and Early Years</p> <p>Oversees the delivery of a range of early childhood and family services:</p> <ul style="list-style-type: none"> Children's Services and Family Services. Council undertakes and facilitates planning and development of early childhood opportunities that benefit the health and wellbeing of children and families in Brimbank. Council also provides support to playgroups, preschools and child care services throughout the municipality. Maternal Child Health Council provides a universal primary care service for families with children aged from birth to school age. The service also provides intensive support for vulnerable families experiencing significant parenting difficulties. Pre School Services Seeks to further children's social, emotional, physical and intellectual development in the year before they start primary school. <p>Youth Services</p> <p>Provides services that are aimed at strengthening, protecting and building resilience in young people so that they face the challenges of adolescence and adulthood.</p>	<u>12,708</u> 764

Service	Description	Net Cost Actual Budget Favourable / (Unfavourable) \$000
Library Services	Libraries and learning includes:	7,200
	<ul style="list-style-type: none"> Providing programs and opportunities that support a reading culture including early years learning, school years, skills for employment, digital literacy, social connectedness and English literacy skills Providing access to quality collections, computers and the internet Providing a quiet place for study and recreation Offering information and assistance through library staff Offering access to online resources, services and programs via the library website. 	<u>7,331</u> 131
Leisure Services	Leisure Services is responsible for four key areas:	4,735
	<p>Sport and Recreation</p> <ul style="list-style-type: none"> Managing seasonal and casual allocation of grounds, and actively works with clubs and community members Supporting clubs through training and other capacity building programs. <p>Community Facilities</p> <ul style="list-style-type: none"> Managing administration requirements, including bookings of community facilities, and supporting the groups using those facilities Planning and delivering community infrastructure required to strengthen local communities (for example community hubs, and sporting and recreation facilities). <p>Leisure Planning & Policy</p> <ul style="list-style-type: none"> Undertaking research and consultation to plan for the development of sport and recreation projects throughout the municipality Providing information on needs, and recommending priorities for future capital works. <p>Leisure Facilities</p> <p>Managing Council's four leisure facilities, including:</p> <ol style="list-style-type: none"> Keilor Basketball and Netball Stadium St Albans Leisure Centre Sunshine Leisure Centre Keilor Golf Course <p>Leisure Centres</p> <p>Council has four leisure facilities:</p> <ol style="list-style-type: none"> The Keilor Basketball and Netball Stadium Keilor Golf Course St Albans Leisure Centre Sunshine Leisure Centre <p>These facilities provide affordable opportunities for residents and others to engage in healthy physical activity of fitness, sport and social activities.</p>	<u>5,059</u> 324

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

Service / indicator / measure	Result		Material variations
	2015	2016	
Aquatic Facilities			
<i>Service standard</i>			
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities]	4.00	4.00	No material variations
<i>Service standard</i>			
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0	0	No material variations
<i>Service cost</i>			
<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities]	\$4.83	\$3.86	No material variations
<i>Utilisation</i>			
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/ municipal population]	2.78	2.85	No material variations
Home and Community Care			
<i>Timeliness</i>			
<i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and commencement of HACC service/number of new clients who have received a HACC service]	NA	13.57 days	No material variations
<i>Service standard</i>			
<i>Compliance with Community Care Common Standards</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	100.00%	100.00%	No material variations
<i>Service cost</i>			
<i>Cost of domestic care service</i> [Cost of the domestic care service/hours of domestic care service delivered]	NA	\$56.08	No material variations
<i>Cost of personal care service</i> [Cost of the personal care service/hours of personal care service delivered]	NA	\$56.08	No material variations
<i>Cost of respite care service</i> [Cost of the respite care service/hours of respite care service delivered]	NA	\$56.08	No material variations
<i>Participation</i>			
<i>Participation in HACC service</i> [Number of people that received a HACC service/municipal target population for HACC services] x100	5.87%*	5.41%	Growth in target population has increased at a higher rate than services provided.
<i>Participation in HACC service by Culturally and Linguistically Diverse (CALD) people</i> [Number of CALD people who receive a HACC service/municipal target population in relation to CALD people for HACC services] x100	5.33%*	4.95%	Growth in target population has increased at a higher rate than services provided.

* This data has been incorrectly reported in the accompanying Performance Statement as follows: Participation in HACC Service - reported as 12.81%. Participation in HACC Service by CALD people - reported as 12.20%. Actual results as above. Error was identified post Performance Statement audit.

Service / indicator / measure	Result		Material variations
	2015	2016	
Libraries			
<i>Utilisation</i>			
<i>Library collection usage</i> [Number of library collection item loans / number of library collection items]	4.96	5.59	This year there was a change in the measurement of library collection usage to include the loan of electronic resources and this has had an effect on the year end result.
<i>Resource standard</i>			
<i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years/number of library collection items] x100	73.60%	69.43%	No material variations
<i>Service cost</i>			
<i>Cost of library service</i> [Direct cost of the library service/number of visits]	\$5.91	\$6.39	No material variations
<i>Participation</i>			
<i>Active library members</i> [Number of active library members/municipal population] x100	16.54%	14.07%	No material variations
Maternal and Child Health (MCH)			
<i>Satisfaction</i>			
<i>Participation in first MCH home visit</i> [Number of first MCH home visits/number of birth notifications received] x100	100.30%	107.06%	No material variations
<i>Service standard</i>			
<i>Infant enrollments in MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received)/number of birth notifications received] x100	94.20%	100.00%	No material variations
<i>Cost of the MCH service</i>			
<i>Cost of the MCH service</i> [Cost of the MCH service/hours worked by MCH nurses]	NA	\$83.69	No material variations
<i>Participation</i>			
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/number of children enrolled in the MCH service] x100	72.46%	72.90%	No material variations
<i>Participation in MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/number of Aboriginal children enrolled in the MCH service] x100	68.29%	53.76%	The level of participation in Key Age Stage visits has decreased during the period.



Strategic Objective 3: Urban design and infrastructure

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic indicator / measure	Result	Comments
Enhancing the character and identity of our city		
Resident perception of Council performance around condition of local streets and footpaths.	54	This is two points higher than 2014/15 and one point below target.
Resident perception of Council performance on the appearance of public areas.	61	This is one point below 2014/15 and two points above target.
Providing a range of places for people to play, relax and meet		
Resident perception of Council's performance on recreational facilities.	63	This is three points below 2014/15 and two points below target.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-2016 budget for the year.

Major initiatives	Progress
Implement the Road Asset Management Plan through the delivery of a \$16.9 million road rehabilitation and upgrade program.	The road rehabilitation and upgrade was delivered to a 93% completion rate within the 2015/16 capital works program. Completion is expected by August 2016.

The following statement provides information in relation to the services funded in the 2015-2016 budget and the persons or sections of the community who are providing the service.

Service	Description	Net Cost Actual Budget Favourable / (Unfavourable) \$000
Engineering Services	The Engineering Services Department is responsible for the following services: Asset Management <ul style="list-style-type: none"> Developing and implementing Road Asset Management Plan Developing and implementing Stormwater Asset Management Plan Footpath maintenance program and inspections Construction management of capital works footpath and kerb. Strategic Engineering <ul style="list-style-type: none"> Coordinating capital works planning and delivery Pavement management system coordination Transport planning Strategic capital planning Traffic management Infrastructure development Subdivision approvals Project services. 	8,144 <u>8,088</u> (56)

Service	Description	Net Cost Actual Budget Favourable / (Unfavourable) \$000
Environment	Responsible for: <ul style="list-style-type: none"> Ensuring Brimbank's environment has a strategic direction, and is responsive to changing needs while focusing on long-term sustainability Providing leadership, education, coordination and project management Engaging the community in the conservation, management and restoration of Brimbank's natural areas, including grasslands, waterways and rocky escarpments. 	2,748 <u>2,572</u> (176)
Operations	Operations centre management and administration oversee the following services: Building Maintenance <ul style="list-style-type: none"> Delivers programmed and response maintenance and minor upgrades of municipal buildings, toilets and facilities throughout the municipality, including mechanical equipment and pest control Undertakes programmed and response maintenance of playgrounds, street furniture, flags and banners, park furniture and fencing Graffiti removal Supervises Council's security contract and cleaning contract for numerous sites. Fleet Services Manages services and maintains Council's entire fleet, including leased and Council-owned vehicles, plant and equipment. Parks Services Maintains parks, street trees, sportsgrounds, streetscapes, grounds of Council-owned facilities and the Keilor Golf Course. Roads and Cleansing Maintains Council's road and drainage network and associated infrastructure in accordance with Council's Road Asset Management Plan. Responsible for the overall cleanliness and safety of Council land. Waste Services Manages kerbside refuse, recycling and green waste collections, Council's Detox Your Home Facility and annual hard waste collections.	61,643 <u>62,877</u> 1,234
Urban Design	Responsible for: <ul style="list-style-type: none"> Improving the appearance of the municipality through the delivery of capital works projects, design advice, development facilitation and policy creation Advocating for good design outcomes with private developers, government departments and other areas within Council, and by lobbying for State Government and other funding. 	1,573 <u>2,127</u> 554
Asset Services	Provides a range of assets, geographical (GIS) and demographic information asset management services that support both strategic and operational decision-making to improve evidence-based planning and operational performance across the organisation.	1,267 <u>1,427</u> 160
Building Services	Responsible for: <ul style="list-style-type: none"> Administering and enforcing the <i>Building Act</i> and <i>Planning and Environment Act</i> Issuing and inspecting building permits for new work. 	1,519 <u>1,273</u> 246
Property Services	Responsible for: <ul style="list-style-type: none"> Providing strategic advice on Council's property portfolio Managing the Facilities Asset Management Plan Developing lease documentation and managing lease negotiations Managing the capital works program. 	2,238 <u>2,267</u> 29

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

Service / indicator / measure	Result		Material variations
	2015	2016	
Roads			
<i>Satisfaction</i>			
<i>Sealed local road requests</i> [Number of sealed local road requests/kilometres of sealed local roads] x100	56.29	42.62	Council has revised its interpretation of 'local road' to include collector and arterial roads where we are the responsible road authority. This amendment has resulted in larger than expected change for this measure.
<i>Condition</i>			
<i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads] x100	89.63%	81.91%	No material variations
<i>Service cost</i>			
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	\$206.04	\$85.83	A review of the road components relevant to calculating the cost for this service measure indicates the cost of those components should not be included. Based on this revised methodology for calculating relevant costs, the 2015 results should have been \$94.66. The lower cost result for 2016 is indicative of more competitive market conditions in the road construction industry.
<i>Service cost</i>			
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$28.91	\$25.29	Brimbank City Council undertakes all road resealing works via contracts, which are awarded following a competitive public tender process. The lower cost result for 2016 is indicative of more competitive market conditions in the road construction industry.
<i>Satisfaction</i>			
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	60.00	58.00	No material variations

Service / indicator / measure	Result		Material variations
	2015	2016	
Waste Collection			
<i>Satisfaction</i>			
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] x1000	239.86	202.62	There was a significant reduction in requests for the service this financial year. In the previous year industrial action resulted in a higher than usual number of requests.
<i>Quality</i>			
<i>Service standard</i>			
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	12.16	10.62	No material variations
<i>Service cost</i>			
<i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]	\$104.18	\$106.17	No material variations
<i>Service cost</i>			
<i>Cost of kerbside recyclables bin collection service</i> [Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]	\$29.05	\$11.54	There was a significant reduction in cost for the service this financial year due to an increase in the rebate for recyclable material provided by our processing contractor.
<i>Waste diversion</i>			
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins] x100	37.98%	38.80%	No material variations



Strategic Objective 4: Sustainable environments

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic indicator / measure	Result	Comments
Reducing the city's ecological footprint		
Reduction in Greenhouse Gas Emissions from Council operations.	7%	At 7% below 2011 baseline figure and trending in a positive direction.
Protecting and enhancing our natural environment		
Resident perception of Council performance on environmental sustainability.	57	This is four points lower than 2014/15 and seven points below target.
Fostering sustainable urban development		
Resident perception of Council performance on planning and population growth in the area.	55	This is two points lower than 2014/15 and three points below target.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-2016 budget for the year.

Major initiatives	Progress
Pursue implementation of the Sunshine Town Centre Structure Plan, St Albans Structure Plan and Keilor Village Vision.	Sunshine Town Centre Structure Plan and the Keilor Village Vision are complete. The St Albans Structure Plan is awaiting Council consideration.

The following statement provides information in relation to the services funded in the 2015-2016 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Favourable / (Unfavourable) \$000
City Planning	Responsible for: <ul style="list-style-type: none"> Providing statutory planning services to Council, the community and the development industry Administering the Brimbank Planning Scheme Assessing planning permit applications for land use, development and subdivision Representing Council at the Victorian Civil and Administrative Tribunal Responding to property information requests and provision of planning information. 	44 <u>970</u> 926
City Compliance	Responsible for: <ul style="list-style-type: none"> Education and enforcement of relevant legislation, local laws and Council policies including public health, animal management and littering Regulating and controlling activities that may be unsafe, a nuisance or detrimental to the peace and quality of life. Local Laws <ul style="list-style-type: none"> Enforcing parking regulations under State Laws (Victorian Road Rules) Ensuring Council's local laws are complied with Promoting responsible pet ownership Providing a safe environment around school crossings. Environmental Health Services <ul style="list-style-type: none"> Reducing the incidence of food borne disease by ensuring food sold, prepared, manufactured, stored and transported in the municipality is safe for human consumption Providing an immunisation program to reduce preventable diseases Minimising public health risks from environmental hazards Implementing infectious diseases programs to identify and take preventative measures to minimise the risk of infectious disease outbreaks Enforcing the <i>Tobacco Act</i> requirements including the sale of cigarette to minors Providing a needle disposal program and providing advice about handling sharps. 	2,672 <u>2,979</u> 307

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

Service / indicator / measure	Result		Material variations
	2015	2016	
Animal Management			
<i>Timeliness</i>			
<i>Time taken to action animal requests</i> [Number of days between receipt and first response action for all animal management requests/number of animal management requests]	NA	1.21	No material variations
<i>Service standard</i>			
<i>Animals reclaimed</i> [Number of animals reclaimed/number of animals collected] x100	34.39%	33.53%	No material variations
<i>Service cost</i>			
<i>Cost of animal management service</i> [Direct cost of the animal management service/number of registered animals]	\$55.29	\$58.80	The increase in the cost of animal management services is primarily due to increased costs by the external provider for impounding and rehousing services.
<i>Health and safety</i>			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	6.00	7.00	No material variations
Food Safety			
<i>Timeliness</i>			
<i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints/number of food complaints]	NA	1.40	No material variations
<i>Service standard</i>			
<i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> /number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	100.00%	100.00%	No material variations
<i>Service cost</i>			
<i>Cost of food safety service</i> [Direct cost of the food safety service/number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$1,131.51	\$257.20	The improvement in 2015-2016 is based on an accurate calculation of costs related to food safety (registration, inspection, product recalls, public information and the like) and excluding other environmental health service costs unrelated to food safety.
<i>Health and safety</i>			
<i>Critical and major non-compliance notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	No material variations

Service / indicator / measure	Result		Material variations
	2015	2016	
Statutory Planning			
<i>Timeliness</i>			
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	92.00	112.00	Throughout 2015/2016, Brimbank City Council has experienced an increase in the complexity of planning permit applications, and implemented changes with the introduction of a significant digitisation process.
<i>Service standard</i>			
<i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days/number of planning application decisions made] x100	65.00%	55.00%	Throughout 2015/2016, Brimbank City Council has experienced an increase in the complexity of planning permit applications, and implemented changes with the introduction of a significant digitisation process.
<i>Service cost</i>			
<i>Cost of statutory planning service</i> [Direct cost of the statutory planning service/number of planning applications received]	\$1,868.98	\$2,133.94	The increasing number and complexity of applications has increased some costs related to expert advice and legal review.
<i>Decision making</i>			
<i>Planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/number of VCAT decisions in relation to planning applications] x100	71.43%	80.95%	No material variations



Strategic Objective 5: Industry and economic development and strategic sites

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic indicator / measure	Result	Comments
Promoting and advocating for the appropriate recognition, development and use of Brimbank's strategic sites		
Level of website and social media presence for strategic sites.	6,611 hits	Website hits related to 'invest' and related to strategic sites.
Increasing local employment, business, office and economic development		
Resident perception of Council performance on business and community development and tourism.	57	This is on target but two points lower than 2014/15.
Facilitating future industrial, commercial or residential development at strategic sites		
Number of facilitation meetings held with proponents for major industrial, commercial or residential development projects on strategic sites.	16	There were 16 facilitation meetings with proponents for major industrial, commercial or residential development projects on strategic sites.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-2016 budget for the year.

Major initiatives	Progress
Promote local tourism attractions through local and regional networks and initiatives.	Council has maintained its membership with the Western Melbourne Tourism (WMT), and digital subscription with Destination Melbourne. Council has promoted Overnewton Castle, St Albans Lunar Festival, Alice's Playspace and the Keilor Hotel, through social media and "Westside Stories". Council also distributed over 100 'Experience Brimbank' brochures to key stakeholders.

The following statement provides information in relation to the services funded in the 2015-2016 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Favourable / (Unfavourable) \$000
City Strategy	Responsible for: <ul style="list-style-type: none"> Preparing and implementing long-term land use planning strategies, including the Municipal Strategic Statement Preparing planning scheme amendments and reviewing the Brimbank Planning Scheme Economic development, investment attraction, project facilitation, and marketing Place management and coordinated planning for Brimbank's town centres and urban villages Planning and redevelopment of 'strategic sites' (sites with complex environmental and infrastructure issues). 	2,082 <u>2,213</u> 130



Strategic Objective 6: Organisational effectiveness

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic indicator / measure	Result	Comments
Developing our people		
Separation of low tenure (less than one year) employees as a percentage of total hires.	24.11%	Target achieved.
Review and improve Council's organisational capabilities within a best practice framework		
Resident perception of Council performance in relation to customer service.	73	This is on target and remains the same as 2014/15.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-2016 budget for the year.

Major initiatives	Progress
Extend quarterly reporting on adherence to Customer Service Standards.	Ongoing

The following statement provides information in relation to the services funded in the 2015-2016 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Favourable / (Unfavourable) \$000
People and Performance	The key responsibilities of the People and Performance department include: <ul style="list-style-type: none"> Supporting and advising Council's management and employees on all aspects of Human Resources and Occupational Health and Safety (OHS) management Leading and driving cultural change through the development and implementation of programs such as: <ul style="list-style-type: none"> Leadership and management development Organisational values and behaviours An integrated performance management system. Reporting of progress against the Council Plan Best Value and organisational statistics Commencing the business transformation project. 	4,707 <u>5,482</u> 775
Information Management	The key objectives of the Information Management department include: <ul style="list-style-type: none"> To provide a consistently high level of information technology and information management services to all service units and community centres, thus enabling them to effectively manage their business processes To develop and implement information technology projects in line with corporate strategic objective. 	5,110 <u>5,101</u> (9)

Governance and Management and other information



Governance and Management

Brimbank City Council derives its power, role, purpose and functions from the *Local Government Act 1989*.

Governance framework

Brimbank City Council's Governance Framework provides for the achievement of best practice governance, as well as ensuring compliance with the *Local Government Act 1989*.

Governance at Brimbank is defined as the process of decision-making, and the process by which decisions are implemented. This translates into how Council operates as a decision-making body, and its relationship with the organisation (that provides advice to Council and implements its decisions). It also includes the ways that Council engages with its community in this process.

Council meetings

Council makes its decisions at meetings that are open to the public.

At **Ordinary Council Meetings**, Council considered a range of matters, and aimed to make decisions in relation to Council's responsibilities in the best interests of the community.

On 15 December 2015, the schedule for 2016 Ordinary Council Meetings for the first quarter of 2016, comprising twice monthly meetings, was adopted. The first meeting was held on the second Tuesday of the month, at the Keilor Municipal Offices. The second meeting was held on the fourth Tuesday of the month, at the Sunshine Municipal Offices.

On 8 March 2016, following a review of the governance structure, Council resolved to change to a monthly meeting cycle. This change was in order to provide sufficient time and opportunity for incoming Councillors, who are often in full or part-time employment as well as representing Council on a number of external committees, to be provided with relevant information to assist their decision-making.

Special Council Meetings are convened for a specific purpose. Only matters advertised and listed on the agenda for the meeting may be dealt with (except via resolution).

Council conducted two Special Council Meetings in 2015/2016. The first was to consider and adopt a new Councillor Code of Conduct, in accordance with new provisions of the *Local Government Act 1989*. The second Special Council Meeting was called to authorise use of Council's seal in executing an agreement for the Local Government Funding Vehicle, in accordance with the *Governance (Meeting Procedure) Local Law No. 1*.

Council agenda

The business to be considered by the Council is set out in the Council Meeting agenda. The agenda was available on Council's website five days prior to a Council Meeting. Hard copy agendas were available in Chamber on the night of the Council Meeting, and at the Keilor, Sunshine and Sydenham Customer Service Centres, and at libraries, on the day before the meeting.

Council minutes

Council records the decisions made at each Council Meeting. Minutes of recent meetings were available at Council offices and on Council's website for all meetings held during the current calendar year (and preceding 12 month period) as required by the *Local Government (General Regulations 2015) Regulation 12 (b)*.

Questions to Council

Community members had the opportunity to raise questions in writing before an Ordinary Council Meeting, which were then answered at the meeting, or taken on notice with a written response to be sent to the questioner.

Members of the public were also able to petition Council, in accordance with the *Governance (Meeting Procedure) Local Law No. 1*.

In 2015-2016, a total of six petitions were presented to the Council for receiving and response, and 34 questions were put to the Council and answered at the meeting or responded to in writing.

Administrators' remuneration and expenses

The Minister for Local Government sets the remuneration paid to Council's Administrators.

Expenses incurred by the Administrators in undertaking their duties for Brimbank were reported quarterly in a Governance Report presented at an Ordinary Council Meeting, in accordance with their Code of Conduct. The total expenses reported for travel and communications in these reports for 2015-2016 was \$15,690.72.

Councillor Code of Conduct

The *Local Government Act 1989* (the Act) sets out standards of conduct for Councillors, and specific arrangements to deal with misconduct. Section 76C of the Act requires a council to have a Code of Conduct for Councillors. Under Section 75B of the Act, a council must adopt a reimbursement policy for Councillors. Section 75C of the Act requires a Council to make available prescribed minimum resources for Councillors to carry out their duties.

The *Local Government Amendment (Improved Governance) Act 2015*, passed in September 2015, resulted in a significant number of changes to the Councillor conduct provisions of the Act, and subsequently, the Code.

The Act now requires a person elected to be a Councillor to make a written declaration they will abide by a Code, within three months of being declared elected and within one month of any amendments to a Code being approved. A Code must also be reviewed and adopted within four months of a municipal general election, at a Special Council Meeting. The other key requirement introduced for a Code, is for it to include an internal resolution procedure for addressing alleged contraventions of a Code, including allowing for the appointment of an independent arbiter.

The majority of the new conduct provisions of the Act came into effect on 1 March 2016. Councils were required to review their Codes and make any changes at a Special Council Meeting called solely for that purpose, by 4 July 2016.

Consultation

The final draft Code was proposed to be made a Major Policy under the *Governance (Major Policy Consultation) Local Law*. This triggers a community consultation process prior to the making of, amendment or revocation of the Code.

The draft Code was released for community consultation in July 2015, for a period of 28 days, with written submissions invited. At the end of the submissions period, no submissions or comment had been received.

Structure of the Code

The aim of the Code was to provide Councillors with a centralised document covering all aspects of conduct and support relating to their role. The Code is structured into two parts:

Part One: Conduct - includes:

- The **Commitment, Values and Principles** to be demonstrated by Councillors
- The **Roles and Relationships** of Councillors and Council officers
- How Councillors will **Conduct** themselves
- Protocols for **Civic Representation** including with media, social media and events
- **Internal Resolution Procedure** for an alleged breach of the Code.

Part Two: Support - includes:

- The **Resources Support** available to a Councillor to conduct their duties
- The support to be provided for **Professional Development and Civic Representation**
- The **Legal and Insurance** coverage available
- **Reimbursement of Expenses and Exclusions**
- The requirements for public **reporting** of support expenses.

Governance and Management (continued)

The Code includes a Schedule of Documents Incorporated by Reference (relevant Council policies and organisational policies and protocols that relate to Councillors).

Adoption of the Code

Council, in accordance with Sections 76C, 75B and 75C of the Act and the Local Law, adopted the Councillor Code of Conduct as a Major Policy at a Special Council Meeting on 19 April 2016.

The Code was signed by Administrators in the presence of the Chief Executive Officer on 3 May 2016, in compliance with the requirements of the Act.

A copy of the Code was given to each Administrator, and made available on Council's website.

Local laws

Brimbank had three local laws, the *General Local Law 2008*, which came into effect on 1 January 2008, the *Governance (Meeting Procedure) Local Law No. 1 2015*, which came into effect on 19 June 2015, and the *Governance (Major Policy Consultation) Local Law No. 3* which came into effect on 18 July 2014.

Local laws apply within the area of the City of Brimbank and act as subordinate legislation to State and Federal laws.

General Local Law 2008

Brimbank's *General Local Law 2008* was adopted on 27 November 2007 and became operational on 1 January 2008. The objectives of the local law are to provide for the:

- Administration of Council's powers and functions
- Protection, safe and fair use and enjoyment of Council property
- Safe and fair use of streets, roads and footpaths
- Protection, maintenance and enhancement of the amenity of the municipality to a standard that meets the general expectations of the community
- Keeping and control of animals on land and on Council property, and
- Uniform and fair administration and enforcement of the local law.

The *General Local Law 2008* is available for viewing on Council's website.

Governance (Meeting Procedure) Local Law No. 1 2015

Brimbank's *Governance (Meeting Procedure) Local Law No. 1 2015* was gazetted on 18 June 2015, and became operational on 19 June 2015. The primary purposes of the local law are to:

- Provide for the procedures governing the conduct of Council Meetings and Committee Meetings
- Set the rules of behaviour for those participating in and attending meetings, and
- Regulate the use of Council's common seal.

The *Governance (Meeting Procedure) Local Law No. 1 2015* is available for viewing on Council's website.

Governance (Major Policy Consultation) Local Law No. 3 2014

Brimbank's *Governance (Major Policy Consultation) Local Law No. 3* was gazetted on 17 July 2014, and became operational on 18 July 2014. It enables Council to determine whether a policy is, or is not, a 'major policy', and prescribes a public consultation process to be followed when the Council proposes to make, amend, modify or revoke a 'major policy'. The purpose of the local law is to:

- Provide for some policies of Council to be designated as major policies
- Prescribe the procedure to be followed before making, amending, modifying or revoking a major policy
- Promote transparency of decision-making
- Promote best practice in governance processes, and
- Provide for the peace, order and good government of the municipal district.

The following policies were made as major policies in 2015-2016:

- Loan Repayment Reserve for Interest Only Debt Major Policy - 22 September 2015
- Councillor Code of Conduct Major Policy - 19 April 2016

The *Governance (Major Policy Consultation) Local Law No. 3 2016* is available for viewing on Council's website.

Internal Committees / External Committees

Administrator representation on Committees

Each calendar year, Administrators are nominated to represent Council on a range of Committees for the following year. Council Committees comprise Advisory Committees (with external representation), Community Consultative/Reference Committees (with external representation) and External Committees (where an Administrator acts as a delegate).

In 2015-2016, the representatives/delegates to Council Committees were:

Council Advisory Committees (with external representation)	Role of Committee	Nominated July 2015 - December 2015 Administrator	Nominated January 2016 - June 2016 Administrator
Audit and Risk Management Committee (ARMC)	Advisory Committee to Council established in accordance with section 139(2) of the <i>Local Government Act 1989</i> , to provide oversight of internal and external audit activities.	John Watson	John Watson John Tanner AM
Community Consultative / Reference Committee (with external representation)	Role of committee	Nominated July 2015 - December 2015 Administrator	Nominated January 2016 - June 2016 Administrator
Australia Day Awards Selection Committee	Selection of Australia Day Award recipients.	John Watson	John Watson
Brimbank Arts Advisory Committee	To oversee the operational aspects of the Brimbank Arts Collection Policy Guidelines 2011-2015.	Jane Nathan	Jane Nathan
Brimbank Community Fund Committee (Advisory Committee to Lord Mayor's Charitable Fund)	To provide guidance of the administration of the Brimbank Community Fund.	John Tanner AM	John Tanner AM
Brooklyn Industrial Precinct Strategy Committee	To provide advice and recommendations to Council on the amenity of Brooklyn Industrial Precinct.	Jane Nathan	Jane Nathan
Community Liaison Committee - Former Sunshine Quarry Committee	To examine the management of environmental, amenity and traffic issues, as well as planning for the end use of the site.	John Tanner AM	Committee ceased 24 November 2015
Errington Precinct Master Plan Implementation (Phase 1) Community Reference Group	To provide for community input into the implementation of Phase 1 of the Errington Precinct Master Plan.	John Tanner AM	John Tanner AM
Heritage Advisory Committee	To provide a forum for Council to work with the local community to promote the retention, protection and enhancement of Brimbank's heritage.	Jane Nathan	Jane Nathan
Municipal Emergency Management Plan Committee	To ensure all agencies are involved in emergency planning for the municipality.	John Watson	John Watson
St Albans Connect Strategic Partnership Group	To provide governance for the St Albans Connect Project, a Council initiative to coordinate the social, community and physical infrastructure in the St Albans area.	John Tanner AM Jane Nathan (substitute Council representative)	John Tanner AM Jane Nathan (substitute Council representative)
Sunshine Town Centre Partnership Group	To assist in the implementation of the Sunshine Rising program. To assist Council realise the vision for Sunshine Town Centre.	Jane Nathan	Jane Nathan
Sydenham Town Centre Partnership Group	To facilitate regular dialogue between Council, QIC and relevant agencies, relating to the Sydenham Town Centre.	John Watson	Committee ceased 24 November 2015
Brooklyn Community Reference Group	To foster collaboration between community, industry and government, to ensure ongoing clean air in the Brooklyn area.	Jane Nathan	Jane Nathan
LeadWest Ltd Board	Representing the councils of Brimbank, Hobsons Bay, Maribyrnong, Moonee Valley, Melton and Wyndham, to support sustainable growth and regional development in Melbourne's West.	John Watson (Delegate) John Tanner AM (alternate Delegate)	John Watson (Delegate) John Tanner AM (alternate Delegate)
Metropolitan Local Governments' Waste Management Forum	To assist in the implementation of the Victorian Government's 'Waste and Resource Recovery Policy - Getting Full Value' and management and administration of waste disposal contracts.	John Tanner AM	John Tanner AM
Metropolitan Transport Forum	Advocacy group for promotion of effective, efficient and equitable transport in metropolitan Melbourne.	John Tanner AM	John Tanner AM
Municipal Association of Victoria (MAV) State Council	Victorian Local Government peak body, comprised of representatives whose role is to advocate on behalf of the industry and support its development, and represent the interests of their council by presenting its position on issues.	John Watson (Delegate) Jane Nathan (substitute Delegate)	John Watson (Delegate) Jane Nathan (substitute Delegate)
Victorian Local Governance Association (VLGA)	Acts as a peak body for councillors, local governments, community leaders and groups to support good governance, sustainability and social justice.	John Watson	John Watson
Ballarat Rail-Line Action Committee (BRAC)	The intent of the BRAC is to advocate for key improvements in access to public transport for the broader region. Member councils include Brimbank City Council, Ararat Rural City Council, Ballarat City Council, Moorabool Shire Council and Pyrenees Shire Council.	Committee established February 2016	John Watson

Attendance at Council Meetings by Administrators - 1 July 2015 to 30 June 2016

Name	Ordinary Council Meetings (19 held)	Special Meetings (2 held)
John Watson	17	2
Jane Nathan	17	2
John Tanner AM	19	2

Administrator Jane Nathan had leave of absence approved for the period 8 July to 1 August 2015.

Governance and Management (continued)

Audit and Risk Management Committee

Brimbank City Council's Audit and Risk Management Committee (ARMC) has been in place since February 1997. It is an Advisory Committee of the Council, appointed under Section 139 of the *Local Government Act 1989*.

During 2015-2016, the purpose of the ARMC was to oversee:

- The integrity of external financial reporting including accounting policies
- The scope of work, objectivity, performance and independence of both the external and internal audit functions
- The provision of effective communication between the external auditor, internal auditor, management and the Council
- The establishment, effectiveness and maintenance of controls and systems to safeguard financial and physical resources
- The systems and processes designed to ensure compliance with relevant laws and regulations and consideration of best practice guidelines
- The strategic risk management framework
- The systems and processes which protect against fraud and irregularities including the *Protected Disclosures Act 2012* procedures.

Audit and Risk Management Committee Charter

The ARMC's Charter was adopted by Council at its Ordinary Council Meeting on 15 March 2011, and has been reviewed annually.

A comprehensive review of the Charter was conducted in 2015, to identify opportunities to align the composition elements with best practice. On 28 April 2015, Council endorsed the recommendations of the review for inclusion in the Audit and Risk Management Committee Charter as part of the annual Audit and Risk Management Committee Charter review process.

Changes included the addition of the role of the chair, and recruitment and selection. A subsequent review identified further opportunities to develop the Charter to ensure it reflected changes to legislation, the updated practices of audit committees in the Local Government sector, and the return of Councillors (in terms of membership).

The ARMC endorsed the recommended changes to the Charter. A revised Charter was subsequently adopted by Council on 8 September 2015.

In 2015-2016, the responsibilities of the committee outlined in the Charter have been carried out.

Composition of Audit and Risk Management Committee

During the reporting period, the committee was chaired by independent member, Mr Michael Beer, and comprised independent members Mr Richard Jones (1 July-28 August 2015), Mr Homi Burjorjee (1 July-9 December 2015), Ms Linda MacRae, Mr Ben Dunlop (16 December 2015-30 June 2016).

Council's representative members were the Brimbank Chair of Panel of Administrators, Mr John Watson, and Administrator John Tanner AM (8 September 2015 - 30 June 2016).

Michael Beer Independent Chair

- Accounting and finance
- Audit, corporate governance and risk management
- Strategic planning

Richard Jones Independent Member

- Local Government
- Accounting and finance
- Governance and company secretarial

Homi Burjorjee Independent Member

- Chartered accounting and business administration
- Internal audit
- Local Government
- Risk management and information technology

Linda MacRae Independent Member

- Local Government
- Corporate services and financial management
- Audit and governance
- Strategic and operational risk management

Ben Dunlop Independent Member

- Government, not-for-profit, corporate
- Audit, risk and financial management
- Certified practicing accountant
- Business sports management

John Watson Chair of Panel of Administrators

- Former Executive Director of Local Government Victoria
- Local Government
- State Government - specialising in governance and legislation

John Tanner AM Administrator

- Local Government
- Small business and regional development
- Community engagement, governance, strategic planning

Meetings

The following ordinary meetings of the ARMC were held during the reporting period:

▶ Meeting No. 104	28 August 2015
▶ Meeting No. 105	9 December 2015
▶ Meeting No. 106	26 February 2016
▶ Meeting No. 107	26 May 2016

The attendance record of Audit and Risk Management Committee members for 2015-2016 was:

Name	No. of meetings eligible to attend	No. of meetings attended
Michael Beer (Chair)	4	4
Richard Jones	1	1
Homi Burjorjee	2	2
Linda MacRae	4	4
Ben Dunlop	2	2
Administrator John Watson	4	4
Administrator John Tanner AM	3	2

Audits and compliance

During the reporting period, the committee received and considered internal audit reports on the following matters:

- Information Technology - Security & Access Controls
- Mobile Plant Management
- Privacy Management
- Capital Works Management

The following internal audits were also conducted during 2015-2016, but due to timing, will be reported to the September 2016 ARMC meeting (outside of reporting period):

- Kerbside Waste Handling - General and Recycling
- Data Analytics (accounts payable, procurement - purchase order system) - replaced Statutory Registers audit following regulation changes.

The audit recommendations and management responses were considered by the ARMC, and were implemented, or in the process of being implemented, over 2015-2016. The ARMC monitored the implementation of audit recommendations at each meeting of the committee.

The external audit report by VAGO on the Annual Financial Report 2014-2015 was received and considered by the ARMC, including the VAGO management letter and recommendations. The ARMC approved the draft Governance and Management Checklist 2014-2015, which was a new reporting requirement for Council's Annual Report.

In addition to the independent audit review, throughout the reporting period, the ARMC received high level presentations on key major projects (with a focus on risk and financials): Brimbank Community and Civic Centre, Business Transformation, Return of Councillor Plan, and the Infrastructure and Environment Directorate.

Internal audit function

Council's internal audit function was contracted to Crowe Horwath Melbourne over 2015-2016. The contract was managed by Council's Governance department.

Council appointed its internal auditor through a public tender process in accordance with section 189 of the *Local Government Act 1989*, and Council's Procurement Policy. Council re-appointed Crowe Horwath Melbourne as its internal audit services provider in March 2014, for a three-year term.

The annual internal audit program for 2015-2016 was successfully conducted.

Reporting

The operation of the ARMC was reported to Council following each meeting, through a Council representative's report.

Annual review

Over 2015-2016, the responsibilities of the committee outlined in the Charter have been carried out.

The Audit and Risk Management Committee:

- Annually reviewed and assessed the adequacy of the Audit and Risk Management Committee Charter, requesting Council approval for proposed enhancement or updates required by legislation or regulation - ARMC meeting 28 August 2015/Council Meeting 8 September 2015.
- Annually met with the external auditor and internal audit services provider in camera - ARMC meeting 28 August 2015.
- Confirmed annually that all responsibilities outlined in its charter have been carried out - ARMC meeting 28 August 2015.
- Evaluated the Audit and Risk Management Committee's performance annually - ARMC meeting 28 August 2015.

Governance and Management Checklist in Report of Operations

Local Government (Planning and Reporting) Regulations 2014

Governance and Management Items	Assessment
1 Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 18 September 2012
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 1 June 2012
3 Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 21 June 2016
4 Annual budget (plan under section 130 of the <i>Local Government Act 1989</i> setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 21 June 2016
5 Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: <ul style="list-style-type: none"> Road AMP - 26 June 2014 Open Space AMP - March 2012 Facilities AMP - January 2012 Stormwater AMP - March 2011
6 Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 21 June 2016
7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 31 July 2015
8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 20 August 2014
9 Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 14 October 2014
10 Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval of current plans: 9 December 2015
11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan One organisational, and four directorate Business Continuity Plans Date of approval: 15 October 2014
12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 1 August 2015
13 Risk management framework (framework outlining council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 5 August 2015
14 Audit Committee (advisory committee of Council under section 139 of the <i>Local Government Act 1989</i> whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 23 July 2013 (current structure) Date of approval of current Charter: 8 September 2015

Governance and Management Items	Assessment
15 Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 17 March 2014
16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2014
17 Council Plan reporting (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of Reports: 25 August 2015, 24 November 2015, 21 June 2016 (Quarter 3 and 4)
18 Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138(1) of the Act Date statements presented: 8 September 2015, 10 November 2015, 23 February 2016, 17 May 2016
19 Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 8 August 2015, 15 December 2015, 8 March 2016, 21 June 2016
20 Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 27 October 2015, 8 March 2016
21 Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 13 October 2015
22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date new Code adopted at a Special Council Meeting: 19 April 2016
23 Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: <ul style="list-style-type: none"> Council to CEO - 15 December 2015 Council to Staff - 15 December 2015 CEO to Staff - 7 December 2015 CEO duties to Staff - 19 June 2015 VicSmart - 7 December 2015
24 Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 18 June 2015

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



Paul Younis
Chief Executive Officer
Dated: 20 September 2016



Mr John Watson
Chair of Panel of Administrators
Dated: 20 September 2016

Statutory Information

As Local Government is accountable to its community, its operations must be open and transparent. Proper process with sound corporate governance is an essential part of this.

Background

The Best Value legislation (s208A of the *Local Government Act 1989*) was introduced in 1999.

The principles of the legislation state:

- All services must meet quality and cost standards
- All services must be responsive to community needs
- All services must be accessible to those for whom they are intended
- A council must achieve continuous improvement in its provision of services
- A council must develop a program of regular consultation with its community in relation to the services it provides
- At least once every year a Council must report to its community on what it has done to ensure that it has given effect to the Best Value Principles.

To provide assurance that Brimbank City Council has given effect to the Best Value Principles this report has been developed to describe the activities that were undertaken during the 2015-2016 financial year.

Summary of activities

Quality and cost standards

Services were defined and agreed upon by the organisation in 2013. Subsequently, quality and cost measures were developed with the responsible officers and are now formalised in a Quality and Cost Standard register that is available for public inspection upon request.

Organisational application of the principles

Brimbank City Council carried out a significant change program designed to improve the accessibility, effectiveness and responsiveness of services to the community. The Business Transformation #CommunityFirst project provided improvements in service delivery through the delivery of strategic interventions:

1. Digitisation program - Council records are created and maintained in a digital environment with all incoming documentation and correspondence not in a digital form being scanned into Council's record management system upon receipt.
2. Development of a new mobile responsive design website. After substantial consultation with the community, the web architecture was designed with a transaction focus, allows user registration and contains online transactions and payments (launching August 2016).
3. Master customer database - facilitates a 'single view of customer' enabling customers to 'see' themselves in Council systems when logged into Council's new website. Piloting with three key Council customer databases.
4. Unified communications including new telephony capabilities and technology that enables video conferencing, web chat and presence visualisation.

Assessment of value for money

An assessment of value for money in service delivery was achieved through two activities, firstly through the budget approach and secondly through review activities.

The budget was prepared with Council strongly focused on identifying significant savings while maintaining a high level of service to residents, supporting businesses, and continuing to improve amenity of the municipality. These savings were achieved through a combination of reducing operational costs and maintaining current staffing levels.

An example of service review undertaken is that of Council's After Hours Call Outs arrangements to ensure the Council is providing a timely and cost-effective response to out-of-hours requests for Council services.

Continuous improvement

Many departments undertook continuous improvement activities ranging from small process changes to large-scale mobile technology implementations.

As part of the Council's continuous improvement program, Council has installed Global Positioning System (GPS) technology to the majority of its Council mobile plant. The benefits include: security, vehicle maintenance data and improved operational planning and reporting for the operations units.

Consultation

Further to consultation that is undertaken on the Annual Budget and Council Plan, significant community consultation has occurred during the year which included community input into the development of key strategies, plans and policies including:

- *Brimbank Sports Facility Development Plan*
- *Library Strategy 2015-2020*
- *Keilor Village Concept Plan*
- *Urban Forest Strategy*
- *Community Safety Strategy 2015-2019*
- *Updated Cycling and Walking Strategy*
- *Community Facilities Capital Development Policy*
- *Draft Community Facilities Hire, Licences and Leases Agreement Policy*
- *Brimbank 2030 Vision*

Additionally, Council facilitates many committees that include Brimbank and the greater community members to advise Council on many matters including the Community Wellbeing, Environmental Sustainability and the Economic and Transport Community Advisory Committees.

For more information, please refer to the Advocacy, consultation and community engagement section.



Information available to the public

The *Local Government (General) Regulations 2015* commenced on 23 October 2015 replacing the *Local Government (General) Regulations 2004*. Key changes related to information on a valuation and rates notice, notice of acquisition and land information certificates, and a reduction in the information that must be made available for inspection under section 222 of the *Local Government Act 1989* (Regulation 12).

Regulation 12 now includes only seven items prescribed to be made available for public inspection. These are only prescribed documents if they are not available on Council's website.

Documents removed from the list prescribed to be made available to the public are:

- Details of mayor and councillor allowances (now required in the Annual Report)
- Senior officer remuneration
- Names of councillors and officers required to submit Ordinary Returns and dates submitted

- List of special (s86) committees established and purpose (now required in the Annual Report)
- Submissions received in accordance with section 223 of the *Act* during the last 12 months
- Agreements to establish regional libraries
- Names of organisations of which council is a member
- Contracts entered into (above threshold) without a competitive process (now required in the Annual Report)
- Lease registers required to include leases involving land only.

A summary of the information required to be made publicly available is:

- Details of overseas or interstate travel undertaken in an official capacity by Administrators and Council officers
- Agendas and minutes for ordinary and special meetings (s.93 of the *Local Government Act 1989*) - available on the website

- A list of special committees established (and abolished) by Council
- Minutes of special committee meetings
- A register of Council officers authorised under s.224 of the *Local Government Act 1989*
- A list of donations and grants made by Council during the financial year
- A register of delegations to special committees, the Chief Executive Officer and Council officers
- A record of property leases.

In addition, Council is required to keep and maintain registers required under the *Planning and Environment Act*, the *Building Act*, and the *Domestic Animals Act*.

Members of the public could arrange to inspect this information (during office hours) by contacting Council.

Statutory Information (continued)

Freedom of Information Act 1982

The *Freedom of Information Act 1982* (FOI Act) establishes, as far as possible, a right of the community to access documentation in Council's possession. The FOI Act requires discretions to be exercised to promote disclosure of documentation. However, Part IV of the FOI Act prescribes what documentation may be considered exempt from disclosure. Council must provide access to its documentation unless it is exempt.

Freedom of Information applications annual report

Forty-four FOI requests were received during 2015-2016. Of those applications, 14 were released in full, 10 were released in part, two denied in full, four were withdrawn, nine were not proceeded with, two yielded no documents, and two were not yet finalised. There was also one application outside the scope of the FOI Act.

In accordance with section 65AA of the FOI Act, Council has submitted its report on the operation of the FOI Act to Parliament, and a copy of the report is available for public inspection. Members of the public may inspect the report by contacting Council.

Application for access to documentation

To apply for access to documentation in Council's possession, members of the public can download the Freedom of Information Application form on Council's website, and submit the application to the Freedom of Information (FOI) Officer.

In order to avoid processing delays, it was recommended an application be for specific documents and not all documents in a broad category, and that the applicant ensured the prescribed application fee was attached. Members of the public could contact the FOI Officer for assistance and advice.

Victorian Charter of Human Rights and Responsibilities

The *Victorian Charter of Human Rights and Responsibilities Act 2006* (the Charter) acknowledges that all people are born free and equal in dignity and rights. It specifies 20 civil and political human rights and responsibilities that reflect the four basic principles of freedom, respect, equality and dignity.

It prevents government agencies from making laws and decisions which contravene those prescribed principles and also encourages a human rights culture. Council prepares an annual report of Council's compliance to the Victorian Charter of Human Rights.

In response to the Charter and high levels of social and economic disadvantage in the municipality, the *Brimbank Social Justice Charter* is implemented to help build a just and inclusive society.

Brimbank Social Justice Charter

Brimbank City Council's *Social Justice Charter* supports the development of policies and services that improve community wellbeing, reduce disadvantage and respect diversity.

First launched in 2008, the *Social Justice Charter* was updated in December 2012, validating community and inter-government partnerships and sustaining commitments to the principles of access, equity, community participation and human rights.

A key element of the Brimbank charter is implementing responses to the *Victorian Charter of Human Rights and Responsibilities*, and treating all citizens with respect and without discrimination.

Council is committed to developing a human rights culture and working with the Equal Opportunity and Human Rights Commission to promote human rights in the community.

A major element of Council's commitment is to ensure that Council policies and decision-making processes comply with the *Victorian Charter of Human Rights and Responsibilities*.

Key work undertaken supporting the *Victorian Charter of Human Rights* and the *Brimbank Social Justice Charter* include:

- Ongoing coordination of the Social Justice Coalition. The Brimbank Social Justice Coalition comprises Council, community groups, peak bodies, non-Government welfare agencies and individuals. Their goal is to plan, lead and advocate on social justice priorities in Brimbank.
- The Strategic Implementation Group (SIG) comprised of Executive Officers from a cross section of local social, economic, cultural and/or environmental agencies, continued to collaborate to plan, lead and advocate in response to identified Social Justice priorities.

- Participated in initiatives that address disadvantage in the western region including: The Alliance for Gambling Reform, Western Region Local Government Reconciliation Network, MetroAccess Western Region Network, Brimbank Melton Local Learning Employment Network and Preventing Violence Together.
- Maintained a strong evidence base for integrated policy development, decision-making and advocacy purposes. This includes maintenance of the Brimbank community profile and development of the Brimbank Diversity Profile (2014). Trending and emerging issues related to problem gambling, housing vulnerability and homelessness have been documented.
- Delivered the annual Brimbank State and Federal budget briefing, in partnership with the Victorian Council of Social Services.
- Delivered Human Rights training to Council staff in partnership with the Victorian Equal Opportunities and Human Rights Commission.
- Delivered activities through Council's neighbourhood houses. Activities that address disadvantage and promote civic engagement include: accredited training in aged care, cooking classes for people with a disability, Dads in Distress and programs for people with autism.
- Prepared submissions to the Victorian Government's Gaming Machine Arrangements Review inquiry, Victoria's Gender Equity Strategy, Victoria's mental health strategy, State Disability Plan 2017-2020, Victorian Charter of Human Rights and Responsibilities Report and Royal Commission into Family Violence.
- Coordinated and participated in events including Anti-Poverty Week, Social Inclusion Week, International Day for People with a Disability, White Ribbon Day and Social Justice Week.
- Continued to implement Council policies, strategies and action plans such as the *Reconciliation Action Plan*, the *Settlement Action Plan*, *Plan to Prevent Men's Violence Against Women: Towards Gender Equity (2015-2019)*, *Electronic Gambling Policy (2015)* and the *Disability Action Plan*, which address the principles of social justice.
- Updated and maintained the Brimbank Social Justice Coalition website.

Carers Recognition Act 2012

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*. Council has promoted the principles of the *Carers Recognition Act 2012* to people in care relationships, including those who receive Council services, and to the wider community, by distributing information through relevant Council services.

Council has taken all practicable measures to ensure staff, Council agents and volunteers working for Council are informed about the principles and obligations of the *Carers Recognition Act 2012*, by including information on the care relationship in Council induction and training programs for staff working in Home and Community Care services.

Council has also taken all practicable measures to review and modify Council policies, procedures and supports to include recognition of the carer relationship.

Contracts

During the year Council did not enter into any contracts valued at \$150,000 or more for services without entering into a competitive process. Council did engage one company to undertake works valued at more than \$200,000 without entering into a competitive process. The works were nominated and funded by the Regional Rail Link (RRL) Authority and conducted on their behalf, as part of the RRL Project. Council supervised the works.

Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, as Council has prepared a *Disability Action Plan* it must report on the implementation of the *Disability Action Plan* in its Annual Report.

Brimbank City Council adopted the *Brimbank Disability Action Plan* (DAP) 2012-2016 in November 2012. The Brimbank DAP is a whole-of-Council strategy that guides Council's priorities and actions to achieve equity for people of all abilities in Brimbank.

In 2015-2016 Council continued to deliver the actions of the DAP.

Key actions included the following: continuing to implement the Social Justice Charter; supporting advocacy and partnership opportunities; supporting the Disability Network; and providing a range of support services to help maintain and enhance the physical, social and emotional wellbeing of people with a disability. These services included Home and Community Care (HACC) and a range of community programs including neighbourhood houses, Community Transport, Community Activity groups and volunteer support services.

In 2015-2016 Council initiated a review of the DAP and undertook research and consultation to develop a new *Disability Action Plan 2017-2020*. The new DAP is scheduled to be finalised in late 2016.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the Annual Report.

Council adopted its *Domestic Animal Management Plan 2013-2017*, in June 2013. The plan outlines objectives and actions in relation to cats and dogs in the municipality and was developed after consultation with the community.

Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

Road Management Act Ministerial Direction

In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial Direction in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

Privacy and Data Protection Act 2014

The *Privacy and Data Protection Act 2014* (PDP Act) contains privacy principles that relate to responsible collection, use and disclosure of personal information. Brimbank's Privacy Policy was updated to reflect the PDP Act and provides information on how Council complies with requirements of the PDP Act.

The policy also contains guidance on how to access and amend personal information. The Privacy Policy could be downloaded from Council's website throughout 2015-2016.

Information privacy complaints

Council received two privacy complaints in 2015-2016. After investigation and consideration, these complaints could not be substantiated.

Health Records Act 2001

The *Health Records Act 2001* (HR Act) seeks to protect the privacy of an individual's health information and provides individuals with a right of access to their health information. The HR Act also establishes a mechanism for dispute resolution and a framework for making a complaint.

Health records complaints

Council did not receive any privacy complaints relating to health records in 2015-2016.

Statutory Information (continued)

Geographic names within the municipality

Two naming proposals were considered and determined by Council in 2015-2016, in accordance with the *Geographic Place Names Act 1998* and Council's Place Naming Policy. Both proposals were for Council-owned buildings, classified as features under the *Geographic Place Names Act 1998*.

Proposal to rename the redeveloped Errington Community Centre, 309C Main Road East, St Albans, as 'St Albans Community Centre'

As part of the redevelopment of the Errington Community Centre, the Errington Precinct Master Plan Implementation (Phase 1) Community Reference Group proposed the Centre be renamed as St Albans Community Centre.

At its Ordinary Council Meeting on 23 September 2014, Council endorsed the name for consultation and a community consultation process was undertaken for a period of 30 days, ending on 7 October 2014. Council received one response in relation to the proposal, which was addressed and resolved. Council approved the new name of 'St Albans Community Centre' at its meeting on 8 December 2015.

In accordance with policy, the Chief Executive Officer named the theatre space, the 'Bowery Theatre', after internationally-renowned artist and designer, Mr Leigh Bowery (1961-1994). Mr Bowery was born in Sunshine and educated at Sunshine Primary School and Sunshine West High.

The Atrium space was named the 'Jack Sheridan Atrium', after Mr Jack Sheridan (1930-2016). Mr Sheridan was a former Mayor and Councillor at the City of Keilor, and through his leadership, the St Albans Community Cooperative donated \$2.5 million to the redevelopment.

Proposal to name the Brimbank Community and Civic Centre building, located at 301 Hampshire Road, Sunshine, as 'Brimbank House'

Council, at its Ordinary Council Meeting on 19 April 2016, resolved to commence a 30-day consultation process on the proposal, ending on 2 June 2016. Eleven written submissions were received. Outside of the formal consultation process, community members also used social media platforms to comment on the proposal. The majority of submissions received as part of the formal process indicated the proposal did not receive wide community support. The long-standing use name of 'Brimbank Community and Civic Centre' had broad support in some formal submissions and social media comments.

At its meeting on 21 June 2015, Council determined not to proceed with the proposal, and instead approved the name 'Brimbank Community and Civic Centre' as the long-standing name for the building.

Protected Disclosure Act 2012

The *Protected Disclosure Act 2012* requires Council to have an established procedure to facilitate the making of any disclosures, receipt and assessment of disclosures, measures to maintain confidentiality and protection against reprisals (detrimental action), and the welfare management of people who make disclosures or witnesses.

Council has a nominated Protected Disclosure Coordinator, who is responsible for the initial assessment of an assessable disclosure. A copy of Council's Procedures have been available from Council's Protected Disclosure Coordinator and on Council's website throughout 2015-2016.

As required by Section 70 of the Protected Disclosure Act 2012 (the Act), it is reported that:

- Council has established procedures under Part 9 (Section 58) to deal with any disclosures made under the *Local Government Act 1989*. These procedures were available to the members of Council, staff and the public over 2015-2016.
- For the period 1 July 2015 to 30 June 2016, Council received no disclosures.
- No assessable disclosures were referred by Council to the Independent Broad-based Anti-corruption Commission (IBAC) under section 21(2) for determination as to whether they were protected disclosures or protected disclosure complaints during the financial year.
- There were no disclosed matters substantiated on investigation or action taken on completion of investigation.
- There were no recommendations of IBAC or other investigating agency under the *Local Government Act 1989* that related directly to Council during the financial year.

Central Complaints Register

During 2015-2016, Council received 268 complaints.

Expressions of discontent at the unsatisfactory action or inaction relating to a Council service (complaints) are welcomed. Once a complaint is received Council is committed to investigating it and providing an interim or final response within seven working days. When an interim response is provided, this will include advice on when a comprehensive, final response can be expected.

Complaints can be made in the following ways:

- By letter to the Customer Service Enhancement Officer, Brimbank City Council, PO Box 70, Sunshine Vic 3020
- By email to info@brimbank.vic.gov.au
- By completing an **Online Complaints Form**

Business Continuity Management

Council has an organisational business continuity plan and four directorate business continuity plans. It also has an ICT Disaster Recovery Plan. These business continuity plans allow for a consistent prioritised approach for the identification and restoration of the critical services and required resources that need to be recovered in the event of loss of:

- Key staff
- Information and technology
- Voice communications
- Buildings/precincts
- Vital records
- Critical suppliers
- Critical equipment

The Business Continuity Program incorporates best practice standards in accordance with *ISO22301:2012 (ISO22301) Business Continuity Management Systems (BCMS) - Requirements* and is monitored and updated as per the Policy and Framework.

During 2015-2016, each of the business continuity plans were reviewed and tested (in a desktop exercise) to review their currency and adequacy. Continuous improvements were implemented and utilised to also prepare updated plans for the move to the Brimbank Community and Civic Centre in July 2016.

This testing ensured that Brimbank would be able to prioritise the reinstatement of its critical functions in the event of a business interruption or incident.

Council memberships

During 2014-2015 Brimbank was a member of:

- Keep Australia Beautiful
- LeadWest
- Local Government Managers Association
- Metropolitan Transport Forum
- Municipal Association of Victoria
- Property Council of Australia
- Municipal Works Operations Association
- Victorian Waste Management Association
- Victorian Employers' Chamber of Commerce and Industry
- Victorian Local Governance Association
- Waste Management Association of Australia
- Western Melbourne Tourism

Asset management

In 2015-2016, asset management at Brimbank City Council focused on delivering a host of benefits to the community, by continuously monitoring the state and condition of assets to ensure longevity and maximum benefit to the community. Some of these activities included:

Asset condition survey

- Carried out a comprehensive condition assessment of Council's roads and footpath assets.

Data management

- Maintained the currency and reliability of over 250 corporate datasets. This information includes all infrastructure assets such as roads, drainage pipes, drainage pits, kerb and channel and footpaths as well as monthly updates to Council's aerial photography, property base information and land use.

Process improvement

- Extended roll-out of a mobile and wireless solution, which allows Council officers to respond to customer inquiries more quickly and more effectively using iPads and other mobile devices.
- Reviewed and implemented a new process to improve the management of third party agreements on Council-owned assets.
- Reviewed and implemented a more streamlined process to optimise the allocation of capital funding for infrastructure investment.

Innovation

- Partnered with the RMIT, Melbourne Water and five other metropolitan councils to develop an automated tree survey using aerial photography and remote sensing laser scanning.
- Signed a Work Integrated Learning partnership agreement with RMIT to provide final year engineering students with an annual three-month on-the-job placement. This program provides students with the opportunity to get involved in real asset management projects and gain practical experience in preparation for their future careers.

Municipal Emergency Management

In meeting statutory obligations under the *Emergency Management Act 1986*, Council must plan to prevent, respond and recover from emergencies which may endanger the safety or health of any person, or which may destroy or damage property.

The *Municipal Emergency Management Plan (MEMP)* is regularly updated and coordinated through Council's MEMP Committee. The MEMP is a multi-agency plan for the municipal district and not just a Council-specific plan. The MEMP Committee meets quarterly.

The broad objectives of MEMP are to:

- Implement measures to prevent or reduce the causes or effects of emergencies
- Manage arrangements for the use of municipal resources in response to emergencies
- Manage support that may be provided to or from adjoining municipalities, emergency services and agencies
- Assist the affected community to recover following an emergency, and
- Complement other local, regional and state planning arrangements.

To ensure major risks to the community are identified and planned for, the MEMP Committee is also required to develop and regularly update a Community Emergency Risk Assessment (CERA) facilitated by the Victoria State Emergency Service (SES).

Brimbank's MEMP was formally audited and approved by the Victorian SES on 31 October 2014. The audit is undertaken every three years and is designed to ensure that Council complies with legislative requirements regarding municipal emergency management. The next Victorian SES audit is scheduled in November 2017.

2016 Community Satisfaction Survey

Council participated in the 2016 Local Government Community Satisfaction Survey conducted by the Department of Environment, Land, Water and Planning.

Satisfaction with the Overall Council Direction had increased from 57 per cent in 2015 to 61 per cent in 2016.

This result shows that the community's confidence in Brimbank City Council has grown as the Council has worked hard to position the municipality as the dynamic centre of the west.

Brimbank City Council significantly exceeds the Melbourne metropolitan group average for Overall Council Direction (61 per cent to 55 per cent).

Brimbank also significantly exceeds the state-wide council averages on the core measures of Overall Council Direction (61 per cent to 51 per cent); Customer Service (73 per cent to 69 per cent) and Advocacy (57 per cent to 53 per cent).

Council has participated in the survey since 2009.

Analysis

The survey measures the community's level of satisfaction with Council's performance on seven core measures and 23 service areas.

It also rates the importance of core measures and service areas from a community perspective and is based on 400 phone interviews.

The core measures include: Overall Performance; Community Consultation; Advocacy; Making Community Decisions; Sealed Local Roads; Customer Service and Overall Council Direction.

Challenges requiring further consideration

The core measures showing a drop in satisfaction in 2016 when compared to 2015 include: Community Consultation (58 per cent to 54 per cent), Sealed Local Roads (60 per cent to 58 per cent) and Customer Service (76 per cent to 73 per cent). It should be noted that the customer service satisfaction score is on par with the metro and higher than the statewide average.

The survey results also indicate that a number of Council's performance scores were negatively impacted by a decrease in satisfaction ratings by residents aged 18 to 34 years, similar to last year's results. According to the results, this is also the age group least likely to have contact with Council.

However, comparatively Customer Service remains the top performing area for Council achieving 73 per cent satisfaction.

These results provide useful feedback from the community and will be used to inform Council's community planning processes and both short and long-term objectives.

Council's goal is to continue working towards a better Brimbank and to ensure community satisfaction continues to rise even higher.

Council's performance, as measured in the survey in 2016, is stable when compared to the Melbourne metro councils group.

Key performance index score results

Performance Measures	Brimbank					Melb. Metro 2016	State-wide 2016
	2012	2013	2014	2015	2016		
Overall Performance	60	62	64	61	61	66	59
Community Consultation (Community consultation and engagement)	58	57	56	58	54	58	54
Advocacy (Lobbying on behalf of the community)	55	56	54	54	57	56	53
Making Community Decisions (Decisions made in the interest of the community)	n/a	n/a	57	55	57	59	54
Sealed Local Roads (Condition of sealed local roads)	n/a	n/a	63	60	58	67	54
Customer Service	71	76	73	76	73	73	69
Overall Council Direction	63	63	62	57	61	55	51

Importance and performance summaries

2016 Importance summary

	2016	2015	2014	2013	2012
Waste management	83	82	79	81	n/a
Local streets & footpaths	80	80	80	81	n/a
Elderly support services	80	81	80	82	n/a
Sealed roads	80	77	77	n/a	n/a
Emergency & disaster mngt	79	81	80	83	n/a
Traffic management	78	76	75	79	n/a
Community decisions	78	79	77	n/a	n/a
Enforcement of local laws	77	77	77	80	n/a
Informing the community	77	77	75	77	n/a
Environmental sustainability	77	76	73	76	n/a
Appearance of public areas	76	76	79	78	n/a
Family support services	76	78	75	79	n/a
Disadvantaged support serv.	75	76	74	78	n/a
Population growth	74	76	72	77	n/a
Recreational facilities	73	75	74	75	n/a
Parking facilities	73	73	73	73	n/a
Planning & building permits	73	71	72	70	n/a
Consultation & engagement	73	73	71	72	n/a
Town planning policy	72	71	68	71	n/a
Lobbying	71	70	67	70	n/a
Art centres & libraries	70	72	67	69	n/a
Community & cultural	65	66	66	67	n/a
Bus/community dev./tourism	64	64	64	63	n/a

2016 Performance summary

	2016	2015	2014	2013	2012
Waste management	68	71	73	73	72
Art centres & libraries	68	68	72	69	n/a
Community & cultural	67	65	66	67	n/a
Elderly support services	66	63	64	67	65
Family support services	65	64	67	65	65
Emergency & disaster mngt	64	66	68	65	n/a
Recreational facilities	63	66	66	65	65
Appearance of public areas	61	62	59	59	62
Disadvantaged support serv.	61	60	61	61	61
Planning & building permits	59	59	60	62	59
Enforcement of local laws	59	62	61	64	57
Sealed roads	58	60	63	n/a	n/a
Informing the community	58	61	61	62	n/a
Community decisions	57	55	57	n/a	n/a
Bus/community dev./tourism	57	59	55	57	57
Parking facilities	57	59	60	60	56
Environmental sustainability	57	61	62	64	n/a
Lobbying	57	54	54	56	55
Traffic management	57	57	58	55	54
Town planning policy	56	59	59	59	55
Population growth	55	57	56	58	n/a
Consultation & engagement	54	58	56	57	58
Local streets & footpaths	54	53	60	55	55

For further information visit www.brimbank.vic.gov.au

Advocacy, consultation and community engagement



Advocacy is a key role for Local Government to represent the needs of the community and to achieve local and regional improvements.

Advocating for the community and the City

The *Council Plan 2013–2017* (updated in June 2016) has strong links to the *Community Plan* that describes the community's vision and priorities as we approach 2030, and establishes a shared basis for joint planning, service delivery and advocacy.

As a western region council, Brimbank continues to work in partnership with its neighbours to actively advocate on issues that are important for the west, such as transport infrastructure, affordable and accessible housing, industry development, employment opportunities, health, education and training, and safety issues.

Advocating for improvements for Brimbank

Council continued to advocate with the Victorian Government and government bodies for increased focus on education, employment, health and transport needs in the west, specifically Brimbank.

This has involved working closely with key stakeholders such as Victoria Police, education providers, health providers and the Social Justice Coalition.

Transport

Council continued to advocate for improved transport outcomes in Brimbank, including advocating for improved car parking management at train stations in Brimbank.

Works to remove level crossings at Furlong Road, Sunshine North and Main Road, St Albans are underway, after the Victorian Government signed a contract for the delivery of grade separations. The project involves rail under the road and the relocation and reconstruction of Ginifer Railway Station further south. Works are progressing as scheduled, with trains expected to utilise the new, lowered tracks and stations in October 2016. The removal of existing infrastructure and construction of new car parks and forecourts is expected to be completed around March 2017.

While works are progressing on-site, the design of various aspects of the project are not yet finalised and Council continues to pursue and advocate for improvements to the design and scope of the St Albans Level Crossing Removals Project.

The opening of the Regional Rail Link (RRL) project in June 2015 saw regional trains between Melbourne and Geelong commence a new route through Sunshine station - enhancing Sunshine's strategic importance in the heart of Melbourne's west. Dialogue continued between Brimbank and the RRL regarding maximising the transport benefits for the Brimbank community.

Council continues to work with Public Transport Victoria to further enhance bus services in Brimbank, following the roll-out of bus service improvements.

In August 2015, Council supported a VicRoads' proposal to enable the reservation of land for the Palmers Road corridor from the Western Freeway to the Calder Freeway. The proposed project will provide an important north-south connection, improving access and movement to both the Cities of Brimbank and Melton.

Health and wellbeing

Council continued to advocate for additional health funding from Victorian and Federal governments to assist in meeting the health needs of the Brimbank community, and deliver health promotion programs.

Council collaborated with a range of organisations including other Victorian councils and organisations to implement and evaluate health initiatives on topics such as problem gambling, gender equity, drug and alcohol issues, and population health.

The *Brimbank Electronic Gambling Policy 2015-2019* responds to emerging community issues, legislative reform, and changes in the electronic gaming machine industry.

Advocating with the Social Justice Coalition

Council continued to support the Social Justice Coalition in its advocacy to other levels of government to meet the health and wellbeing needs of Brimbank residents in the areas of service access, employment, transport, and education and lifelong learning.

Sustainability

Council continued to participate in the Western Alliance for Greenhouse Action (WAGA) Operational Committee and Executive Committee, as well as other regional networks,

to enable greater leverage through joint submissions for State and Federal investment, information sharing and networking.

Council is involved in the implementation of the WAGA Low Carbon West regional greenhouse gas reduction program. Through WAGA, Council is also helping to develop a regional monitoring, evaluation and reporting framework for climate change adaptation, titled *How Well Are We Adapting?*

Council continued to advocate for the implementation of stronger environmentally sustainable design requirements into the Planning Scheme through a submission related to the Planning and Environment Regulations Review. Council also provided feedback to a range of State Government strategy documents including *Protecting Victoria's Environment - Biodiversity 2036*, *Victorian Community and Business Waste Education Strategy*, *Melbourne Water - Local Government Charter and Sustainability Fund Priority Statement*.

Brimbank - the dynamic centre of the west

As the interface between the inner areas and Melbourne's major urban growth areas, Brimbank has a significant strategic role to play in the provision of employment and business development for Victoria. Council's business development initiatives worked to promote opportunities, attract and facilitate businesses and enable existing businesses to grow and prosper.

The Victorian Government's Plan Melbourne document recognises the Sunshine Town Centre as a Metropolitan Activity Centre and as an Emerging National Employment Cluster (NEC). The Sunshine NEC is a 20 square kilometre area in the City of Brimbank, focused around the Sunshine Hospital. The cluster extends from the Sunshine Metropolitan Activity Centre to the St Albans Activity Centre.

Brimbank City Council made a submission to the State Government's latest planning strategy for metropolitan Melbourne - the Plan Melbourne Refresh. A Discussion Paper released in October 2015 for the Refresh retains the fundamentals of Plan Melbourne, and provides updated commitments by the State Government to transport projects, a stronger focus on innovation to support jobs, new initiatives for housing affordability, and a renewed emphasis on climate change.

Brimbank City Council continues to work actively with Western Health, Victoria University, University of Melbourne, cohealth, and Medicare Local and other stakeholders to attract further investment, development and employment to the Sunshine NEC, as well as undertake advocacy work to secure public investment.

Council continued to play a collaborative role in the Sunshine Health, Wellbeing and Education Precinct. With the significant expansion of Sunshine Hospital, including the \$200 million Joan Kirner Women's and Children's Hospital, and the nearby Furlong Road level crossing removal and new Ginifer railway station, the potential of this precinct is enormous.

Council also works with a range of public and private stakeholders in Sunshine and St Albans, including the local business associations, property owners, business operators and community service providers.

Council made a submission to the State Government's Residential Zones State of Play reports, guiding the future of housing development in the municipality and across metropolitan Melbourne. Brimbank's submission highlights issues relating to the process and impact of the application of the residential zones.

Council will continue to work with the Victorian Government and its development agencies to pursue initiatives that will result in a sustainable Melbourne with a vibrant Sunshine Town Centre as the dynamic centre of Melbourne's west.

Engaging and consulting with the community

Council has a long-standing commitment to consult effectively with the community on matters, issues and activities that may impact on them.

Council places significant emphasis on community engagement and consultation to make informed decisions about issues and projects that impact on the municipality, the town centres, urban villages and their communities.

Community Advisory Committee and Community Consultative/Reference Committees

Council benefits from a number of advisory, consultative and reference committees with external representation.

Council's Community Advisory Committee, the Audit and Risk Management Committee, continues to meet quarterly in order to provide oversight of Council's internal and external audit activities.

Council's Community Consultative/Reference Committees include:

- Australia Day Awards Selection Committee
- Brimbank Arts Advisory Committee
- Brimbank Community Fund Committee
- Brooklyn Industrial Precinct Strategy Committee
- Errington Precinct Master Plan Implementation (Phase 1) Community Reference Group
- Heritage Advisory Committee
- Municipal Emergency Management Plan Committee
- St Albans Connect Strategic Partnership Group
- Sunshine Town Centre Partnership Group

Community Resource members

Council's Community Resource model continued to be implemented with the Resource Panel members providing input on a range of initiatives. Forty-one people underwent community leadership training. Three Safety Working Groups were established and Resource Panel members also participated in a place making trial in St Albans.

Consultation modes

Consultation opportunities are widely publicised by advertisements or public notices in local newspapers, media alerts and releases distributed to local media for coverage. In addition, notices are placed on Council's website (www.brimbank.vic.gov.au) and social media, letters are sent to residents when necessary, and written invitations are provided to community groups and associations in specific cases. Following consultation sessions, updates are provided to the community by posting information on the website, sending information out to participants, or delivered at a later related consultation session if required.

In 2015-2016, the community was consulted on a wide range of topics, draft policies, plans, strategies and topics, including but not limited to:

- Draft Updated Cycling and Walking Strategy
- Draft Community Facilities Capital Development Policy
- Draft Community Facilities Hire, Licences and Leases Agreement Policy
- Brimbank 2030 Vision
- Draft Creating Better Parks Policy and Plan Update
- Proposed Naming of the Brimbank Community and Civic Centre building
- Draft Economic Development Strategy
- Sunvale Community Park Draft Master Plan
- Road Management Plan Review
- Brimbank Planning Scheme Amendment C150 - Design and Development Overlay to the St Albans Activity Centre
- Brimbank Sports Facility Development Plan
- Draft Library Strategy 2015-2020
- Draft Keilor Village Concept Plan
- Draft Urban Forest Strategy
- Draft Community Safety Strategy 2015-2019
- 2016-2017 Draft Budget
- Draft update to Brimbank's *Council Plan 2013-2017*

Volunteering in Brimbank



The Brimbank community has a strong tradition of generously supporting volunteering, and there is a dedicated team of volunteers who ensure the success of many Council events and activities held for the community.

Volunteers come from all walks of life and bring a diverse range of skills to their volunteering roles.

In 2015-2016, 405 volunteers lent a hand to Brimbank City Council. The age range was 16 to 89; the longest serving volunteer has been with Council for 36 years. Volunteers come from 73 different countries and speak more than 78 languages.

Volunteers are an essential resource for an active and healthy Brimbank community. Some of the many varied volunteering roles within Brimbank include:

- Administration
- Brimbank Active Seniors (BAS)
- Clean-up activities
- Community Meals
- Community Register
- Disability Network Group
- Environmental planting activities
- Exam invigilators
- Festivals and events
- Historical Society
- Home visiting
- Home Library Service
- L2P Program - Learner Driver Mentor Program
- Neighbourhood House centres
- Planned activity groups
- Safety Working Group
- Youth services

Council appreciates and acknowledges the contribution of its volunteers through service awards, annual volunteer celebrations, training and support.

05

Sustainability

Sustainability

Council is committed to promoting the long-term sustainable development of the City by facilitating a dynamic and accessible environment supported by a healthy and resilient community that enjoys rich social, economic and environmental characteristics.

Council works to ensure its actions meet current needs without compromising the prospects of future generations. This requires Council to incorporate environmental considerations alongside social and economic values in its decision-making processes.

Sustainability actions at a glance

Below is a summary of some of the sustainable actions undertaken by the Council in 2015-2016 and plans for the future. The key sustainability actions for 2016-2017 are highlights taken from the Council Plan 2013-2017 (updated 2016).

Environmental sustainability achievements

Climate Change

- Launched the *Branch Out Brimbank* website to encourage a love of trees. The website provides information on the benefits of trees, links to Council policies and programs related to the greening of Brimbank and more.
 - Released the Brimbank Urban Forest Strategy, which aims to increase the municipality's tree canopy from 6.2 per cent to 30 per cent over the next 30 years.
 - Continued commitment and partnership in the award-winning Greening the West initiative and the One Million Trees Project, with the expectation that 150,000 trees will be planted by June 2017. The One Million Trees Project is supported by the Australian Government's 20 Million Trees Programme (part of the National Landcare Programme) and LeadWest.
 - Installed the \$485,000 cogeneration unit at the Sunshine Leisure Centre, Council's highest energy-using facility. It significantly reduces Council's reliance on buying electricity from the grid. The unit was funded through a partnership between Brimbank City Council and the Australian Government Department of Industry, Innovation and Science.
- Promoted environmentally sustainable practices via a range of activities and programs. These included the annual Sustainability Expo, education programs rolled out through schools and a calendar of planting events among other initiatives.
 - Continued Council representation on the Western Alliance for Greenhouse Action Operational Committee and Executive Committee.
 - Continued to track well against Council's Greenhouse Reduction Strategy 2013-2023, reducing emissions through a number of measures.

Waste Efficiency

- Exceeded the target for reducing water pollutants entering waterways as measured in Council's *Sustainable Water Management Strategy*.
- Responsible disposal of hazardous waste was facilitated through Council's Detox Your Home facility, which is made available with support from Sustainability Victoria.
- Campaigns to encourage recycling were promoted such as the annual Brimbank Gems program to reduce contamination in kerbside recycling bins.

Conserving the natural environment

- Continued an annual maintenance program to manage conservation areas within the municipality, including revegetation works, weed control and feral animal control.
- Continued to support 'Friends of' groups through the support of environmental activities and programs.
- Council's partnership with Parks Victoria continued, resulting in the enhanced maintenance of parks in Brimbank.

Strategic sites

Council continued to implement the Brooklyn Industrial Precinct Strategy.

Key environmental sustainability actions for 2016-2017

- ▶ Participate in the Western Alliance for Greenhouse Action and other Regional Networks to enable greater leverage through joint submissions for State and Federal investment, information sharing and networking.
- ▶ Develop and implement the Brimbank Litter Prevention Strategy.
- ▶ Develop a Brimbank Biodiversity Connectivity Plan for the municipality.
- ▶ Advocate for improved amenity for residents impacted by aircraft noise from Melbourne Airport.

Economic sustainability achievements

Revitalising places for people

- Planning scheme amendment C105 was approved by the Victorian Government, which enables urban renewal in the Sunshine Town Centre and can potentially generate over \$1 billion in investment.
- Council commissioned the installation of *Man lifting cowby* internationally recognised artist John Kelly in Sunshine, an artwork that is expected to boost economic investment in local businesses in Brimbank when it attracts visitors to the municipality.
- Completed \$20,000 worth of lighting improvements in Sunshine, in partnership with the Sunshine Business Association and Parliamentary Secretary for Justice.
- Council continued construction of the \$52 million Brimbank Community and Civic Centre facility in Sunshine. The centre includes an upgraded and expanded library, a new Council customer service centre, a range of community meeting and activity spaces, exhibition spaces and a local history interpretive centre, centralised offices for Council staff and tenant spaces for organisations.
- The annual series of Business Breakfasts helped facilitate networking among local businesses and the quarterly *Business Link* magazine was distributed to more than 3000 businesses.
- Networking, mentoring and training events were held to further the development of business operators in town centres.
- Council continued to support marketing promotions in town centres such as Pho Fever, the Melbourne Food and Wine Festival event in Sunshine and the St Albans New Year Festival.
- A series of activities to increase perceptions of safety and trade in Sunshine was held as part of Light Up Sunshine, an initiative which also included increased lighting in Sunshine.
- Council provided ongoing support to businesses through the Sunshine Rising and St Albans Connect programs.

Maintaining assets

- Council moved forward with plans to upgrade the Keilor Municipal Office on Old Calder Highway into a mixed-use facility, with the award of a contract for the building's refurbishment. The refurbished building will offer a relocated and expanded Keilor Library, a customer service centre, and more and improved community space.
- Continued to conserve and enhance Council-owned public art, historic buildings and places.
- Maintained and enhanced Council's network of roads, walking and cycling paths, drainage network, parks, sports facilities, community facilities, plant equipment and other assets.

Maintaining financial stability

- Council achieved a surplus of \$18.9 million in 2015-2016.
- Council introduced measures to prepare to meet the Victorian Government's expected 2016-2017 rate cap of 2.5 per cent.

Key economic sustainability actions for 2016-2017

- ▶ Consolidated the four Council offices into the new Brimbank Community and Civic Centre with space for tenant partners, which will bring in income and reduce costs.
- ▶ Sale of the former Sunshine Municipal Office Precinct in Alexander Avenue, Sunshine is expected after a decision to sell was made in 2015. VicTrack also owns land within the Precinct and has decided to sell its land too.
- ▶ Council is also looking to technology and improving our digital presence as a way of becoming a leaner, more efficient organisation.
- ▶ A new mobile responsive website that provides more services and payments online will be launched to coincide with the opening of the Brimbank Community and Civic Centre.
- ▶ Continue to pursue government grants and other sources of funding for major projects and initiatives, in line with Council objectives to reduce Council's matching contributions from sources other than rate revenue.

Social sustainability achievements

- Updated the 10-year Brimbank Sports Facility Development Plan, which identifies Brimbank's sports facility development needs and provides direction on how best to manage the identified gaps in provision.
- Infrastructure upgrades and development work was undertaken to improve Council's leisure and sporting centres. This includes the opening of the Keilor Basketball and Netball Stadium, which underwent a \$6.5 million extension with three new courts included.
- Commenced the \$8.9 million upgrade of the St Albans Community Centre, which was named the Errington Community Centre, and will include a 200-seat theatre. The St Albans Community Cooperative Ltd contributed \$2.5 million to the redevelopment.
- Continued education on the harmful effects of pokies machines and advocacy against the promotion of gambling.
- Works continued on the Brimbank Community and Civic Centre, which included the expansion of the Sunshine Library and Learning Centre.
- Created active, healthy, safe, well connected, supported, welcoming communities through a number of programs and activities. This included the B-active@Pollard project - a VicHealth funded program aimed at increasing the physical activity levels of Victorians.
- Brimbank held its annual Australia Day awards, recognising community members for their achievements in six categories.
- Community grants were provided to 64 applicants and were approved for a total amount of \$330,000.
- Two projects - \$10,000 in total - were supported by the Brimbank Community Fund, the only philanthropic trust dedicated to the people of Brimbank and managed by the Lord Mayor's Charitable Foundation.
- The annual In2Sport grants were available to children to encourage participation in sport.
- Council's commitment to strengthening community groups continued through the Community Governance and Training Program 2015-2016.
- Council continued to support community wellbeing through the provision of services and information that addressed food safety inspections and vaccinations for infants and children.
- The significance of Brimbank's Indigenous community was recognised and celebrated at the annual Reconciliation Week and NAIDOC Week events hosted by Council.
- Brimbank celebrated Refugee Week with the launch of a photographic art exhibition that profiled the achievements of six people in Brimbank of refugee background.

- Council provided support to known and emerging artists through the provision of exhibition spaces in Sunshine, Deer Park and Keilor. This is in addition to the provision of skills development workshops for those involved in the arts industry.
- Council continued to conduct safety audits in each of the town centres and identify opportunities to address safety and security issues.

Celebrating learning

- Learning opportunities were provided at Council's community centres and libraries relating to a broad number of subjects including computer technology, improved English and writing skills and music development.
- The Brimbank Writers and Readers Festival 2015 increased awareness and development opportunities relating to reading and writing.
- Community strengthening opportunities were provided through the annual Community Leadership programs.
- Council welcomed \$200,000 in funding for the Brimbank Growing Healthy Communities project to support education opportunities for young people and women living in Sunshine and St Albans who have been through the justice system or who are identified to be at risk of offending.

Key social sustainability actions for 2016-2017

- ▶ Expect increased educational opportunities through the repurposing of the Keilor Municipal Office into a community hub, including the relocation of the library into a larger space. This project will also deliver new community meeting spaces for which Keilor community has been campaigning for many years.
- ▶ The Brimbank Children's Plan is helping guide provision of education, care and health services for our community's youngest residents and families.
- ▶ The Brimbank Library Strategy will guide that vital service into the future in a fast paced world of changing technology.
- ▶ Embed Council's Community Engagement Toolkit to improve consultation and communication between Council and the community.

Awards



November 2015

2015 Planning Institute of Australia Victorian Awards for Planning Excellence

Council was recognised as a leader in planning and innovation at the Awards for Planning Excellence.

Brimbank was awarded the prestigious From Plan to Place – Transforming the Public Realm Award for its *Creating Better Parks – Open Space and Playground Policy and Plan*, making it the fourth award for this project since it was adopted in 2008.



June 2016

Inaugural Supporting Tennis - Local Government Recognition award

Council was awarded the inaugural *Supporting Tennis – Local Government Recognition* award at the 2016 Victorian Tennis Awards.

The *Supporting Tennis – Local Government Recognition* award recognises the Local Government Authority judged to be the most engaged with, and supportive of, tennis in their community. The award category was open to all Victorian councils.



For the year ended
30 June 2016



Description of municipality

Brimbank City Council was formed on 15 December 1994, following the amalgamation of the former cities of Keilor and Sunshine.

Brimbank has the second largest population in metro Melbourne and the largest population in the Western Region.

Brimbank is the interface between the inner areas and major urban growth areas of Melbourne's west – it is the heart of Australia's fastest growing region.

Located in the western and north-western suburbs of Melbourne, Brimbank is between 12 and 23 kilometres west and north-west of the Melbourne CBD. It is bound by Hume City Council in the north, Maribyrnong and Moonee Valley City Councils in the east, Hobsons Bay and Wyndham City Councils in the south and Melton City Council in the west.

Sustainable Capacity Indicators for the year ended 30 June 2016

Indicator /measure	Results		Material Variations
	2015	2016	
Population			
Expenses per head of municipal population [Total expenses/Municipal population]	\$871.92	\$873.87	No material variations
Infrastructure per head of municipal population [Value of infrastructure/Municipal population]	\$6,125.21	\$6,639.22	No material variations
Population density per length of road [Municipal population/Kilometres of local roads]	266.80	219.40	Council carried out a condition survey of all its roads during the financial year and has updated the asset register accordingly. Additionally Council has revised its interpretation of 'local road' to include collector and arterial roads where we are the responsible road authority. This amendment has resulted in larger than expected change for this measure.
Own-source revenue			
Own-source revenue per head of municipal population [Own-source revenue/Municipal population]	\$776.65	\$798.86	No material variations
Recurrent grants			
Recurrent grants per head of municipal population [Recurrent grants/Municipal population]	\$164.81	\$100.56	The result of the measure has decreased by \$64.25 per head of municipal population due to due to \$6.9 million of the 2015/16 Financial Assistance Grants allocation being received in the 2014/15 year.
Disadvantage			
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	1.00	1.00	No material variations

Definitions

"adjusted underlying revenue" means total income other than:

- non-recurrent grants used to fund capital expenditure; and
- non-monetary asset contributions; and
- contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators for the year ended 30 June 2016

Service/indicator/measure	Results		Material Variations
	2015	2016	
Aquatic facilities			
Utilisation			
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	2.78	2.85	No material variations
Animal management			
Health and safety			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	6	7	No material variations
Food safety			
Health and safety			
<i>Critical and major non-compliance notifications</i> [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%	100%	No material variations
Governance			
Satisfaction			
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	55.00	57.00	No material variations
Home and community care			
Participation			
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	12.81%	5.41%	Growth in target population has increased at a higher rate than services provided.
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	12.20%	4.95%	
Libraries			
Participation			
<i>Active library members</i> [Number of active library members / Municipal population] x100	16.54%	14.07%	No material variations
Maternal and child health			
Participation			
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.46%	72.90%	No material variations
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	68.29%	53.76%	The level of participation in Key Age Stage visits has decreased during the period.

Service/indicator/measure	Results		Material Variations
	2015	2016	
Roads			
Satisfaction			
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	60.00	58.00	No material variations
Statutory Planning			
Decision making			
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	71.43%	80.95%	No material variations
Waste Collection			
Waste diversion			
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	37.98%	38.80%	No material variations

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the *Act*

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that *Act*

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that *Act*

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial Performance Indicators for the year ended 30 June 2016

Dimension/indicator/measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Efficiency							
Revenue level							
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,465.55	\$1,543.83	\$1,582.33	\$1,621.56	\$1,656.01	\$1,691.62	No material variations
Expenditure level							
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,271.55	\$2,283.91	\$2,420.16	\$2,447.02	\$2,473.17	\$2,511.47	No material variations
Workforce turnover							
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	5.52%	7.51%	5.58%	5.61%	5.61%	5.61%	No material variations
Liquidity							
Working capital							
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	200.66%	145.46%	127.49%	141.43%	127.07%	132.94%	The result for this measure has decreased by 55.19% due to majority of the construction and fitout of the Brimbank Community and Civic Centre completed in 2015-2016. With a result of 145.46% Council is still in a strong financial position and well positioned to pay obligations when they fall due.
Unrestricted cash							
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	50.78%	17.89%	72.78%	84.93%	78.97%	83.06%	The result for this measure has decreased by 32.89% due to majority of the construction and fitout of the Brimbank Community and Civic Centre completed in 2015-2016. With a result of 17.89% Council is still in a strong financial position and well positioned to pay obligations when they fall due.

Dimension/indicator/measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Obligations							
Asset renewal							
<i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100	52.82%	53.10%	50.86%	69.24%	70.85%	80.72%	No material variations
Loans and borrowings							
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	34.88%	45.75%	44.62%	41.52%	39.03%	32.38%	The result for this measure has increased by 10.87% due to drawdown of \$21 million of loans.
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.60%	3.58%	4.09%	2.78%	2.68%	6.84%	The result for this measure has decreased by 2.02% due to majority of loans being interest only. This is a shift from the principal and loan repayments portfolio Council previously maintained.
Indebtedness							
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	33.45%	43.39%	42.33%	40.57%	34.34%	30.05%	The result for this measure has increased by 10% as with no principal repayments of loans, the non-current liability has increased by the drawdown of \$21 million of loans during the year. The result will decrease in the 2019 year due to \$9 million of loans being treated as current liabilities as they become due for payment within the next 12 months.
Operating position							
Adjusted underlying result							
<i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	8.23%	4.74%	4.84%	6.18%	7.55%	10.26%	No material variations
Stability							
Rates concentration							
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	70.24%	76.49%	74.44%	75.78%	75.72%	74.16%	The result for this measure has increased by 6%, whilst Council continues to rely on rates as the main funding source to deliver services and infrastructure for the community the reduction in the financial assistance grant of \$6.9M caused a decrease in underlying revenue.
Rates effort							
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.40%	0.42%	0.43%	0.45%	0.46%	0.47%	No material variations

Other Information

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement.

Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 28 June 2016 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.



Jacqueline Vanderholt FCPA
Principal Accounting Officer
Dated: 20 September 2016

In our opinion, the accompanying performance statement of the (*Brimbank City Council*) for the year ended 30 June 2016 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



John Watson
Administrator
Dated: 20 September 2016



John Tanner AM
Administrator
Dated: 20 September 2016



Paul Younis
Chief Executive Officer
Dated: 20 September 2016

Independent Auditor's Report

VAGO

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INDEPENDENT AUDITOR'S REPORT

To the Administrators, Brimbank City Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Brimbank City Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Administrators' Responsibility for the Performance Statement

The Administrators of the Brimbank City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (continued)


Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Brimbank City Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
22 September 2016


Andrew Greaves
Auditor-General

Financial Report

For the year ended
30 June 2016

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A Plain English Guide to the Annual Financial Report

Understanding the Financial Report

Introduction

The Financial Report is a key report produced by Brimbank City Council. It shows how Council performed financially during the 2015-2016 financial year and the overall position at the end of the financial year (30 June 2016).

Council prepares the financial report in accordance with the Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Brimbank City Council is committed to accountability. It is in this context that the Plain English Guide has been developed to assist readers' understanding and analysing of the Financial Report. Particular terms required by the Standards may not be familiar to some readers. Further, Council is a 'not for profit' organisation and some of the generally recognised terms used in private sector company reports are not appropriate to Local Government.

What is contained in the Annual Financial Report?

Council's financial report comprises of general purpose financial statements.

The general purpose financial statements have two main sections, statements and notes. The five statements are included in the first few pages of the report. They are:

1. [Comprehensive Income Statement](#)
2. [Balance Sheet](#)
3. [Statement of Changes in Equity](#)
4. [Statement of Cash Flows](#), and
5. [Statement of Capital Works](#)

The notes detail Council's accounting policies and the makeup of values contained in the statements. The notes should be read in conjunction with the five main statements.

These statements are prepared by Council's staff, audited by the Victorian Auditor-General, approved in principle by Council's Audit Committee and presented to Council for adoption.

1. Comprehensive Income Statement

The Comprehensive Income Statement measures Council's performance over the year and shows if a surplus or deficit has resulted from delivering Council services.

The Statement shows:

- The sources of Council's revenue under various income headings, including non-monetary contributions.
- The expenses incurred in running the Council during the year. The expenses relate only to the 'operations' and do not include the cost associated with the purchase or the construction of the assets. While asset purchase costs are not included in the expenses, there is an item for 'depreciation' which represents the value of the assets used up during the year.
- Other Comprehensive Income which shows the movement in the value of Council's net assets as a result of asset revaluations and fair value adjustments for investment properties as at 30 June.

The Statement is prepared on an 'accrual' basis. This means that all income and costs for the year are recognised even though the income may not yet be received (such as interest on investments) or expenses not yet paid (invoices not yet received for goods or services already used).

The key figure to observe is the surplus (or deficit) for the year which is the equivalent to the profit (or loss) of Council for the year. A surplus means that the revenue was greater than the expenses.

2. Balance Sheet

The Balance Sheet is a one page snapshot of the financial situation as at 30 June.

It shows what Council owns as assets and what it owes as liabilities. The bottom line of this statement is equity (net assets), which is the net worth of Council that has been built up over many years.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities that can be realised or will fall due in the next 12 months.

The components of the Balance Sheet are described here:

Current and Non-Current Assets

- Cash and cash equivalents includes cash and investments, i.e. cash held in the bank, cash held in petty cash and the market value of Council's investments.
- Trade and other receivables are monies owed to Council by ratepayers and others as at 30 June.
- Inventories comprise of various stock items held by Council.
- Other assets includes prepayments which are expenses that Council has paid in advance of service delivery and accrued income which is income earned but yet to be received.
- Property, infrastructure, plant & equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.

Current and Non-Current Liabilities

- Trade and other payables are those to whom Council owes money as at 30 June.
- Trust funds and deposits represent monies held in trust by Council.
- Provisions include accrued employee benefits such as long service leave, sick leave and annual leave owed to employees.
- Interest-bearing loans and borrowings is the outstanding balance Council owes on bank loans.

Net Assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June.

Total Equity

This always equals net assets. It is made up of the following components:

- Accumulated surplus is the reflection of the growth in assets, the continued improvement in the net worth of Council and the surplus achieved.
- Reserves include:
 - asset revaluation reserve - difference in value between the previously recorded value of assets and their current valuations.
 - other reserves - developer contributions fund and discretionary loan repayment.

3. Statement of Changes in Equity

During the course of the year the value of total equity as set out in the balance sheet changes. This statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- The 'surplus or deficit' for the period, reported in the Comprehensive Income Statement for the year.
- The revaluation of the assets which takes place on a regular basis. It also occurs when existing assets are taken up in the books for the first time.

4. Statement of Cash Flows

The Cash Flow Statement summarises what has happened during the year in terms of cash payments and cash receipts and the level of cash at the end of the financial year. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this statement refers to bank deposits and other forms of highly liquid investments that can readily be converted to cash.

Council's cash arises from, and is used in, three distinct areas:

- Cash Flows from Operating Activities:
 - Receipts: All cash receipts arising from the general operation of Council, including rates, general trading sales and debtors, grants and interest earnings. Receipts do not include cash from the sale of assets or loan funds.
 - Payments: All cash paid by Council from its bank account to employees, suppliers and other persons. It does not include the costs associated with the creation of assets.
- Cash Flows from Investing Activities:
 - This section shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets and the cash received from the sale of these assets.
- Cash Flows from Financing Activities:
 - This is where the receipt and repayment of borrowed funds (interest-bearing loans and liabilities) are recorded.

The bottom line of the Cash Flow Statement is the cash at end of financial year. This shows the capacity of Council to meet its cash debts and other liabilities.

5. Statement of Capital Works

The Statement of Capital Works has been included in accordance with the Local Government Regulations. This statement states all the capital expenditure in relation to the non-current assets of the year. It categorises capital works expenditure into renewal of assets, upgrading of assets and creating new assets. Each of these categories has a different impact on Council's future costs.

Notes to Financial Statements

The notes to the accounts are a very important and informative section of the report. While the Australian Accounting Standards are not prescriptive about the provision of details of Council's accounting policies the notes assist in describing them (Note 1) and also provide details behind many of the summary figures contained in the statements.

It provides the opportunity for Council to disclose additional information that cannot be incorporated into the statements and enables the reader to understand the basis on which the values shown in the statements are established.

Note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet and the Statement of Cash Flows and should be read at the same time as, and together with, the other parts of the Financial Statements to get a clear picture of the accounts. Some notes include:

- Budget comparison and the breakdown of revenues, expenses, other assets and reserves (Notes 2 to 27)
- Commitments (Note 30)
- Related party transactions (Note 35)
- Events occurring after balance date (Note 36)

Certification Pages

The Financial Statements require certification under the *Local Government Act 1989*. The certification is made by a combination of the Principal Accounting Officer, Chair of Administrators, Administrator and Chief Executive Officer, on behalf of Council, as a written undertaking that the Statements, are correct and not misleading.

Auditor General's Report

The Independent Auditor's Report provides the reader with an external and independent opinion on the Financial Statements. It confirms that the Financial Statements have been prepared in accordance with relevant legislation and professional standards and that it represents a fair picture of the financial affairs of the Council.

Comprehensive Income Statement for the Year Ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Income			
Rates and charges	3	139,954	131,933
Statutory fees and fines	4	4,694	5,844
User fees	5	8,198	7,669
Grant - operating	6	19,037	32,621
Grant - capital	6	9,195	14,225
Contributions - monetary	7	3,923	1,090
Contributions - non-monetary assets	7	2,201	2,535
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	8	406	1,185
Other income	9	6,066	6,698
Total income		193,674	203,800
Expenses			
Employee costs	10	77,362	77,107
Materials and services	11	59,118	56,901
Bad and doubtful debts	12	618	1,120
Depreciation and amortisation	13	31,855	32,154
Borrowing costs	14	2,207	2,041
Other expenses	15	3,118	3,056
Total expenses		174,278	172,379
Surplus/(deficit) for the year		19,396	31,421
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	27	195,115	19,626
Total comprehensive result		214,511	51,047

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet as at 30 June 2016

	Note	2016 \$'000	2015 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	33,528	50,989
Trade and other receivables	17	26,467	23,093
Other financial assets	18	-	1,713
Inventories	19	100	153
Non-current assets classified as held for sale	20	2,820	379
Other assets	21	1,443	1,295
Total current assets		64,358	77,622
Non-current assets			
Trade and other receivables	17	101	69
Other financial assets	18	180	-
Property, infrastructure, plant and equipment	22	1,912,045	1,661,154
Total non-current assets		1,912,326	1,661,223
Total assets		1,976,684	1,738,845
Liabilities			
Current liabilities			
Trade and other payables	23	18,748	14,762
Trust funds and deposits	24	2,657	1,972
Provisions	25	19,690	18,959
Interest-bearing loans and borrowings	26	3,148	2,991
Total current liabilities		44,243	38,684
Non-current liabilities			
Trust funds and deposits	24	4,746	4,530
Provisions	25	3,507	3,806
Interest-bearing loans and borrowings	26	60,878	43,026
Total non-current liabilities		69,131	51,362
Total liabilities		113,374	90,046
Net assets		1,863,310	1,648,799
Equity			
Accumulated surplus		949,268	933,822
Reserves	27	914,042	714,977
Total equity		1,863,310	1,648,799

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity for the Year Ended 30 June 2016

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016					
Balance at beginning of the financial year		1,648,799	933,822	712,977	2,000
Surplus/(deficit) for the year		19,396	19,396	-	-
Net asset revaluation increment/(decrement)	27(a)	195,115	-	195,115	-
Transfer to other reserves	27(b)	-	(3,950)	-	3,950
Balance at end of the financial year		1,863,310	949,268	908,092	5,950

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2015					
Balance at beginning of the financial year		1,597,752	904,201	693,351	200
Surplus/(deficit) for the year		31,421	31,421	-	-
Net asset revaluation increment/(decrement)	27(a)	19,626	-	19,626	-
Transfer to other reserves	27(b)	-	(1,800)	-	1,800
Balance at end of the financial year		1,648,799	933,822	712,977	2,000

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows for the Year Ended 30 June 2016

	Note	2016 Inflows/ (Outflows) \$'000	2015 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		137,723	130,802
Statutory fees and fines		3,899	5,040
User fees		8,321	8,446
Grants - operating		19,090	32,848
Grants - capital		9,530	14,228
Contributions - monetary		3,330	2,157
Interest received		2,231	2,922
Trust funds and deposits taken		1,838	490
Other receipts		3,850	4,124
Net GST refund/(payment)		4,921	3,186
Employee costs		(76,386)	(74,791)
Materials and services		(61,424)	(62,165)
Trust funds and deposits repaid		(1,201)	(913)
Other payments		(3,245)	(3,223)
Net cash provided by/(used in) operating activities	28	52,477	63,151
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(89,768)	(51,049)
Proceeds from sale of property, infrastructure, plant and equipment		2,303	7,800
Proceeds from sale of investments		1,713	2,287
Payments for investments		(180)	-
Net cash provided by/(used in) investing activities		(85,932)	(40,962)
Cash flows from financing activities			
Finance costs		(2,015)	(2,041)
Proceeds from borrowings		21,000	-
Repayment of borrowings		(2,991)	(5,346)
Net cash provided by/(used in) financing activities		15,994	(7,387)
Net increase/(decrease) in cash and cash equivalents		(17,461)	14,802
Cash and cash equivalents at the beginning of the financial year		50,989	36,187
Cash and cash equivalents at the end of the financial year	16	33,528	50,989
Financing arrangements	29		
Restrictions on cash assets	16		

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Property		
Land	1,815	907
Buildings	56,655	19,166
Total property	58,470	20,073
Plant and equipment		
Plant, machinery and equipment	3,156	3,009
Fixtures, fittings and furniture	-	21
Computers and telecommunications	416	25
Library books	813	735
Total plant and equipment	4,385	3,790
Infrastructure		
Roads	21,795	18,939
Footpaths and cycleways	1,297	4,233
Drainage	762	562
Parks, open space and streetscapes	1,387	1,291
Recreational, leisure and community facilities	1,575	2,161
Sustainability	97	-
Total infrastructure	26,913	27,186
Total capital works expenditure	89,768	51,049
Represented by:		
New asset expenditure	65,312	26,756
Asset renewal expenditure	16,914	16,984
Asset upgrade expenditure	7,542	7,309
Total capital works expenditure	89,768	51,049

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report for the Year Ended 30 June 2016

Introduction

The Brimbank City Council was established by an Order of the Governor in Council on 14 December 1994 and is a body corporate. The Council's main office is located at 301 Hampshire Road, Sunshine, Victoria, 3020.

Statement of compliance

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

Note 1 Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1(m))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1(n))
- the determination of employee provisions (refer to note 1(t))

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

(b) Changes in accounting policies

There have been no changes to accounting policies from the previous period.

(c) Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2016, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated.

(d) Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

(e) Accounting for investments in associates and joint arrangements

Associates

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Joint arrangements

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

Notes to the Financial Report for the Year Ended 30 June 2016

Note 1 Significant accounting policies (continued)

(e) Accounting for investments in associates and joint arrangements (continued)

Joint arrangements (continued)

(i) Joint operations

Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations. These have been incorporated in the financial statements under the appropriate headings.

(ii) Joint ventures

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

(f) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution. It is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and charges

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

Statutory fees and fines

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

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions

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

Sale of property, infrastructure, plant and equipment

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

Interest

Interest is recognised as it is earned.

Dividends

Dividend revenue is recognised when the Council's right to receive payment is established.

Other income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

(g) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Notes to the Financial Report for the Year Ended 30 June 2016

Note 1 Significant accounting policies (continued)

(g) Fair value measurement (continued)

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable: and

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

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(h) Cash and cash equivalents

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

(i) Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(j) Other financial assets

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

(k) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

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.

(l) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

(m) Recognition and measurement of property, plant and equipment, infrastructure

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 amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

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

In accordance with Council's policy, the threshold limits detailed in Note 1(n) have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Notes to the Financial Report for the Year Ended 30 June 2016

Note 1 Significant accounting policies (continued)

(m) Recognition and measurement of property, plant and equipment, infrastructure (continued)

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed in Note 22 Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts.

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

Land under Roads

Council recognises land under roads it controls at fair value.

(n) Depreciation and amortisation of property, infrastructure, plant and equipment

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

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

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

Artworks are not depreciated.

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

Depreciation periods used are listed on the next page and are consistent with the prior year unless otherwise stated.

Notes to the Financial Report for the Year Ended 30 June 2016

Note 1 Significant accounting policies (continued)

(n) Depreciation and amortisation of property, infrastructure, plant and equipment (continued)

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
<i>Property</i>		
Land		
land	-	-
land improvements	-	-
Buildings		
buildings	10-200 years	-
leased assets	70-95 years	-
heritage assets	170-250 years	-
Plant and Equipment		
plant and equipment	2-12 years	5
registered vehicles	3-12 years	5
office equipment	5-10 years	5
IT equipment	4 years	5
furniture and fittings	15 years	5
library	8 years	-
artworks	-	-
<i>Infrastructure</i>		
Bridges and culverts	50-100 years	-
Roads		
road substructure	85 years	-
road surface	30 years	-
kerb and channel	50 years	-
Drains	80 years	-
Footpaths	12-50 years	-
Car parks (asphaltic concrete)	30 years	-
Car parks (pavement)	85 years	-
Sports facilities (excl. buildings)	15-60 years	-
Dams	50 years	-
Traffic management assets	10-50 years	-
Road reserve assets	20-50 years	-
Fences	20-50 years	10
Paths	12-50 years	-
Playgrounds	20 years	10
Irrigation systems	30 years	10
Other structures	10-50 years	5

Notes to the Financial Report for the Year Ended 30 June 2016

Note 1 Significant accounting policies (continued)

(o) 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.

(p) Investment property

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

(q) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(r) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer Note 24).

(s) Borrowings

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

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

Loan repayment reserve for interest only debt

At the Ordinary Council Meeting on 27 May 2014, Council resolved to participate in the Municipal Association of Victoria (MAV) Debt Procurement Project for interest only debt. In order to repay the principal at maturity date Council has established a loan repayment reserve and associated cash investment with allocations of set amount of funds each year.

(t) Employee costs and benefits

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

Wages and salaries and annual leave

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

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

Notes to the Financial Report for the Year Ended 30 June 2016

Note 1 Significant accounting policies (continued)

(t) Employee costs and benefits (continued)

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- present value - component that is not expected to be wholly settled within 12 months.

- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

(u) Leases

Finance Leases

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset, are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are depreciated on a straight line basis over their estimated useful lives to the Council where it is likely that the Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. Leased assets are currently being amortised over a 95 year period.

Operating Leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

(v) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(w) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet, are disclosed at Note 33 contingent liabilities and contingent assets.

(x) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a Note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of a Note and are presented inclusive of the GST payable.

(y) Pending accounting standards

Certain new AAS's have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(z) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Notes to the Financial Report for the Year Ended 30 June 2016

Note 2 Budget comparison

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

The budget figures detailed below are those adopted by Council on 23 June 2015. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

(a) Income and expenditure

	Budget 2016 \$'000	Actuals 2016 \$'000	Variance 2016 \$'000	Ref
Income				
Rates and charges	139,359	139,954	595	
Statutory fees and fines	4,995	4,694	(301)	
User fees	7,830	8,198	368	
Grant - operating	24,426	19,037	(5,389)	1
Grant - capital	7,340	9,195	1,855	2
Contributions - monetary	1,930	3,923	1,993	3
Contributions - non-monetary assets	4,000	2,201	(1,799)	4
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2,650	406	(2,244)	5
Other revenue	5,162	6,066	904	6
Total income	197,692	193,674	(4,018)	
Expenses				
Employee costs	80,229	77,362	2,867	
Materials and services	57,692	59,118	(1,426)	
Bad and doubtful debts	330	618	(288)	7
Depreciation and amortisation	34,711	31,855	2,856	
Finance costs	2,448	2,207	241	8
Other expenses	3,376	3,118	258	9
Total expenses	178,786	174,278	4,508	
Surplus/(deficit) for the year	18,906	19,396	490	

Notes to the Financial Report for the Year Ended 30 June 2016

Note 2 Budget comparison (continued)

(a) Income and expenditure (continued)

(i) Explanations of material variations

Ref	Item	Explanation
1	Grant - operating	Operating Grants was unfavourable by \$5.3 million compared to budget due to: <ol style="list-style-type: none"> The 2015-16 first and second quarter Financial Assistance Grants was received in advance and accounted for in 2014-15 financial year. This resulted in a shortfall in the 2015-16 financial year resulting in a unfavourable variance of \$6.9 million. The above shortfall was offset by: <ul style="list-style-type: none"> unbudgeted grant funding received for Playgroup Activities \$154,000; and additional funding of \$734,000 received from Commonwealth Government for Road to Recovery program due to change in funding allocations.
2	Grant - capital	Capital Grants was favourable by \$1.8 million due to the following unbudgeted grants received during the year: <ol style="list-style-type: none"> Hampshire Road Public Realm \$200,000; Safety improvements on Fairbairn Road/Wright Street, Sunshine \$268,000; Safety improvements on Tilburn Road, between Station Road & Fitzgerald Road, Deer Park \$862,000; Sunshine Town Centre - Dawson Street Public lighting \$275,000; Melbourne Water- Living Rivers fund for rain infill program \$220,000; \$3 million received from City West Water and Melbourne Water for Upper Stony Creek transformation projects. <p>The aggregate of the above have been offset by non-receipt of budgeted funding of \$2.6 million in relation to Western Education Hub which is expected to be received in 2016-17.</p>
3	Contributions - monetary	Contribution - monetary was favourable by \$1.9 million due to: <ol style="list-style-type: none"> Increase in open space developer contributions \$1,150,000; Sponsorship income for man lifting cow \$160,000; and Contribution from Lead West for street planting program \$405,000.
4	Contributions - non-monetary assets	Contributions - non-monetary assets was unfavourable by \$1.7 million due to assets within new sub divisions not reaching practical completion date as of 30 June 2016 as budgeted.
5	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain/(loss) on disposal of property, infrastructure, plant and equipment comprises of the total proceeds received from the disposal of property, infrastructure, plant and equipment less the written down value of property, infrastructure, plant and equipment. <p>The net gain/(loss) on disposal of property, infrastructure, plant and equipment decreased by \$2.2 million compared to the budget mainly due to delay in selling of some of the properties earmarked for sale in 2015-16. These sales will take place in the 2016-17 financial year.</p>
6	Other revenue	Other revenue was favourable by \$715,000 compared to budget due to: <ol style="list-style-type: none"> Additional rebates received for achieving low levels of recyclable contamination \$240,000; Unbudgeted recovery of compensation for unauthorised native vegetation - Munro Avenue \$150,000; Unbudgeted funding received from TAC for Pedestrian and Cycling Design at Sunshine Station \$200,000.
7	Bad and doubtful debts	Bad and doubtful debts are debts which are determined to be uncollectible. <p>Bad and doubtful debts was unfavourable to budget by \$288,000 as there were a large number of debts running over 120 days. Council has a policy that all debts (excluding rates) older than 120 days are to be provided for as doubtful during the year.</p>
8	Finance costs	Finance costs includes interest charged by financial institutions on funds borrowed. <p>Interest on borrowings was favourable by \$240,000 compared to budget. The budget was based on the assumption that Council would borrow \$21 million early in the financial year. However, due to delay in the Local Government Funding Vehicle issuing its funds, Council could only borrow in June 2016. This resulted in lower than budgeted interest paid on loan borrowings.</p>

Notes to the Financial Report for the Year Ended 30 June 2016

Note 2 Budget comparison (continued)

(b) Capital works

	Budget 2016 \$'000	Actuals 2016 \$'000	Variance 2016 \$'000	Ref
Property				
Land	-	1,815	(1,815)	1
Buildings	57,645	56,655	990	
Total property	57,645	58,470	(825)	
Plant and equipment				
Plant, machinery and equipment	3,621	3,156	465	
Fixtures, fittings and furniture	-	-	-	
Computers and telecommunications	600	416	184	
Library books	800	813	(13)	
Total plant and equipment	5,021	4,385	636	2
Infrastructure				
Roads	25,008	21,795	3,213	3
Footpaths and cycleways	190	1,297	(1,107)	4
Drainage	700	762	(62)	
Parks, open space and streetscapes	1,225	1,387	(162)	5
Recreational, leisure and community facilities	1,695	1,575	120	
Sustainability	100	97	3	
Total infrastructure	28,918	26,913	2,005	
Total capital works expenditure	91,584	89,768	1,816	
Represented by:				
New asset expenditure	64,425	65,312	(887)	
Asset renewal expenditure	20,866	16,914	3,952	
Asset upgrade expenditure	6,293	7,542	(1,249)	
Total capital works expenditure	91,584	89,768	1,816	

Notes to the Financial Report for the Year Ended 30 June 2016

Note 2 Budget comparison (continued)

(b) Capital works (continued)

(i) Explanations of material variations

Ref	Item	Explanation
1	Land	Expenditure on Land is unfavourable by \$1.8 million compared to budget mainly due to the purchase of the Sunvale site being finalised during the year. Settlement was budgeted for in the 2016-17 year.
2	Plant and equipment	Expenditure on Plant and Equipment is favourable by \$636,000 compared to budget due to some of the purchased assets not meeting the capitalisation threshold and hence considered as operating expense.
3	Roads	Expenditure on Roads is favourable by \$3.2 million compared to budget due to the following projects not being completed at 30 June 2016 and carried forward to 2016-17: 1) Buckley Avenue rehabilitation \$535,000; 2) Beaver Street rehabilitation \$306,000; 3) Dinnell Street rehabilitation \$502,000; 4) Ralph Street rehabilitation \$532,000. In addition to the above, savings of \$1.3 million have been realised from the road rehabilitation projects due to better than expected market prices.
4	Footpaths and cycleways	Expenditure on Walking and Cycling pathways is unfavourable by \$1.1 million compared to budget due to the additional funds than budgeted required to complete: - Sunshine to Tottenham pathway as part of the Regional Rail link project. Project was fully funded by Regional Rail Link Authority.
5	Parks, open space and streetscapes	Expenditure on Parks, Open Space and Streetscapes is unfavourable by \$162,000 compared to budget due to additional funds required to complete the HV McKay Gardens Stage 3 redevelopment. These funds were unexpended in 2014-15.

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 3 Rates and charges		
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of the land and improvements.		
The CIV valuation base used to calculate general rates for 2015/16 was \$33.451 billion (2014/15 \$33.042 billion).		
General rates	110,255	104,083
Supplementary rates and rate adjustments	587	676
Municipal charge	5,318	4,963
Waste management charge	23,794	22,211
Total rates and charges	139,954	131,933
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2014, and the valuation was first applied in the rating year commencing 1 July 2014.		
Note 4 Statutory fees and fines		
Infringements and costs	1,752	1,527
Court recoveries	328	256
Town planning fees	717	2,267
Permits	260	265
Land information certificates	110	91
Registration	1,329	1,249
Other	198	189
Total statutory fees and fines	4,694	5,844
Note 5 User fees		
Aged services	919	943
Leisure centre and recreation	5,251	4,952
Child care/children's program	402	210
Statutory planning	257	232
Building services	178	179
Waste management services	3	3
Valuation/supplementary	15	413
Land clearance	75	108
Royalties	368	-
Other	730	629
Total user fees	8,198	7,669

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 6 Grants		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	11,831	24,281
State funded grants	16,401	22,565
Total grants received	28,232	46,846
Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants	6,399	20,341
Family day care	1,229	1,610
General home care	362	280
Other	124	103
Recurrent - State Government		
Community health	118	131
School crossing supervisors	322	414
Maternal and child health	1,864	1,818
Aged care	2,088	2,053
Family and children	569	538
General home care	2,957	2,838
Libraries	1,233	1,168
Recreation	286	273
Other	229	221
Total recurrent operating grants	17,780	31,788
Non-recurrent - Commonwealth Government		
Recreation	407	-
Other	-	3
Non-recurrent - State Government		
Community safety	12	18
Recreation	372	530
Family and children	297	267
Other	169	15
Total non-recurrent operating grants	1,257	833
Total operating grants	19,037	32,621

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 6 Grants (continued)		
<i>Capital grants</i>		
Recurrent - Commonwealth Government		
Roads to recovery	2,275	795
Total recurrent capital grants	2,275	795
Non-recurrent - Commonwealth Government		
Roads	900	774
Plant, machinery and equipment	135	375
Non-recurrent - State Government		
Libraries	26	26
Roads	2,007	1,662
Buildings	134	6,027
Drainage	-	55
Footpaths and cycleways	-	4,411
Parks, open space and streetscapes	3,314	44
Recreational, leisure and community facilities	209	6
Other	195	50
Total non-recurrent capital grants	6,920	13,430
Total capital grants	9,195	14,225
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	6,843	20
Received during the financial year and remained unspent at balance date	3,079	6,843
Received in prior years and spent during the financial year	6,843	20
Balance at year end	3,079	6,843

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 7 Contributions		
Monetary	3,923	1,090
Non-monetary	2,201	2,535
Total contributions	6,124	3,625
Contributions of non-monetary assets were received in relation to the following asset classes:		
Road substructure	591	546
Road surface	84	95
Kerb and channel	108	127
Footpaths	138	101
Traffic management assets	71	74
Car parks	4	25
Drains	197	474
Land	800	650
Land under roads	192	273
Earthworks	-	170
Paths	16	-
Total non-monetary contributions	2,201	2,535
Council takes control of infrastructure assets, such as Roads, Drains and Land, when developers complete a sub-division. These then are vested as Council Assets. Council receives these assets at no cost and brings them to account at fair value.		
Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	2,303	7,800
Written down value of assets disposed	(1,897)	(6,615)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	406	1,185
Note 9 Other Income		
Compensation recovery	283	276
Insurance recovery	146	45
Subdivisional fees	43	234
Asset protection enforcement	36	25
Interest	2,230	2,922
Rent	846	732
Recovery	986	1,428
Rebates	491	4
Other	1,005	1,032
Total other income	6,066	6,698

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 10a Employee costs		
Wages and salaries	67,200	67,025
Casual staff	1,681	1,819
Workcover	1,617	1,451
Superannuation	6,359	6,304
Fringe benefits tax	505	508
Total employee costs	77,362	77,107
Note 10b Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,016	1,073
Employer contributions - other funds	-	-
	1,016	1,073
Employer contributions payable at reporting date	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,808	3,776
Employer contributions - other funds	1,535	1,455
	5,343	5,231
Employer contributions payable at reporting date	-	-
Refer to Note 32 for further information relating to Council's superannuation obligations.		
Note 11 Materials and services		
Contract payments	23,028	21,733
General maintenance	9,756	9,560
Materials and services	13,658	13,373
Consultants	1,649	1,471
Information technology	1,269	1,548
Insurance	1,864	1,790
Utilities	5,368	5,691
Other	2,526	1,735
Total materials and services	59,118	56,901

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 12 Bad and doubtful debts		
Parking fine debtors	241	66
Rate debtors	149	176
Other debtors	228	878
Total bad and doubtful debts	618	1,120
Note 13 Depreciation and amortisation		
Property	3,066	3,078
Plant and equipment	2,576	2,749
Infrastructure	26,213	26,327
Total depreciation and amortisation	31,855	32,154
Refer to Note 22 for a more detailed breakdown of depreciation and amortisation charges.		
Note 14 Borrowing costs		
Interest - borrowings	2,207	2,041
Total borrowing costs	2,207	2,041
Note 15 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	60	61
Auditors' remuneration - internal	71	67
Bank fees and charges	605	637
Pensioner rebate	456	452
Environmental protection	364	411
Community grants	512	462
Councillors' allowance	442	428
Other	608	538
Total other expenses	3,118	3,056

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 16 Cash and cash equivalents		
Cash on hand	18	18
Cash at bank	16,394	21,971
Term deposits	17,116	29,000
Total cash and cash equivalents	33,528	50,989
Councils cash and cash equivalents are subject to a number of external restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits (Note 24)	7,403	6,502
Total restricted funds	7,403	6,502
Total unrestricted cash and cash equivalents	26,125	44,487
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
Cash held to fund carried forward capital works	9,180	16,000
Unexpended operating grants (Note 6)	3,079	6,843
Other reserve funds allocated for specific purposes (Note 27)	5,950	2,000
Total funds subject to intended allocations	18,209	24,843
Refer also to Note 18 for details of other financial assets held by Council.		
Note 17 Trade and other receivables		
Current		
Rates debtors	16,841	14,422
Parking infringement debtors	1,785	1,623
Provision for doubtful debts - parking infringements	(23)	(149)
Other debtors	3,078	2,251
Provision for doubtful debts - other debtors	(202)	(210)
Special rate assessment	3,432	3,187
Net GST receivable	1,556	1,969
Total current trade and other receivables	26,467	23,093
Non-current		
Other debtors	101	69
Total non-current trade and other receivables	101	69
Total trade and other receivables	26,568	23,162

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 17 Trade and other receivables (continued)		
(a) Aging of trade and other receivables		
At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default.		
The aging of the Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	2,961	2,746
Past due by up to 30 days	268	186
Past due between 31 and 180 days	329	479
Past due between 181 and 365 days	635	409
Past due by more than 1 year	22,600	19,701
Total gross trade & other receivables	26,793	23,521
(b) Movement in provisions for doubtful debts		
Parking infringements		
Balance at the beginning of the year	149	1,766
New Provisions recognised during the year	-	-
Amounts already provided for and written off as uncollectible	-	(1,892)
Amounts provided for but recovered during the year	(126)	275
Other debtors		
Balance at the beginning of the year	210	395
New Provisions recognised during the year	-	-
Amounts already provided for and written off as uncollectible	(8)	(185)
Amounts provided for but recovered during the year	-	-
Balance at end of year	225	359
(c) Aging of individually impaired receivables		
At balance date, other debtors representing financial assets with a nominal value of \$225,000 (2015: \$359,000) were impaired. The amount of the provision raised against these debtors was nil (2015: nil). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The aging of receivables that have been individually determined as impaired at reporting date was:		
Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	245
Past due between 181 and 365 days	210	-
Past due by more than 1 year	-	-
	210	245

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 18 Other financial assets		
<i>Current</i>		
Term deposits	-	1,713
Total current other financial assets	-	1,713
<i>Non-current</i>		
Unlisted shares at cost - Regional Kitchen Pty Ltd	180	-
Total non-current other financial assets	180	-
This investment is a joint venture between a number of Victorian Councils which established the Regional Kitchen project with the aim of ensuring affordable, nutritious and culturally sensitive meals to older and other vulnerable residents. During 2015/16 financial year 10 shares were purchased.		
Total other financial assets	180	1,713
Note 19 Inventories		
Inventories held for distribution	97	84
Inventories held for sale	3	69
Total inventories	100	153
Note 20 Non-current assets classified as held for sale		
Land	2,820	379
Total non-current assets classified as held for sale	2,820	379
Note 21 Other assets		
Prepayments	472	234
Accrued income	966	1,056
Other	5	5
Total other assets	1,443	1,295

Notes to the Financial Report for the Year Ended 30 June 2016

Note 22 Property, infrastructure, plant and equipment

	At Fair Value 30 June 2016 \$'000	Accumulated Depreciation \$'000	WDV 30 June 2016 \$'000	At Fair Value 30 June 2015 \$'000	Accumulated Depreciation \$'000	WDV 30 June 2015 \$'000
Summary of property, infrastructure, plant and equipment						
Land	587,973	-	587,973	451,210	-	451,210
Buildings	129,496	(8,097)	121,399	117,290	(5,031)	112,259
Plant and equipment	38,486	(21,669)	16,817	34,733	(19,093)	15,640
Infrastructure	1,198,063	(87,193)	1,110,870	1,112,896	(60,980)	1,051,916
Work in progress	74,986	-	74,986	30,129	-	30,129
	2,029,004	(116,959)	1,912,045	1,746,258	(85,104)	1,661,154

	Land - specialised \$'000	Land - non specialised \$'000	Total Land \$'000	Buildings - specialised \$'000	Leasehold improvements \$'000	Heritage buildings \$'000	Total Buildings \$'000	Work in progress \$'000	Total property \$'000
Land and buildings (Property)									
At fair value 1 July 2015	5,846	445,364	451,210	112,391	4,678	221	117,290	24,386	592,886
Accumulated depreciation at 1 July 2015	-	-	-	(4,785)	(242)	(4)	(5,031)	-	(5,031)
	5,846	445,364	451,210	107,606	4,436	217	112,259	24,386	587,855
Movements in fair value									
Acquisition of assets at fair value	217	4,399	4,616	7,595	-	6	7,601	45,524	57,741
Revaluation increments/decrements	-	135,203	135,203	4,616	-	(11)	4,605	-	139,808
Fair value of assets disposed	-	(236)	(236)	-	-	-	-	-	(236)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	(2,820)	(2,820)	-	-	-	-	-	(2,820)
	217	136,546	136,763	12,211	-	(5)	12,206	45,524	194,493
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(2,999)	(65)	(2)	(3,066)	-	(3,066)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	-	-	-	(2,999)	(65)	(2)	(3,066)	-	(3,066)
At fair value 30 June 2016	6,063	581,910	587,973	124,602	4,678	216	129,496	69,910	787,379
Accumulated depreciation at 30 June 2016	-	-	-	(7,784)	(307)	(6)	(8,097)	-	(8,097)
	6,063	581,910	587,973	116,818	4,371	210	121,399	69,910	779,282

Notes to the Financial Report for the Year Ended 30 June 2016

Note 22 Property, infrastructure, plant and equipment (continued)

	Plant, machinery and equipment \$'000	Computers and telecoms \$'000	Fixtures, fittings and furniture \$'000	Library books \$'000	Artworks \$'000	Work in progress \$'000	Total plant and equipment \$'000
Plant and equipment							
At fair value 1 July 2015	23,850	2,210	885	7,238	550	919	35,652
Accumulated depreciation at 1 July 2015	(11,818)	(1,806)	(641)	(4,828)	-	-	(19,093)
	12,032	404	244	2,410	550	919	16,559
Movements in fair value							
Acquisition of assets at fair value	3,706	416	100	813	-	-	5,035
Revaluation increments/decrements	-	-	-	-	-	-	-
Fair value of assets disposed	(1,282)	-	-	-	-	-	(1,282)
Impairment losses recognised in operating result	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	(715)	(715)
	2,424	416	100	813	-	(715)	3,038
Movements in accumulated depreciation							
Depreciation and amortisation	(1,894)	(186)	(45)	(451)	-	-	(2,576)
Accumulated depreciation of disposals	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
	(1,894)	(186)	(45)	(451)	-	-	(2,576)
At fair value 30 June 2016	26,274	2,626	985	8,051	550	204	38,690
Accumulated depreciation at 30 June 2016	(13,712)	(1,992)	(686)	(5,279)	-	-	(21,669)
	12,562	634	299	2,772	550	204	17,021

Notes to the Financial Report for the Year Ended 30 June 2016

Note 22 Property, infrastructure, plant and equipment (continued)

	Roads \$'000	Bridges \$'000	Footpath and cycleways \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks, open space and streetscapes \$'000	Off street car parks \$'000	Work in progress \$'000	Total infrastructure \$'000
Infrastructure									
At fair value 1 July 2015	624,578	25,399	113,430	236,825	67,131	36,628	8,905	4,824	1,117,720
Accumulated depreciation at 1 July 2015	(32,332)	(771)	(6,216)	(8,607)	(7,672)	(4,169)	(1,213)	-	(60,980)
	592,246	24,628	107,214	228,218	59,459	32,459	7,692	4,824	1,056,740
Movements in fair value									
Acquisition of assets at fair value	17,441	-	2,547	3,450	1,269	4,906	248	48	29,909
Revaluation increments/decrements	-	1,237	17,110	36,293	-	666	-	-	55,306
Fair value of assets disposed	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	17,441	1,237	19,657	39,743	1,269	5,572	248	48	85,215
Movements in accumulated depreciation									
Depreciation and amortisation	(14,184)	(383)	(3,183)	(4,408)	(2,344)	(1,401)	(310)	-	(26,213)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	(14,184)	(383)	(3,183)	(4,408)	(2,344)	(1,401)	(310)	-	(26,213)
At fair value 30 June 2016	642,019	26,636	133,087	276,568	68,400	42,200	9,153	4,872	1,202,935
Accumulated depreciation at 30 June 2016	(46,516)	(1,154)	(9,399)	(13,015)	(10,016)	(5,570)	(1,523)	-	(87,193)
	595,503	25,482	123,688	263,553	58,384	36,630	7,630	4,872	1,115,742

Notes to the Financial Report for the Year Ended 30 June 2016

Note 22 Property, infrastructure, plant and equipment (continued)

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent Certified Practising Valuer - Westlink Consulting (API number 62944). 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 significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Land	-	333,187	248,723
Specialised land	-	-	6,063
Buildings	-	1,595	115,433
Total	-	334,782	370,219

Valuation of infrastructure

Valuation of infrastructure assets (bridges, drainage, footpath and cycleways) has been determined by qualified independent valuer MIE (Aust), CP Eng, NPER, Membership 1102199 from ACEAM Pty Ltd.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Roads	-	-	595,503
Bridges	-	-	25,482
Footpath and cycleways	-	-	123,688
Drainage	-	-	263,553
Recreational, leisure and community	-	-	58,384
Parks, open space and streetscapes	-	-	36,630
Off street car parks	-	-	7,630
Total	-	-	1,110,870

Notes to the Financial Report for the Year Ended 30 June 2016

Note 22 Property, infrastructure, plant and equipment (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.70 and \$4,299 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$99 to \$4,302 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 2 year to 94 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 are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 2 year to 92 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.

	2016 \$'000	2015 \$'000
Reconciliation of specialised land		
Land under roads	6,063	5,846
Total specialised land	6,063	5,846

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 23 Trade and other payables		
Trade payables	8,816	9,469
Accrued expenses	9,932	5,293
Total trade and other payables	18,748	14,762

Note 24 Trust funds and deposits

Current

Refundable deposits	592	537
Fire services levy	1,031	934
Retention amounts	639	471
Trust - asset sales	355	-
Other refundable deposits	40	30
	2,657	1,972

Non-current

Refundable deposits	4,746	4,530
	4,746	4,530

Aggregate amount of trust funds and deposits:

Current	2,657	1,972
Non-current	4,746	4,530

Total trust funds and deposits

	7,403	6,502
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Purpose and nature of items

Refundable 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.

Fire Service Levy - Council is the collection agent for fire services 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 for the Year Ended 30 June 2016

Note 25 Provisions

	Annual leave \$'000	Sick leave (vesting) \$'000	Long service leave \$'000	Total \$'000
2016				
Balance at beginning of the financial year	6,814	697	15,254	22,765
Additional provisions	4,631	23	1,873	6,527
Amounts used	(4,593)	(112)	(1,647)	(6,352)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	257	257

Balance at the end of the financial year	6,852	608	15,737	23,197
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2015

Balance at beginning of the financial year	6,817	673	13,240	20,730
Additional provisions	4,769	27	1,507	6,303
Amounts used	(4,772)	(3)	(1,293)	(6,068)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	1,800	1,800

Balance at the end of the financial year	6,814	697	15,254	22,765
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	2016 \$'000	2015 \$'000
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Current provisions expected to be settled within 12 months

Annual leave	5,310	5,656
Sick leave	608	697
Long service leave	566	530
	6,484	6,883

Current provisions expected to be settled after 12 months

Annual leave	1,542	1,158
Long service leave	11,664	10,918
	13,206	12,076

Total current provisions	19,690	18,959
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Non-current

Long service leave	3,507	3,806
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Total non-current provisions	3,507	3,806
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Total provisions	23,197	22,765
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Aggregate carrying amount of employee provisions:

Current	19,690	18,959
Non-current	3,507	3,806

Total aggregate carrying amount of employee provisions	23,197	22,765
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Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 26 Interest-bearing loans and borrowings		
<i>Current</i>		
Borrowings - secured (i)	3,148	2,991
	3,148	2,991
<i>Non-current</i>		
Borrowings - secured (i)	60,878	43,026
	60,878	43,026
Total interest-bearing loans and borrowings	64,026	46,017
(i) Borrowings are secured by a deed of charge over Councils rate revenue.		
The maturity profile for Council's borrowings is:		
Not later than one year	3,148	2,991
Later than one year and not later than five years	6,252	7,718
Later than five years	54,626	35,308
	64,026	46,017

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

Notes to the Financial Report for the Year Ended 30 June 2016

Note 27 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2016			
Property			
Land	318,915	135,203	454,118
Buildings	39,531	4,605	44,136
	358,446	139,808	498,254
Plant and equipment			
Plant, machinery and equipment	143	-	143
Computers and telecoms	39	-	39
Fixtures, fittings and furniture	30	-	30
Library books	130	-	130
Art works	64	-	64
	406	-	406
Infrastructure			
Roads	135,425	-	135,425
Bridges	15,424	1,238	16,662
Footpath and cycleways	69,306	17,110	86,416
Drainage	79,339	36,293	115,632
Recreational, leisure and community	43,215	-	43,215
Parks, open space and streetscapes	9,624	666	10,290
Off street car parks	1,792	-	1,792
	354,125	55,307	409,432
Total asset revaluation reserves	712,977	195,115	908,092

Notes to the Financial Report for the Year Ended 30 June 2016

Note 27 Reserves (continued)

(a) Asset revaluation reserves (continued)	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
2015			
Property			
Land	318,915	-	318,915
Buildings	39,531	-	39,531
	358,446	-	358,446
Plant and equipment			
Plant, machinery and equipment	143	-	143
Computers and telecoms	39	-	39
Fixtures, fittings and furniture	30	-	30
Library books	130	-	130
Art works	64	-	64
	406	-	406
Infrastructure			
Roads	135,425	-	135,425
Bridges	15,424	-	15,424
Footpath and cycleways	69,306	-	69,306
Drainage	79,339	-	79,339
Recreational, leisure and community	24,523	18,692	43,215
Parks, open space and streetscapes	8,690	934	9,624
Off street car parks	1,792	-	1,792
	334,499	19,626	354,125
Total asset revaluation reserves	693,351	19,626	712,977

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

Notes to the Financial Report for the Year Ended 30 June 2016

Note 27 Reserves (continued)

(b) Other reserves	Balance at beginning of reporting period \$'000	Transfer from Accumulated surplus \$'000	Transfer to Accumulated surplus \$'000	Balance at end of reporting period \$'000
2016				
Other Reserves				
Developer contribution fund reserve	400	1,950	-	2,350
Discretionary loan repayment reserve	1,600	2,000	-	3,600
Total other reserves	2,000	3,950	-	5,950
2015				
Other Reserves				
Developer contribution fund reserve	200	200	-	400
Discretionary loan repayment reserve	-	1,600	-	1,600
Total other reserves	200	1,800	-	2,000

Developer contribution fund reserve:

This reserve services funds from developer contributions collected through Council's planning scheme. The funds held in the reserve will be utilised through infrastructure works for the identified purpose.

Loan repayment for interest only debt reserve:

At the Ordinary Council Meeting on 27 May 2014, Council resolved to participate in the Municipal Association of Victoria (MAV) Debt Procurement Project for interest only debt. In order to repay the principal at maturity date Council has established a loan repayment reserve for interest only debt and associated cash investment. There will be allocations of set amount of funds each year to this reserve.

Note 28 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2016 \$'000	2015 \$'000
Surplus/(deficit) for the year	19,396	31,421
Depreciation	31,855	32,154
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(406)	(1,185)
Contributions - non-monetary assets	(2,201)	(2,535)
Finance costs	2,015	2,041
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(3,406)	(919)
Decrease in prepayments	(238)	(150)
Increase/(decrease) in accrued income	90	(34)
(Increase)/decrease in other assets	-	5
(Increase)/decrease in inventories	53	45
Increase/(decrease) in trade and other payables	3,986	481
Increase/(decrease) in provisions	432	2,035
Increase/(decrease) in trust funds and deposits	901	(208)
Net cash provided by/(used in) operating activities	52,477	63,151

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 29 Financing arrangements		
Bank overdraft	3,000	3,000
Credit card facilities	-	-
Other facilities	-	-
Total facilities	3,000	3,000
Used facilities	-	-
Unused facilities	3000	3000

Note 30 Commitments

The Council has entered into the following commitments:

	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
2016					
Operating					
Information systems and technology	1,022	-	-	-	1,022
Meals for delivery	1,277	1,277	3,831	-	6,385
Environmental services	2,847	-	-	-	2,847
Domestic refuse collection	532	-	-	-	532
Organic refuse collection	1,712	1,712	5,134	3,423	11,981
Hard waste collection	1,220	-	-	-	1,220
Internal audit services	68	-	-	-	68
Valuation services	40	-	-	-	40
Security services	166	166	-	-	332
Cleaning services	1,183	1,083	-	-	2,266
Total	10,067	4,238	8,965	3,423	26,693
Capital					
Roads	6,273	-	-	-	6,273
Drainage	168	-	-	-	168
Open space	2,695	-	-	-	2,695
Buildings	9,942	-	-	-	9,942
Total	19,078	-	-	-	19,078

Notes to the Financial Report for the Year Ended 30 June 2016

Note 30 Commitments (continued)

The Council has entered into the following commitments:

	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
2015					
Operating					
Information systems and technology	1,239	634	-	-	1,873
Meals for delivery	1,328	1,328	3,984	553	7,193
Environmental services	1,925	-	-	-	1,925
Domestic refuse collection	4,075	-	-	-	4,075
Organic refuse collection	1,071	1,071	3,213	5,355	10,710
Hard waste collection	1,063	1,101	-	-	2,164
Internal audit services	77	53	-	-	130
Security services	167	167	166	-	500
Management of Keilor Golf course	369	343	-	-	712
Valuation services	204	136	-	-	340
Total	11,518	4,833	7,363	5,908	29,622
Capital					
Roads	7,510	-	-	-	7,510
Drainage	66	-	-	-	66
Open space	1,885	-	-	-	1,885
Buildings	44,747	-	-	-	44,747
Total	54,208	-	-	-	54,208

Notes to the Financial Report for the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 31 Operating leases		
Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of plant and equipment for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	1,707	1,424
Later than one year and not later than five years	3,468	3,011
Later than five years	818	165
	5,993	4,600

Note 32 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2016, this was 9.5% as required under Superannuation Guarantee legislation).

Defined benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the defined benefits category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2015, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns	7.00% pa.
Salary information	4.25% pa.
Price inflation (CPI)	2.50% pa.

Vision Super has advised that the actual VBI at 30 June 2016 was 102.0%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 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 for the Year Ended 30 June 2016

Note 32 Superannuation (continued)

Employer contributions

Regular contributions

On the basis of the results of the 2015 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 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2015 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Council is a contributing employer:

- a VBI surplus of \$130.8 million; and
- a total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2015 VBI during August 2015.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is \$959,610.

Notes to the Financial Report for the Year Ended 30 June 2016

Note 33 Contingent liabilities and contingent assets

Contingent liabilities

(i) Defined benefit superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 32. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

(ii) Legal matters

The Council is presently involved in confidential legal matters regarding Novawest contractual dispute which is being conducted through Council solicitors. The financial outcome is unable to be reliably estimated and no allowance for this contingency has been made in the financial report. This is not expected to occur within the next 12 months.

	2016 \$'000	2015 \$'000
Contingent assets		
Developer contributions to be received in respect of estates currently under development:		
Callaway Park Estate	845	1,973
Brimbank Waters	-	481
Wright Street, Sunshine	955	955
McKechnie Street, St Albans	1,504	-
	3,304	3,409

Notes to the Financial Report for the Year Ended 30 June 2016

Note 34 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market Risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. We manage interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant changes in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- council have a policy for establishing credit limits for the entities we deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 33.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Notes to the Financial Report for the Year Ended 30 June 2016

Note 34 Financial instruments (continued)

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed, 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 26.

(e) Fair value

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1% and -2% in market interest rates (AUD) from year-end rates of 4.4%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Report for the Year Ended 30 June 2016

Note 35 Related party transactions

(i) Responsible persons

Names of persons holding the position of a responsible person at the Council at any time during the year are:

Administrators	John Watson (Chair)
	Jane Nathan
	John Tanner
Chief Executive Officer	Paul Younis (12/10/15 to current)
	Bill Jaboor (CEO to 09/10/15)

(ii) Remuneration of responsible persons

The numbers of responsible persons whose total remuneration from Council and any related entities, excluding retirement benefits, fall within the following bands:

	2016 No.	2015 No.
\$1 - \$9,999	-	1
\$10,000 - \$19,999	1	-
\$20,000 - \$29,999	2	2
\$30,000 - \$39,999	1	1
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	-	1
	5	5
	2016 \$'000	2015 \$'000
Total remuneration for the reporting year for responsible persons included above amounted to:	935	858

Notes to the Financial Report for the Year Ended 30 June 2016

Note 35 Related party transactions (continued)

(iii) Senior officers remuneration

A senior officer, other than a responsible person, is an officer of Council who:

- (a) has management responsibilities and reports directly to the Chief Executive Officer; or
- (b) whose total annual remuneration exceeds \$139,000.

The number of senior officers, other than the responsible persons, are shown below in their relevant income bands:

	2016 No.	2015 No.
Income Range:		
\$140,000 - \$149,999	5	10
\$150,000 - \$159,999	8	5
\$160,000 - \$169,999	2	2
\$170,000 - \$179,999	2	-
\$180,000 - \$189,999	2	1
\$200,000 - \$209,999	1	-
\$220,000 - \$229,999	-	2
\$230,000 - \$239,999	2	1
\$240,000 - \$249,999	1	1
	23	22
	2016 \$'000	2015 \$'000
Total remuneration paid for the reporting year for senior officers included above, amounted to:	3,957	3,660

(iv) Responsible persons retirement benefits

The aggregate amount paid during the reporting period by Council in connection with the retirement of responsible persons was \$325,666 (2014/15, nil).

(v) Loans to responsible persons

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a responsible person of the council, or a related party of a responsible person is nil (2014/15, nil).

(vi) Transactions with responsible persons

During the period Council entered into nil (2014/15, nil) transactions with responsible persons related parties of responsible persons.

Note 36 Events occurring after balance date

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

Certification of the Financial Statements

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



Jacqueline Vanderholt FCPA
Principal Accounting Officer
Date: 20 September 2016
Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of Brimbank City Council for the year ended 30 June 2016 and the financial position of the Council as at that date.

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

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



John Watson
Chair of Administrators
Date: 20 September 2016
Melbourne



John Tanner AM
Administrator
Date: 20 September 2016
Melbourne



Paul Younis
Chief Executive Officer
Date: 20 September 2016
Melbourne

Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

To the Administrators, Brimbank City Council

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 of the Brimbank City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements.

The Administrators' Responsibility for the Financial Report

The Administrators of the Brimbank City Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Administrators are responsible for such internal control as the Administrators determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Administrators, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the Brimbank City Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE
22 September 2016



Andrew Greaves
Auditor-General

Acronyms

ACFE	Adult, Community and Further Education	IDAHOT	International Day Against Homophobia and Transphobia
ARMC	Audit and Risk Management Committee	LGFV	Local Government Funding Vehicle
BAS	Brimbank Active Seniors	LLEN	Local Learning & Employment Networks
BRAC	Ballarat Rail-line Action Committee	MAV	Municipal Association of Victoria
CACP	Community Aged Care Packages	MCH	Maternal and Child Health
CALD	Culturally and Linguistically Diverse	MEMP	Municipal Emergency Management Plan
CBD	Central Business District	NAIDOC	National Aboriginal Islander Day Observance Committee
CERA	Community Emergency Risk Assessment	NDIS	National Disability Insurance Scheme
CH	Maternal and Child Health	NEC	National Employment Cluster
CHSP	Commonwealth Home Support Program	OHS	Occupational Health and Safety
CPI	Consumer Price Index	PAG	Planned Activity Groups
DAP	Disability Action Plan	PDP Act	Privacy and Data Protection Act 2014
EAO	Environmental Audit Overlay	RMIT	Royal Melbourne Institute of Technology
EBA	Enterprise Bargaining Agreement	RRL	Regional Rail Link
EO	Equal Opportunity	SEIFA	Socio-Economic Indexes for Areas
ESC	Essential Services Commission	SES	State Emergency Service
FGRS	Fair Go Rates System	SIG	Strategic Implementation Group
FOI	Freedom of Information	SWG	Brimbank Safety Working Group
FTE	Full Time Equivalent	VAGO	Victorian Auditor General's Office
HACC	Home and Community Care	VCAT	Victorian Civil and Administrative Tribunal
HR	Health Records	VLGMIN	Victorian Local Government Multicultural Issues Network
IBAC	Independent Broad-based Anti-corruption Commission	WMT	Western Melbourne Tourism
IDAHO	International Day Against Homophobia		

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- Speak & Listen 1300 555 727
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