



Brimbank
City Council



Brimbank Annual Report 2016-2017

Dynamic Centre of the West



About this Annual Report

Brimbank City Council's 2016-2017 Annual Report details Council's performance during that financial year and includes a report against the objectives set out in Brimbank's *Council Plan 2013-2017*.

The Brimbank City Council Annual Report 2016-2017 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 Council's Customer Service Centre on **9249 4000** or view a copy online at **brimbank.vic.gov.au**



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Introduction

Welcome to the Report of Operations 2016-2017

Council is transparent and accountable in reporting to the community. The Report of Operations 2016-2017 explains in detail the Council's operations and performance during the financial year.



Snapshot of Council

About Brimbank

Who we are

Brimbank is a vibrant, growing community in the heart of Melbourne's west. Diversity is central to our identity - we are proudly multicultural, embracing people from around the world and weaving their stories into our own. Brimbank's estimated resident population of 202,863 in 2016 makes it the third most populous municipality in Greater Melbourne.

Where we came from

The City of Brimbank was established in 1994, uniting the former Keilor and Sunshine councils. It was named after Brimbank Park in Keilor, which gained its name from the practice of farmers driving livestock 'around the brim of the bank' of the Maribyrnong River.

The land the municipality now occupies has a human history that began with Aboriginal traditional custodians, the Kulin Nation, more than 40,000 years before European settlement. The area was originally occupied by the Kurung-Jang-Balluk and Marin-Balluk clans of the native Wurundjeri people.

The first European settlements were established at Keilor in the late 1840s, Sunshine (then known as Braybrook Junction) in the mid-1880s, and St Albans in the late 1880s. Many suburbs grew around the original settlements after World War II to house the influx of migrants. More recently, areas that were once industrial hubs have been transformed into new residential suburbs that are continuing to grow rapidly.

Our place

Brimbank spans an area between 11 and 23 kilometres north-west of Melbourne's CBD.

It is bound by the City of Hume in the north, the cities of Maribyrnong and Moonee Valley in the east, the cities of Hobsons Bay and Wyndham in the south, and the City of Melton in the west.

Fifteen per cent of Brimbank's total area is classified as open space, including natural treasures such as Organ Pipes National Park and Mount Derrimut Grasslands, as well as Green Gully Reserve, Brimbank Park and Iramoo Wildflower Grassland Reserve.

Our strategic position at the heart of Melbourne's west has been cemented with major infrastructure commitments that continue to transform the region. Sunshine's railway station was completely rebuilt during the Regional Rail Link project, while the removal of level crossings in Furlong Road and Main Road has united the two halves of St Albans and drastically improved safety. The Joan Kirner Women's and Children's Hospital in Sunshine, due for completion in late 2018, will offer children's services and enable more women to give birth closer to home.

Our suburbs are as diverse as our people - from the hustle and bustle of Sunshine and St Albans to historic Keilor, each has its own flavour and personality.

Sunshine: A major activity centre, Sunshine's profile is rising due to its proximity to the city and its mouth-watering food scene. It houses a Victoria University campus, the Brimbank Community and Civic Centre, and Sunshine Hospital. Sunshine services suburbs which include Albion, Sunshine North, Sunshine West and part of Brooklyn.

St Albans: St Albans is a designated major activity centre that includes a Victoria University campus, the newly developed St Albans Community Centre and Bowery Theatre, and a thriving restaurant and retail precinct. St Albans services neighbouring suburbs Albanvale, Kings Park and Kealba.

Deer Park: Servicing the nearby suburbs of Ardeer, Derrimut and Cairnlea, Deer Park has a rich array of restaurants and shops. Major features of the area include the Hunt Club Community and Arts Centre, Black Powder Mill and Brimbank Central Shopping Centre.

Sydenham: Brimbank's third activity centre, Sydenham services suburbs including Sydenham, Calder Park, Taylors Lakes, Delahey and parts of Hillside. Watergardens Town Centre is the jewel in its crown, while Calder Park Motorsport Complex is another landmark.

Keilor: Keilor is set among rolling hills and national and state parks, including Organ Pipes National Park, Brimbank Park and Green Gully Reserve. It services suburbs including Keilor Downs, Keilor North, Keilor Park and Keilor Downs as well as parts of Keilor, Keilor East and Tullamarine.

Our people

Brimbank is one of the most culturally diverse municipalities in Australia, with almost half of our residents born outside of Australia.

Brimbank's suburbs boomed after World War II, when migrants from southern Europe flowed to the area. More recently, newly arrived Asian and African communities have developed alongside the more established European communities.

More than half of our residents speak a language other than English at home, with more than 160 languages represented. The top 10 languages other than English are Vietnamese, Maltese, Italian, Greek, Macedonian, Filipino, Cantonese, Arabic, Punjabi and Croatian.

Brimbank is increasingly becoming a major employment hub for Melbourne's west. Manufacturing is the key employer in Brimbank, followed by retail, health care and social assistance.

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

In more recent times companies such as IBM, Metronode, Digital Realty, Rand Group, Preshafruit, Sleepyhead and Vistaprint have also chosen to settle in Brimbank.

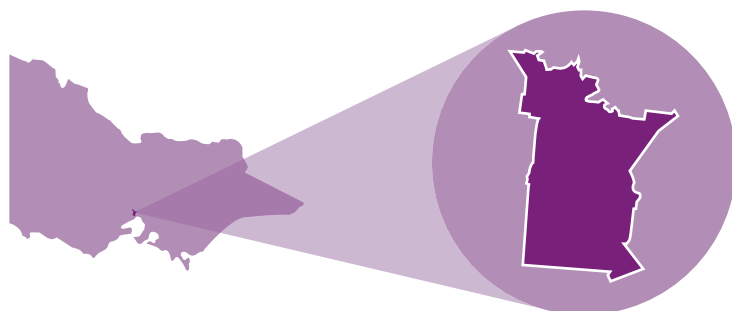
Reconciliation and Indigenous information

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 artefacts 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.



Snapshot of Council (continued)

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

In September 2016, a Memorandum of Understanding (MOU) between Brimbank City Council and the Wurundjeri Tribe Land and Compensation Cultural Heritage Council was signed, marking an important step toward reconciliation and reaffirming the genuine connection, pride and belonging for our Indigenous community.

Brimbank at a glance

▶ Area	123 square kilometres
▶ Population count (estimated resident population, June 2016)	202,863
▶ Males	50.0%
▶ Females	50.0%
▶ Residents aged under 18 years	22.1%
▶ Residents aged between 18 and 59 years	58.9%
▶ Residents aged 60 years and over	19.0%
▶ Indigenous population	816
▶ Residents who speak a non-English language at home	58.4%
▶ Median house price for 2016 (June 2016)	\$495,092

Source of Data:

Australian Bureau of Statistics, *Census of Population and Housing 2016 (Usual residence)*. Compiled and presented in profile.id by .id, the population experts - <http://www.id.com.au>

The median house price for 2016 was sourced from Hometrack 2011-2016, *Housing Valuation System*. Compiled and presented in economy.id by .id, the population experts - <http://www.id.com.au>

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

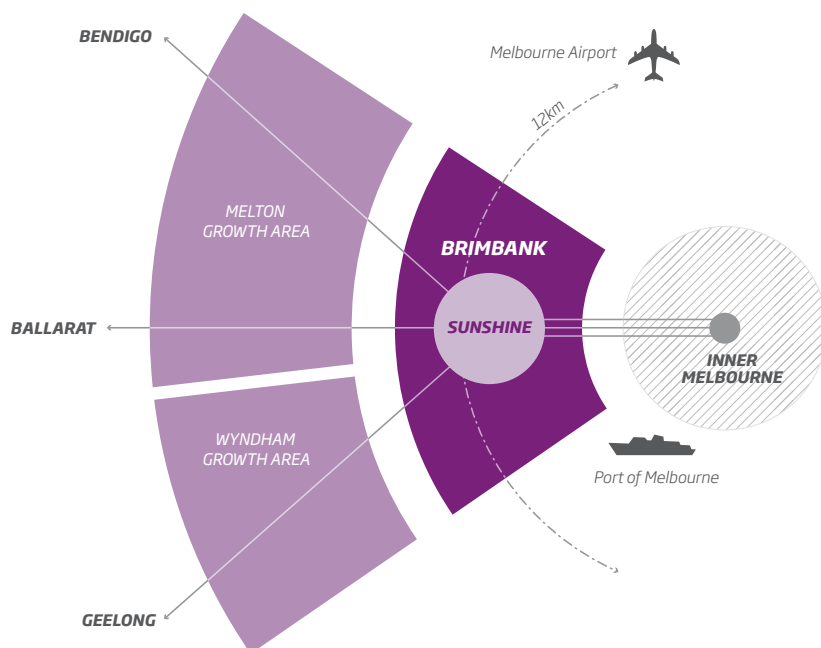
Brimbank City Council will strive to achieve the community's vision by:

- 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 liveable
- 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 delivers 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 197 equivalent full-time child care places and 1203 monitoring visits to 50 active Family Day Care Educators, contributing 357,660 hours of care
- Supported provision of child care at nine centres
- Maintained 30 preschool premises
- Processed 2523 four-year-old preschool applications
- Supported playgroups with Smalltalk intervention in 13 groups, two shopping centre playgroups, 88 community playgroups combining facilitated and volunteer
- Conducted 2988 Maternal and Child Health first home visits
- Completed 23,386 Key Age Stage visits, 3067 additional appointments and 3434 telephone consultations
- Provided Youth Support and Counselling Services to 148 young people
- Supported a range of youth programs attended by 1141 young people
- Coordinated 17 events attended by 440 young people
- Delivered two youth music stages attended by 950 community members
- Supported various youth programs including Brimbank Youth Events Committee, New Change Creative Residency, Stir It Up and L2R with a total engagement of 45 young people
- In partnership with Edmund Rice Community and Refugee Service provided in-kind venue support for 181 local 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 12,050 children and adults with sports participation opportunities
- Provided 411 sporting opportunities to disadvantaged children through In2Sport Brimbank, Council's sports club membership subsidy program
- \$15,000 of external funding secured from Cricket Victoria and Football Federation Victoria for In2Sport Brimbank
- Delivered 11 Sports Club Development network meetings to educate and inform Brimbank sports clubs
- 230 sports clubs volunteers attended Council-delivered volunteer training sessions
- Successfully delivered the Brimbank Cup with 32 teams competing including 14 community teams and eight female teams. This year saw the inclusion of a seven-a-side competition as well as a junior clinic with Melbourne City Football Club with 125 kids attending. The cup was delivered in partnership with Cairnlea Football Club, Football Federation Victoria, Melbourne City Football Club and Victoria Police
- 5232 Brimbank residents involved in the Active Premiers Challenge
- 15 sports-related capital works projects completed to improve sports facilities for community benefit
- Supported 12 Heart Foundation Walking Groups, assisting over 150 community members to stay active
- Developed and implemented the In2Tennis program, providing 560 community members an opportunity to play tennis
- Supported the continued development of the Community Soccer Hub, providing a place for the newly emerging communities to come together through soccer
- 101 residents involved in the Sons of the West Men's Health Program run at two locations with 67 men graduating from the program
- \$100,000 of external funding from Sport Recreation Victoria secured to complete Dempster Park Cricket nets upgrade
- \$60,000 of external funding from Sport Recreation Victoria secured to complete Keilor Park Soccer change rooms
- \$45,000 of external funding from Sport Recreation Victoria secured to complete a Western Region Planning Project: Women in Sport Action Plan
- Facilitated 300,209 visits to the Keilor Basketball and Netball Stadium. Netball-related attendance increased by 44 per cent to 47,601
- Facilitated 7190 games of basketball and netball games at the Keilor Basketball and Netball Stadium
- 34 community facilities managed available for regular, casual and function hire
- 136 community groups managed across 26 different nationalities with 6573 regular hire bookings at community facilities
- 19,575 attendances at functions held in community facilities available for function hire, 345,735 attendances at regular hire bookings and 17,030 attendances at casual bookings held in community facilities
- A total of 355,360 people visiting community facilities each year
- Eight capital works community facility improvement projects for community benefit with a total contribution of \$575,000
- Online community space bookings for Keilor Community Hub and the Brimbank Community and Civic Centre made available for residents and community members
- Renewed seven leases and licences involving scouts, guides, senior citizen clubs and community groups
- Facilitated 576,036 visits to aquatic facilities including 353,574 member visits
- Facilitated 55,179 group fitness visits across 4185 classes with an average of 13 people per class
- 61,168 learn to swim lessons
- 26,596 rounds of golf played at Keilor Public Golf Course



Snapshot of service delivery (continued)



Culture and community strengthening

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

What we delivered

- Officially opened Keilor Community Hub to the community incorporating customer service, Keilor Library and neighbourhood house facilities
- Provided community grants funding to 73 community groups valued at about \$330,000
- Delivered two grant information sessions and two grant writing sessions to 40 people
- Conducted four Places of Worship tours attended by 160 people
- Launched the Brimbank Maribyrnong Interfaith Network Articles of Faith: A Collection of Interfaith Stories video
- Partnered with key organisations to hold four Interfaith community events – Christmas community lunch, Buddhist Council of Victoria's 20th Anniversary community event, International Women's Day and Refugee Week attended by more than 180 people
- Successfully delivered four 'Living In Your Neighbourhood' sessions to 183 English language students
- Coordinated 10 community events: NAIDOC Flag raising community activities; Mullagh Wills Foundation - Reconciliation Through Sport initiative; Carers Week; International Day of Persons with a Disability Expo; Brimbank Seniors Festival and Cuckoo Restaurant Bus Trip; Outing Disability Exhibition and Panel Discussion as part of Midsumma; International Women's Day; National Reconciliation Week - Brimbank Reconciliation Walk; and Community Welcome Dinner as part of Refugee Week.
- More than 70 partnerships developed and/or maintained to deliver programs/events and activities to more than 1000 people
- Coordinated six National Disability Insurance Scheme presentations and information sessions to 180 people
- Coordinated four community networks - Brimbank Disability Network Group, Brimbank Maribyrnong Interfaith Network, Brimbank Active Seniors and Brimbank Seniors Forums, attended by more than 530 people
- Coordinated four Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee meetings
- Successfully applied for a federal grant to deliver events as part of National Reconciliation Week
- Successfully worked with Foodworks to deliver a mentoring program for Brimbank Carers and international corporation Miele
- Community Leadership Programs delivered for 34 people
- Provided 18 Community Governance training sessions to 295 participants
- Held three Brimbank Leadership Alumni Networking events
- Provided Alumni Mentoring Program to 12 Brimbank Leadership Alumni members
- 78 children participated in nine projects as part of the Dynamic Young Citizens project
- 100 volunteers participated in volunteer training held during Volunteer Week
- 37 volunteers joined Brimbank City Council increasing the total number of volunteers to 404
- Provided 21 \$250 Neighbour Day Grants to support 752 people to participate in various activities organised by 89 neighbours across 21 locations
- Supported three Brimbank schools to take part in a Neighbour Day artwork exhibition between March and April 2017
- Coordinated *Brimbank Council Plan 2017-2021* and Budget 2017/2018 consultations comprising 10 public sessions where 249 people participated in face-to-face consultations, 103 online surveys, 228 postcards and 10 submissions received respectively
- Hosted 20 public exhibitions for the *Brimbank Draft Council Plan 2017-2021* and Draft Budget 2017-2018 at all Brimbank libraries between May and June 2017
- Conducted one school tour of the Brimbank Community and Civic Centre and one school onsite visit as part of Council's civic education program
- Conducted two Keilor listening posts to shape the future use of the former Keilor library site
- Held more than 10 meetings with the Kororoit Creek Neighbourhood House Association Inc. in preparation for the Albion House transition as a community managed Neighbourhood House
- Chaired four Brimbank Service Provider Network meetings
- 19,325 hours of programs run across the seven neighbourhood houses
- 49 special events run by neighbourhood houses
- 105 volunteers supporting the delivery of programs at seven neighbourhood houses
- Brimbank Sustainable Living Expo attended by more than 3000 people
- Brimbank Men's Health Day event attended by more than 250 people
- Officially opened the Westvale Men's Shed with the opening event attended by more than 150 people
- Partnerships with more than 34 community groups and organisations





Waste and recycling

Council provides a comprehensive waste service to the community while striving to manage waste sustainably.

What we delivered

- Introduced online services on Council's website to allow people to apply for a new, or amend an existing, bin service
- Weekly domestic waste and fortnightly recycling collection for 68,863 households and fortnightly green waste collection for 38,207 households
- Lifted 6,365,096 bins
- Collected 43,242 tonnes of waste
- Recycled 16,362 tonnes of waste
- Collected 12,567 tonnes of green waste
- Collected and recycled 3982 tonnes of hard waste, 273 tonnes of steel, 8915 mattresses and 3572 tyres in the annual kerbside hard waste collection service
- Collected 36,752 kilograms of paint, 13,900 litres of motor oil and 1300 kilograms of household batteries
- Accepted 500 kilograms of fluorescent tubes, 461 car batteries, 57,230 kilograms of e-waste and 3593 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



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

- Introduced online services on Council's website to allow people to apply for:
 - A building permit or request a quote
 - A report and consent
 - Copies of building documents
 - Register a Building Permit - Private Surveyors
 - Request to Vary or Extend the Time of a Building Permit
 - Property Information
- Introduced online services on Council's website to allow people to apply for:
 - A planning permit
 - A planning permit: amend
 - Copies of planning permits and/or endorsed plans
 - Demolition form
 - Planning - Extension of Time
 - Planning advice
 - Planning objection form
 - Plans subject to Conditions
- 378 Building Notices and Orders served
- 77 illegal rooming house inspections
- 51 swimming pool barrier inspections
- 50 essential services maintenance inspections
- 23 emergency call-outs
- 471 investigations resulting from building-related complaints
- 312 illegal building works identified
- 11 Magistrates' Court prosecutions for building compliance
- 1085 planning application decisions made
- 569 planning-related property information requests received
- 222 subdivision applications received
- 491 investigations resulting from planning compliance complaints
- 1238 inspections resulting from planning compliance complaints
- 28 Magistrates' Court prosecutions for planning compliance
- 53 Planning Infringement Notices issued
- \$491.36 million total value of new building projects requiring building permits
- 248 report and consent requests received and processed for buildings
- 348 mandatory building inspections
- 2190 building-related property information requests
- 288 requests for copies of plans received

Snapshot of service delivery (continued)



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. Library programs support lifelong learning and include weekly story times and computer classes. All libraries offer study facilities, Wi-Fi, Internet and computer access and printing. Of the 220,280 items available to borrow, 27 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

- 26,914 new physical items added to the collection in English and 19 community languages
- 2,259,094 total library visits; of these visits, 1,310,805 were made to the five libraries and 948,289 to the online library
- 1,381,637 collection loans; of these, 975,895 physical items were borrowed and 405,740 electronic resources were utilised
- 200,741 catalogue searches completed
- 16,055 new library members registered bringing the total library membership to 77,071
- 76,844 active library members
- 275,670 Internet bookings made
- 121,545 instances of IT help provided to the community
- 13,516 video game bookings made
- 140,014 reference questions answered
- 3339 library programs delivered with 63,136 people attending:
 - 1446 children's programs with 41,886 children attending
 - 96 teen programs with 1220 teens attending
 - 1015 adult programs with 9767 adults attending
 - 656 IT classes with 2,806 people attending; these included classes in languages other than English and those aimed at seniors
- 800 people attended the Brimbank Writers & Readers Festival
- 1291 Home Library Service visits delivered by 34 volunteers to 78 active Home Library Service customers in their homes
- 1100 children registered for the 1000 Books Before School program



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

- Introduced online services on Council's website to allow people to:
 - Apply for an Excess Pet Permit
 - Apply for a lifelong pet tag replacement form
 - Register a domestic animal
- 14,936 compliance service enquiries attended to, including 2921 for parking, 1102 for local law, 688 for litter, 1526 for abandoned/derelect vehicles, 2862 for condition of land, 1814 enquiries about cats, 2365 enquiries about dogs, 202 regarding other animals
- 2853 stray animals collected by Council (960 dogs, 1832 cats, 61 other animals)
- 13,655 pets registered (10,583 dogs and 3072 cats)
- Eight dog attack prosecutions and 489 infringements for animal-related matters
- 20,350 parking infringements and 567 local law infringements issued
- 1500 vacant properties inspected and 850 fire hazard reduction notices issued; of these, 240 land owners were issued with infringements and 93 properties had to be cut by Council's contractor
- 81 event permits issued
- 112 school crossings supervised every school day
- 514 individual littering investigations conducted, 299 of these proactively detected by Litter Officer



Roads, footpaths, drains and building maintenance

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

What we delivered

- Introduced online services on Council's website to allow people to apply for:
 - Property Information
 - A Vehicle Crossing
 - An Asset Protection Permit
 - Consent to Build on Land Liable to Flooding or Designated Land
 - Consent to Construct Over/In an Easement
- Introduced online forms to make it easy for residents to report issues about roads, footpaths, dumped rubbish or bins, and issues at parks and reserves via Council's website
- 1240 kilometres of underground drain pipes managed and maintained along with 60 kilometres of table drains
- 45,073 storm water pits, 361 litter traps and 39 gross pollutant traps maintained and cleaned
- 3936 drain pits inspected and cleaned
- 2069 litter traps inspected and cleaned
- 909 kilometres of local roads inspected and maintained, including 14 kilometres of unsealed roads
- 1490 kilometres of footpaths inspected and maintained
- 80,000 street/road signs proactively inspected and maintained and 5994 signs physically maintained
- About 31,000 kilometres of residential and commercial kerb and channel swept
- 2175 tonnes collected through street sweeping program
- 110,300 street litter bins emptied
- 2387 tonnes of litter collected through the street litter bin and manual litter collection service
- 187,970 square metres of road pavement resealed
- 266 buildings maintained on 165 sites
- 212 playgrounds maintained, of which 153 are in open space and 59 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 (CACAP), 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

- 72,826 meals on wheels
- 34,617 hours of domestic assistance
- 14,935 hours of personal care
- 3049 people received a Home and Community Care service
- 10,520 hours of respite care
- 3297 hours of property maintenance
- 43,811 hours of planned activity support services
- 5012 hours of assessment and care management
- 29,343 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 parks
- Completed suburban park upgrade at Dellbridge Drive Reserve, Sydenham, and Delahey Drive Reserve (Stage two), Delahey
- Developed new BMX track at Ardeer Community Park
- Planted more than 60,660 new trees as part of One Million Trees planting initiative
- Planted 4455 trees along streets and main roads
- Upgraded Keilor Village Shopping Village
- Extended the shared user path along Old Calder Highway, from Cliff Harvey Lagoon Reserve to Kennedy Street, Keilor
- Completed upgrade of Dawson Street, Sunshine (Stage 1)
- 46 conservation sites managed to improve habitat for indigenous flora and fauna, covering 370 hectares
- Four ecological burns completed to reduce biomass and increase vegetation quality, covering two hectares
- 12,000 indigenous grasses, herbs, shrubs and trees planted to restore habitat
- 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 October 2016 responding to more than 3000 customer calls for tree works during the event
- 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:

- Opened the St Albans Community Centre which features the Bowery Theatre performance space. St Albans Community Centre provides opportunities for the community to come together to share arts, culture, and ideas. Since opening on 18 March 2017, more than 1100 audience members have seen a range of theatre, comedy, music, film and dance works in the Bowery Theatre.
- Supported 73 community groups through provision of \$330,000 of community grant funding.
- Held National Youth Week celebrations at St Albans Community Centre featuring a youth music stage, inflatable activities and sports clinics attended by over 200 youth and children.
- Supported the Dynamic Young Citizens of Brimbank program which works with primary-aged children to build their civic pride, community connectedness and involve them in decision-making whilst increasing feelings of safety in Brimbank. The program delivered a community mural in St Albans and public mosaic artworks in Ardeer.
- Partnered with cohealth to deliver 'Stir It Up' youth project, providing opportunities for young people with African or Pasifika backgrounds to develop friendships and engage in cultural exchange.
- Partnered with Joining The Dot to hold a community welcome dinner as part of Refugee Week. Eighty guests from established and newly arrived communities shared a meal together and engaged in facilitated conversations led by Joining The Dot volunteers.
- Facilitated the Western Youth Employment partnership of six member councils and three Local Learning and Employment Networks. The partnership focuses on coordinated action to create greater opportunity for youth in the west to access employment.
- Delivered 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. The Community Governance Training Program delivered 20 sessions to 335 participants.
- Delivered St Albans Community Centre Community Showcase day which featured community-based performances and activities including 'The Bowery Dance Project', 'Kontiki Fashion Expo', FReeZA youth performances, Western Region Concert Band, Kud Dukat (Bosnian Traditional Dance) and Sri Lankan dances.
- Partnered with New Hope Foundation, Asylum Seeker Resource Centre, Hazara community and Horn of Africa community members to deliver a Women's Only Swimming Program which supported 40 women to learn water safety skills.
- Supported 34 participants from diverse communities to complete the Community Leadership Program.
- Delivered the Brimbank Writers and Readers Festival 2016, which had more than 800 participants over the length of the 10-day festival, including a capacity filled opening night with Clementine Ford and Dr Susan Carland.
- Supported community members to be active by linking six local walking groups to the Heart Foundation Walking Program.
- Launched the 1000 Books Before School program through Brimbank Libraries. This three-year state-wide project, in partnership with State Library of Victoria and the Public Libraries Victoria network, aims to ready pre-schoolers for school.

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:

- Opened the Brimbank Community and Civic Centre (BCCC), including the Sunshine Library and Learning Centre, Sunshine Customer Service Centre, community meeting rooms and Council Offices, on 25 July 2016. Since opening, the new Brimbank Community and Civic Centre has been recognised for its architectural excellence. The building won a 2017 Victorian Architecture Award and the new Sunshine Library was awarded Highly Commended in the inaugural Australian Library Design Awards 2017.
- Planned the refurbishment and management of the Council operated area within the Visy Cares Hub, Sunshine, to transform it into an innovative education and learning space.
- Opened the new Keilor Community Hub which incorporates the Keilor Library, on 3 April 2017. There has been a significant increase in library visitation since opening.
- Strengthened the capacity of sports clubs through delivery of club development network meetings and online resource programs such as Club Spot.
- Reconstructed the soccer pitch at Larisa Reserve, St Albans, and upgraded sportsground lighting at Delahey and Lionheart Reserve, Taylors Lakes, in accordance with Council's Sports Facility Development Plan.
- Improved access and leisure opportunities at Selwyn Park, Albion, including path improvements, an outdoor gym, new shelter, play features and tree planting.
- Installed a pop-up park in Hampshire Square, Sunshine, which operated between March and May 2017.
- Endorsed the Road Management Plan.
- Advocated for road safety improvements and provided design feedback regarding level crossing removals.
- Completed neighbourhood park upgrades at Glenmaggie Reserve, St Albans and Pioneer Park, Sydenham.





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:

- Continued to implement the Brimbank Walking and Cycling Strategy through completion of the second stage of the Mount Derrimut Road cycling path, Deer Park Station to Village Link, and circuit paths at Selwyn Park in Albion, and Delahey Reserve in Delahey.
- Implemented a program of environmentally sustainable initiatives and practices through education programs that included Be a Brimbank Gem recycling program, Stephanie Alexander Kitchen Garden program at six local schools, and a calendar to promote engagement with the local natural environment.
- Surveyed an additional 200 hectares of land to identify native vegetation values. Over the past five years Council has surveyed a total of 1200 hectares.
- Supported 170 volunteers to participate in a National Tree Day planting at Sydenham Park. The group planted over 1500 indigenous trees and shrubs on the slopes of the Maribyrnong Valley, to restore habitat for local flora and fauna.
- Increased tree canopy and shade across the municipality by planting nearly 500 street trees. This is part of implementation of the Urban Forest Strategy that aims to increase tree canopy and shade across the municipality by planting 700,000 trees by 2030.
- Implemented the Sustainable Water Management Strategy including Integrated Water Cycle Management and Water Sensitive Urban Design projects in road rehabilitation works, car parks and improvement of stormwater harvesting systems. Key projects included Delahey Community Centre car park and Deer Park Hall car park.
- Implemented energy efficient public street-lighting upgrades.
- Successfully targeted illegal dumping and littering through the 'Innovate to Abate' project, co-funded with the Victorian Government. This project resulted in a reduced number of instances of dumped rubbish and more targeted enforcement.
- Continued to actively participate in the Western Alliance for Greenhouse Action and launched the world-leading 'How Well Are We Adapting' project for climate change adaptation best practice.

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:

- Developed the Brimbank Economic Development Strategy 2016-2020, which included consultation with local industry, businesses, partners and State Government. The strategy was adopted by Council in August 2016.
- Rezoned land to facilitate the development of the former Sunshine Civic Precinct and part of the Withers Street car park enabling construction of the VicRoads office, and preparing and exhibiting amendments for a range of other sites.
- Prepared and exhibited the Brimbank Planning Scheme Amendment C187 which proposes a municipal development contribution plan and overlay to help fund future infrastructure to support growth and development in Brimbank.
- Commenced a place management program in the St Albans Town Centre called 'Go St Albans', and continued delivery of the Sunshine Rising Program in the Sunshine Town Centre.
- Continued support of the Sunshine and St Albans Business Associations including administration of the marketing and business development special rates, and support to establish the Keilor Village Business Association.
- Facilitated community engagement into the preparation of the Sunshine National Employment and Innovation Cluster Framework Plan, including a submission by Council to the Victorian Planning Authority.
- Submitted an endorsed position in relation to the draft Framework Plan for the Sunshine National Employment and Innovation Cluster.
- Continued delivery of the Business Development, networking and communications program.



Highlights of the year (continued)



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:

- Completed the Brimbank Health and Wellbeing Status Report 2017 that provides evidence that underpins regional and local health planning initiatives.
- Continued the partnership with the Australian Health Policy Collaboration (AHPC) to design programs and initiatives that promote better health and wellbeing outcomes for Brimbank residents.
- Supported art practice by accommodating 13 artists with disciplines such as puppeteering, visual arts, textiles and illustrating, in Council studios and shopfronts in Sunshine and Deer Park, the Keilor Shed and Overnewton Gatehouse.
- Endorsed the *Brimbank Disability Action Plan 2017-2020*.
- Supported implementation of the Working Together with Men project that actively engages Brimbank men in preventing violence against women.
- Partnered with the Social Justice Coalition to advocate for improvements to health and wellbeing for the Brimbank Community. Advocacy has included highlighting the increase in rough sleeping in Brimbank and calling for additional Victorian Government funding for support services, and seeking funding for services to support homelessness from the Federal Government.
- Received Federal Government funding for Reconciliation Week as part of the Indigenous Advancement Strategy.
- Continued to implement and evaluate the Brimbank Community Learning Strategy 2014-2017. Actions are driven by the Brimbank Learning and Employment Steering Committee (BLESC).
- Opened and commenced operation at the new Sunshine Maternal and Child Health Centre in December 2016. The Centre is purpose-built and provides a modern, user-friendly layout that allows provision of better services to meet the needs of Brimbank families.
- Provided 396 sporting opportunities to families living in Brimbank through the In2Sport Brimbank program. More than 200 children had never registered with the program before, 84 were born overseas and 19 per cent were female.
- Implemented the Brimbank Children's Plan by increasing levels of participation in the universal Maternal and Child Health Service piloting outreach services in shopping centres and implementing a Supported Playgroup Project with the aim of improving transition to school from kindergarten.
- Implemented the Brimbank Youth Strategy through the C-Collective project that supports youth entrepreneurship, and the Youth Ambassadors program.
- Transitioned to the Commonwealth Home Support Programme (CHSP) which required changes to the delivery of Aged Care services and programs.
- Supported participation in soccer through the Community Soccer Hub, which now has over 200 active participants. Eight community ambassadors have been appointed to support marginalised community access.

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:

- Eleven democratically elected Councillors were sworn in on 8 November 2016. Councillor representation on Advisory Committees was finalised in November and December 2016.
- Consulted with almost 600 community members during February and March 2017, to develop the new *Council Plan 2017-2021* and the 2017-2018 Annual Budget.
- Updated Council's Long Term Financial Plan to reflect Victorian Government rate capping.
- Successfully pursued an extra \$6.4M of capital grant funding from external bodies to reduce the burden of raising income from rates.
- Launched a new website based on extensive community research. The website includes over 20 new online planning, building, engineering, and city compliance services.
- Won an LGPro award for a new Electronic Planning Application Process that enabled Council to provide the planning permit application process completely digitally from start to finish, saving time and costs for both the organisation and the applicants.
- Implemented customer call backs in April 2017. This allows customers to leave their phone number while on hold to Council's main contact line, and for a Council Officer to return their call.



Challenges and future outlook



Challenges

As we look to the future, a number of key challenges and opportunities have been identified for Brimbank:

- Land use planning that provides the right mix of industry, commercial and residential development.
- Creating healthy places and greener spaces that will support a diverse and increasing population.
- Providing sport and community facilities to meet community need, whilst operating in a cost constrained environment.
- Waste and energy minimisation and management that is innovative and cost effective. The short-term focus includes:
 - encouraging best practice sustainable development design that incorporates environmental sustainability.
 - ensuring that environmentally sustainable design measures are included in higher density developments and that enforceable conditions are placed on permits.
 - investigating the most efficient and sustainable practices of waste management, particularly in relation to the kerbside organic collection recycling service.
- Improving education and employment outcomes for our community. This will be achieved through advocacy and partnerships.
- Advocating for improved transport connections to enable travel across Brimbank and to the City.
- Maintaining financial sustainability despite rate capping and a reduction in the availability of external grants. Council will continue to seek external funding sources to reduce the impact of rate capping on the community.
- Delivering equitable and quality community services whilst transitioning through the Aged Care and Disability Service Reform process.
- Improving health outcomes for our community through partnerships and advocacy.



The future

- Develop an Advocacy Plan and Framework.
- Prepare a new *Council Plan 2017-2021*.
- Redevelop St Albans Leisure Centre.
- Review the guiding document for the management of sport and recreation facilities, the Brimbank Sports Facility Development Plan.
- Finalise St Albans Town Centre urban design and implement the streetscape upgrade.
- Complete the Community Facilities Improvement Plan and Community Infrastructure Plan.
- Provide additional open space for the community through completion of Sunvale Community Park.
- Review the Brimbank Social Justice Charter.
- Develop a long-term road works program that is informed by recently completed video footage of road asset defects.
- Develop the Brimbank Habitat Connectivity Plan.
- Continue the next Brimbank Planning Scheme Amendment to apply the Environmental Audit Overlay to potentially contaminated land.
- Review the Brimbank Community Learning Strategy which provides strategic directions for community learning.
- Project manage rehabilitation of a 1.2-kilometre section of Upper Stony Creek in Sunshine North, on behalf of all partners. This is a Greening The West project.
- Prepare the Brimbank Visitor and Participation Strategy.
- Review implementation of the Sustainable Water Management Strategy.
- Participate in the development of a regional Integrated Transport Strategy.
- Develop the 2018-2028 Waste Management Strategy.
- Review the Brimbank Planning Scheme and Municipal Strategic Statement.
- Progress planning for the Sunshine Health, Wellbeing and Education Precinct and Solomon Heights.



The year in review

Message from the Mayor



This Annual Report explains Brimbank City Council's performance in accomplishing the actions outlined in the *Brimbank Council Plan 2013-2017* (Year 4 - updated 2016).

Council was elected by the community in October 2016.

The functions and powers of Council 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

The return of democratically elected Councillors was a significant achievement for the financial year. It was one of a number of many positive changes in the history of the City.

We are a very diverse Council with seven women and four men and from different backgrounds including Maltese, Vietnamese and Greek.

Significant community building projects included:

- The opening of the Brimbank Community and Civic Centre and Sunshine Library
- The opening of the Bowery Theatre and St Albans Community Centre
- The opening of the Keilor Community Hub including a new library and customer service centre

These three facilities are important community places and provide access to learning, the arts, meeting spaces and much more. They help to bring people together and strengthen community capacity.

Community infrastructure is incredibly important for providing health, wellbeing, education and employment opportunities and outcomes. These facilities help improve the quality of life for our community.

As a new Council, we are steadfast in our resolve to engage the community in decision-making and providing fair and equitable access to Council services.

We have adopted the strong focus of being 'Community First'. In developing our first Council Plan and Annual Budget for 2017-2018, we set about an extensive community engagement program to hear from and understand the needs of the people we represent.

This included over 600 community members providing their big ideas for Brimbank via our website, sending in postcards and in face-to-face sessions.

Improving access to Council services was also a strong focus for the year and we launched a new mobile responsive website to provide greater access to Council services. The new website also included 23 new planning, building, engineering and waste transactions available online.

During the year, Council also welcomed Man lifting cow to Sunshine, a 4.5 metre tall bronze sculpture by internationally renowned artist John Kelly who grew up locally.

The sculpture is a wonderful attraction to the area and highlights the positive transformation that the City is experiencing.

Advocacy and engagement

Since being elected, this Council has recognised we play a vital role in advocating the needs of our community to other levels of government as well as business and community organisations.

We have been active in advocating across a range of issues, most notably the need for community infrastructure in Brimbank. We have also continued to be a voice for gambling reform and we have continued our involvement in the Social Justice Coalition.

Council continued to participate on a number of external committees and forums to advocate for improved services, infrastructure, transport, regional development and sustainability as well as improved collaboration between industry and government.

These committees include:

- Ballarat Rail-Line Action Committee (BRAC)
- Brooklyn Community Representative Group
- Calder Highway Improvement Committee
- Community Aviation Consultation Group
- LeadWest Ltd Board
- Level Crossing Removal Project Stakeholder Liaison Group
- Melbourne Regional Landfill Community Reference Group
- Metropolitan Local Governments Waste Management Forum
- Metropolitan Transport Forum
- Municipal Association of Victoria (MAV) (State Council)
- Ravenhall Prison
- Victorian Local Governance Association (VLGA)
- Western Melbourne Tourism



Council also facilitated several advisory committees aimed at delivering value for money services, as well as improving social, cultural and economic opportunities for our community and city. These committees include:

- Audit and Risk Management Committee
- Australia Day Awards Selection Committee
- Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee
- Brimbank Arts Advisory Committee
- Brimbank Community Fund Committee
- Brimbank Learning and Employment Steering Committee (BLESC)
- Brooklyn Industrial Precinct Strategy Committee
- Chief Executive Officer Performance Review Committee
- Errington Precinct Master Plan Implementation (Phase One) Community Reference Group
- Heritage Advisory Committee
- Municipal Emergency Management Plan Committee
- Safety Roundtable
- Social Justice Coalition - Strategic Implementation Group (SIG)
- St Albans Community Centre Consultative Committee

- Sunshine Leisure Centre Community Consultative Committee
- Sunshine Town Centre Partnership Group
- Waste Management Strategy Development Steering Committee

Just as important as advocating for our community, this Council wants to foster strong engagement with our community.

The Council Plan and Annual Budget consultation was a clear message to our community that they have a voice in decision-making.

Through our community grants program, \$330,000 is pledged to programs, activities and events that improve community capacity. Our In2Sports program subsidises the cost of playing sport for young people to engage and connect in their community. Our participation in International Day Against Homophobia and Transphobia, NAIDOC Week, and Refugee Week and involvement in other key community festivals and events all go towards our goal of connecting people.

We are proudly diverse, and these are just a few of the initiatives undertaken by Council to help the people of Brimbank engage in community and civic life.

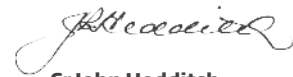
Thank you

This is our first annual report as the new independent and democratically elected Council at Brimbank. We are proud to be representing our community and the City we call home. For us, there is no place we would rather be.

It is a real privilege to be serving as Mayor. On behalf of myself and my fellow Councillors, I sincerely thank the residents and ratepayers who have elected us to serve the community. I would also like to thank the executive and staff at Brimbank and our many partners who are helping to make Brimbank a thriving and resilient community.

We have a big task ahead of us, and I am confident that, working together, we can make Brimbank shine.

I look forward to what lies ahead as this new Council puts community first.



Cr John Hedditch
Mayor, Brimbank City Council



Chief Executive Officer's message



On behalf of Brimbank City Council, I'm pleased to introduce the Council's 2016-2017 Annual Report.

As the CEO, the council delegates certain powers to this position to implement their strategic decisions. There are also a number of responsibilities set out in Section 94 A of the *Local Government Act 1989* regarding the role. These include:

- Providing an appropriate organisational structure for the council
- Quickly implementing council decisions
- Overseeing the daily management of council operations with respect to the Council Plan
- Implementing and embedding a code of conduct for council staff
- Providing timely advice to the council
- Safeguarding compliance with relevant legislation in respect to Council operations.

Highlights

2016-2017 was another year of significant change for the organisation. Changes included:

- Relocating staff in our ageing offices in Keilor and Sunshine to the new purpose-built Brimbank Community and Civic Centre in the main strip of Sunshine, Hampshire Road
- Refurbishing the former Keilor Offices and opening the purpose redesigned space as the Keilor Community Hub
- Opening the Bowery Theatre and St Albans Community Centre
- Operating within the State Government's newly imposed rates cap
- Welcoming an elected Council in November 2017 after eight years under administration.

This Brimbank Community and Civic Centre is the largest capital investment in the history of the City to date. A once-in-a-generation project, the new award-winning facility includes the new Sunshine library, community meeting spaces, a new Council Chamber and the consolidation of Council offices.

Opened in July 2016, the new centre has fast become a hive of activity and is much loved by the community. We have also secured a number of tenant partners which has created an income stream for Council.

Having the majority of staff located in one building has had a big impact on efficiency and has provided savings with staff no longer required to travel between offices.

The opening of the Brimbank Community and Civic Centre also provided us the opportunity to repurpose the former Keilor offices into a new Community Hub. Significant refurbishment works have resulted in a great community space comprising a new much larger Keilor Library, community meeting and art spaces and a new Customer Service Centre.

The facility also opened during the year, much to the delight of the local community. Additional space in the site is also being fitted out and will be leased out in the next financial year.

During the year the Bowery Theatre and St Albans Community Centre was also opened. This new facility is part of a number of major projects in St Albans which are transforming the precinct.

The Bowery Theatre is the city's first 200-seat performing arts venue. Located within the new St Albans Community Centre it is a place where art can be celebrated, ideas discussed, arts education explored and bold entertainment experienced.

Rate-capping was introduced for this financial year. As a Council where almost three-quarters of our income comes from rates, this has been an exceptional challenge. Our executive and management have tackled this with perseverance and rigour.

Thanks to a commitment to business transformation and improving service delivery, savings have been made to help lessen the impact in this shortfall of revenue.

In August a new mobile responsive website was launched that included 18 new transactions across planning, building, engineering and waste services. The new site has resulted in an increase of traffic and the online transactions are allowing our community and customers to interact with us when it suits them rather than traditional business hours. Cost to service is also significantly reduced through this channel.

Our planning permit process is now a fully digitised end-to-end process; the first of many changes planned to simplify service delivery. Projects like this provide a better, more responsive service to our community.

In November we saw the return of elected representatives with the formation of a new Council. This is a significant milestone in the history of Brimbank and wonderful for the community.

The new Council is diverse, passionate and enthusiastic and since being sworn in has focused on advocacy and engagement to improve community outcomes. This has been evidenced by the unprecedented level of community engagement in the development of the Council Plan. As an organisation we look forward to their tenure and working under their guidance to implement the actions of the Council Plan that is due to be adopted next financial year.



Organisational performance

Despite the intense change environment the organisation performed well.

The Annual Budget 2016-2017 had an operating surplus of \$14.5 million. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to build new assets and to renew the \$2.2 billion of community assets under Council's control.

The operating result for the financial year ending 30 June 2017 was a surplus of \$44.4 million, against a budgeted surplus of \$14.5 million, showing a favourable variance of \$29.9 million.

The increase in operating surplus is due to:

- 50 per cent of the 2017-2018 Financial Assistance Grants of \$6.75 million, received in advance in the 2016-2017 financial year
- \$4.2 million received for Open Space Public Initiatives in Sunshine
- \$2.27 million additional monetary contributions were also received due to higher than expected development in the municipality and additional capital works contributions
- \$3.5 million additional non-monetary contributions were vested in Council due to new subdivisions that were not initially budgeted
- \$2.1 million for net gain on sale of Council assets over the budgeted amount.

Cash balance for the financial year ended 30 June 2017 was \$60.4 million, compared to budgeted cash balance of \$30.2 million.

Business transformation projects in the organisation included working towards a master customer database, digitising records and becoming a paper-independent office and launching the new website.

Having the majority of staff under one roof has also improved our effectiveness as an organisation.

The continued cultural program of being 'community first' is working toward providing the best possible service to our community.

There is much work to be done and the organisation is continuing to partner with the community to ensure our services are relevant and responsive.

Thank you

I would like to acknowledge all the former administrators for leaving Council in such a strong position and the new Councillors for their passion and enthusiasm to create a better Brimbank.

Our new Council has hit the ground running and from day one has demonstrated a strong focus to making sure all Council decisions are made with a lens of improving the health, wellbeing, safety and opportunity for our community.

I'd also like to thank our partners, the community and our staff for their continued commitment to this wonderful City.

Brimbank is a proud and diverse city and a great place to live, work and play. As an organisation we look forward to delivering services, programs and events that meet the needs and aspirations of the community.



Helen Morrissey
Interim Chief Executive Officer

Note: Paul Younis left Brimbank on 7 July and Helen Morrissey took on the position as Interim CEO.

Financial summary

The 2016-2017 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. 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 \$2.3 billion dollars in assets. These comprise land, building and other infrastructure assets such as roads, footpaths and bike paths and drainage. Council's balance sheet also shows that Council has equity of \$2.218 billion with a portion of this allocated to specific reserves.

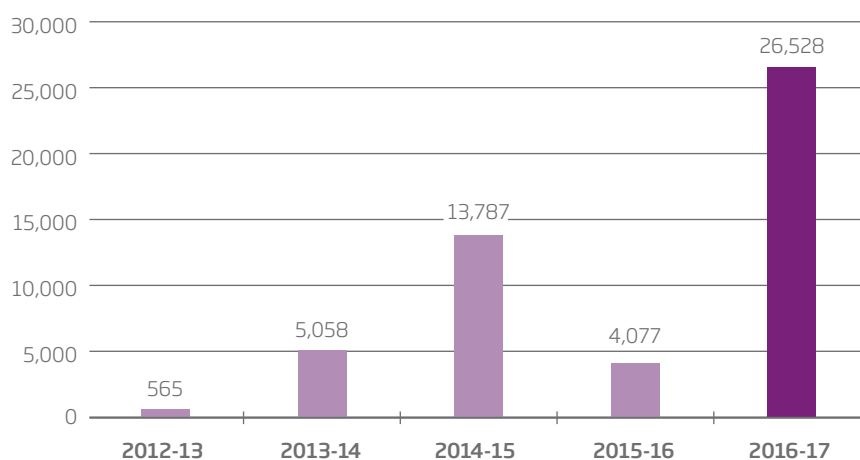
Operating position

Council achieved a surplus of \$44.44 million in 2016-2017. This surplus compares favourably to the budgeted surplus of \$14.5 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 \$26.52 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 \$2.2 billion of community assets under Council's control, and build new infrastructure to meet the expectations of our growing community.

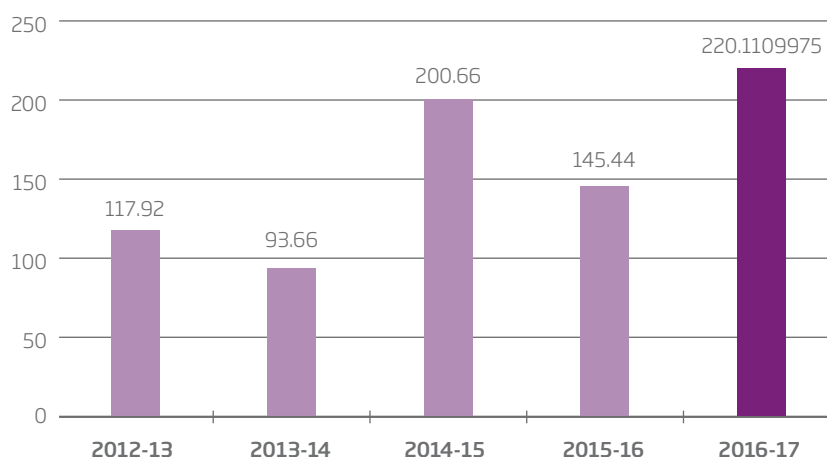
Liquidity

Cash has increased by 80 per cent from the prior year mainly due to the Victorian Grants Commission funding received in advance, receipt of a capital grant, and additional proceeds of sale of assets. 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 219.37 per cent is an indicator of satisfactory financial position and exceeds the expected target band of 100 per cent to 400 per cent.

Underlying Surplus / (Deficit) \$'000



Working Capital Ratio (%)



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 2016-2017 year Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 42 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 87 per cent, which is slightly below the expected target band of 90-110 per cent. This is a significant improvement over the past few years where capital funding had been diverted into constructing the Brimbank Community and Civic Centre.

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 69 per cent for the 2016-2017 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 for the 2016-2017 year. This resulted in an average residential rate per residential assessment of \$1588, which compares favourably to similar councils in the outer metropolitan area.

Economic factors

Rate capping

The Victorian Government imposed a rate cap on all Victorian councils of 2.0 per cent for the 2016-2017 year. Brimbank City Council did not seek a variation to the cap.

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.

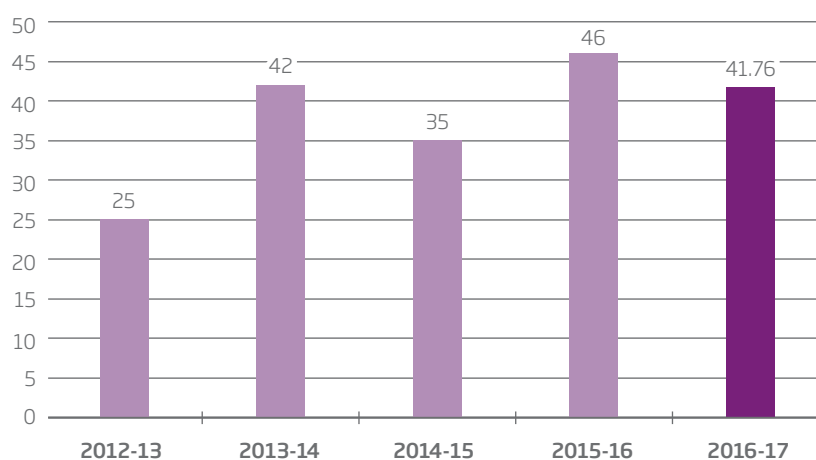
State Government landfill levy

The Victorian Government landfill levy increased by 2.5 per cent in 2016-2017.

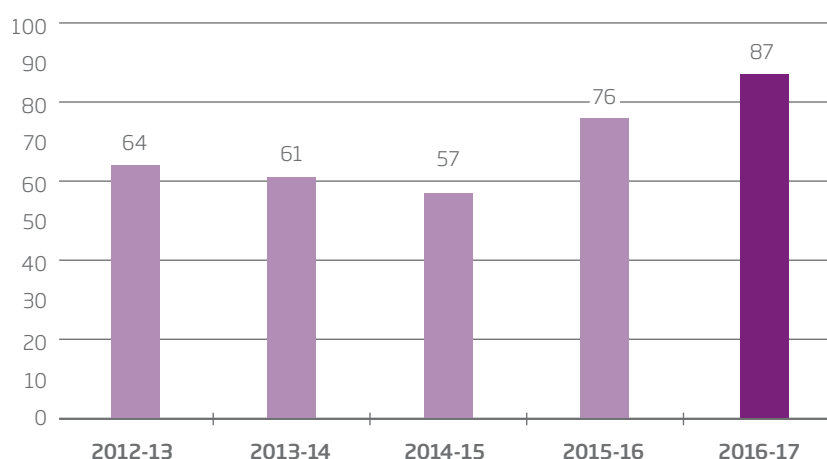
Labour cost increases

Wage inflation rates as per Council Enterprise Bargaining Agreement (EBA 7) of 2.4 per cent is currently higher than current Consumer Price Index (CPI) rate of 1.9 per cent.

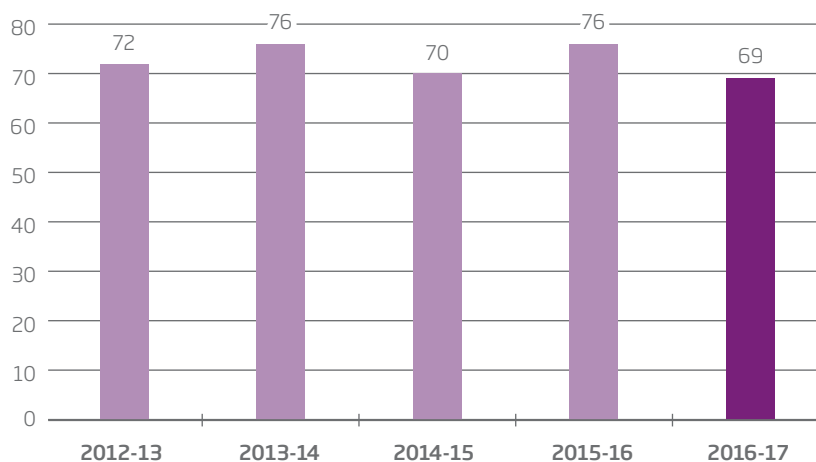
Debt Ratio (%)



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.

The Annual Budget 2016-2017 focused on delivering value to the community in a rate-capped environment.

It was a financially responsible budget that aimed at minimising the impact of the constraint on revenue raising while continuing to deliver quality projects and services for the Brimbank community.

Council found further efficiencies of \$6.5 million to meet the Victorian Government's imposed 2.5 per cent rate cap.

The budget struck a balance between maintaining current levels of service, reducing operational costs and reviewing the way some programs are delivered.

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 shows 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 2016-2017, 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 2016-2017 Council delivered a capital works program of \$57.3 million (including \$4.8 million carried forward from 2015-2016). Major capital work projects included the following:

Brimbank Community and Civic Centre

The new \$52 million Brimbank Community and Civic Centre opened its doors on 25 July 2016.

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 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 began in November 2014 and the centre opened on 25 July 2016, with a community open day and official opening on 14 August.

Brimbank Multi-Deck Car Park

The new Brimbank Multi-Deck Car Park, constructed between George and Dawson streets in Sunshine, opened for use on 21 September 2016, offering additional, affordable car parking in the busy Sunshine Town Centre.

The 361 space car park offers 250+ public car spaces, with the remaining spaces used by Council staff and tenant partners.

Parking is free for the first two hours. The car park rate is \$2 for 2-4 hours, and \$4 for four hours and more. The car park is open from 5.30am to 10pm, seven days a week.

The car park uses a fully cashless payment system that requires all payments to be made by debit card/credit card (payWave).

St Albans Community Centre and the Bowery Theatre

The new \$8.9 million St Albans Community Centre (STACC) featuring the exciting Bowery Theatre, was opened to the public on 18 March 2017.

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

STACC includes the Bowery Theatre - a new 200-seat performing arts theatre with the tagline "Be bold", named in honour of internationally recognised performance artist and designer, the late Leigh Bowery.

The centre's Atrium was named after former Mayor and Councillor of Keilor, the late Jack Sheridan. Through Mr Sheridan's leadership as President of the St Albans Community Cooperative Ltd, the Cooperative contributed \$2.5 million to the redevelopment of STACC.

The Centre was designed after extensive consultation with key stakeholders and funded by Council (\$5.9 million), the St Albans Community Co-op (\$2.5 million) and the Victorian Government (\$500,000).

Keilor Community Hub

Council completed an upgrade of the former Keilor Office Building, transforming it into a mixed-use facility that meets the needs of the local community.

Works to convert the Keilor Office building to its new use commenced after Council staff were relocated to the new Brimbank Community and Civic Centre in Sunshine in late July 2016. The new Keilor Hub opened its doors in April 2017.

The refurbished building offers a relocated and expanded Keilor Library, a customer service centre, and more and improved community space, and tenant partner space.

The uses were decided following consultation in recent years with the Keilor community, local traders and key stakeholder groups.

The Keilor Community Hub project cost \$2.7 million (excluding GST) and was funded through Council's 2016-2017 capital works budget.



Roads, footpaths and pedestrian facilities

Council continued to implement the Road Management Plan through the delivery of a \$20.58 million road rehabilitation and \$1.51 million traffic management program.

Key highlights included completion of:

- Road pavement rehabilitation work of 26 streets (\$12,352,600)
- Road pavement asphalt overlay program (\$3,140,000)
- Footpath rehabilitation program (\$505,300)
- Pedestrian facilities and missing links - various locations (\$400,000)
- Kerb replacement for property access - Lois St, St Albans \$252,900)
- On-road cycling route program - Old Calder Highway, Keilor (\$100,000)
- Traffic management (road humps) - various locations (\$156,619)
- Construction of roundabouts - George Street/Theodore Street, St Albans and Gillespie Road/Kingdom Avenue, Kings Park (\$325,900)
- Traffic island and kerb modifications (\$258,283)
- Intersection realignment treatments (\$182,544)

Continuation of parks, playground and open space upgrades

Council spent \$7.21 million on open space projects, including the ongoing implementation of the award-winning Creating Better Parks - Open Space and Playground Policy and Plan.

Highlights included:

The Suburban Park upgrade program which saw the:

- Upgrade of Dellbridge Drive Reserve, Sydenham (\$440,000)
- Stage 2 upgrade of Delahey Drive Reserve, Delahey (\$300,000)
- New BMX dirt track at Ardeer Community Park (\$50,000)

Neighbourhood Park upgrade program which saw the completion of:

- Stage 2 of Selwyn Park Master Plan implementation (\$400,000)
- \$400,000 for four playground upgrades at Pioneer Park, Sydenham; Rutherglen Way, Taylors Lakes; Glenmaggie Drive, St Albans; and Krambruk Street Reserve, Sunshine West.

Sports facilities

Council continued to invest in upgrades at sporting facilities across the municipality and completed a range of projects, including the following:

- Sportsground reconstruction rolling program - Larisa Reserve, St Albans (\$0.90 million)
- Sports reserve car parking upgrade program - Green Gully Oval 5 (\$0.65 million)
- Sports reserve lighting upgrade program - JR Parson Reserve (\$0.29 million)
- School/Community partnership program - Floodlighting upgrade at Lionheart Oval 1 and Delahey Soccer Pitch (\$0.40 million)
- Sports reserve lighting renewal program (\$0.30 million)
- New Sportsground Development Program (\$0.10 million)
- Tennis Court resurfacing program (50% funded) - Overton Lea Courts 1 and 2, Sydenham and Taylors Lakes Tennis Club (\$0.10 million)
- Rolling sportsground irrigation upgrade program - More Park and Keilor Park Diamond 2 (\$0.10 million)

Town centre works

Council delivered a range of works to improve amenity, connectivity and ambience in town centres. This included:

- Sunshine Town Centre - Dawson Street Precinct upgrade (\$2.69 million)
- Keilor Village Activity Centre - shopping strip upgrade (\$0.94 million)



Significant service achievements 2016-2017



July 2016

- Council opened the new Brimbank Community and Civic Centre to the public on 25 July. A community open day was held to officially open the Brimbank Community and Civic Centre on 14 August.
- Brimbank City Council was awarded the inaugural Supporting Tennis – Local Government Recognition award at the 2016 Victorian Tennis Awards. The 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.



August 2016

- Brimbank City Council adopted a planning scheme amendment C150 that will help guide the future development of the St Albans Activity Centre as an attractive, vibrant, safe area that provides great opportunities for business, retail, entertainment and housing.
- Council adopted a strategy that will guide its drive to cement Brimbank as the economic hub of Melbourne's west. The Brimbank Economic Development Strategy (2016-2020) plays a vital role in positioning Brimbank for further growth and development.
- Council launched a new mobile responsive website with over 20 additional online transactions for planning, building, engineering, waste and city compliance services. The new website was developed with extensive stakeholder input and can be updated easily based on community feedback.



September 2016

- The new Brimbank Multi-Deck Car Park in Sunshine opened for use on 21 September 2016, providing 361 spaces and affordable car parking within the Sunshine Town Centre with free parking for the first two hours. Council has made sure the car park rates are affordable.
- The largest energy and greenhouse reduction project ever undertaken in Brimbank was completed – with more than 11,600 new energy efficient lights now in place across the municipality. This was done as part of the three-year, \$7 million Powering Down project. The energy efficient lights will cut energy use by more than 3.5 million kWh and reduce CO₂ emissions by 3800 tonnes each year resulting in a saving to ratepayers of more than \$500,000 in electricity costs each year. Powering Down was funded through a partnership between Brimbank City Council and the Australian Government Department of Industry, Innovation and Science to deliver environmental benefits and savings to the Brimbank community.
- Brimbank City Council unveiled a 6-metre Man lifting cow bronze sculpture on Hampshire Road, Sunshine, created by renowned Sunshine-raised international artist John Kelly who donated his time to this project to leave a legacy in his home-town.





October 2016

- Brimbank Council elections were held by postal vote in October 2016. The election was conducted by the Victorian Electoral Commission (VEC). All postal votes were to be mailed by 6pm on Friday 21 October 2016.



November 2016

- The new democratically-elected Brimbank Council was sworn in and took an oath of office at a Special Council Meeting on 8 November 2016.
- Council initiated The Giving Tree Program to help members of the community who might be struggling during the festive season. As part of The Giving Tree Program, Council collected and distributed non-perishable items to the community, via local agencies, in the lead up to Christmas to help lessen the strain.
- Brimbank Libraries participated in 1,000 Books Before School, the first state-wide program in Australia designed to work with families to promote early literacy skills and combat the scourge of adult illiteracy in communities.
- Brimbank community members attended a public talk on 23 November, to hear more about taking action to stop violence against women. This event was held in support of White Ribbon Day 25 November - an international, male-led campaign for the elimination of men's violence against women.
- Council invited the community to take part in the One Million Stars to End Violence Project. The project originated in Melbourne in 2012 in response to the death of Jill Meagher and the rising incidence of violence against women, and had worldwide participation. Stars made by Brimbank will be displayed as part of Festival 2018 during the Gold Coast 2018 Commonwealth Games.



December 2016

- Brimbank Disability Expo, held on 1 December 2016, was a great opportunity for local community members to find out about services available under the new National Disability Insurance Scheme which rolls out across Brimbank from late 2018. This event was hosted in partnership with the Smith Family, Sunshine Special Development School, McKillop Family, Noah's Ark, Autism Angels and Department of Health and Human Services.
- Sydenham Library celebrated its 10th birthday on 10 December. The celebrations included giveaways, competitions and special performances.
- Brimbank Business Breakfast was held on 9 December with guest speaker, Susan Alberti AC, one of Australia's pre-eminent philanthropists.
- Council officially opened its first-ever Council owned and managed Men's Shed at Westvale Community Centre. Westvale Men's Shed provides much-needed amenities and opportunities for men in Brimbank. This facility will deliver programs and activities responsive to the needs of men in the community, including carpentry, gardening, DIY, cooking, sustainable living, life skills to support independent living and much more. Westvale Men's Shed is run day-to-day by members, for members, and supported by Council.
- Council hosted Carols at the Castle with all monies raised donated to the Brimbank Community Fund.



January 2017

- The winners of the 2017 Brimbank Australia Day Awards were announced at a special ceremony on 23 January attended by award winners and nominees, their families and friends. The winners were: Citizen of the Year: John Puli; Young Citizen of the Year: Selina Tsang; Community Wellbeing Award: Bharat (Barry) Palta; Environmental Achievement Award: Hayden O'Doherty; Cultural Achievement Award: Thuy Dang; Educator of the Year: Tim Blunt; Lifetime Achievement Award: Mary Vella; Essential Services Excellence: Greg Hitch; and Community Sport Achievement: Henry McFerran.
- Council kicked off works on more than \$980,000 of upgrade works to improve functionality in the Keilor Village area while maintaining and enhancing the history and character of the village.
- Council presented Outing Disability - a photographic exhibition, which was part of the Midsumma Festival and presented in collaboration with Family Planning NSW, GoWest and internationally acclaimed photographer Belinda Mason.



Significant service achievements 2016-2017 (continued)



February 2017

- Works started on a brand new \$1.3 million soccer pavilion at Ardeer Reserve that would have two change rooms, a social room, associated amenities, umpires room, a first aid room, storage rooms and public amenities. The need for this facility upgrade was identified in the Sports Facility Development Plan, which contains a comprehensive strategy for the management and development of sport and recreation facilities in Brimbank.
- Brimbank Council asked the local community to have their say about what they would like to see Council focus on to keep improving Brimbank through 10 Big Ideas community consultation sessions from 7 February to 7 March. The feedback will inform Council's long-term community plan, the next four-year Council plan as well as budget for next year.
- Brimbank Council acquired land at 21 McIvor Road, St Albans, in the heart of the St Albans Town Centre, to provide additional parking in the bustling shopping destination. Council placed a Public Acquisition Overlay (PAO) on the land in 1989 recognising it was of strategic importance to the town centre.
- Council teamed up with health promotion foundation VicHealth to encourage local residents to sign up for the H30 Challenge and improve their health. VicHealth's H30 Challenge encourages Victorians to make a simple 30-day pledge to replace every sugary drink they would normally drink, with water.
- Council welcomed a \$100,000 Community Sport Infrastructure Funding announcement from Cricket Victoria and Sport and Recreation Victoria. Council will upgrade the cricket nets at Dempster Park Reserve in Sunshine North to deliver an innovative multi-purpose training facility to respond to community sporting needs.
- The Brimbank Sustainable Living Expo was held 18 February 2017 with this year's theme being social, economic and environmental sustainability, providing tips and advice on practical ways to incorporate a sustainable approach to living.
- Council began to advocate strongly with the Victorian Government and Federal government to raise its serious concerns over the proposed sale of five school sites in Brimbank as the sites could be used for education purposes - or they could be used for sport and active recreation, to get more people into sport and support our community to get healthier.
- The 2017 Brimbank Cup was held at Kevin Flint Memorial Reserve in Cairnlea on 17 and 18 February. A free junior football clinic hosted by Melbourne City Football Club was the highlight for kids at the two-day event. Now in its sixth year, the award-winning community football event was hosted by Cairnlea Football Club in 2017, and delivered in partnership with Brimbank City Council, Victoria Police, Football Federation Victoria and Melbourne City Football Club.
- Council began its campaign to stop the expansion of the Ravenhall tip. On behalf of the community and the west, Council called on the Victorian Government to do the right thing and reject a plan that would triple the size of a rubbish tip that already has existing problems.



March 2017

- The Melbourne Food and Wine Festival returned to Sunshine with the inaugural Sunshine FOOD Fever held on 31 March. The event took people on a food journey that celebrates and reflects the successive waves of Asian, African and Pacific Island immigration that make Sunshine one of the most culturally diverse places in Australia.
- The new \$8.9 million St Albans Community Centre (STACC), featuring the exciting new Bowery Theatre, opened on 18 March. The Centre was designed after extensive consultation with key stakeholders and funded by Council (\$5.9 million), the St Albans Community Co-op (\$2.5 million) and the Victorian Government (\$500,000). The centre is wholly owned and operated by Council.
- Council opened the \$2.6 million Stage 1 upgrade to the Dawson Street Precinct in Sunshine on 14 March. The upgrade of the precinct is a significant, positive impact on the area.
- Cultural Diversity Week was held from 18 to 26 March with events taking place at locations across Brimbank, particularly children's activities including after school craft activities and Multilingual Storytimes at Brimbank Libraries - as well as short films, art exhibitions and cooking demonstrations.
- Brimbank City Council hosted the International Women's Day event in collaboration with the Brimbank Maribyrnong Interfaith Network on 8 March. Council's vision is to create a gender equitable city where women live free from violence - we are committed to building a community where women and men are equal and respected.





April 2017

- The new Keilor Community Hub opened its doors on 29 April. The Hub was created to meet the needs of the Keilor community and includes a Customer Service Centre, the new contemporary Keilor Library, offers neighbourhood house and arts programs, and community meeting rooms.
- Council set up the Brimbank Business Training Panel to provide essential skills training to local businesses. The Panel will deliver training programs in business planning, marketing, recruitment, time management, networking, team building, creative leadership and more.
- In the year that marks 100 years of the Maternal and Child Health Services in Victoria, Council opened the new Sunshine Maternal & Child Health Centre on 18 April. The modern, user-friendly layout and the facilities available here allow Council to provide better services to meet the needs of Brimbank families requiring important maternal and child health services. Council has invested \$730,000 in recognition of the increasing needs of this fast growing community.
- The newly upgraded Selwyn Park opened to public with more playground equipment, outdoor gym equipment, new park furniture and a large outdoor shelter and planting of about 130 semi-mature trees around the park. The total cost of the current works is \$400,000.



May 2017

- Brimbank City Council won two awards at the Parks and Leisure Australia Regional Awards of Excellence (Vic/Tas Region). Awards were presented for Brimbank's Creating Better Parks Policy and Plan: Green infrastructure transforming liveability (Leisure and/or Open Space Planning category) and the 2017 In2Tennis Program (Community Program of the Year).
- Council hosted a Men's Health Day at Westvale Community Centre on 14 June with guest comedian and personality Dave Hughes. The Men's Health Day event, as part of International Men's Health Week (12-18 June), aims to promote the importance of men's health and wellbeing to local men.
- Council hosted a Reconciliation Walk in Sunshine on 30 May, to recognise National Reconciliation Week. A guided tour took place from Duke Street Community House to walk approximately 500 metres to Matthews Hill Reserve.
- Council called on local men to join the Western Bulldogs' 10-week Sons of the West Premiership Season and make their health a priority.



June 2017

- Community members celebrated the \$400,000 upgrade to the popular Selwyn Park in Albion at a community day with entertainment and a sausage sizzle, held on Saturday 24 June. The upgrade is in line with the Selwyn Park Master Plan adopted in 2012.
- Council took another step towards ensuring the best future use of the former Sunshine Municipal Office site with the adoption of modified planning scheme amendment C126 - Part 2, which rezoned the land to General Residential Zone, and also applied the Significant Landscape Overlay and Environment Audit Overlay.
- The Brimbank Community Fund awarded grants totalling \$9,000 to two local charity organisations working with vulnerable Brimbank youth. Grant recipients were: The Youth Junction Incorporated (\$4,500 grant); Better Outcomes Project (B.O.P) - multi-sports program; The Smith Family (\$4,500 grant); Stevensville Primary Community Hub - Blueearth Health.
- A sod turning was held to mark the start of construction of the highly anticipated Sunvale Community Park in Sunshine.



Strategies, policies and plans adopted

Council adopted the following strategies, policies and plans in 2016-2017.

2016

Creating Better Parks Policy and Plan Update 2016 (July 2016)

Council's award winning Creating Better Parks Policy and Plan was updated to provide a framework for the ongoing improvement of the City's already impressive park network. The plan identifies a further 156 parks to be upgraded in future capital works programs subject to budget considerations.

Road Management Plan Review 2016 (July 2016)

Following a review of the Road Management Plan (RMP), a revised plan was adopted that reflected changes to service level standards. The response and intervention standards set out in the revised RMP brings Council more into line with VicRoads standards. The standards assist in ensuring Council complies with its RMP, in line with resource allocation and community expectations.

Brimbank Cycling And Walking Strategy Update 2016 (August 2016)

The updated strategy takes a fresh look at improving the City's cycling and walking network. The strategy outlines strategic network improvements that have been indicatively costed to provide Council with a clear plan for implementation, and an updated framework, to guide investment over the next five to seven years, subject to budget consideration.

Economic Development Strategy 2016-2020 (August 2016)

Building on years of sustained economic development work by Council the strategy will play a vital role in positioning Brimbank for further growth and development and guide Council's drive to cement Brimbank as the economic hub of Melbourne's west.

Facilities Capital Development Major Policy (September 2016)

The policy is a transparent and consistent policy that clearly defines Council and community group responsibilities towards the capital development of Council owned or managed community facilities. It also ensures efficient and effective use of Council and community resources to maximise the capital development and use of Council community facilities.

Community Facilities Hire, Licences and Leases Agreement Major Policy (September 2016)

The policy provides direction for the ongoing allocation and management of community facilities and ensures fair and equitable access and use of community facilities to community groups and residents within Brimbank, in line with the Community Plan and Council Plan. It also ensures optimal use of community facilities to meet community needs.

2017

Councillor Code of Conduct (February 2017)

The Councillor Code of Conduct was reviewed and adopted by resolution of the Brimbank City Council on 14 February 2017 and is in accordance with Section 76C of the *Local Government Act 1989*.

Disability Action Plan (February 2017)

Council adopted a Disability Action Plan to guide its work to support people with a disability, along with their families and carers, and to improve access and inclusion in Brimbank.

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



Major changes

Return to elected representatives

The new Brimbank City Council was elected by a postal vote held on 22 October 2016. The Council was sworn in and took an oath of office at a Special Council Meeting on Tuesday 8 November 2016.

Prior to the 2016 election, Brimbank Council had been under a period of State-legislated Administration since November 2009.

Organisational realignment

In November 2016, Council introduced a new organisational structure aimed at ensuring the organisation continued to remain agile, flexible and well placed to respond to the community's needs in a changing environment.

The realigned structure will help Council keep pace with the local community and with what is happening through the local government sector.

The new and improved services that Council was introducing during the 2016-2017 year, in particular the new Brimbank Community and Civic Centre in Sunshine and the new St Albans Community Centre to provide enhanced contemporary service offerings to the community, also influenced the change in structure.

The realignment was guided by the following principles:

- be a **community first** organisation and focus our attention on things that matter to the community
- ensure customer interaction is seamless and it is easy for our customers to work with us
- be financially and ethically responsible with community funds
- embrace working together and actively work towards removing organisational silos
- be accountable to the community and to each other
- minimise risk
- fulfil our legislative and civic responsibilities
- provide opportunities for change and innovation
- provide flexibility to service delivery
- allow for the inclusion of the new service offerings of the Brimbank Community and Civic Centre and St Albans Centre.

The organisational realignment was an adjustment to reflect changing priorities and organisational needs and minimise risk. It was another incremental step in Council's continuous improvement journey.

After a process of staff consultation that commenced in August 2016, the realignment took place in November 2016.

Reconciliation of adopted budget with restructure

	Adopted budget (June 2016)	Restructure (November 2016)
	Net Cost \$'000	Net Cost \$'000
Council and Community Working together	16,846	16,175
Community Wellbeing	33,298	33,092
Urban Design & Infrastructure	80,171	72,930
Sustainable Environments	3,340	3,097
Industry, Economic Development and Strategic Sites	2,398	2,584
Organisational Effectiveness	12,390	12,399
Total services and initiatives	148,443	140,277
Other non-attributable	(16,958)	(8,792)
Deficit before funding sources	131,485	131,485
Funding sources:		
Rates & charges	(145,397)	(145,397)
Capital grants	(595)	(595)
Total funding sources	(145,992)	(145,992)
Surplus for the year	(14,507)	(14,507)

For more information on the Council and councillors see page 30.

Resignation of CEO

On 31 May 2017 Brimbank City Council Chief Executive Officer Paul Younis announced his resignation in order to take up the role of Deputy Secretary Asset and Network Development at Transport for Victoria. He left the Council's senior position on 7 July after seven years at Brimbank City Council. Helen Morrissey, Director Corporate and Community Relations, was appointed Interim CEO until a permanent appointment is made.



Our Council

The new Brimbank City Council was elected by a postal vote held on 22 October 2016. The Council was sworn in and took an oath of office at a Special Council Meeting on Tuesday 8 November 2016.

Prior to the 2016 election, Brimbank Council had been under a period of State-legislated Administration since November 2009.

The newly elected Council is comprised of 11 Councillors elected from one, two-councillor ward and three, three-councillor wards.

The 11 Councillors are the elected representatives of all residents and ratepayers across Brimbank. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.

About the Councillors

Grasslands Ward



Cr Victoria Borg

Date elected: 22 October 2016

Cr Borg is proud to have grown up in Brimbank, having lived here since emigrating from Malta in 1972. She is committed to building strong and trusting relationships between Council and the community and to representing the people of Brimbank with fairness and integrity.

Cr Borg aims to increase community involvement with Council, to support mental health and educational services and increased research into youth disengagement and acculturation.

Committees

- Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee
- Brimbank Learning and Employment Steering Committee (BLESC)
- Municipal Association of Victoria (MAV) State Council (alternate)
- St Albans Community Centre Consultative Committee

E CrBorg@brimbank.vic.gov.au
M 0429 365 527



Cr Lucinda Congreve

Date elected: 22 October 2016

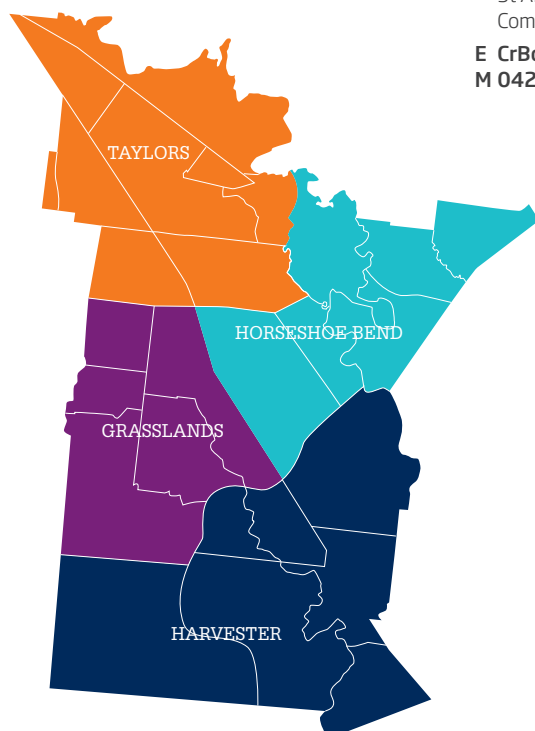
Cr Congreve is an active member of the community and happy to be raising her family in Brimbank. She believes Brimbank's greatest strength is its rich and diverse mix of cultures.

Cr Congreve was motivated to run for Council by her experience of having her first child in 2015 and her determination to ensure adequate services are available to families, along with family friendly spaces, transport, infrastructure and public safety.

Committees

- Municipal Association of Victoria (MAV) State Council
- Audit and Risk Management Committee

E CrCongreve@brimbank.vic.gov.au
M 0428 887 195





■ Cr Duyen Anh Pham

Date elected: 22 October 2016

Cr Pham was motivated to run for Council because of her passion for the Brimbank community.

She believes Brimbank's greatest strength is its multicultural diversity. Cr Pham enjoys volunteering and wants to support local residents and community groups. Her aims include increasing multicultural events in Brimbank, encouraging participation and striving for greater community involvement in decision-making.

Committees

- Metropolitan Transport Forum
- Errington Precinct Master Plan Implementation (Phase One) Community Reference Group

E CrPham@brimbank.vic.gov.au
M 0429 657 643



■ Cr Sam David JP

Date elected: 22 October 2016

Previous terms: March 1997 to September 2009

Cr David is a long-time resident of Brimbank, former Councillor and Mayor, and active member of many several community groups. He believes Brimbank's greatest strength is its rich diversity. Cr David is concerned about housing availability, affordability and employment; and is committed to assisting senior citizens groups and supporting kids to get involved in sport.

Committees

- Brooklyn Community Representative Group
- Brimbank Community Fund Committee
- Sunshine Town Centre Partnership Group

E CrDavid@brimbank.vic.gov.au
M 0429 355 239



■ Cr John Hedditch (Mayor)

Date elected: 22 October 2016

Cr Hedditch believes Brimbank's greatest strengths are its people and the vibrant community networks that make it such a great place to live. As a resident of Sunshine for more than 30 years, Cr Hedditch was driven to run for Council by his desire to help make the world a better place for future generations. His aims are to foster a Community First Council that is collaborative, fair and in favour of a greener, more sustainable approach to development.

Committees

- Australia Day Awards Selection Committee
- Chief Executive Officer Performance Review Committee
- Brooklyn Community Representative Group
- LeadWest Ltd Board
- Social Justice Coalition - Strategic Implementation Group (SIG)
- Sunshine Leisure Centre Community Consultative Committee

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M 0428 811 580

About the Council

Councillors 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.

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 Councillors 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*

- *Council Plan 2013-2017*
- *Community Plan 2009-2030*
- *Long Term Financial Plan 2016-2026*
- *Brimbank Planning Scheme*
- *General Local Law 2008*
- *Governance (Major Policy Consultation) No. 3 2014*
- *Governance (Meeting Procedure) Local Law No. 1 2015*

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



About the Councillors (continued)

Harvester Ward (continued)



Cr Kim Thien Truong

Date elected: 22 October 2016

Cr Truong is a proud resident of Brimbank with a history of volunteering in the local community and fundraising to support children in need. She believes Brimbank's strengths lie in the community's diversity and ability of people from different cultures to live harmoniously together. Cr Truong is motivated to speak on behalf of the community. She hopes to raise awareness about important issues such as the environment, family violence, housing affordability, transport, productivity, sustainability and liveability.

Committees

- Brooklyn Community Representative Group
- Brooklyn Industrial Precinct Strategy Committee
- Safety Roundtable
- Victorian Local Governance Association (VLGA)

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M 0429 637 601

Horseshoe Bend Ward



Cr Daniel Allan

Date elected: 22 October 2016

Cr Allan has lived in Kealba for 20 years. He believes Brimbank's greatest strength is the community's vibrancy and willingness to come together. Cr Allan has been an active volunteer and involved with community events for many years. He was motivated to run for Council by his passion to help make Brimbank the best it can be. He is particularly passionate about encouraging young people to be more active in the community.

Committees

- Western Melbourne Tourism
- Brimbank Arts Advisory Committee
- Former Keilor Library Community Consultative Committee
- Keilor Interim Artefacts Committee

E CrAllan@brimbank.vic.gov.au
M 0429 857 339



Cr Virginia Tachos

Date elected: 22 October 2016

A proud history of working in the local community and advocacy led Cr Tachos to run for Council. She believes Brimbank is a destination for many young families to start their dreams and aspirations. Cr Tachos' priorities include building strong, sustainable communities and listening to the needs of the community. She hopes to achieve a focus on people, improved services, and efficiencies, as well as improving inclusion, reviewing planning schemes, and promoting healthy outcomes of the community.

Committees

- Community Aviation Consultation Group
- Former Keilor Library Community Consultative Committee
- LeadWest Ltd Board (alternate)
- Melbourne Regional Landfill Community Reference Group (December 2016-February 2017)
- Waste Management Strategy Development Steering Committee

E CrTachos@brimbank.vic.gov.au
M 0428 915 671



Taylors Ward



Cr Margaret Giudice

Date elected: 22 October 2016

Previous terms: March 2000 to September 2009

Cr Giudice believes the fact that more than 160 different languages are spoken in Brimbank and that the community lives harmoniously within such cultural diversity, is an example to the world. Cr Giudice was born in Brimbank and has raised her family here, and maintains strong connections. Her past experience as a Councillor of Brimbank has given her a strong understanding of community needs. She was motivated to run for Council by her drive to help people. Her aim is to pave the way for future generations to enjoy living and working in Brimbank, as much as she does.

Committees

- Audit and Risk Management Committee
- Chief Executive Officer Performance Review Committee
- Level Crossing Removal Project Stakeholder Liaison Group
- Waste Management Strategy Development Steering Committee

E CrGiudice@brimbank.vic.gov.au
M 0428 846 647



Cr Bruce Lancashire

Date elected: 22 October 2016

Cr Lancashire believes Brimbank's rich cultural and linguistic diversity is not just a significant social asset but an important economic benefit in a world that is becoming increasingly interconnected. He has been a long-term resident of Brimbank, having raised his three sons here, and has a strong belief that Brimbank's youth will ensure our community's future is in good hands. He is determined to make the most of Brimbank's assets to benefit its residents.

Committees

- Ballarat Rail-Line Action Committee (BRAC)
- Calder Highway Improvement Committee
- Heritage Advisory Committee
- Melbourne Regional Landfill Community Reference Group (February-June 2017)
- Metropolitan Local Governments Waste Management Forum
- Municipal Association of Victoria (MAV) Planning Committee
- Waste Management Strategy Development Steering Committee (Chair)

E CrLancashire@brimbank.vic.gov.au
M 0429 637 689



Cr Georgina Papafotiou (Deputy Mayor)

Date elected: 22 October 2016

Cr Papafotiou believes Brimbank is a wonderful city in which to live, work, study and invest. As a resident of Taylors Ward for more than 36 years, Cr Papafotiou was motivated to run for Council by her passion for making a difference in her community and celebrating its successes. Her aim is to build connections across Brimbank's diverse community and to encourage opportunities for growth and a sustainable future. As a dedicated advocate for Victims of Crime, she would like to work with the State Government to review current policies and legislation to support victims.

Committees

- Chief Executive Officer Performance Review Committee
- Former Keilor Library Community Consultative Committee
- Municipal Emergency Management Plan Committee
- Ravenhall Prison

E CrPapafotiou@brimbank.vic.gov.au
M 0429 727 192



02

Our people



Executive Management Team at 30 June 2017



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. Before joining Brimbank, Paul was Chief Executive Officer of Corangamite Shire Council, where he had previously 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.



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. Helen has worked in a variety of management roles in both community services and corporate areas at Darebin City Council.

Helen has been in the position of Interim Chief Executive Officer of Brimbank City Council since 7 July 2017 and has been appointed until a permanent appointment is made.

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



Stuart Menzies

Director City Development

Stuart Menzies is an urban planner with over 20 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 this, 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).



Neil Whiteside

Director Infrastructure and City Services

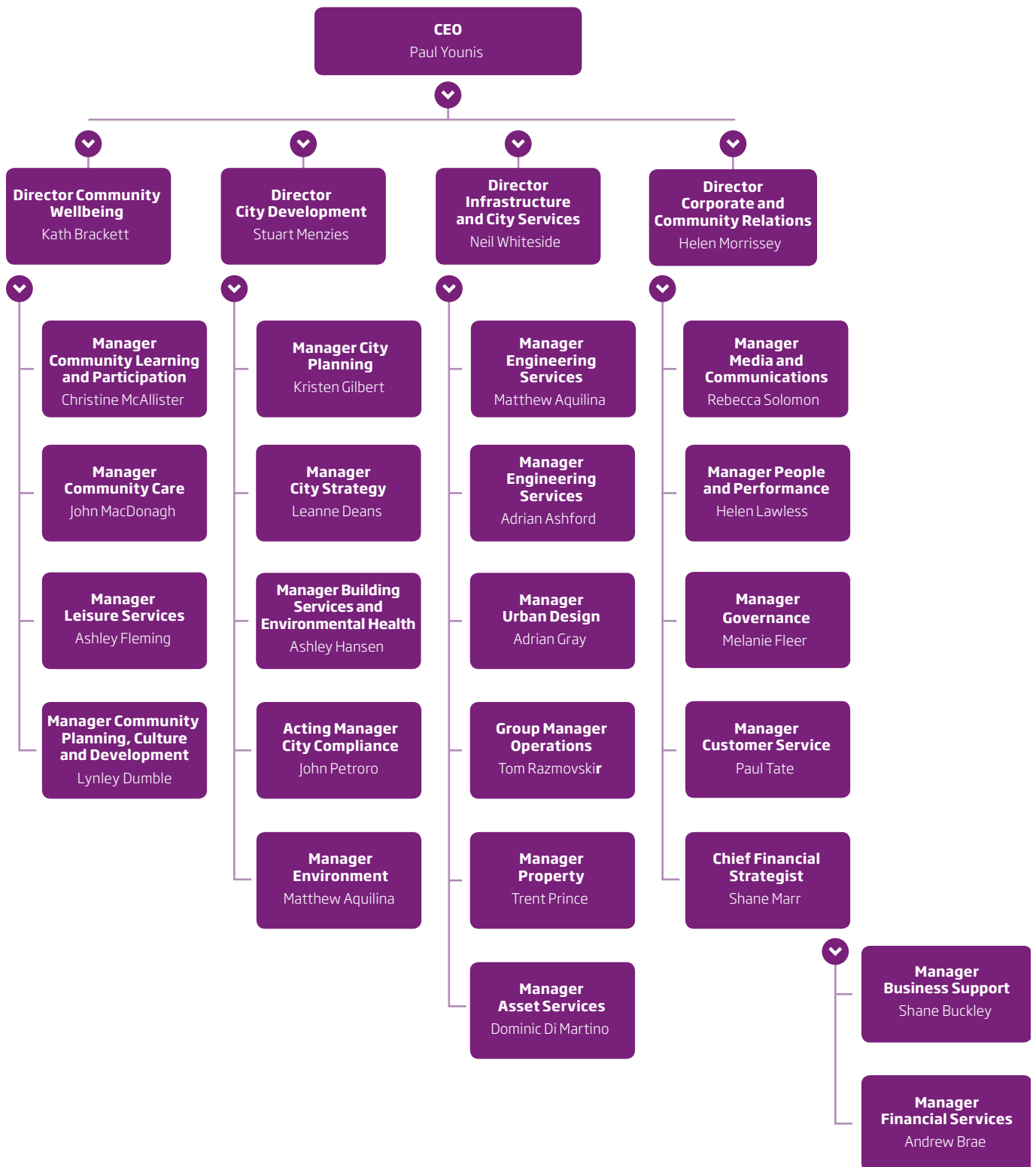
Neil Whiteside has worked in local government for over 20 years in various management roles.

In October 2015 Neil was appointed to the position of Director Infrastructure and Environment (now Infrastructure and City Services). 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.



Organisation structure at 30 June 2017



Workforce profile

As at 30 June 2017, Council employed 1325 people (837 full-time equivalent), which is a slight increase from 2015-2016.

Overall workforce turnover decreased slightly to 11.54 per cent, a 0.4 percentage point decrease on 2015-2016. Headcount increased by four for the year, with full-time equivalent (FTE) figures increasing by 10 overall. The average age of Council's workforce is 45.98 years. Over 17 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 2017
< 21	26	19	45
21 - 25	45	46	91
26 - 30	62	35	97
31 - 35	67	36	103
36 - 40	77	66	143
41 - 45	87	55	142
46 - 50	105	64	169
51 - 55	92	52	144
56 - 60	102	58	160

Brimbank total employment status

Status	2016-2017
< 21	45
21 - 25	91
26 - 30	97
31 - 35	103
36 - 40	143
41 - 45	142
46 - 50	169
51 - 55	144
56 - 60	160

A summary of the number

Division	Status	Female	Male	Total
CEO & Councillors	Full-Time	4	1	5
	Part-Time	0	0	0
	Casual	0	0	0
Corporate & Community Relations	Full-Time	45	31	76
	Part-Time	25	2	27
	Casual	3	1	4
Infrastructure & Environment	Full-Time	19	242	261
	Part-Time	10	5	15
	Casual	0	0	0
City Development	Full-Time	35	38	73
	Part-Time	61	70	131
	Casual	11	13	24
Community Wellbeing	Full-Time	107	41	148
	Part-Time	306	68	374
	Casual	140	47	187
Brimbank Total		766	559	1325



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	2	19	0	0	21
	Male	0	3	6	0	0	9
Full-time	Female	4	35	104	45	19	207
	Male	1	38	40	31	242	352
Part-time	Female	0	19	161	16	6	202
	Male	0	16	25	2	3	46
Total		5	113	355	94	270	837

Note: Casuals recorded as .14 of FTE. Council has 215 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 (Band)	Female FTE	Male FTE	Total
Band 1	25	13	38
Band 2	21	106	127
Band 3	59	71	130
Band 4	67	16	83
Band 5	82	56	138
Band 6	74	38	112
Band 7	42	49	91
Band 8	21	24	45
Other	39	34	73
Total	430	407	837



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-to-three years with training on both platforms completed in late 2014. The online training module will be re-released to all PC users to complete in the second-half of 2017; field-based staff will receive formal training from September 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.

Brimbank City Council was selected to be part of the pilot for a program called 'Listen, Learn, and Lead Gender Equity program' coordinated by Local Government Victoria. The Executive Management Team endorsed a number of recommendations designed to support gender equity in the workplace focusing on:

- Gender equity at management level
- Upskilling and networking
- Leading by example
- Supporting flexible arrangements.

Other staff matters

Preventing men's violence against women and children

In 2016-2017, Council actively worked to advance gender equity and prevent violence against women and children in the community by implementing the *Brimbank City Council's Plan to Prevent Men's Violence Against Women, 2015-2019*.

Achievements:

- ✓ Council continued to support the following strategic alliances and partnerships aimed to prevent violence against women and children and advance gender equity: the Municipal Association of Victoria (MAV) Preventing Violence Against Women Network, the Western Integrated Family Violence Committee (WIFVC) and Preventing Violence Together (PVT) partnership.
- ✓ Youth Services participated in the Partners in Prevention State-wide Network and the Respectful Relationships Education Sub-Group both run by Domestic Violence Resource Centre.
- ✓ Leisure Services participated in the Preventing Violence Together (PVT) Gender Equity and Sports Practice Group.
- ✓ Council's Policy, Advocacy and Research Unit staff collected and interpreted data on family violence for evidence-based planning.
- ✓ Council's Policy, Advocacy and Research Unit staff provided sex disaggregated data to inform community indicators.
- ✓ Youth Services established two young mums' groups after consultation with 90 young mothers. The groups have supported members to become linked to the community, and with one another, and supported the development of how other services, such as Maternal and Child Health, support the specific needs of young mothers.
- ✓ Youth Services team commenced meetings with the Gender Equity Intern at Maribyrnong City Council to scope opportunity to complete a gender diversity access audit of the Visy Cares Hub.
- ✓ Youth Services reviewed the Brimbank Online Youth Directory and updated information about specialist services for young women living in Brimbank.
- ✓ The Maternal and Child Health Service made assessment in relation to family violence at each consultation and provided information and advice to support each client based on their needs. Staff members also referred clients to specialist family violence services.
- ✓ Library Services organised three Robogals sessions to encourage girls to get interested in Science, Technology, Engineering and Mathematics courses. 36 participants attended these sessions.
- ✓ Library Services organised Coderdojo sessions once every fortnight at Sunshine Library to encourage girls to get interested in Science, Technology, and Engineering and Mathematics courses. Approximately 14 participants attended each session.
- ✓ Council, in partnership with Brotherhood of St Laurence and Small Business Victoria, implemented the Stepping Stones Small Business Program for refugee, asylum seeker and migrant women. The program aims to educate participants about money, and build their understanding of how to start a small business in Australia. It also aims to teach business and government leaders about how micro-businesses help refugee and migrant women, and why communities need more of these small businesses. A total of 20 Brimbank women received support and assistance.
- ✓ Council provided support to Sunshine Business Association (SBA) and Maurice Blackburn Lawyers to organise the healthy relationship breakfast aimed to promote awareness of violence against women among local business leaders in Brimbank.
- ✓ Cairnlea Community Hub, in partnership with Kangna Indian Women's Network, delivered Creating Happy and Healthy Family Relationships program sessions once every month. The program aims to break cycles of isolation and loneliness within families disrupted by violence, to support happy and healthy relationships, and to promote wellbeing and lifelong learning. Approximately 10-12 people attended each session.
- ✓ Council hosted the Elder Abuse Awareness Day morning tea as part of the senior's forum.
- ✓ Council, in partnership with Brimbank Maribyrnong Interfaith Network and CommUnity Plus, hosted the International Women's Day forum to celebrate women's leadership and explore the role faith plays for women in leadership. Approximately 70 community members attended the event.
- ✓ Council, in partnership with Joining the Dots, Brimbank Maribyrnong Interfaith Network and New Hope Foundation, supported female community members to coordinate and facilitate a community welcome dinner as part of Refugee Week.
- ✓ Sydenham Neighbourhood House, in partnership with Kangna Indian Women's Network, ran a monthly session as part of the healthy relationships program for men from the sub-continent of India. The program aims to raise awareness and prevent family violence. Approximately 15 men attended each session.
- ✓ Council, through its community grants program, provided funding to 12 local organisations to implement initiatives aimed to prevent violence against women and advance gender equity.
- ✓ Youth Services, in partnership with South Sudanese Association of Victoria and Victoria University, implemented the New Change program that provided support for South Sudanese young women to work through issues impacting on their lives including domestic violence.



Other staff matters (continued)

- ✓ Youth Services continued to provide support and counselling services for young women experiencing gender-based violence.
- ✓ Youth Services, in partnership with Copperfield College, implemented the Girls Making Change program that aims to enhance health and wellbeing literacy for young women in Brimbank.
- ✓ Youth Services worked in partnership with the Department of Education and Training staff to assist in the local roll-out of the Respectful Relationships in Schools program – a recommendation of the Royal Commission into Family Violence.
- ✓ Council, in partnership with cohealth, Maribyrnong City Council, Hobsons Bay City Council, Moonee Valley City Council and CASA West, delivered respectful relationships sessions. The sessions adopted the human rights strength-based approach to inform people with an intellectual disability about respectful relationships and to train them to deliver similar trainings to other people with disabilities.
- ✓ Maternal Child Health Service partnered with Grace – Western Melbourne Families Against Domestic Violence, to provide care packages for women experiencing family violence.
- ✓ Council, in partnership with HealthWest, IPC Health, cohealth and Women's Health West, implemented the Working Together with Men project that aims to engage men living in Brimbank to take an active role in preventing violence against women and advancing gender equity.
- ✓ Leisure Services, in partnership with Women's Health West, Melton, Wyndham, Maribyrnong, Moonee Valley, Hobsons Bay and Melbourne councils, was successful in the Sport and Recreation Victoria's regional planning grants for a project aimed to increase female participation in sports.
- ✓ Council implemented the Brimbank Community Leadership Program that aims to provide an opportunity for community members to build and strengthen their capacity in community leadership and participation. Thirty-four community members participated in the program with equal representation of female and male participants.
- ✓ Youth Services and the Arts and Culture Unit provided support to the young women participating in the New Change program to develop their skills in program management.
- ✓ 14 women applied for the Council's Neighbour Day Grants and hosted successful events at their respective local areas.
- ✓ Council implemented the community governance training program that aims to build the capacity of community groups in planning, operations and decision-making. 335 people participated in the program with equal representation of female and male participants.
- ✓ Council implemented the Dynamic Young Citizens of Brimbank project that aims to increase the opportunities for children in Brimbank to participate in the local community, increase their social connectedness and sense of pride, and allow them to have meaningful input into local decisions that affect them. Eighty-eight children from four local primary schools participated in the project.
- ✓ Council took part in the Local Government Victoria Listen, Learn and Lead Gender Equity Program. The project provided an opportunity for the Chief Executive Officer to develop a deeper level of insight into the workplace barriers for women that need to be tackled to improve gender equity in the workplace.
- ✓ Council continues to provide support to staff members who are victims of family violence through provision of leave and the Employee Assistance Program.
- ✓ Leisure Services completed a female facilities audit of sport facilities across Brimbank. The audit information will be used to develop an implementation plan to improve the facilities in order to provide greater opportunities for females to participate in sports.
- ✓ Council continues to facilitate gender balance of council-led committees and reference groups.
- ✓ Brimbank White Ribbon Working Group organised a White Ribbon Forum for staff and community members with guest speakers who presented on the role of men in preventing violence against women and advancing gender equity. The forum was attended by approximately 40 people.
- ✓ Brimbank White Ribbon Working Group, in partnership with Brimbank Social Club, hosted a White Ribbon lunch for staff. The guest speaker presented on the role of men in preventing violence against women. The lunch was attended by approximately 50 staff members.
- ✓ Neighbourhood House staff and volunteers attended training on identifying family violence and providing appropriate support to victims. The training was coordinated by Network West.
- ✓ Council staff and community members participated in the One Million Stars project aimed to end violence against women. Approximately 3,500 stars were woven. The stars will contribute toward the One Million Stars project that will be installed during 2018 Commonwealth Games in Gold Coast.
- ✓ Council ran a communication campaign to promote the Preventing Violence Together (PVT) 16 days Activist Challenge internally and across the municipality.
- ✓ Library Services displayed Safe Steps posters in all Council libraries and neighbourhood houses. Safe Steps is a 24/7 state-wide family violence response centre for intervention, support and advocacy.
- ✓ Council distributed over 1000 men's and women's family violence help cards at community events.
- ✓ Youth Services and the Arts and Culture Unit provided support to South Sudanese young women participating in the New Change program to create a spoken word video titled "Breaking News" aimed at addressing misrepresentation of Sudanese-Australians in the media.

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 Privacy.

A total of 96 corporate training calendar courses were coordinated in 2016-2017 with 228 sessions and a total of 2,806 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 – Dealing with Aggressive Customers
- PRINCE2 Project Management
- Microsoft Suite (Word, Excel, PowerPoint)
- Communicating with Others – the PEDO Model
- Corporate Induction
- Myers Briggs Type Indicator (MBTI)
- Effective Time Management
- Occupational Health and Safety (OHS)
- Emotional Intelligence
- Crucial Conversations
- Records Manager
- Business Writing Skills
- Diversity @ Work
- Team Management Profiling
- Conducting Annual Discussions



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, aims 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, 77 employees have completed the program and 76 employees have successfully obtained the Diploma of Management. The Leadership Essentials Program underwent a realignment to adhere to new government standards and a group of 14 coordinators participated in the new program in March 2017.

Occupational Health and Safety (OHS)

Council is committed to a positive and safe work culture and the 2016-2017 year has seen noteworthy improvements. Particular improvement has been made across several areas which include the OHS Management System (OHSMS), training, governance and strategic planning.

The OHS Strategic plan is now in its second year, and we continue to achieve targets. The strategic

direction for OHS was organised to deliver safe, precise and predictable outcomes that our stakeholders and the community demand.

Significant achievements have included:

- Completion of the core OHS Management System.
- Revised quarterly and annual reporting delivering accurate streamlined data.
- Exhaustive completion of the organisation's OHS Training Needs Analysis. This has served to provide accurate training requirements, which has included capturing all compliance training.
- Completion of risk registers.
- Consolidation of the Executive Safety Council as the key body providing corporate oversight of OHS.

Key performance indicators and workers' compensation

Year	Lost time injuries	WorkCover claims	Days lost due to workplace injury
2016 - 2017	13	14	1163
2015-2016	15	27	1443
2014-2015	21	34	986
2013-2014	24	37	973
2012-2013	18	30	1568
2011-2012	31	46	1346
2010-2011	21	34	1302
2009-2010	28	53	1481
2008-2009	25	36	1942

Days lost by division

City Development	287
Community Wellbeing	244
Infrastructure & Environment	632
Corporate & Community Relations	0
Total days lost	1163

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

- New claims in the reporting period 2016-2017
- Days lost to existing claims

There has been a steady improvement in the reduction of Lost Time Injuries (LTIs) and their effects from the previous year, i.e. a 20 per cent reduction in actual LTIs, 51 per cent reduction in claims and 20 per cent reduction in the number of days lost to claims. This has arisen due to Council's continued efforts and hard work with its early intervention initiatives of onsite physiotherapy consultancy, off-site physiotherapy treatment, and working closely with managers to facilitate immediate return to work programs



03

Our performance

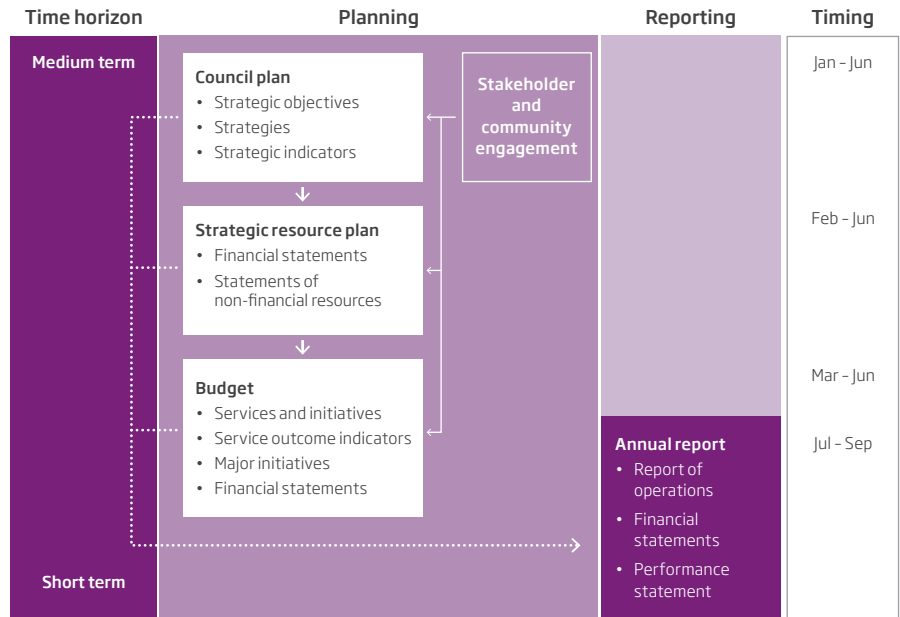


Planning and Accountability Framework

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

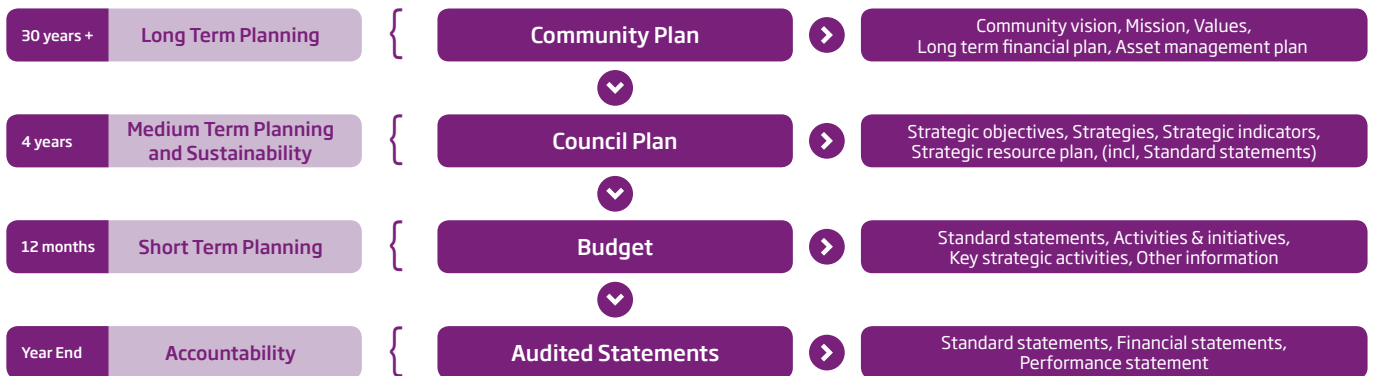
- A Council Plan within the six months after each general election or by 30 June, whichever is later
- A Strategic Resource Plan for a period of at least four years and include this in the Council Plan
- A Budget for each financial year
- An Annual Report in respect of each financial year.

The 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 priorities for the next 20 years and establishes a shared basis for joint planning, service delivery and advocacy.

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.

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.

Council Plan 2013-2017

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. The Council Plan informs the development of Council's Annual Plan and Budget.

The *Council Plan 2013-2017* (updated 2016) 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, and the measures to monitor performance in delivering services to the community and fulfill Council's commitment to ongoing improvement.

It is the 2016-2017 performance that is reported in this Annual Report.

Council Budget

The Annual Budget documents the financial resources required to implement the key activities identified in the Council Plan, which 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 Strategic Objectives

Council Plan

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. The following are the six strategic objectives as detailed in the Council Plan.

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, liveable 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
- Ensure 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 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 2016-2017 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

Strategic indicators

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.	-	The Community Resource Member model has been reviewed and alternative opportunities for civic participation will be explored in 2017-2018.
Governing responsibly and community advocacy Resident perception of Council performance on lobbying on the behalf of the community.	54	This is 3 points lower than 2015-2016 and equal to the state average.
Resident perception that Council is generally heading in the right direction.	59	This is 2 points lower than 2015-2016, though significantly higher (6 points) than the state average.
Keeping the community informed and involved Resident perception of Council performance on community consultation and engagement.	55	This is 1 point higher than 2015-2016 and equal to the state average.
Resident perception of Council performance on informing the community.	56	This is 2 points lower than 2015-2016, and 3 points lower than the state average.
Working in partnership Number of meetings with the Sunshine, Sydenham and St Albans Town Centre Partnership Groups.	2	Meeting numbers are lower as the St Albans Partnership Group dissolved in June 2016 and the Sydenham Partnership Group in 2015. Work is underway to re-establish the St Albans Partnership Group.
Responsible financial management Debt servicing ratio.	1.20%	Target achieved.
Adjusted Working Capital Ratio.	315.66%	Target achieved.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-2017 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 20 Community Governance training sessions to 335 participants.



The following statement provides information in relation to the services funded in the 2016-2017 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Governance	<p>Governance supports Council's formal decision-making processes and structures, including coordination of the Council Meeting cycle and delegations, with oversight and coordination of legislative governance for Council, including requirements of the <i>Local Government Act 1989</i>, privacy, Freedom of Information and geographic place naming.</p> <p>Governance provides strategic and operational risk services, in-house legal services, insurance and claims management, and coordinates business continuity planning and reviews.</p> <p>It delivers a fraud awareness program for the organisation and is responsible for protected disclosure reporting. The department also facilitates Council's internal audit function and supports the Audit and Risk Management Committee.</p>	<p>5,050</p> <p><u>4,518</u></p> <p>(532)</p>
Media and Communications	<p>Media and Communications gather and communicate information through a variety of channels to reach all corners of the community.</p> <p>These channels include mainstream and local media, corporate publications and posters, advice and consultation, website and social media, advertising, speeches and events.</p> <p>By promoting Brimbank through various channels the community is kept up-to-date with information relating to where they live, work and socialise.</p>	<p>2,339</p> <p><u>2,576</u></p> <p>237</p>
Financial Services	<p>Financial Services provides a fully integrated financial service and support function across Council. It is supported by two core units - Finance and Business Support.</p> <p>Finance is responsible for calculating and collecting annual rates and charges as well as valuing every property within the municipality; and for coordinating the preparation of the annual financial statements, monitoring Council's cash and investments to maximise interest earnings, paying suppliers and ensure compliance with legislation, and accounting standards.</p> <p>Business Support coordinates the Annual Budget and long-term financial plan. It also provides financial analysis of Council's business to help support decisions, maintains and support Council's financial systems and provides training to staff, and maintains policies and procedures.</p> <p>Management of strategic policies, procedures and guidelines for Council's purchases of goods and services, providing a centralised process for all public tenders, and assistance with procurement matters across all service units providing procurement advice, governance on procurement activities and where required conduct procurement activities on behalf of Council.</p>	<p>5,393</p> <p><u>5,182</u></p> <p>(211)</p>
Customer Support	<p>Customer Support provides professional services through a number of contact channels including over the phone, face-to-face and written communications to best meet the needs of customers at the initial point of contact.</p> <p>Seeking out, monitoring and analysing customer feedback to better understand the customer experience and to drive service delivery improvement programs.</p> <p>Information management services are also provided which includes the registration, management, storage and retrieval of all information received by Council in accordance with legislative requirements.</p> <p>All service processes are designed around optimal use of digital practices and consideration of technology opportunities.</p>	<p>3,845</p> <p><u>3,899</u></p> <p>54</p>



Service indicator/measure	Results			Material Variations
	2015	2016	2017	
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	.63%	.34%	1.83%	This result falls within the range expected by Council.
<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	55	This result falls within the range expected by Council.
<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%	98.53%	This result falls within the range expected by Council.
<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	\$98,521.38	The decrease in the cost of governance result reflects the new governance arrangements in 2016-2017; the end of the period of administration and the swearing in of 11 Councillors on 8 November 2016. In addition, there were no CEO recruitment or performance costs in 2016-2017.
<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	56	This result falls within the range expected by Council.





Strategic Objective 2: Community Wellbeing

Strategic indicators

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.	58	This is 2 points higher than 2015-2016 and 5 points higher than the state average.
Celebrating our history, creativity and diversity Resident perception about Council performance on community and cultural activities.	64	This is 3 points lower than 2015-2016 and 5 points lower than the state average.
Creating a community of lifelong learners Resident perception about Council performance on art centres and libraries.	72	This is 4 points higher than 2015-2016 with 66% of residents rating performance 'good' or 'very good.' The score is 3 points higher than the state average.
Building economically sustainable communities Resident perception about Council performance on business and community development and tourism.	58	This is 1 point higher than 2015-2016 and 3 points lower than the state average.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-2017 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 were opened on 25 July 2017.
Start construction of the St Albans Community and Performing Arts Centre.	The St Albans Community Centre, which features the Bowery Theatre performance space, opened on 18 March 2017.
Conduct Community Leadership Training.	Thirty-four participants from diverse communities completed the Community Leadership Training Program.
Develop and operate the Brimbank Education Development Centre.	The Education Development Centre will be established at Visy Hub in Sunshine in 2017-2018.
Develop and operate a new Keilor Library as part of the Keilor Office redevelopment project.	The Keilor Community Hub, which incorporates the Keilor Library, opened in April 2017.
Tender and implement a new Library Management System.	Tender process has been completed. The Library Management System will be implemented in 2017-2018.



The following statement provides information in relation to the services funded in the 2016-2017 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Community Planning, Culture and Development	<p>Community Planning, Culture and Development undertakes a range of initiatives, partnerships, policy and strategy development to enhance community health and wellbeing and promote cultural development across the following four department units. The department is responsible for the preparation of the Council Plan, Community Plan and reporting.</p> <p>Arts & Cultural Development unit manages our two main arts centres – St Albans Community Centre and Bowery Theatre. It commissions public and visual artworks, and creates arts spaces within the municipality by developing and managing exhibition venues, studios, shop fronts, performance and rehearsal spaces. Brimbank is proud to own an art collection that has grown over the years, and partners with the local arts community in creative projects that are accessible and enjoyable for people living in Brimbank and beyond. This unit also develops policy positions and strategies around arts and cultural development.</p> <p>Diversity & Inclusion promotes social inclusion and access through the delivery of the Metro Access program, language services, seniors development, Indigenous and cultural awareness programs, and delivery of Council's Annual Community Grant Program.</p> <p>Connected Communities facilitates Council's community engagement, capacity building and social inclusion through establishing governance and consultation structures and builds community capacity through community leadership programs such as the Community Governance Training Program.</p> <p>Policy Advocacy and Research monitor and analyse data and research to understand the community demographic profile as well as emerging social issues and trends impacting the community. The unit develops health and social policy and strategy and convenes the Brimbank Social Justice Coalition.</p>	<p>5,674</p> <p><u>6,055</u></p> <p>382</p>
Lifelong Learning & Community Participation	<p>Lifelong Learning & Community Participation ensure lifelong learning is accessible to all age groups and abilities through a diverse range of library services and a network of community centres and neighbourhood houses.</p> <p>Library services operate in five libraries as well as an online library and home library service. The service includes quality collections, computers and wireless internet. It supports customers with research, study and information, and provides places for study, reading and socialising. Library programs support lifelong learning and help foster a culture of reading and literacy.</p> <p>Council's five Neighbourhood Houses provides community meeting spaces, capacity building activities and programs for the community such as volunteering opportunities and community lunches, delivers programs that include short courses and workshops, coordinates the Brimbank Neighbourhood Houses Strategic Partnership Agreement and enters into Collaborative Partnership Agreements with community groups and organisations.</p>	<p>9,960</p> <p><u>9,769</u></p> <p>(192)</p>
Community Care	<p>Community Care provides a wide range of services that support older people, people living with a disability, families and youth.</p> <p>Ageing & Inclusion supports and encourages older people, and people with a disability, to maintain and enhance their physical, social and emotional well-being by accessing in-home and community-based services provided by Council. Services such as domestic assistance, personal and respite care, social support and planned activity groups, delivered meals, community transport and maintenance help older residents live a fulfilling life, independently.</p> <p>Families & Early Years provides a range of services for children and families in the community through the Early Education & Care and Maternal & Child Health teams. Families' health and wellbeing is well supported with playgroups, kindergartens, family day care and other child care services operating throughout the municipality. Maternal and Child Health services are available at eight locations, providing health and wellbeing information for parents and children aged from 0-5 years, and intensive support for vulnerable families experiencing parenting difficulties.</p> <p>Youth Services offers a number of services to guide young people through their personal development and encourages them to participate positively in community life through support, counselling and youth programs that strengthen and build resilience in young people. The unit also fosters partnerships with other local services that support young people.</p>	<p>10,679</p> <p><u>12,030</u></p> <p>1,351</p>



Service	Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Leisure and Community Facilities	<p>Leisure and Community Facilities manage Sport & Recreation, Community Facilities, Leisure & Community Facilities Planning & Policy and major leisure facilities including the Sunshine and St Albans Leisure Centres, the Keilor Basketball & Netball Stadium and Keilor Public Golf Course.</p> <p>Sports & Recreation develops and deliver leisure, sport and recreation projects and programs to meet the diverse needs of the community.</p> <p>This includes more than 180 outdoor sports areas including 46 sports pavilions, 95 playing fields, pitches and greens and over 40 outdoor courts. The team supports clubs in capacity building, business planning and funding applications, and takes regular bookings for the Keilor Park Synthetic Sports Fields and Synthetic Athletics Track.</p> <p>Community Facilities supports, guides and develops community groups such as Scouts, Girl Guides and Senior Citizens by managing venue tenancy agreements and bookings at Council's 35 halls and meeting rooms available for regular hire, casual events and functions.</p> <p>Leisure & Community Facilities Planning & Policy manages the four major leisure facilities in Brimbank - Keilor Basketball and Netball Stadium, St Albans Leisure Centre, Sunshine Leisure Centre and Keilor Public Golf Course. These centres provide a diverse and affordable range of health, fitness and community activities and programs that offer the community opportunities to participate in physical activity and a safe place for social interaction.</p> <p>Research and analyses trends are undertaken to detect issues and barriers that may impact the local leisure industry in Brimbank, and identifies Capital Works Projects that provide continuous improvements in leisure and recreation services and facilities.</p>	<p>5,023</p> <p><u>5,238</u></p> <p>216</p>

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	2017	
Aquatic Facilities				
<i>Service standard</i>				
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/ number of Council aquatic facilities]	4.00	4.00	4.00	This result falls within the range expected by Council.
<i>Service standard</i>				
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	0	0	0	This result falls within the range expected by Council.
<i>Service cost</i>				
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received/ number of visits to indoor aquatic facilities]	\$4.83	\$3.86	\$4.11	This result falls within the range expected by Council.
<i>Utilisation</i>				
Utilisation of aquatic facilities [Number of visits to aquatic facilities/ municipal population]	2.78	2.85	2.80	This result falls within the range expected by Council.



Service indicator/measure	Results			Material Variations
	2015	2016	2017	
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	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<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%	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<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	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<i>Cost of personal care service</i> [Cost of the personal care service/Hours of personal care service delivered]	NA	\$56.08	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<i>Cost of respite care service</i> [Cost of the respite care service/Hours of respite care service delivered]	NA	\$56.08	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<i>Participation</i>				
<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%	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<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	12.20%	4.95%	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries				
<i>Utilisation</i>				
<i>Library collection usage</i> [Number of library collection item loans/Number of library collection items]	4.96	13.57 days	4.34	Library collection usage increased in 2016-17; this reflects increased borrowing, particularly at the newly rebuilt Sunshine library.
<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%	72.32%	This result falls within the range expected by Council.
<i>Service cost</i>				
<i>Cost of library service</i> [Direct cost of the library service/Number of visits]	\$5.91	\$6.39	\$5.64	This result falls within the range expected by Council.
<i>Participation</i>				
<i>Active library members</i> [Number of active library members/Municipal population] x100]	16.54%	14.07%	15.61%	This result falls within the range expected by Council.



Service indicator/measure	Results			Material Variations
	2015	2016	2017	
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%	109.31%	This result falls within the range expected by Council.
<i>Service standard</i>				
<i>Infant enrolments 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%	100.00%	This result falls within the range expected by Council.
<i>Cost of the MCH service</i>				
<i>[Cost of the MCH service/Hours worked by MCH nurses]</i>	NA	\$83.69	\$86.79	This result falls within the range expected by Council.
<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%	69.82%	This result falls within the range expected by Council.
<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%	58.33%	The level of participation for this community increased during this period.



Strategic Objective 3: Urban Design and Infrastructure

Strategic indicators

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.	55	This is 1 point higher than 2015-2016 and 2 points lower than the state average.
Resident perception of Council performance on the appearance of public areas.	61	This is the same result as 2015-2016 and 2 points above target.
Providing a range of places for people to play, relax and meet Resident perception of Council performance on recreational facilities	64	This is 1 point higher than 2015-2016 and 1 point below target.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-2017 budget for the year.

Major Initiatives	Progress
Implement the Road Asset Management Plan through the delivery of a \$18.4 million road rehabilitation and upgrade program.	The Road Rehabilitation and Upgrade Program was delivered to 94.6% completion rate.



The following statement provides information in relation to the services funded in the 2016-2017 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Engineering Services	Engineering Services ensures that Brimbank is a safe, liveable and attractive place to live and work. This is achieved through planning, design, construction, maintenance and renewal/disposal of local roads, drainage systems and other vital infrastructure.	2,986 <u>3,129</u> 143
Environment	Environment engages and encourages the community to value Brimbank's natural areas and understand local environmental impacts in an effort to becoming a more environmentally sustainable city. This is achieved by providing leadership and education while providing direction and coordination in resource efficiency measures including integrated water management, climate change mitigation and adaptation; and community engagement in the conservation, management and restoration of Brimbank's natural areas including grasslands, waterways and rocky escarpments and manages issues associated with former landfill sites.	2,313 <u>2,551</u> 238
Asset and Property Services	Asset and Property Services provides a comprehensive range of services to improve the operational performance of Council's infrastructure assets. This includes providing information, support and strategic advice to the community; coordinating Council's annual Capital Works Program; and keeping up-to-date with spatial mapping, analysis and predictive modelling innovations.	1,510 <u>1,451</u> (59)
Urban Design	Urban Design undertakes tree planting in streets and main roads, along with landscaping and other amenity improvements projects for parks, activity centres, and off-road and on-road shared user trails. This work ensures Brimbank's community spaces are well designed and cared for.	3,202 <u>3,415</u> 213
Operations	Operations oversee Fleet Services, Park Services, Roads and Cleansing, Waste Services, Pedestrian Facility Services and Emergency Management. Truck, plant and vehicle fleets are purchased responsibly and maintained through Fleet Services , which ensures they are compliant with all legislative requirements. Parks, sportsgrounds and the outdoor spaces surrounding Council-owned facilities are maintained by Park Services . Road and drainage is managed by Roads and Cleansing in accordance with Council's Road Asset Management Plan, and are responsible for the overall cleanliness of Council land. Waste Services organises the community's weekly kerbside waste collection and fortnightly recycling and green waste collections. It also manages Council's Resource Recovery Centre and delivers an annual hard waste collection service to residents. Pedestrian Facilities Services program and implement Council's annual footpath and concrete works rehabilitation program. Emergency Management coordinates the use of Council resources for emergency response and recovery in accordance with <i>Emergency Management Act 1986 & 2013</i> , including coordination of a Municipal Emergency Management Planning Committee; and development and maintenance of the Municipal Emergency Management Plan.	45,932 <u>47,034</u> 1,102
Facilities & Major Projects	Facilities & Major Projects manages Council's vast property portfolio, with activities that includes fire services, heating and cooling, electrical, plumbing, vandalism and graffiti removal, and security and hall keeping requirements on Council facilities; the Facilities Asset Management Program within Council's Capital Works Program; and lease negotiations with tenants.	13,197 <u>13,748</u> 551
Building Services and Environmental Health	Building Services and Environmental Health implements legislation through education, advice and enforcement to ensure a safe and high standard of public health is maintained across the City of Brimbank. This includes enforcing the <i>Building Act 1993</i> , <i>Public Health and Wellbeing Act 2008</i> , <i>Food Act 1984</i> , and <i>Tobacco Act 1987 & Environment Protection Act 1970</i> . It also issues and inspects building permits and manages customer requests to ensure the safety of the built environment within Brimbank.	1,186 <u>1,601</u> 415



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	2017	
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	49.70	Brimbank City Council endeavours to respond to all residents' requests for sealed local roads within the approved requirements of the Road Asset Management Plan. The number of requests for 2016/2017 is very similar with that of the previous 12 months (2015/2016).
<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%	83.38%	This result falls within the range expected by Council.
<i>Service cost</i>				
<i>Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]</i>	\$94.66	\$85.83	\$87.24	This result falls within the range expected by Council.
<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	\$25.08	Brimbank City Council undertakes all road resealing works via contracts, which are awarded following a competitive public tender process. The cost is indicative of continued 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	58.00	This result falls within the range expected by Council.
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	194.34	Brimbank City Council endeavours to deliver an effective, cost efficient bin collection service for the community. The bin collection service includes replacement of damaged bins, repair of broken bins, and the collection and disposal of missed bins from residential properties within the municipality. There was a significant reduction in 'bin not emptied' requests resulting in an improved result this financial year.
<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	11.92	This result falls within the range expected by Council.



Service indicator/measure	Results			Material Variations
	2015	2016	2017	
Cost				
<i>Service cost</i>				
<i>Cost of kerbside garbage bin collection service</i>	\$104.18	\$106.17	\$105.89	This result falls within the range expected by Council.
[Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]				
<i>Service cost</i>				
<i>Cost of kerbside recyclables bin collection service</i>	\$29.05	\$11.54	\$7.97	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside recyclables collection service for our community. The kerbside recyclables collection service provided includes the collection and processing of recyclable material collected from residential properties within the municipality. 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.
[Direct cost of the kerbside recyclables bin collection service/ Number of kerbside recyclables collection bins]				
<i>Waste diversion</i>				
<i>Kerbside collection waste diverted from landfill</i>	37.98%	38.80%	40.08%	This result falls within the range expected by Council.
[Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100				



Strategic Objective 4: Sustainable Environments

Strategic indicators

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.	25%	25% below 2011 baseline figure and trending positively.
Protecting and enhancing our natural environment Resident perception of Council performance on environmental sustainability.	62	This is 5 points higher than 2015-2016 and 2 points lower than the state average and target.
Fostering sustainable urban development Resident perception of Council performance on planning and population growth in the area.	52	This is 3 points lower than 2015-2016 and equal to the state average.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-2017 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 was updated in 2015 and was the basis to Amendment C150 which Council adopted 27 June 2016. Council is awaiting approval of the amendment by the Minister of Planning.

The following statement provides information in relation to the services funded in the 2016-2017 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 and Planning Compliance	<p>Planning permit applications for land use, development and subdivisions are administered by the City Planning Department, which also responds to property information and demolition requests and provides planning services to Council, the community and the development industry.</p> <p>Services include providing advice and making determinations on planning permit applications for land use, development and subdivisions, and responding to property information and demolition requests.</p> <p>Administration of the Brimbank Planning Scheme and representation at the Victorian Civil and Administrative Tribunal on planning matters.</p> <p>Planning Compliance is responsible for enforcing planning regulations and responds to customer requests relating to planning matters.</p>	<p>(932)</p> <p><u>1,125</u></p> <p>2057</p>
City Compliance	City Compliance enforces local laws, which are important for residents and businesses to enjoy a safe, clean, well-functioning living and working environment. Council provides community information and education around parking controls, fire mitigation, litter control, event approvals, animal management and school crossing supervision.	<p>2,286</p> <p><u>1,972</u></p> <p>(314)</p>



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	2017	
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	1.32	This result falls within the range expected by Council.
<i>Service standard</i>				
<i>Animals reclaimed</i> [Number of animals reclaimed/Number of animals collected] x100	34.39%	33.53%	30.27%	This result falls within the range expected by Council.
<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	\$112.22	Brimbank City Council places a high emphasis on delivering services in a cost efficient manner. 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	8.00	This result falls within the range expected by Council.
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	1.34	This result falls within the range expected by Council.
<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%	100.00%	This result falls within the range expected by Council.
<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>]	\$262.10	\$257.20	\$248.56	This result falls within the range expected by Council.
<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%	100.00%	This result falls within the range expected by Council.



Service indicator/measure	Results			Material Variations
	2015	2016	2017	
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	125.00	Brimbank City Council places an emphasis on working with applicants and objectors to achieve good outcomes in planning determinations, and so additional time may be taken in negotiating land use and development issues. The continuous changes in planning provisions relating to residential zones has delayed a number of applications and the high volume and complexity of applications being received mean that at times applications are taking longer to deal with than desired.
<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%	45.35%	Brimbank City Council places an emphasis on working with applicants and objectors to achieve good outcomes in planning determinations, and so additional time may be taken in negotiating land use and development issues. The continuous changes in planning provisions relating to residential zones has delayed a number of applications and the high volume and complexity of applications being received mean that at times applications are taking longer to deal with than desired. From 1 July 2016 this indicator will be updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year.
<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	\$3308.90	\$3,399.42	Brimbank City Council has a strong commitment to providing an efficient and cost-effective statutory planning service. Result remains within range expected by Council.
<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%	61.54%	Brimbank City Council's success rate at VCAT can be attributed in part to the effort Council makes in negotiating and consulting with applicants and objectors to achieve good land use planning and development outcomes. In 2016/2017 five Council decisions were set aside at VCAT; this is consistent with the previous financial year where four Council decisions were set aside. Variation in percentage is due to numbers of decisions being considered at VCAT, 13 in 2016/2017 financial year as opposed to 21 in the 2015/2016 financial year.





Strategic Objective 5: Industry and Economic Development and Strategic Sites

Strategic indicators

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.	2033	Website hits related to Strategic Sites.
Increasing local employment, business, office and economic development Resident perception of Council performance on business and community development and tourism.	58	This is 1 point higher than 2015-2016 and the target.
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.	25	Twenty-five facilitation meetings were held 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 2016-2017 budget for the year.

Major Initiatives	Progress
Promote local tourism attractions through local and regional networks and initiatives.	Council is an active member on the Western Tourism Board and has commenced preparation of the Brimbank Visitor and Participation Strategy.

The following statement provides information in relation to the services funded in the 2016-2017 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	City Strategy is responsible for attracting investment into the municipality, business development, marketing and promotion, strategic site management and place management for the Sunshine and St Albans Town Centres. Strategies for preparing land use and development are undertaken, including the Municipal Strategic Statement, and amendments to the Brimbank Planning Scheme are also prepared and processed. It is also delivering the Sunshine Rising, the St Albans Place Management and the Brooklyn Evolution programs.	2,055 <u>2,584</u> 529





Strategic Objective 6: Organisational Effectiveness

Strategic indicators

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.	5.81%	Target achieved.
Review and improve Council's organisational capabilities within a best practice framework Resident perception of Council performance in relation to customer service.	70	This is 3 points lower than 2015-2016 and 1 point higher than the state average. 28% of respondents rate Council's customer service as 'very good.'

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-2017 budget for the year.

Major Initiatives	Progress
Extend quarterly reporting on adherence to Customer Service Standards.	Ongoing reports to Council.
Report quarterly on the progress of the Business Transformation Project.	Ongoing internal reporting completed

The following statement provides information in relation to the services funded in the 2016-2017 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	People and Performance drives positive performance by implementing learning and development programs such as leadership and management development, technical training while promoting positive organisational values and behaviours, change management and human resources. Staff health and wellbeing is managed with the implementation of occupational health and safety programs and injury prevention. Council's recruitment, payroll and workforce planning are also key tasks for this team.	3,126 <u>3,173</u> 46
Information Technology	Information Communication Technology (ICT) provides a consistent level of support and service to all Council departments and community centres. It offers support with specialist systems, project manages existing software and hardware as outlined in the corporate strategic objectives, and manages new and existing ICT hardware and infrastructure. ICT is responsible for maintaining a consistent service across Council to ensure continuity and efficiency.	6,717 <u>9,226</u> 2,509



04

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* (the Act).

Representative Governance

A Panel of three Administrators formed the Brimbank City Council from 1 July-8 November 2016. Following a municipal general election held on 22 October 2016, 11 Councillors were sworn in on 8 November 2016, to form the new Brimbank City Council.

Governance framework

Council's Governance Framework sets out the principles and structures to achieve best practice governance, as well as ensuring compliance with the Act.

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 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 20 December 2016, the schedule for Ordinary Council Meetings for 2017, comprising monthly meetings, was adopted. The meetings were held on the third Tuesday of the month, at the Brimbank Community and Civic Centre.

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 five Special Council Meetings in 2016-2017. The first Special Council Meeting was to consider the End of Administration Report 2016. The second was to swear in Councillors and elect a Mayor. The third was to consider a report relating to the acquisition of land. The fourth was to consider and adopt the reviewed Councillor Code of Conduct. The final Special Council Meeting was to consider endorsing the draft *Council Plan 2017-2021* and draft *Annual Budget 2017-2018* (including draft *Long Term Financial Plan 2017-2027* and draft *Rating Strategy 2017-2018*) for community consultation.

Council agendas

The business to be considered by 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 Council's customer service centres and libraries, on the day before the meeting. From February 2017, iPads were available at Council Meetings for members of the gallery to access the agenda electronically. Members of the gallery were also encouraged to use their own electronic device to connect to Council's Wi-Fi and access the agenda electronically.

Council minutes

Council records the decisions made at each Council Meeting. Minutes of Council meetings were available at the 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). In October 2016, Council also commenced the practice of displaying live minutes to the public gallery at Council Meetings.

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 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 2016/2017, a total of five petitions were presented to the Council for receipt and response, and 46 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, communications and other support expenses for 2016-2017 was \$5,151.45.

Councillors' allowances and expenses

Section 47A(2) of the *Local Government Act 1989* (the Act) provides for payment of annual allowances to the Mayor and Councillors.

In representing and serving the community, the Mayor and Councillors make a significant

time commitment, often after normal business hours, in attending meetings, functions and responding to community members. They are also responsible for considering diverse and complex policies and strategies, and social and advocacy issues in Brimbank, and determining a significant annual budget and capital works program.

Allowance levels are determined within the category ranges set by the State Government. Victorian councils are divided into three categories, based on budget and population. Brimbank is determined to be a Category 3 Council. Allowance levels are subject to annual adjustments by the Minister for Local Government.

The current Category 3 allowance ranges are:

- Councillors - \$12,367 to \$29,630 per annum
- Mayor - up to \$94,641 per annum

Mayoral and Councillor allowances are also subject to the addition of the equivalent of the superannuation guarantee contribution (9.5 per cent).

At the Special Council Meeting on 8 November 2016, Council resolved to set the Mayoral allowance at \$92,333 per annum, and the Councillor allowance at \$28,907 per annum (plus an amount equivalent to the superannuation guarantee contribution).

Under section 74 of the Act, Council was also required to review and determine allowance levels by 30 June 2017. The allowance levels determined remain in effect for the full term of the Council (four years). The review includes community consultation under 223 of the Act, allowing community members the opportunity to make a written submission, and be heard in support of their submission by a Committee of Council.

At the Ordinary Council Meeting on 18 April 2017, Council resolved to give notice of the review of Mayoral and Councillor allowances. Notices were published in the *Star Weekly* newspaper and on Council's website, inviting written submissions until 24 May 2017. No submissions were received.

At the Ordinary Council Meeting on 20 June 2017, Council resolved to set the Mayoral allowance at \$94,641 per annum, and the Councillor allowance at \$29,630 per annum (plus an amount equivalent to the superannuation guarantee contribution (currently 9.5 per cent), for the next four financial years, subject to any adjustments by the Minister for Local Government.

Expenses incurred by the Councillors 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, communications and other support expenses for 2016-2017 was \$20,659.99.



Councillor Code of Conduct

Councillors are entrusted to represent, and make decisions in the best interests of, the entire Brimbank community. A Councillor Code of Conduct is a commitment by Councillors on how they agree to work together, and conduct themselves, in all aspects of their duties.

Local Government Act 1989

The *Local Government Act 1989* (the Act) sets out standards of conduct for Councillors. Section 76C of the Act requires a council to have a Code of Conduct for Councillors. The Act also requires a Councillor to make a written declaration they will abide by the Councillor Code of Conduct, witnessed by the Chief Executive Officer, within one month of any amendments to the Code of Conduct being adopted.

Under Section 75B of the Act, a council must also 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.

Swearing In and Review of the Code

Brimbank Councillors originally signed the Councillor Code of Conduct Major Policy (Code of Conduct) following their swearing in, at the Special Council Meeting on 8 November 2016, fulfilling the requirements of Sections 63, 64 and 76C of the Act.

Council also reviewed the Code of Conduct at a Special Council Meeting on 14 February 2017, as it is required under Section 76C(2) of the Act for Council to review the Councillor Code of Conduct within four months of a municipal general election (by 22 February 2017). All Councillors made a declaration in writing stating they will abide by the Code of Conduct, witnessed by the Chief Executive Officer, within one month of the reviewed Code of Conduct being adopted. A copy of the Code of Conduct was given to each Councillor, and made available on Council's website.

Structure of the Code

The aim of the Code of Conduct was to provide Councillors with a centralised document covering all aspects of conduct and support relating to their role. The Code of Conduct 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.

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

Local laws

Brimbank has 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* was available for viewing on Council's website. A review of the Local Law commenced in May 2016, to inform a new General Local Law 2018 (on sunset of the current Local Law on 1 January 2018).

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* was 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 2016-2017:

- Community Facilities Capital Development Major Policy 2016
- Community Facilities Hire, Licenses and Leases Agreement Major Policy 2016

The Councillor Code of Conduct Major Policy was reviewed in February 2017. No amendments were proposed that required consultation under the *Governance (Major Policy Consultation) Local Law No. 3*.

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



Governance and Management (continued)

Attendance at Council Meetings by Councillors/Administrators - 1 July 2016 to 30 June 2017

1 July -8 November 2016		
Name	Ordinary Council Meetings (4 held)	Special Council Meetings (1 held)
John Watson	4	1
Jane Nathan	4	1
John Tanner AM	4	1
8 November 2016-30 June 2017		
Name	Ordinary Council Meetings (7 held)	Special Council Meetings (4 held)
Cr Daniel Allan	7	4
Cr Victoria Borg	6	4
Cr Lucinda Congreve	7	4
Cr Sam David JP	7	4
Cr Margaret Giudice	7	4
Cr John Hedditch	7	4
Cr Bruce Lancashire	7	4
Cr Georgina Papafotiou	7	4
Cr Duyen Anh Pham	7	4
Cr Virginia Tachos	7	4
Cr Kim Thien Truong	6	4

Internal Committees/External Committees

Councillor/Administrator representation on Committees

At the end of each year, Councillors/Administrators are nominated to represent Council on a range of Committees for the following year. Council Committees comprise Council-formed Advisory Committees (with external representation), and External Committees (where a Councillor/Administrator acts as a delegate).

In 2016-2017, the representatives/delegates to Council Committees were:

Council Advisory Committees	Role of Committee	Administrator Representative July-November 2016	Councillor Representative December 2016- June 2017
Audit and Risk Management Committee	Advisory Committee to Council established in accordance with section 139 of the <i>Local Government Act 1989</i> , to provide oversight of internal and external audit activities.	John Watson John Tanner AM	Cr Lucinda Congreve Cr Margaret Giudice (all Councillors ex-officio)
Australia Day Awards Selection Committee	To select Australia Day Award recipients.	John Watson	Cr John Hedditch
Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee	To provide Council with advice on Aboriginal and Torres Strait Islander issues and the ongoing implementation of the Reconciliation Action Plan.	N/A	Cr Victoria Borg
Brimbank Arts Advisory Committee	To oversee the operational aspects of the Brimbank Arts Collection Policy Guidelines.	Jane Nathan	Cr Daniel Allan
Brimbank Community Fund Committee	To provide guidance on the administration of the Brimbank Charitable Fund.	John Tanner AM	Cr Sam David JP
Brimbank Learning and Employment Steering Committee	Strategic and collaborative partnership of organisations and individuals to lead and advocate on learning and employment in Brimbank.	N/A	Cr Victoria Borg
Brooklyn Industrial Precinct Strategy Committee	To provide advice and recommendations to Council on the implementation of the Brooklyn Evolution Strategy in Brooklyn.	Jane Nathan	Cr Kim Thien Truong



Council Advisory Committees	Role of Committee	Administrator Representative July-November 2016	Councillor Representative December 2016-June 2017
Chief Executive Officer Performance Review Committee	To provide guidance on the role of the CEO Performance and purpose of the CEO performance Review.	John Watson	Mayor, Cr John Hedditch, Cr Georgina Papafotiou, Cr Margaret Giudice
Errington Precinct Master Plan Implementation (Phase One) Community Reference Group	To provide for community input into the implementation of Phase One of the Errington Precinct Master Plan.	John Tanner AM	Cr Duyen Anh Pham
Former Keilor Library Community Consultative Committee	To provide a direct communication channel for gaining valuable and meaningful input and feedback from community representatives during the development of future use options for the Keilor Library at Kennedy Street, Keilor.	N/A	Cr Daniel Allan Cr Virginia Tachos Cr Georgina Papafotiou
Heritage Advisory Committee	To provide a forum for Council to work with the local community, historical societies and Indigenous representatives to promote the retention, protection and enhancement of Brimbank's heritage.	Jane Nathan	Cr Bruce Lancashire
Keilor Interim Artefacts Committee	To make recommendations to Council, consistent with the Brimbank Art Collection Policy, specifically in relation to the return of Keilor related items in the Civic and Ceremonial Collection to the Keilor Community Hub.	N/A	Cr Daniel Allan
Municipal Emergency Management Plan Committee	To ensure all agencies are involved in emergency planning for the municipality.	John Watson	Cr Georgina Papafotiou
Safety Roundtable	To bring together strategic safety partners to collaborate and coordinate efforts to achieve greater community safety outcomes in Brimbank.	N/A	Cr Kim Thien Truong
Social Justice Coalition - Strategic Implementation Group	To bring together Council and a broad cross-section of community agencies and groups in a collaborative, strategic partnership to plan, lead and advocate on priority social justice issues in Brimbank.	N/A	Cr John Hedditch
St Albans Community Centre Consultative Committee	To provide advice and feedback regarding programs and activities offered through the Centre.	N/A	Cr Victoria Borg
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)	N/A - ceased
Sunshine Leisure Centre Community Consultative Committee	To provide a direct communication channel for providing input and feedback from community representatives and industry experts during the development of the Sunshine Leisure Centre Business Case (based on the Sunshine Leisure Centre Community Recommendations report).	N/A	Cr John Hedditch
Sunshine Town Centre Partnership Group	To assist in the implementation of the Sunshine Rising program, and to assist Council to realise the vision for Sunshine Town Centre.	Jane Nathan	Cr Sam David JP
Waste Management Strategy Development Steering Committee	To provide input into the development of a new Brimbank Waste Management Strategy.	N/A	Cr Lancashire (Chair), Cr Giudice, Cr Tachos



Governance and Management (continued)

In 2016-2017, the representatives/delegates to External Committees were:

External Committees (Council Delegates)	Role of Committee	Administrator Representative July-November 2016	Councillor Representative December 2016- June 2017
Ballarat Rail-Line Action Committee	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.	John Watson	Cr Bruce Lancashire
Brooklyn Community Representative Group	External group, independently facilitated with support from the Environment Protection Authority, and Brimbank, Hobsons Bay and Maribyrnong City Councils, to foster collaboration between community, industry and government, to ensure ongoing environmental management in the Brooklyn area.	Jane Nathan	Cr John Hedditch Cr Sam David JP Cr Kim Thien Truong
Calder Highway Improvement Committee	A regional local government committee whose objective is to ensure the continued upgrading of the Calder Highway.	N/A	Cr Bruce Lancashire
Community Aviation Consultation Group	External group convened by Melbourne Airport and independently chaired, to achieve community engagement on airport planning, development and operations, and to provide advice regarding communication, consultation and engagement to other stakeholders including Melbourne Airport.	N/A	Cr Virginia Tachos
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 John Tanner AM (alternate)	Cr John Hedditch Cr Virginia Tachos (alternate)
Level Crossing Removal Project Stakeholder Liaison Group	Established for level crossing removal projects as a key avenue for community involvement during the project.	N/A	Cr Margaret Giudice
Metropolitan Local Governments Waste Management Forum	To assist in the implementation of the State Government's 'Waste and Resource Recovery Policy - Getting Full Value' and management and administration of waste disposal contracts.	John Tanner AM	Cr Bruce Lancashire
Melbourne Regional Landfill Community Reference Group	External group convened by TPI Cleanaway to foster community understanding in the operation of landfill and compliance with licence conditions through the provision of information, monitoring data, presentations and site tours.	N/A	Cr Virginia Tachos (December 2016- February 2017) Cr Bruce Lancashire (February-June 2017)
Metropolitan Transport Forum	Advocacy group for promotion of effective, efficient and equitable transport in metropolitan Melbourne.	John Tanner AM	Cr Duyen Anh Pham
Municipal Association of Victoria 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 at State Council.	John Watson Jane Nathan (substitute)	Cr Lucinda Congreve Cr Victoria Borg (alternate)
Ravenhall Prison	External group convened by the Department of Justice and Regulation to ensure effective communication with interested residents, community and special interest groups, business groups and relevant government and public agencies; and to provide input into the development of a medium-security facility.	N/A	Cr Georgina Papafiotou Cr Duyen Anh Pham Cr Margaret Giudice
Victorian Local Governance Association	Acts as a peak body for councillors, local governments, community leaders and groups to support good governance, sustainability and social justice.	John Watson	Cr Kim Thien Truong
Western Melbourne Tourism	Representative group of western regional councils (except Maribyrnong), tourism industry and LeadWest. Role is to advocate, coordinate and promote events and industry development for tourism in the western metropolitan region.	N/A	Cr Daniel Allan



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* (the Act).

During 2016-2017, 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.

ARMC 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, best practice review of the Charter was conducted in 2015, and a revised Charter was adopted in 8 September 2015. The ARMC's annual review of the Charter in 2016 elicited no further changes. The recommendation to retain the existing Charter was noted by Council at its Ordinary Council Meeting on 20 September 2016.

In 2016-2017, the responsibilities of the ARMC outlined in the Charter have been carried out.

Composition of ARMC

During the reporting period, the ARMC was chaired by independent member,

Mr Michael Beer, and comprised independent members Ms Linda MacRae and Mr Ben Dunlop. Council's representative members were the Brimbank Chair of Panel of Administrators, Mr John Watson (1 July-8 November 2016) and Administrator John Tanner AM (1 July-8 November 2016).

Following the election of a new Brimbank City Council in late October 2016, Councillor Lucinda Congreve and Councillor Margaret Giudice were appointed as Councillor representatives to the ARMC (13 December 2016-30 June 2017).

Michael Beer

Independent Chair

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

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
Council representative

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

John Tanner AM

Administrator
Council representative

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

Councillor Lucinda Congreve

Council representative

- Local Government
- Contract and project management - commercial and government
- Business administration
- Process improvements and change management

Councillor Margaret Giudice

Council representative

- Local Government
- Business Administration
- Audit, risk and financial management
- Board and Committee administration

Meetings

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

▶ Meeting No. 108	1 September 2016
▶ Meeting No. 109	2 December 2016
▶ Meeting No. 110	24 February 2017
▶ Meeting No. 111	26 May 2017



Governance and Management (continued)

The attendance record of ARMC members for 2016-2017 was:

Name	No. of Meetings Eligible to Attend	No. of Meetings Attended
Michael Beer (Chair)	4	4
Linda MacRae	4	4
Ben Dunlop	4	4
Councillor Lucinda Congreve	3	3
Councillor Margaret Giudice	3	2
Administrator John Watson	1	0
Administrator John Tanner AM	1	1

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

- Kerbside Waste Handling – General and Recycling Audit (from 2015-2016 program)
- Data Analytics Review (Accounts Payable) Audit (from 2015-2016 program)
- Fraud Management Review Audit
- Playground Maintenance Audit
- Community Grants Review Audit
- Building Maintenance – Essential Safety Measures Audit
- Sundry Debtors Audit
- Rates Management Audit

The audit recommendations and management responses were considered by the ARMC, and were implemented, or in the process of being implemented, over 2016-2017. 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 2015-2016 was received and considered by the ARMC, including the VAGO management letter and recommendations. The ARMC approved the draft Governance and Management Checklist 2015-2016, a reporting requirement for Council's Annual Report.

In addition to the independent audit reviews, throughout the reporting period, the ARMC received high level presentations on key major projects and functions (with a focus on risk and financials): Return of Councillors Plan; End of Administration Due Diligence Report; Upper Stony Creek Transformation Project; Strategic Risk Overview; Business Transformation Stage 1 Post Implementation Review; Community Wellbeing Directorate Overview and the City Development Directorate Overview.

Internal audit function

Council's internal audit function was contracted to Crowe Horwath Melbourne over 2016-2017. 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 Act, and Council's Procurement Policy. Council appointed Crowe Horwath Melbourne as its internal audit services provider in March 2014, for a three-year term, with a one year option to extend. In March 2016, the one year option was exercised and Crowe Horwath Melbourne continued to deliver internal audit services for the remainder of 2016-2017.

The annual internal audit program for 2016-2017 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 2016-2017, the responsibilities of the ARMC outlined in the Charter have been carried out.

The ARMC:

- Annually reviewed and assessed the adequacy of the ARMC charter, recommending to Council that no changes be made to the Charter – ARMC meeting 1 September 2016/Council Meeting 20 September 2016.
- Annually met with the external auditor and internal audit services provider in camera – ARMC meeting 1 September 2016.
- Confirmed annually that all responsibilities outlined in its charter have been carried out – ARMC meeting 1 September 2016.
- Evaluated the ARMC's performance annually – ARMC meeting 1 September 2016. The ARMC Annual Report 2015-2016 was presented to Council at the Council Meeting on 20 September 2016.



Governance and Management Checklist in Report of Operations

	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 (Council's Community Engagement Policy is currently under review)
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: 1 August 2017
4	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 1 August 2017
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: Integrated AMP - includes Roads, Buildings, Stormwater and Open Space - 2014-2024 21 March 2014
6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 1 August 2017
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: 21 March 2017
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: 21 February 2017
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: 21 February 2017
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 of current plans: 5 April 2017
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 Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 25 February 1997 Date of approval of current Charter: 20 September 2016
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 Report: • 18 October 2016 • 21 March 2017

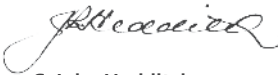


Governance and Management Checklist in Report of Operations (continued)

	Governance and Management Items	Assessment
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: <ul style="list-style-type: none"> • 20 September 2016 • 22 November 2016 • 21 February 2017 • 16 May 2017
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: <ul style="list-style-type: none"> • 20 September 2016 • 13 December 2016 • 21 March 2017 • 20 June 2017
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: <ul style="list-style-type: none"> • 18 October 2016 • 21 March 2017
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: 18 October 2016
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: 14 February 2017
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 - 18 April 2017 • Council to Staff - 18 April 2017 • CEO to Staff - 24 April 2017 • CEO duties to Staff - 24 April 2017 • VicSmart - 24 April 2017
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.


Helen Morrissey
 Acting Chief Executive Officer
 Date: 22 September 2017


Cr John Hedditch
 Mayor
 Date: 21 September 2017



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.

Best Value

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 2016-2017 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 is carrying 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 - Ongoing program seeking to improve Council's use of digital alternatives to paper where appropriate.
2. Council launched its new mobile responsive designed website. Community members are now able to report, apply and pay online for many services. Further enhancements are underway.
3. Master customer database - Expansion of the pilot program for the single view of customer began its planning stages during the year.

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.

Continuous improvement

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

An example of this is customer callbacks were introduced late in April 2017. This initiative was aimed at giving customers an option, when their call was not answered after 60 seconds, to key in their telephone number so that they could be automatically called back when an agent became available. This has been well used with almost one thousand customers taking up this option in May and June.

Consultation

In addition to consultation undertaken on the Annual Budget and Council Plan, significant community consultation was carried out in 2016-2017. This included community input into the development of key strategies, plans and policies. For more information refer to the Advocacy, Consultation and Community Engagement section on page 79.

In addition, Council facilitates many Council-formed advisory committees comprising Brimbank Councillors and community members to provide input to Council on a range of matters. (See more information on Council Advisory Committees in the Governance section on page 67).

Information available to the public

Regulation 12 of the *Local Government (General) Regulations 2015* includes items prescribed to be made available for public inspection. These are only prescribed documents if they are not available on Council's website.

The information required to be made publically available is:

- Details of overseas or interstate travel undertaken in an official capacity by Councillors/Administrators and Council officers
- Agendas and minutes for Ordinary and Special Council Meetings which are kept under section 93 of the *Local Government Act 1989* (the Act) - available on Council's website
- Minutes of Special Committee Meetings established under section 86 of the Act
- A register of delegations kept under sections 87(1) and 98(4) of the Act
- A document containing details of all leases involving land which were entered into by Council as the lessor
- A register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- A list of donations and grants made by Council in the previous 12 months.

In addition, Council is required to keep and maintain registers required under the *Planning and Environment Act 1987*, the *Building Act 1993*, and the *Domestic Animals Act 1994*.

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

Thirty-one FOI requests were received during 2016-2017. Of those applications, eight were released in full, 10 were released in part, five were withdrawn, one was not proceeded with, two yielded no documents, and five were not yet finalised.

In accordance with section 64B of the FOI Act, Council submitted its report on the operation of the FOI Act to Parliament, and a copy of the report was made available for public inspection. Members of the public could 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 Legal and Privacy Officer (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 included:

- 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 forum, 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 advocacy responses to key issues and government reviews including Victorian Government's Gaming Machine Arrangements Review inquiry, Federal Government's School to Work Transition inquiry, federal funding of the National Partnership Agreement on Homelessness (NPAH) and State Government funding of Homelessness services.
- 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 (2017-2020)*, which address the principles of social justice.
- Promoted social justice related events, activities and news to the Brimbank community through the Brimbank Social Justice Coalition.
- 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 and \$200,000 or more for works without entering into a competitive process.

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 a new *Brimbank Disability Action Plan (DAP) 2017-2020* in February 2017. The DAP sets out the goals and objectives that guide Council to work collaboratively with other levels of government, business, service providers and community groups to:

- help support people with disability, their families and carers,
- remove the barriers preventing people with disability leading happy and fulfilling lives, and
- improve access and inclusion for people with disability.

Each year council will prepare an implementation plan listing the actions council will take to deliver on the goals and objectives of the DAP.

In 2017 Council initiated the establishment of a Disability Advisory Committee (DAC) to guide the implementation of the DAP. The first meeting of the DAC is scheduled for late 2017.

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.

The *Domestic Animal Management Plan 2013-2017* was adopted by Council 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.

In May 2017 Council commenced work to update the Domestic Animal Management Plan, consulting with the community to get its ideas for a new draft plan. Consultation will continue in early 2017-2018.

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 provides information on how Council complies with requirements of the PDP Act.

The policy also provides guidance on how to access and amend personal information. The Privacy Policy could be downloaded from Council's website throughout 2016-2017.

Information privacy complaints

Council received three privacy complaints in 2016-2017. After investigation and consideration, two of these complaints were found to be unsubstantiated and one complaint was found to be substantiated.

The substantiated complaint arose out of a document related to a planning application being made publicly available. This occurred because incorrect settings were applied when setting up a downloadable link to documents advertised as part of a planning application. This allowed Google indexing software to cache the document and make it accessible after Council removed the document from its website. Council has since obtained software to prevent this from occurring in the future.

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 2016-2017.

Geographic names within the municipality

Council did not make any final decisions on naming proposals in 2016-2017, however it did endorse the following two naming proposals for community consultation:

- Renaming of four Early Years Centres
- Renaming of a section of Gooding Street, St Albans to Gratz Street, St Albans.

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. Council reviewed and adopted its Protected Disclosure Policy and Protected Disclosure Procedure on 21 March 2017. A copy of Council's Protected Disclosure Policy and Protected Disclosure Procedure have been available from Council's Protected Disclosure Coordinator and on Council's website throughout 2016-2017.

As required by Section 70 of the Protected Disclosure Act 2012 (the Act), it is reported that during 2016-2017:

- Council had established procedures under Part 9 of the Act to deal with any disclosures made under the Act. These procedures were available to the members of Council, staff and the public on Council's website, or by contacting the Protected Disclosure Coordinator.
- Council referred two assessable disclosures to the Independent Broad-based Anti-corruption Commission (IBAC) under section 21(2) of the Act for determination as to whether they were protected disclosures or protected disclosure complaints.
- 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 Act that related directly to Council during the financial year.



Statutory information (continued)

Central Complaints Register

During 2016 -2017, Council received 141 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, including cyber breach
- 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.

In December 2016, the organisational business continuity plan was tested in a cyber breach desktop scenario-based exercise to review its currency and adequacy. This testing ensured that Brimbank would be able to prioritise the reinstatement of its critical functions in the event of a business interruption or cyber-related incident. Continuous improvements were identified and actioned, especially in relation to cyber risk contingencies.

Council memberships

During 2016-2017 Brimbank was a member of:

- Keep Australia Beautiful
- LeadWest
- Local Government Managers Association
- Metropolitan Transport Forum
- Municipal Association of Victoria
- 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

In 2016-2017, 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 the following:

Asset condition audit

Council carried out a comprehensive inventory and condition assessment of its roadside assets. These assets include roadside furniture, signs, waste bins, guard rails, etc.

Data integrity

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 mobile and wireless solutions to allow Council officers to respond to customer enquiries more quickly and more effectively using iPads and other mobile devices.

Innovation

Continued partnership with RMIT, Melbourne Water and five other metropolitan councils to develop an automated tree survey using aerial photography and remote sensing laser scanning.

This involved the expansion of the 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 and 2013*, 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 in 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 September 2017.



2017 Community Satisfaction Survey

Council participated in the 2017 Local Government Community Satisfaction Survey conducted by the Department of Environment, Land, Water and Planning.

The results provide a benchmark the new Council will seek to raise in their four-year term.

In all seven key service areas - overall performance, community consultation, advocacy, making community decisions, sealed local roads, customer service, and overall direction - Brimbank's score was the same or higher than the state-wide average.

Council's performance on 'overall Council direction' (59 per cent) is significantly higher than both Melbourne metro (54 per cent) and state-wide (53 per cent).

Across the 23 service measures, Council's results remained fairly consistent from the previous year.

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 2017 when compared to 2016 include: Overall Performance (61 per cent to 60 per cent); Advocacy (57 per cent back to its 2015 level of 54 per cent); Making Community Decisions (57 per cent to 56 per cent); Customer Service (73 per cent to 70 per cent); and Overall Council Direction (61 per cent to 59 per cent). As noted above, Brimbank's performance on the overall Council direction satisfaction measure remains significantly higher than the metro and state-wide averages.

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.

Customer Service remains the top performing area for Council, achieving 70 per cent satisfaction.

Over the past 12 months there were significant changes at Council, including the return of elected representatives, relocating staff to the Brimbank Community and Civic Centre, moving the Sunshine and Keilor libraries and temporarily closing Keilor Customer Service.

Given these significant activities it is not surprising that Council did not see an overall trend of increasing satisfaction levels.

Service areas that need attention include population growth, traffic management and lobbying on behalf of the community, where Brimbank scored lower than the state-wide average.

Advocacy has become a key theme of this Council and the community can expect to see more work in this space. The same can be said for population growth, and Council is also calling on other levels of government to help meet increasing demands for community infrastructure and services.

With a limited income because of rate-capping it is becoming more and more challenging to deliver to the expectations of the community. Council will continue to engage the community in decision-making.

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 new community first approach and the new Council Plan aim to use this feedback to improve community satisfaction across the board.

Measures	Brimbank City Council							Melb. Metro 2017	State-wide 2017
	2012	2013	2014	2015	2016	2017	2016 to 2017		
Overall Performance	60	62	64	61	61	60	nsd	64↑	59
Community Consultation (Community consultation and engagement)	58	57	56	58	54	55	nsd	57	55
Advocacy (Lobbying on behalf of the community)	55	56	54	54	57	54	nsd	56	54
Making Community Decisions (Decisions made in the interest of the community)	n/a	n/a	57	55	57	56	nsd	58	54
Sealed Local Roads (Condition of sealed local roads)	n/a	n/a	63	60	58	58	nsd	66↑	53↓
Customer Service	71	76	73	76	73	70	nsd	71	69
Overall Council Direction	63	63	62	57	61	59	nsd	54↓	53↓

n/a = not available; nsd = no significant difference; ↑ = significantly higher; ↓ = significantly lower



2017 Community Satisfaction Survey (continued)

Importance and performance summaries

2017 Importance summary

Priority Area Importance	2017	2016	2015	2014	2013	2012
Local streets & footpaths	83	80	80	80	81	n/a
Emergency & disaster management	83	79	81	80	83	n/a
Sealed roads	81	80	77	77	n/a	n/a
Waste management	80	83	82	79	81	n/a
Community decisions	80	78	79	77	n/a	n/a
Elderly support services	80	80	81	80	82	n/a
Traffic management	79	78	76	75	79	n/a
Appearance of public areas	78	76	76	79	78	n/a
Population growth	78	74	76	72	77	n/a
Family support services	77	76	78	75	79	n/a
Enforcement of local laws	77	77	77	77	80	n/a
Informing the community	76	77	77	75	77	n/a
Environmental sustainability	72	77	76	73	76	n/a
Parking facilities	75	73	73	73	73	n/a
Disadvantaged support services	74	75	76	74	78	n/a
Recreational facilities	74	73	75	74	75	n/a
Planning & building permits	72	73	71	72	70	n/a
Consultation & engagement	71	73	73	71	72	n/a
Town planning policy	71	72	71	68	71	n/a
Lobbying	70	71	70	67	70	n/a
Art centres & libraries	67	70	72	67	69	n/a
Community & cultural	63	65	66	66	67	n/a
Business/ community development/ tourism	63	64	64	64	63	n/a

2017 Performance summary

Priority Area Performance	2017	2016	2015	2014	2013	2012
Art centres & libraries	72	68	68	72	69	n/a
Waste management	70	68	71	73	73	72
Emergency & disaster management	65	64	66	68	65	n/a
Community & cultural	64	67	65	66	67	n/a
Recreational facilities	64	63	66	66	65	65
Elderly support services	63	66	63	64	67	65
Environmental sustainability	62	57	61	62	64	n/a
Family support services	62	65	64	67	65	65
Appearance of public areas	61	61	62	59	59	62
Disadvantaged support services	60	61	60	61	61	61
Planning & building permits	60	59	59	60	62	59
Enforcement of local laws	60	59	62	61	64	57
Sealed roads	58	58	60	63	n/a	n/a
Business/ community development/ tourism	58	57	59	55	57	57
Town planning policy	58	56	59	59	59	55
Informing the community	56	58	61	61	62	n/a
Community decisions	56	57	55	57	n/a	n/a
Consultation & engagement	55	54	58	56	57	58
Local streets & footpaths	55	54	53	60	55	55
Parking facilities	55	57	59	60	60	56
Lobbying	54	57	54	54	56	55
Traffic management	54	57	57	58	55	54
Population growth	52	55	57	56	58	n/a



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

In May 2017 the draft *Council Plan 2017-2021*, which aims to deliver a community blueprint for advocacy and investment and includes input from the local community, was unanimously endorsed by Brimbank Councillors for public consultation with the goal for Brimbank to be an inclusive, liveable and prosperous community, led by a responsive and innovative 'Community First' Council.

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, safety, education and training.

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 meet with government representatives, agencies, other local governments and regional groups to advocate for improved transport outcomes.

Public and active transport actions included approval to commence the installation of additional bus shelters, improved bus services and continued implementation of shared user paths.

Council has advocated for additional car parking at train stations and new parking facilities will be constructed at Deer Park and Keilor Plains stations during 2017.

Council also advocates through regional groups, including the Western Transport Alliance to develop regional transport initiatives and is an ongoing member of the Calder Highway Improvement Committee and has advocated through this committee and Federal and State Ministers for the high profile Calder Park Drive interchange.

Council has long advocated for the duplication and electrification of the railway line to Melton and is also a member of the Ballarat Rail-line Action Committee, through which it campaigns for improvements to the rail line to Melton and beyond.

The Victorian Government has allocated \$518 million to upgrade the Ballarat Rail Line and the proposed works include duplication of 17 kilometres of track between Deer Park and Melton, improvements to stations to the west of Brimbank, the construction of new passing loops and associated works.

The Ballarat Rail Line Upgrade will enable much-needed extra services in the morning and afternoon peak, and a train every 40 minutes off-peak. The works are expected to be completed in late 2019.

In addition to the current scope of works, Council advocated for Ballarat Rail Line Upgrade project scope be increased to include grade separations at the intersections of Robinsons Road, Deer Park; Station Road, Deer Park; and Fitzgerald Road, Sunshine West, and upgrades to the Deer Park and Ardeer train stations. Planning has commenced for the electrification of the Ballarat Rail Line to Melton to allow for the connection into the metropolitan train network on the completion of the Melbourne Metro Rail project.

Both the Main Road and Furlong Road level crossing removal projects are nearing completion and the level crossing removal project at Melton Highway is well underway.



Advocacy, consultation and community engagement (continued)

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.

The new Westvale Men's Shed received such funding and provides much-needed amenities and opportunities for men in Brimbank, taps into the social-determinants of health for one of the hardest to reach groups in society, and is the result of extensive consultation with the broader community.

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.

Council partnered with the Australian Health Policy Collaboration at Victoria University to deliver the Growing Brimbank Collaboration, which aims to lift health and education outcomes for the Brimbank community through research-based interventions with an initial focus on early childhood health and development.

The Victorian Department of Justice and Regulation (DJR) provided funding through the Place Based Targeted Grants Program to Council for the Brimbank Growing Healthy Communities Project. The project is implemented in partnership with Jesuit Social Service and Jesuit Social College. Primarily based at Westvale Community Centre, the project uses a public health model and community crime prevention approach to increase community engagement, social cohesion and community capability of young people and women living in Brimbank, to reduce their involvement in the justice system and increase general community safety.

Council was a project partner for the Building Healthy Communities in Melbourne's West Project coordinated by Regional Development Australia. This is a cross-sector, cross-government project that aims to improve the health and wellbeing of children and their families at a selected primary school in Brimbank. In the last financial year the project was delivered at Derrimut Primary School.

In February 2017, Council made a strong call for tougher regulation of addictive electronic gaming machines and approved a submission to a Victorian Government consultation paper seeking feedback on how regulations could be improved to better protect problem gamblers from the harm caused by gaming machines.

Council's submission also called for Responsible Gambling Codes of Conduct to be enforceable by law.

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

Additionally, Council, along with the 60 other members of the Alliance for Gambling Reform, advocated for a suite of regulatory reforms to redress the burden of the negative impacts of electronic gambling on the community.

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 be part of the Western Alliance for Greenhouse Action (WAGA) with the partnership delivering key regional projects including 'Implement Low Carbon West' and 'Implementation of WAGA's Climate Change Adaptation Strategy and Action Plan'.

Council also continued to participate in western regional partnerships that support research, advocacy, industry development, sustainable investment and provide connections between industry, education and government institutions and access to strong local networks and information.

After consultation with eight member councils and stakeholders including LeadWest and Western Melbourne Regional Development Australia, Low Carbon West was developed and resulted with Council's introduction of Environmental Upgrade Agreements (EUAs) to provide businesses with the opportunity to cut energy and water costs and reduce their impact on the environment.

Consultation with the community continued when Council gathered initial feedback on an updated Environmental Sustainability Policy and Framework, which sets out a strategic approach to addressing environmental sustainability issues including biodiversity, climate change and water. Council has also developed in consultation with the community a Climate Change Adaptation Framework and Environmentally Sustainable Design Framework.

Council continues to advocate strongly to the Victorian Government to support EPA Victoria to strengthen policies, legislation and compliance systems regarding waste management, litter control and contaminated land, and the development of a new Brimbank Waste Management Strategy has been endorsed for 2018-2028.

Community infrastructure for Brimbank

In February 2017, the new elected Council began advocating with the Victorian and Federal Government to raise its serious concerns over the proposed sale of five vacant school sites in Brimbank, owned by the Department of Education and Training, as these sites were critical for Brimbank's future needs.

Council advocacy included writing directly to the Prime Minister and Premier of Victoria, Minister for Education, Minister for Planning and corresponding opposition Members, along with all local State Members of Parliament. Council also met with the Victorian Government to provide evidence that Brimbank needs more community infrastructure.

While initially Council asked for all five sites to be used for Brimbank needs, as four sites have been sold, Council is now advocating that the Victorian Government retain the Calder Rise former school site in public ownership and is exploring options for how this land can be retained for public use.

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.

Sunshine was reconfirmed as one of six metropolitan National Employment and Innovation Clusters (NEICs) in the Victorian Government's refresh of Plan Melbourne 2017-2050. The Sunshine NEIC is a 20-square kilometre area focused around Sunshine Hospital, extending from the Sunshine Metropolitan Activity Centre to the St Albans Activity Centre. The Sunshine NEIC has strong connections to Melbourne's city centre, Tullamarine Airport, the Port of Melbourne and Melbourne's booming western suburbs.

The Victorian Planning Authority (VPA) released its draft framework plan for the Sunshine NEIC which establishes a vision and program to attract business growth and increase local job opportunities over the next three decades. The VPA concluded consultation on the draft Framework Plan in April 2017 and will consider all feedback and finalise the draft plan for approval by the Minister for Planning in 2017.



Council continues to support the Sunshine Health, Wellbeing and Education Precinct (SHWEP) Board which includes Western Health (Children's Allied Health Services and Hospital Services), Victoria University, University of Melbourne, cohealth, and Medicare Local and other stakeholders who work to attract further investment, development and employment to the SHWEP, as well as undertake advocacy work to secure public investment. This includes expansion of Sunshine Hospital, and construction of the \$200 million Joan Kirner Women's and Children's Hospital, and the nearby Furlong Road level crossing removal and new Ginifer railway station. In August 2016 SHWEP partners held a Stakeholder Breakfast Briefing for senior private and public sector leaders and leading medical education and health specialists, to promote the recent achievements and significant opportunities that the precinct offers.

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 also prepared a submission to the Infrastructure Victoria's 30-year Infrastructure Strategy, which was submitted in November 2016 emphasising the ongoing need to invest in Melbourne's west with a focus on transport, employment and housing. Council will continue to work with the Victorian Government and its development agencies to pursue initiatives that will result in a sustainable Melbourne and Brimbank.

Engaging and consulting with the community

Council has a longstanding 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 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.

For more information on Council's Community Consultative/Reference Committees see page 66.

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. Council has a dedicated Have Your Say area of its website for consultations and also promoted through other channels. These other channels include social media, letters sent to residents when necessary, and written invitations 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 2016-2017, the community was consulted on a wide range of topics, draft policies, plans, strategies and topics:

- Brimbank 2030 Vision – What is it about?
- Draft Annual Budget 2017-2018
- Draft Climate Change Adaptation Framework
- Draft Community Facilities Capital Development Policy and Draft Community Facilities Hire, Licences and Leases Agreement Policy – Proposed Major Policy Consultation
- *Draft Council Plan 2017-2021*
- *Draft Disability Action Plan 2017-2020*
- Draft Environmentally Sustainability Design Framework
- Draft Updated Cycling and Walking Strategy
- Draft Vietnam War Memorial Concept Plan
- Keilor Former Library Site Community Consultative Committee: Expression of Interest
- Keilor Former Library Site: Expression of Interest
- Mayoral and Councillor Allowances Review
- Relocation of Planned Activity Group Programs from Romsey Villa to Keilor Village Library
- Review of the *Local Government Act 1989*
- Rules for the neighbourhood (Local Law Review)
- Sunshine Leisure Centre Community Consultative Committee
- Sustainability Policy and Framework
- The Lakes Reserve, Taylors Lakes – Flagship Park Upgrade
- Waste Management Strategy Development
- What's your big idea for Brimbank?



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 2016-2017 410 volunteers lent a hand to Brimbank City Council. The age range was 17 to 88; the longest serving volunteer has been with Council for 38 years. Volunteers come from 73 different countries and speak more than 84 languages.

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

- Administration
- BAS (Brimbank Active Seniors)
- Clean-up activities
- Community meals
- Community Register
- Disability Network Group
- Environmental planting activities
- Exam invigilators
- Festival 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 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.

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 2016-2017 and plans for the future. The Key Sustainability Actions for 2017-2018 are highlights taken from the *Council Plan 2017-2021*.

Environmental sustainability achievements

Climate change

- Continued commitment and partnership in the award-winning Greening the West initiative and the One Million Trees Project. The One Million Trees Project is supported by the Australian Government's 20 Million Trees Program (part of the National Landcare Program) and LeadWest.
- Continued to actively participate in the Western Alliance for Greenhouse Action, hosting the network at Brimbank Community and Civic Centre and launching the world-leading 'How Well Are We Adapting' project for climate change adaptation best practice.
- Promoted a range of environmentally sustainable practices via a range of activities and programs including the annual Brimbank Sustainability Expo, food growing and waste management programs in schools, and a calendar of improving and engaging residents in the local natural environment.
- Completed over 120kW of solar PV installations, LED lighting upgrades and energy efficiency retrofits at Sydenham Library and Community Hub, Hunt Club Community and Arts Centre and Delahey Community Centre.
- Continued to track well against Council's Greenhouse Reduction Strategy 2013-2023, reducing emissions through a number of measures.
- Increased tree canopy and shade across the municipality by planting nearly 500 street trees. This is part of implementation of the Urban Forest Strategy that aims to increase tree canopy and shade across the municipality by planting 700,000 trees by 2030.

Waste efficiency

- Supported the community to trial placing food organics in green waste kerbside bins and programs to encourage correct use of green waste service. This resulted in a 60 per cent reduction in presentation of contaminated bins across Brimbank between January and June 2017 under the 'Keeping Your Green Clean' project.
- Successfully targeted illegal dumping and littering through the 'Innovate to Abate' project, co-funded with the Victorian Government. This project achieved reduced instances of dumped rubbish and more targeted enforcement.
- Encouraged responsible disposal of hazardous waste and hosted Sustainability Victoria's annual 'Detox Your Home' event at Council's Keilor Park Resource Recovery (drop-off) Centre.
- Exceeded the target for reducing water pollutants entering waterways as measured in Council's Sustainable Water Management Strategy.

Conserving the natural environment

- Continued annual Conservation Asset Maintenance program, including revegetation works; pest, plant and animal control; and biomass management.
- Continued to support 'Friends of' groups and conservation volunteers, assisting with environmental activities and programs contributing to Brimbank's biodiversity.
- Continued with external partnership programs, including the Maribyrnong Valley Connection Project, resulting in the enhanced maintenance of natural assets in Brimbank.



Strategic sites

- Council continued to implement the Brooklyn Industrial Precinct Strategy.

Water

- Completed detailed designs for stormwater harvesting systems at Dempster Park and Balmoral Park, with potential to generate almost 40 million litres per year in alternative water.
- Treated more than 100,000 kilograms of stormwater pollutants via 141 Water Sensitive Urban Design assets such as rain gardens, wetlands, swales and tree pits, as well as Council's four stormwater harvesting systems.

Key environmental sustainability actions for 2017-2018

- ▶ Provide a range of kerbside waste and recycling collection services to all residents.
- ▶ Support a water sensitive city and healthy waterways by adopting an integrated water management approach.
- ▶ Support the community to become sustainability stewards by taking action on the local impacts of resource depletion, pollution and climate change.
- ▶ Significantly increase tree planting across the municipality.
- ▶ Development of the 2018-2028 Waste Management Strategy incorporating a Clean Green Brimbank Litter Management Strategy.
- ▶ Develop and implement an Environmentally Sustainable Design Framework.

Economic sustainability achievements

Revitalising places for people

- Developed the Brimbank Economic Development Strategy 2016-2020, which included extensive consultation with local industry, businesses, partners and State Government.
- Council completed construction of the \$52 million Brimbank Community and Civic Centre in Sunshine. The Centre consolidates staff from four former Council office sites into one and includes an upgraded and expanded Sunshine Library, new Customer Service Centre, a range of community meeting and activity spaces, exhibition space and tenant space for external organisations.
- Redeveloped the former Keilor Municipal Office into the Keilor Community Hub, including the new Keilor Library and Keilor Customer Service Centre.
- Continued to support the activities of the appropriately constituted and representative business associations in line with Council's Business Associations Support Policy.
- The annual series of Business Breakfasts helped facilitate networking among local businesses and the quarterly *Business Link* magazine was distributed to more than 3,000 businesses.
- Networking, mentoring and training events were held to further the development of business operators in town centres.
- Worked with the St Albans Town Centre Business Association and Sunshine Business Association to pursue sustainable marketing and business development programs.
- Council continued to support marketing promotions in town centres such as Sunshine FOOD Fever part of the Melbourne Food and Wine Festival and the St Albans New Year Festival.
- Continued to advocate for regional transport and infrastructure improvements.
- Commenced a place management program in the St Albans Town Centre called 'Go St Albans', and continued delivery of the Sunshine Rising Program in the Sunshine Town Centre.

Social sustainability achievements

- Continued to support established and emerging community groups through Council's Community Grants Program.
- Actively promoted the roles and skills of Community Resource Members across relevant Council work areas to ensure their participation in local projects.
- Launched a new mobile responsive Council website and provided increased options for the community to make online payments, access Council services and participate in decision-making.
- Continued to engage the community in creative arts opportunities through the provision of new spaces and facilities, for example at the new Keilor Community Hub.
- Maintained and enhanced access to a diverse collection of books and multimedia resources at Brimbank libraries, including multilingual resources.
- Completed the \$8.9 million upgrade of the St Albans Community Centre, formerly named Errington Community Centre, including the 200-seat Bowery 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.
- Brimbank held its annual Australia Day awards, recognising community members for their achievements in nine categories.
- Community grants were provided to 73 community groups and were approved for a total amount of \$330,000.
- 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 2016-2017.
- 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.
- 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.
- Updated the Creating Better Parks Open Space and Playground Policy and Plan to updated provide a framework for the ongoing improvement of the City's already impressive park network.



Maintaining assets

- 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

- Continued the prudent management of Council's debt level to meet the growing and future community infrastructure needs.
- Continued 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.
- Council achieved a surplus of \$44.44 million in 2016-2017.

Key economic sustainability actions for 2017-2018

- ▶ Sale of the former Sunshine Municipal Office Precinct in Alexander Avenue, Sunshine is expected after a decision to sell was made in 2015.
- ▶ Implement the Brimbank Economic Development Strategy.
- ▶ Increase opportunities for business activity and investment and deliver a range of programs to expand the visitor economy.
- ▶ 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.
- ▶ Continue to advocate for increased infrastructure and funding for education, employment, health and transport needs in the west, and specifically Brimbank.

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 2016 increased awareness and development opportunities relating to reading and writing.
- Launched the 1,000 Books Before School program through Brimbank Libraries. This three-year state-wide project, in partnership with State Library of Victoria and the Public Libraries Victoria network, aims to ready pre-schoolers for school.
- Community strengthening opportunities were provided through the annual Community Leadership programs.

Key social sustainability actions for 2017-2018

- ▶ Implement the proposed Education Development Centre at Visy Hub.
- ▶ Work with government to deliver an employment initiative to bring together unemployed jobseekers, employers, employment providers and industry bodies.
- ▶ Develop a Brimbank Resilience Plan based on the Resilient Melbourne Strategy.
- ▶ Facilitate participation in employment and education.
- ▶ Advocate for improved access to, and provision of, education, employment and lifelong learning opportunities.
- ▶ Implement the Annual Action Plan for the new *Council Plan 2017-2022* once adopted.



Awards

July 2016



Supporting Tennis - Local Government Recognition award at the 2016 Victorian Tennis Awards

Brimbank City 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.

February 2017



Electronic Planning Application Process - LGPro Awards for Excellence 2017

Council won the LGPro Awards for Excellence in the Innovative Management category for this new process, which made the planning permit application process completely digital from start to finish.

This included the customer submitting their application with all required documents and paying online; the entire workflow of the application process including internal and external referrals, advertising, delegate reports, generating invoices within the department via the accounts receivable system for additional costs and customers subsequently being able to pay them online; and marking up of the endorsed plans and the issuing of the permit.

This community-focused project delivered many benefits including cost and time savings for both the organisation and the applicants, development opportunities for staff members, and sharing of lessons learned and benefits gained with other Councils.

May 2017



Creating Better Parks Policy and Plan wins award at Parks and Leisure Australia Regional Awards of Excellence (Vic/Tas Region)

Brimbank's Creating Better Parks Open Space and Playground Policy and Plan won the Leisure and Open Space Planning category with a focus on how green infrastructure created through this plan has transformed liveability in Brimbank. The project would be considered for the Parks and Leisure Australia National Awards to be held later in 2017.

Creating Better Parks has received industry recognition on numerous occasions, including at previous State Parks and Leisure Australia Awards, by the Australian Institute of Landscape Architects and by the Planning Institute of Australia.



June 2017



2017 In2Tennis Program wins award at Parks and Leisure Australia Regional Awards of Excellence (Vic/Tas Region)

The 2017 In2Tennis Program won the Community Program of the Year Award.

The innovative and inclusive In2Tennis Program was held for the first time in January 2017 and was planned specifically to coincide with the Australian Open. All 11 Brimbank tennis clubs got involved to run 36 programs across the 10-day event that encouraged community members to give tennis a go. It was a great success.

The success was due to the efforts of key partners which included Tennis Victoria, with support from ANZ, as well as the 11 Brimbank tennis clubs that participated in the program.

The project would be considered for the Parks and Leisure Australia National Awards to be held later in 2017.



Sunshine Library shortlisted for inaugural Australian Library Design Awards in the Public Libraries category

Sunshine Library was amongst 17 libraries across Australia to make the shortlist, and amongst eight in the Public Libraries category.

Since opening in July 2016 the new Sunshine Library has cemented its position as an important resource and destination for the Brimbank community – and more specifically an integral part of the Sunshine lifestyle.



Brimbank Community and Civic Centre wins Public Architecture Award at Victorian Architecture Awards 2017

The Brimbank Community and Civic Centre at 301 Hampshire Road was designed by Lyons, and built by Kane Constructions.

The Brimbank Community and Civic Centre was designed to offer the community a one-stop-shop that would meet their needs, and remind them of the rich heritage of the place in which it was located.

The building sits on the site of the former Sunshine Harvester Works, and the architectural design of the building draws on the sawtooth industrial heritage of the site making this one of the most outstanding buildings in the west.

06

Performance Statement

For the year ended
30 June 2017



Description of municipality

The City of Brimbank was established in 1994, uniting the former Keilor and Sunshine councils. It was named after Brimbank Park in Keilor, which gained its name from the practice of farmers driving livestock 'around the brim of the bank' of the Maribyrnong River.

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.

Brimbank is a vibrant, growing community in the heart of Melbourne's west. Diversity is central to our identity – we are proudly multicultural, embracing people from around the world and weaving their stories into our own. Brimbank's estimated resident population of 202,863 in 2016 makes it the third most populous municipality in Greater Melbourne.

Sustainable Capacity Indicators for the year ended 30 June 2017

Indicator/measure	Results			Material Variations
	2015	2016	2017	
Population				
Expenses per head of municipal population [Total expenses / Municipal population]	\$871.92	\$873.87	\$877.50	No material variations.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,125.21	\$6,639.22	\$8,007.72	Population is the key determinant, with Council continuing to fund delivery of infrastructure to the community. The result for this measure has increased by \$1,368.50 per head of population due to the valuation of infrastructure assets (Roads) during the 2016/17 financial year.
Population density per length of road [Municipal population / Kilometres of local roads]	266.80	219.40	226.31	Population is a key determinant, with Council continuing to fund delivery of infrastructure to the community.
Own-source revenue				
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$776.65	\$798.86	\$848.30	No material variations.
Recurrent grants				
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$164.81	\$100.56	\$163.78	The result of the measure has increased by \$63.22 per head of municipal population due to \$6.7 million of the 2017/2018 Financial Assistance Grants allocation being received in the 2016/2017 year. Fluctuations in the result of this measure are due to the timing of the payment of the Financial Assistance Grant.
Disadvantage				
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	1.00	1.00	1.00	Based on information from SEIFA, the Socio-Economic Indexes for Areas, published from time to time by the Australian Bureau of Statistics on its website.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to 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 website

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



Service Performance Indicators for the year ended 30 June 2017

Service/Indicator/measure	Results			Material Variations
	2015	2016	2017	
Aquatic facilities				
<i>Utilisation</i>				
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	2.78	2.85	2.80	No material variations
Animal management				
<i>Health and safety</i>				
Animal management prosecutions [Number of successful animal management prosecutions]	6	7	8	No material variations
Food safety				
<i>Health and safety</i>				
Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100.00%	100.00%	100.00%	No material variations
Governance				
<i>Satisfaction</i>				
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	55.00	57.00	56.00	No material variations
Home and community care				
<i>Participation</i>				
Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	5.87%	5.41%	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	5.33%	4.95%	NA	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Libraries				
<i>Participation</i>				
Active library members [Number of active library members / Municipal population] x100	16.54%	14.07%	15.61%	No material variations
Maternal and child health				
<i>Participation</i>				
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.46%	72.90%	69.82%	No material variations
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	68.29%	53.76%	58.33%	No material variations



Service/Indicator/measure	Results			Material Variations
	2015	2016	2017	
Roads				
<i>Satisfaction</i>				
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	60.00	58.00	58.00	No material variations
Statutory Planning				
<i>Decision making</i>				
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	71.43%	80.95%	61.54%	Brimbank City Council's success rate at VCAT can be attributed in part to the effort Council makes in negotiating and consulting with applicants and objectors to achieve good land use planning and development outcomes. In 2016/2017 five Council decisions were set aside at VCAT, this is consistent with previous financial year where four Council decisions were set aside. Variation in percentage is due to numbers of decision being considered at VCAT, 13 in 2016/2017 financial year in contrast to 21 in the 2015/2016 financial year.
Waste Collection				
<i>Waste diversion</i>				
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	37.98%	38.80%	40.08%	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 authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

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

"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 authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

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

"population" means the resident population estimated by council

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

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



Financial Performance Indicators for the year ended 30 June 2017

Dimension/Indicator/measure	Results		
	2015	2016	2017
Efficiency			
<i>Revenue level</i>			
Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,465.53	\$1,543.83	\$1,588.96
<i>Expenditure level</i>			
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,271.43	\$2,283.91	\$2,347.62
<i>Workforce turnover</i>			
Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	5.52%	7.51%	7.16%
Liquidity			
<i>Working capital</i>			
Current assets compared to current liabilities [Current assets / Current liabilities] x100	200.66%	145.46%	219.37%
<i>Unrestricted cash</i>			
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	50.78%	17.89%	72.27%
Obligations			
<i>Asset renewal</i>			
Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	52.82%	53.10%	62.66%
<i>Loans and borrowings</i>			
Loans and borrowings compared to rates compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	34.88%	45.75%	41.76%
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.60%	3.58%	4.00%
<i>Indebtedness</i>			
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	33.45%	43.39%	38.97%
Operating position			
<i>Adjusted underlying result</i>			
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	8.23%	4.74%	15.06%
Stability			
<i>Rates concentration</i>			
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	70.24%	76.49%	68.59%
<i>Rates effort</i>			
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.40%	0.42%	0.38%



Forecasts				Material Variations
\$1,647.97	\$1,682.37	\$1,716.36	\$1,750.45	Increases in line with expected growth and rate capping.
\$2,442.06	\$2,488.93	\$2,526.29	\$2,589.19	Increases in line with expected growth and CPI increases on expenses.
7.23%	7.23%	7.23%	7.23%	No material variations
144.16%	150.12%	148.68%	111.30%	The result for this measure has increased by 73.91 percentage points due to the Victorian Grants Commission funding received in advance, receipt of a capital grant, additional proceeds of sale of assets and Capital Works carried forward to 2017/18. With a result of 219.37% Council is in a strong financial position and well positioned to meet commitments when they fall due.
55.09%	58.89%	57.00%	55.05%	The result for this measure has increased by 54.38 percentage points due to the Victorian Grants Commission funding received in advance, receipt of a capital grant, additional proceeds of sale of assets and Capital Works carried forward to 2017/18. With a result of 72.27% Council is in a strong financial position and well positioned to meet commitments when they fall due.
65.45%	68.72%	78.67%	69.63%	The 2015 and 2016 results were lower than the current year and forecasted figures mainly due to the expenditure on the new Sunshine Civic Centre.
42.29%	39.68%	37.13%	34.63%	The result for this measure has decreased by 3.99 percentage points due to the repayment of loans.
2.78%	3.18%	3.11%	3.02%	The result for this measure has increased by 0.42 percentage points due to the interest only borrowings of \$21 million taken out in the 2015/16 financial year being recognised for the full year in 2016/17.
40.06%	38.08%	35.68%	17.37%	The result for this measure has decreased by 4.42 percentage points due to the net gain of \$4.8 million on the disposal of property and plant, the additional rate revenue of \$5.8 million and the non-current liability decreasing by the yearly loan repayment.
5.88%	4.32%	4.86%	4.20%	The result for this measure has increased by 10.32 percentage points. Council received \$6.7 million of the 2017/2018 Financial Assistance Grants allocation in the 2016/2017 year.
75.29%	76.71%	76.72%	76.93%	The result for this measure has decreased by 7.9 percentage points. Council received \$6.7 million of the 2017/2018 Financial Assistance Grants allocation in the 2016/2017 year.
0.39%	0.40%	0.40%	0.41%	No material variations

Definitions

“adjusted underlying revenue” means total income other than: (a) non-recurrent grants used to fund capital expenditure; and (b) non-monetary asset contributions; and (c) contributions to fund capital expenditure from sources other than those referred to above

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan

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

“population” means the resident population estimated by council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Other Information

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 1 August 2017 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*.



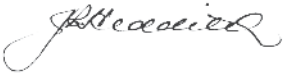
Andrew Brae CA
Principal Accounting Officer
Dated: 19 September 2017

In our opinion, the accompanying performance statement of (Brimbank City Council) for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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

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

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



John Hedditch
Mayor
Dated: 19 September 2017



Helen Morrissey
Acting Chief Executive Officer
Dated: 19 September 2017

Independent Auditor's Report



Independent Auditor's Report

To the Councillors of Brimbank City Council

Opinion	<p>I have audited the accompanying performance statement of Brimbank City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2017• sustainable capacity indicators for the year ended 30 June 2017• service performance indicators for the year ended 30 June 2017• financial performance indicators for the year ended 30 June 2017• other information and• the certification of the performance statement. <p>In my opinion, the performance statement of Brimbank City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the <i>Auditor's responsibilities for the audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>



Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
21 September 2017



Tim Loughnan
as delegate for the Auditor-General of Victoria

07

Financial Report

For the Year Ended
30 June 2017



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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 2016-2017 financial year and the overall position at the end of the financial year (30 June 2017).

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 the 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, Statement of Changes in Equity 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 disclosures (Note 35)
- Events occurring after balance date (Note 37)

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, Brimbank Mayor, Brimbank Councillor 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 2017

	Note	2017 \$'000	2016 \$'000
Income			
Rates and charges	3	145,778	139,954
Statutory fees and fines	4	6,051	4,694
User fees	5	9,582	8,198
Grant - operating	6	32,534	19,037
Grant - capital	6	7,665	9,195
Contributions - monetary	7	4,926	3,923
Contributions - non-monetary assets	7	5,325	2,201
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	8	5,251	406
Other income	9	7,869	6,066
Total income		224,981	193,674
Expenses			
Employee costs	10	79,803	77,362
Materials and services	11	58,938	59,118
Bad and doubtful debts	12	1,283	618
Depreciation and amortisation	13	34,709	31,855
Borrowing costs	14	2,689	2,207
Other expenses	15	3,115	3,118
Total expenses		180,537	174,278
Surplus/(deficit) for the year		44,444	19,396
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	27	310,845	195,115
Total comprehensive result		355,289	214,511

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



Balance Sheet as at 30 June 2017

	Note	2017 \$'000	2016 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	60,418	33,528
Trade and other receivables	17	25,721	26,467
Inventories	19	88	100
Non-current assets classified as held for sale	20	1,501	2,820
Other assets	21	2,698	1,443
Total current assets		90,426	64,358
Non-current assets			
Trade and other receivables	17	101	101
Other financial assets	18	198	180
Property, infrastructure, plant and equipment	22	2,237,114	1,912,045
Total non-current assets		2,237,413	1,912,326
Total assets		2,327,839	1,976,684
Liabilities			
Current liabilities			
Trade and other payables	23	16,839	18,748
Trust funds and deposits	24	2,156	2,657
Provisions	25	20,778	19,690
Interest-bearing loans and borrowings	26	1,448	3,148
Total current liabilities		41,221	44,243
Non-current liabilities			
Trust funds and deposits	24	5,462	4,746
Provisions	25	3,128	3,507
Interest-bearing loans and borrowings	26	59,429	60,878
Total non-current liabilities		68,019	69,131
Total liabilities		109,240	113,374
Net assets		2,218,599	1,863,310
Equity			
Accumulated surplus		990,634	949,268
Reserves	27	1,227,965	914,042
Total equity		2,218,599	1,863,310

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



Statement of Changes in Equity for the Year Ended 30 June 2017

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017					
Balance at beginning of the financial year		1,863,310	949,268	908,092	5,950
Surplus/(deficit) for the year		44,444	44,444	-	-
Net asset revaluation increment/(decrement)	27(a)	310,845	-	310,845	-
Transfers to other reserves	27(b)	-	(5,010)	-	5,010
Transfers from other reserves	27(b)	-	1,932	-	(1,932)
Balance at end of the financial year		2,218,599	990,634	1,218,937	9,028
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

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 2017

	Note	2017 Inflows/ (Outflows) \$'000	2016 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		146,598	137,723
Statutory fees and fines		5,259	3,899
User fees		8,198	8,321
Grants - operating		32,576	19,090
Grants - capital		7,752	9,530
Contributions - monetary		6,028	3,330
Interest received		2,276	2,231
Trust funds and deposits taken		2,360	1,838
Other receipts		5,736	3,850
Net GST refund/(payment)		4,628	4,921
Employee costs		(78,558)	(76,386)
Materials and services		(68,318)	(61,424)
Trust funds and deposits repaid		(1,458)	(1,201)
Other payments		(3,293)	(3,245)
Net cash provided by operating activities	28	69,784	52,477
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(47,932)	(89,768)
Proceeds from sale of property, infrastructure, plant and equipment		10,894	2,303
Proceeds from sale of investments		-	1,713
Payments for investments		(18)	(180)
Net cash used in investing activities		(37,056)	(85,932)
Cash flows from financing activities			
Finance costs		(2,689)	(2,015)
Proceeds from borrowings		-	21,000
Repayment of borrowings		(3,149)	(2,991)
Net cash provided by/(used in) financing activities		(5,838)	15,994
Net increase/(decrease) in cash and cash equivalents		26,890	(17,461)
Cash and cash equivalents at the beginning of the financial year		33,528	50,989
Cash and cash equivalents at the end of the financial year	16	60,418	33,528
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 2017

	2017 \$'000	2016 \$'000
Property		
Land	1,418	1,815
Buildings	9,848	56,655
Total property	11,266	58,470
Plant and equipment		
Plant, machinery and equipment	2,981	3,156
Computers and telecommunications	128	416
Library books	847	813
Total plant and equipment	3,956	4,385
Infrastructure		
Roads	25,814	21,795
Footpaths and cycleways	943	1,297
Drainage	389	762
Parks, open space and streetscapes	2,264	1,387
Recreational, leisure and community facilities	2,955	1,575
Sustainability	345	97
Total infrastructure	32,710	26,913
Total capital works expenditure	47,932	89,768
Represented by:		
New asset expenditure	17,778	65,312
Asset renewal expenditure	21,748	16,914
Asset upgrade expenditure	8,406	7,542
Total capital works expenditure	47,932	89,768

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 2017

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(k))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1(l))
- the determination of employee provisions (refer to note 1(q))

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) 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.

(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.

Notes to the Financial Report for the Year Ended 30 June 2017

Note 1 Significant accounting policies (continued)

(d) 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.

(e) Fair value measurement

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

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

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

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

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

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

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

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



Notes to the Financial Report for the Year Ended 30 June 2017

Note 1 Significant accounting policies (continued)

(f) 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.

(g) Trade and other receivables

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(h) 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.

(i) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

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

(k) 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 price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

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

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

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use 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.



Notes to the Financial Report for the Year Ended 30 June 2017

Note 1 Significant accounting policies (continued)

(I) 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 below and are consistent with the prior year unless otherwise stated.

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 2017

Note 1 Significant accounting policies (continued)

(m) 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.

(n) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(o) 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).

(p) 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.

(q) Employee costs and benefits

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

Wages and salaries and annual leave

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

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

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability - unconditional LSL is disclosed as a current liability even when 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.



Notes to the Financial Report for the Year Ended 30 June 2017

Note 1 Significant accounting policies (continued)

(r) Leases

Operating Leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

(s) 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.

(t) 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.

(u) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of a note and are presented inclusive of the GST payable.

(v) Pending accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2018/19)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has a significant number of operating leases that will be impacted as a result of this change. This will see assets and liabilities of approximately \$10,008,000 recognised.

(w) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.



Notes to the Financial Report for the Year Ended 30 June 2017

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent 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 21 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for 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 2017 \$'000	Actuals 2017 \$'000	Variance 2017 \$'000	Ref
Income				
Rates and charges	145,397	145,778	381	
Statutory fees and fines	4,926	6,051	1,125	1
User fees	10,224	9,582	(642)	
Grant - operating	25,000	32,534	7,534	2
Grant - capital	1,365	7,665	6,300	3
Contributions - monetary	2,654	4,926	2,272	4
Contributions - non-monetary assets	1,800	5,325	3,525	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3,107	5,251	2,144	6
Other revenue	5,902	7,869	1,967	7
Total income	200,375	224,981	24,606	
Expenses				
Employee costs	81,525	79,803	1,722	
Materials and services	60,273	58,938	1,335	
Bad and doubtful debts	330	1,283	(953)	8
Depreciation and amortisation	37,636	34,709	2,927	
Finance costs	2,800	2,689	111	
Other expenses	3,304	3,115	189	
Total expenses	185,868	180,537	5,331	
Surplus/(deficit) for the year	14,507	44,444	29,937	



Notes to the Financial Report for the Year Ended 30 June 2017

Note 2 Budget comparison (continued)

(a) Income and expenditure (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Statutory fees and fines is favourable by \$1.13 million compared to budget due to: 1) Parking fines which are \$365,000 ahead due to the addition of an extra parking officer; 2) Planning and subdivisional fees which are ahead of budget by \$618,000 due to the introduction of new planning and subdivision fee guidelines on 27 September 2016; 3) Environmental Health Registration and Transfer fees are above budget by \$89,000.
2	Grant - operating	Operating Grants is favourable by \$7.53 million due to: 1) Prepayment of 50% of the 2017/18 Victoria Grants Commission funding of \$6.30 million received in June 2017; 2) Funding for Planned Activity Group (DHHS) increased by \$95,000; 3) Centre Based Respite (CHSP) grants was ahead of budget by \$204,000; 4) Commonwealth Home support grants for personal care was ahead of budget by \$320,000; 5) Aged Care payments were ahead of budget by \$205,000, however an estimate of \$130,000 of this funding has been passed on to the service provider as Brokerage; 6) Child Care Benefit funding was ahead of budget \$102,000; 7) Streamlining for Growth 2016/17 Grant received from Victorian Planning Authority which was not expected \$75,000; 8) Placed-based Targeted Grant for the Brimbank Growing Healthy Community project was received and not budgeted for \$80,000; 9) Funding for Maternal and Child Health increased by \$315,000 as a result of higher birth rates in the municipality, which will fund additional expenditure necessary to cope with the demand.
3	Grant - capital	Capital Grants is favourable by \$6.3 million due to: 1) \$4.2 million received for Open Space and Public Initiatives in Sunshine not budgeted; 2) Roads to Recovery received \$1.8 million against a budget of \$769,000; 3) Local Roads \$410,000 to fund Federal Black Spot program, roundabouts and Sunshine Town Centre -Station Entry upgrade; 4) Parks & Recreation Facilities \$874,000. This increase in funding includes projects such as Upper Stony Creek Transformation, Living Rivers program for Stormwater Harvesting and Sunvale Community Park; 5) Ardeer Soccer Pavilion upgrade and additional funding for the Keilor Basketball and Netball Stadium; 6) Drainage \$98,000 for the Living Rivers program.
4	Contributions - monetary	Monetary contributions is favourable by \$2.27 million due to: 1) Open space developer contributions that have increased by \$1.61 million due to higher than expected development in the municipality and the higher property valuations; 2) Additional contributions to Capital Works of \$450,000 (Blackspot \$103,000, Ardeer Reserve \$150,000 and Keilor basketball stadium \$125,000).
5	Contributions - non-monetary assets	Non-monetary contributions is favourable by \$3.5 million due to additional new subdivisions (Thomsons Road \$945,000, Mt Derrimut Road Industrial Estate \$2.4 million and Callaway Precinct \$2.0 million) vesting in Council.
6	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. Net gains have exceeded budget by \$2.14 million. This includes gains of \$2.62 million on the sale of Council's properties, including the Withers St Car Park; and minor losses of (\$48,000) on the disposal of fleet assets and other furniture and equipment.
7	Other revenue	Other revenue is favourable by \$1.97 million compared to budget due to: 1) Special rates and charges for St Albans & Sunshine not budgeted \$235,000; 2) Insurance refund received for a rolled compactor and other plant and vehicle insurance recoveries \$142,000; 3) Discount received on early full payment of WorkCover insurance premium \$144,000; 4) Additional income from recovery of Legal Costs \$247,000; 5) Additional rebates received for Kerbside Recycling \$330,000 and WorkCover \$160,000; 6) Increase in interest received on Rates \$286,000; 7) Additional income for Footpath Maintenance \$233,000 and Bus Lane repairs \$82,000 which was a result of negotiations with the Regional Rail Link Authority.
8	Bad and doubtful debts	Bad and doubtful debts are debts which are determined to be uncollectible. Bad and doubtful debts is unfavourable to budget by \$953,000 as there were a large number of debts running over 120 days.



Notes to the Financial Report for the Year Ended 30 June 2017

Note 2 Budget comparison (continued)

(b) Capital works

	Budget 2017 \$'000	Actuals 2017 \$'000	Variance 2017 \$'000	Ref
Property				
Land	2,815	1,418	1,397	9
Buildings	10,791	9,848	943	
Total property	13,606	11,266	2,340	
Plant and equipment				
Plant, machinery and equipment	4,493	2,981	1,512	
Computers and telecommunications	-	128	(128)	
Library books	800	847	(47)	
Total plant and equipment	5,293	3,956	1,337	10
Infrastructure				
Roads	29,882	25,814	4,068	11
Footpaths and cycleways	1,070	943	127	12
Drainage	630	389	241	13
Parks, open space and streetscapes	2,730	2,264	466	14
Recreational, leisure and community facilities	3,660	2,955	705	15
Sustainability	440	345	95	16
Total infrastructure	38,412	32,710	5,702	
Total capital works expenditure	57,311	47,932	9,379	
Represented by:				
New asset expenditure	30,169	17,778	12,391	
Asset renewal expenditure	27,142	21,748	5,394	
Asset upgrade expenditure	-	8,406	(8,406)	
Total capital works expenditure	57,311	47,932	9,379	

Notes to the Financial Report for the Year Ended 30 June 2017

Note 2 Budget comparison (continued)

(b) Capital works (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
9	Land	Expenditure on Land is favourable by \$1.4 million compared to budget. Funding of \$1.8 million provided in 2016-17 for the purchase of the Sunvale site was not required as property was sold in 2015-16. Further funding of \$400,000 was required for the compulsory acquisition of the Mclvor Rd property.
10	Plant and equipment	Expenditure on Plant, Machinery and Equipment is favourable by \$1.5 million compared to budget due to the following purchases being carried forward to 2017-18: 1) Three Parks Services trucks \$397,000; 2) One Hook-lift Truck \$244,000; 3) Spray Unit \$25,000. In addition to the above, savings have been realised from the non-replacement of 3 further trucks (\$194,000 each) due to the Parks Services restructure.
11	Roads	Expenditure on Roads is favourable by \$4.1 million compared to budget due to the following projects not being completed at 30 June 2017 and being carried forward to 2017-18: 1) Benjamin Street rehabilitation \$433,000; 2) East Esplanade Service Road 1 rehabilitation \$111,000; 3) Tamar Drive (Stage 1 of 3) rehabilitation \$610,000; 4) Old Geelong Road Widening and Kerb & Channel \$112,000; 5) Jones Road, Brooklyn \$107,000; 6) Pedestrian facilities and missing links - various locations \$250,000; 7) Local Area Traffic Management Project (LATM) \$220,000; 8) Sunshine Public Realm Hampshire Road rehabilitation \$690,000; 9) St Albans Town Centre Public Realm improvement, St Albans Square \$382,000; 10) Sunshine Town Centre - Sunshine Station entry upgrades/integration \$469,000. In addition to the above, savings of \$700,000 have been realised from road overlay projects.
12	Footpaths and cycleways	Expenditure on Footpaths and Cycleways is favourable by \$127,000 compared to budget due to the following projects not being completed at 30 June 2017 and being carried forward to 2017-18: 1) Deer Park Station to Village Link - Deer Park Village Activity Centre.
13	Drainage	Expenditure on Drainage is favourable by \$241,000 compared to budget due to the following projects not being completed at 30 June 2017 and being carried forward to 2017-18: 1) Rectification of Water Quality device at North Sunshine Industrial Estate \$155,000. In addition to the above, savings have been realised from the Minor Improvement drainage projects.
14	Parks, open space and streetscapes	Expenditure on Parks, Open Space and Streetscapes is favourable by \$466,000 compared to budget due to the following projects not being completed at 30 June 2017 and being carried forward to 2017-18: 1) Sunvale Community Park \$311,000; 2) Forward Design Suburban Park Upgrade \$50,000; 3) Neighbourhood Park Upgrades \$88,000.
15	Recreational, leisure and community facilities	Expenditure on Recreational, leisure and community facilities is favourable by \$705,000 compared to budget due to the following projects not being completed at 30 June 2017 and being carried forward to 2017-18: 1) Delahey Tennis Court 3 & 4 Reconstruction \$323,000; 2) Cricket Net Replacement Program \$100,000; 3) Sportsground Lighting Upgrade Program \$91,000.
16	Sustainability	Expenditure on Sustainability projects is favourable by \$95,000 compared to budget due to the following projects not being completed at 30 June 2017 and being carried forward to 2017-18: 1) Sunshine Energy Park, Albion Landfill Gas Mitigation \$60,000; 2) Living Rivers - Stormwater Harvesting project \$25,000.



Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'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 2016/17 was \$38.424 billion (2015/16 \$33.451 billion).		
General rates	114,201	110,255
Supplementary rates and rate adjustments	639	587
Municipal charge	5,457	5,318
Waste management charge	25,481	23,794
Total rates and charges	145,778	139,954
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was first applied in the rating year commencing 1 July 2016.		
Note 4 Statutory fees and fines		
Infringements and costs	2,307	1,752
Court recoveries	274	328
Town planning fees	1,354	717
Permits	310	260
Land information certificates	122	110
Registration	1,367	1,329
Other	317	198
Total statutory fees and fines	6,051	4,694
Note 5 User fees		
Aged services	839	919
Leisure centre and recreation	5,475	5,251
Child care/children's program	423	402
Statutory planning	291	257
Building services	276	178
Waste management services	4	3
Valuation/supplementary	477	15
Non voter infringements	331	-
Land clearance	147	75
Royalties	579	368
Other	740	730
Total user fees	9,582	8,198

Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 6 Grants		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	26,607	11,831
State funded grants	13,592	16,401
Total grants received	40,199	28,232
Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants	19,785	6,399
Family day care	1,210	1,229
General home care	3,144	362
Other	629	124
Recurrent - State Government		
Community health	267	118
School crossing supervisors	358	322
Maternal and child health	2,208	1,864
Aged care	1,193	2,088
Family and children	615	569
General home care	847	2,957
Libraries	1,221	1,233
Recreation	360	286
Other	23	229
Total recurrent operating grants	31,860	17,780
Non-recurrent - Commonwealth Government		
Recreation	2	407
Non-recurrent - State Government		
Community safety	7	12
Recreation	218	372
Family and children	241	297
Planning and development	157	-
Other	49	169
Total non-recurrent operating grants	674	1,257
Total operating grants	32,534	19,037



Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 6 Grants (continued)		
Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,837	2,275
Total recurrent capital grants	1,837	2,275
Non-recurrent - Commonwealth Government		
Roads	-	900
Plant, machinery and equipment	-	135
Non-recurrent - State Government		
Libraries	26	26
Roads	137	2,007
Buildings	100	134
Parks, open space and streetscapes	5,045	3,314
Recreational, leisure and community facilities	270	209
Other	250	195
Total non-recurrent capital grants	5,828	6,920
Total capital grants	7,665	9,195
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	3,079	6,843
Received during the financial year and remained unspent at balance date	11,039	3,079
Received in prior years and spent during the financial year	3,079	6,843
Balance at year end	11,039	3,079

Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 7 Contributions		
Monetary	4,926	3,923
Non-monetary	5,325	2,201
Total contributions	10,251	6,124
Contributions of non-monetary assets were received in relation to the following asset classes:		
Road substructure	1,357	591
Road surface	231	84
Kerb and channel	210	108
Footpaths	126	138
Traffic management assets	91	71
Car parks	-	4
Drains	1,277	197
Land	1,260	800
Land under roads	264	192
Earthworks	459	-
Paths	50	16
Total non-monetary contributions	5,325	2,201
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	10,894	2,303
Written down value of assets disposed	(5,643)	(1,897)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	5,251	406
Note 9 Other income		
Compensation recovery	428	283
Insurance recovery	192	146
Subdivisional fees	175	43
Asset protection enforcement	45	36
Interest	2,276	2,230
Rent	1,022	846
Recovery	1,420	986
Rebates	903	491
Other	1,408	1,005
Total other income	7,869	6,066



Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 10(a) Employee costs		
Wages and salaries	68,363	67,200
Casual staff	2,035	1,681
Workcover	2,263	1,617
Superannuation	6,649	6,359
Fringe benefits tax	493	505
Total employee costs	79,803	77,362

Note 10(b) Superannuation contributions

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	952	1,016
	952	1,016
Employer contributions payable at reporting date	25	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,889	3,808
Employer contributions - other funds	1,638	1,535
	5,527	5,343
Employer contributions payable at reporting date	145	-

Refer to Note 32 for further information relating to Council's superannuation obligations.

Note 11 Materials and services

Contract payments	24,320	23,028
General maintenance	8,815	9,756
Materials and services	12,812	13,658
Consultants	1,029	1,649
Information technology	1,463	1,269
Insurance	1,894	1,864
Utilities	5,259	5,368
Other	3,346	2,526
Total materials and services	58,938	59,118

Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 12		
Bad and doubtful debts		
Parking fine debtors	807	241
Rate debtors	63	149
Other debtors	413	228
Total bad and doubtful debts	1,283	618
Note 13		
Depreciation and amortisation		
Property	4,296	3,066
Plant and equipment	3,257	2,576
Infrastructure	27,156	26,213
Total depreciation and amortisation	34,709	31,855
Refer to Note 22 for a more detailed breakdown of depreciation and amortisation charges.		
Note 14		
Borrowing costs		
Interest - borrowings	2,689	2,207
Total borrowing costs	2,689	2,207
Note 15		
Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	55	60
Auditors' remuneration - internal	73	71
Councillors'/administrators allowance	432	442
Bank fees and charges	637	605
Pensioner rebate	449	456
Environmental protection	392	364
Community grants	449	512
Other	628	608
Total other expenses	3,115	3,118



Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 16 Cash and cash equivalents		
Cash on hand	15	18
Cash at bank	5,284	16,394
Term deposits	55,119	17,116
Total cash and cash equivalents	60,418	33,528
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits (Note 24)	7,618	7,403
Total restricted funds	7,618	7,403
Total unrestricted cash and cash equivalents	52,800	26,125
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	8,543	9,180
Unexpended operating grants (Note 6)	11,039	3,079
Other reserve funds allocated for specific purposes (Note 27)	9,028	5,950
Total funds subject to intended allocations	28,610	18,209
Refer also to Note 18 for details of other financial assets held by Council.		
Note 17 Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	15,207	16,841
Special rate assessment	3,555	3,432
Parking infringement debtors	2,338	1,785
Provision for doubtful debts - parking infringements	(530)	(23)
Net GST receivable	1,784	1,556
<i>Non statutory receivables</i>		
Other debtors	3,773	3,078
Provision for doubtful debts - other debtors	(406)	(202)
Total current trade and other receivables	25,721	26,467
Non-Current		
<i>Non statutory receivables</i>		
Other debtors	101	101
Total non-current trade and other receivables	101	101
Total trade and other receivables	25,822	26,568

Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 17 Trade and other receivables (continued)		
(a) Ageing of receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	606	1,280
Past due by up to 30 days	307	194
Past due between 31 and 180 days	790	117
Past due between 181 and 365 days	732	324
Past due by more than 1 year	1,439	1,264
Total gross trade & other receivables	3,874	3,179
(b) Movement in provisions for doubtful debts		
<i>Parking infringements</i>		
Balance at the beginning of the year	23	149
New provisions recognised during the year	507	-
Amounts already provided for and written off as uncollectible	-	-
Amounts provided for but recovered during the year	-	(126)
<i>Other debtors</i>		
Balance at the beginning of the year	202	210
New provisions recognised during the year	204	-
Amounts already provided for and written off as uncollectible	-	(8)
Amounts provided for but recovered during the year	-	-
Balance at end of year	936	225
(c) Ageing of individually impaired receivables		
At balance date, other debtors representing financial assets with a nominal value of \$319,000 (2016: \$225,000) were impaired. The amount of the provision raised against these debtors was nil (2016: 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 ageing 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	-	-
Past due between 181 and 365 days	232	210
Past due by more than 1 year	87	-
	319	210



Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 18 Other financial assets		
Non-current		
Unlisted shares at cost - Regional Kitchen Pty Ltd	198	180
Total non-current other financial assets	198	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 and in 2016/17 an additional share was issued.		
Total other financial assets	198	180
Note 19 Inventories		
Inventories held for distribution	86	97
Inventories held for sale	2	3
Total inventories	88	100
Note 20 Non-current assets classified as held for sale		
Land - at cost	1,501	2,820
Total non-current assets classified as held for sale	1,501	2,820
Note 21 Other assets		
Prepayments	1,590	472
Accrued income	1,108	966
Other	-	5
Total other assets	2,698	1,443

Notes to the Financial Report for the Year Ended 30 June 2017

Note 22 Property, infrastructure, plant and equipment

	At Fair Value 30 June 2016 \$'000	Acquisitions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At Fair Value 30 June 2017 \$'000
Summary of property, infrastructure, plant and equipment								
Land	587,973	3,284	1,524	-	-	(4,503)	1,319	589,597
Buildings	121,399	9,539	-	-	(4,296)	-	65,532	192,174
Plant and equipment	16,817	4,503	-	(200)	(3,257)	(1,140)	3,688	20,411
Infrastructure	1,110,870	26,433	3,801	311,045	(27,156)	-	5,032	1,430,025
Work in progress	74,986	4,173	-	-	-	-	(74,252)	4,907
	1,912,045	47,932	5,325	310,845	(34,709)	(5,643)	1,319	2,237,114

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write Offs \$'000	Closing WIP \$'000
Summary of Work in Progress					
Buildings	69,910	1,629	(69,823)	-	1,716
Plant and equipment	204	172	(204)	-	172
Infrastructure	4,872	2,372	(4,225)	-	3,019
Total	74,986	4,173	(74,252)	-	4,907

	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 2016	6,063	581,910	587,973	124,602	4,678	216	129,496	69,910	787,379
Accumulated depreciation at 1 July 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
Movements in fair value									
Acquisition of assets at fair value	-	3,284	3,284	9,539	-	-	9,539	1,629	14,452
Revaluation increments/decrements	-	-	-	-	-	-	-	-	-
Fair value of assets disposed	-	(4,503)	(4,503)	-	-	-	-	-	(4,503)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	264	2,579	2,843	65,532	-	-	65,532	(69,823)	(1,448)
	264	1,360	1,624	75,071	-	-	75,071	(68,194)	8,501
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(4,225)	(65)	(6)	(4,296)	-	(4,296)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	-	-	-	(4,225)	(65)	(6)	(4,296)	-	(4,296)
At fair value 30 June 2017	6,327	583,270	589,597	199,673	4,678	216	204,567	1,716	795,880
Accumulated depreciation at 30 June 2017	-	-	-	(12,009)	(372)	(12)	(12,393)	-	(12,393)
	6,327	583,270	589,597	187,664	4,306	204	192,174	1,716	783,487



Notes to the Financial Report for the Year Ended 30 June 2017

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 2016	26,274	2,626	985	8,051	550	204	38,690
Accumulated depreciation at 1 July 2016	(13,712)	(1,992)	(686)	(5,279)	-	-	(21,669)
	12,562	634	299	2,772	550	204	17,021
Movements in fair value							
Acquisition of assets at fair value	3,322	1,012	119	-	50	172	4,675
Revaluation increments/decrements	-	-	-	-	(200)	-	(200)
Fair value of assets disposed	(1,140)	-	-	-	-	-	(1,140)
Impairment losses recognised in operating result	-	-	-	-	-	-	-
Transfers	1,321	-	2,162	-	205	(204)	3,484
	3,503	1,012	2,281	-	55	(32)	6,819
Movements in accumulated depreciation							
Depreciation and amortisation	(1,993)	(472)	(238)	(554)	-	-	(3,257)
Accumulated depreciation of disposals	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
	(1,993)	(472)	(238)	(554)	-	-	(3,257)
At fair value 30 June 2017	29,777	3,638	3,266	8,051	605	172	45,509
Accumulated depreciation at 30 June 2017	(15,705)	(2,464)	(924)	(5,833)	-	-	(24,926)
	14,072	1,174	2,342	2,218	605	172	20,583

Notes to the Financial Report for the Year Ended 30 June 2017

Note 22 Property, infrastructure, plant and equipment (continued)

	Roads \$'000	Other infrastructure \$'000	Bridges \$'000	Footpath and cycleways \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks, open space and streetscapes \$'000	Work in progress \$'000	Total infrastructure \$'000
Infrastructure									
At fair value 1 July 2016	646,506	4,666	26,636	133,087	276,568	68,400	42,200	4,872	1,202,935
Accumulated depreciation at 1 July 2016	(47,439)	(600)	(1,154)	(9,399)	(13,015)	(10,016)	(5,570)	-	(87,193)
	599,067	4,066	25,482	123,688	263,553	58,384	36,630	4,872	1,115,742
Movements in fair value									
Acquisition of assets at fair value	16,426	1,435	-	3,400	2,611	1,351	1,210	2,372	28,805
Revaluation increments/ decrements *	311,045	-	-	-	-	-	-	-	311,045
Fair value of assets disposed	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	5,652	-	94	528	1,636	873	50	(4,225)	4,608
	333,123	1,435	94	3,928	4,247	2,224	1,260	(1,853)	344,458
Movements in accumulated depreciation									
Depreciation and amortisation	(14,804)	(250)	(405)	(3,329)	(4,446)	(2,392)	(1,530)	-	(27,156)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	(14,804)	(250)	(405)	(3,329)	(4,446)	(2,392)	(1,530)	-	(27,156)
At fair value 30 June 2017	979,629	6,101	26,730	137,015	280,815	70,624	43,460	3,019	1,547,393
Accumulated depreciation at 30 June 2017	(62,243)	(850)	(1,559)	(12,728)	(17,461)	(12,408)	(7,100)	-	(114,349)
	917,386	5,251	25,171	124,287	263,354	58,216	36,360	3,019	1,433,044

* Revaluation of roads includes roads formation.



Notes to the Financial Report for the Year Ended 30 June 2017

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 unserved) 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 2017 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	DoV
Land	-	333,187	250,083	06/2016
Specialised land	-	-	6,327	06/2016
Buildings	-	1,595	186,273	06/2016
Total	-	334,782	442,683	

Valuation of infrastructure

Valuation of infrastructure assets (roads) has been determined by qualified independent valuer MIE (Aust), CP Eng, NPER, Membership 1102199 from Assetic 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 2017 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	DoV
Roads	-	-	922,637	06/2017
Bridges	-	-	25,171	06/2016
Footpath and cycleways	-	-	124,287	06/2016
Drainage	-	-	263,354	06/2016
Recreational, leisure and community	-	-	58,216	06/2016
Parks, open space and streetscapes	-	-	36,360	06/2016
Total	-	-	1,430,025	

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 two years 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 two years 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.



Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 22 Property, infrastructure, plant and equipment (continued)		
Reconciliation of specialised land		
Land under roads	6,327	6,063
Total specialised land	6,327	6,063
Note 23 Trade and other payables		
Trade payables	11,238	8,816
Accrued expenses	5,601	9,932
Total trade and other payables	16,839	18,748
Note 24 Trust funds and deposits		
Current		
Refundable deposits	638	592
Fire services levy	360	1,031
Retention amounts	623	639
Trust - asset sales	460	355
Other refundable deposits	75	40
	2,156	2,657
Non-current		
Refundable deposits	5,462	4,746
	5,462	4,746
<i>Aggregate amount of trust funds and deposits:</i>		
Current	2,156	2,657
Non-current	5,462	4,746
Total trust funds and deposits	7,618	7,403

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 2017

Note 25 Provisions

	Annual leave \$'000	Sick leave (vesting) \$'000	Long service leave \$'000	Total \$'000
2017				
Balance at beginning of the financial year	6,852	608	15,737	23,197
Additional provisions	4,677	20	2,246	6,943
Amounts used	(4,458)	(68)	(1,357)	(5,883)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	173	-	(524)	(351)
Balance at the end of the financial year	7,244	560	16,102	23,906
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
			2017 \$'000	2016 \$'000
Current provisions expected to be settled within 12 months				
Annual leave			5,467	5,310
Sick leave			560	608
Long service leave			539	566
			6,566	6,484
Current provisions expected to be settled after 12 months				
Annual leave			1,777	1,542
Long service leave			12,435	11,664
			14,212	13,206
Total current provisions			20,778	19,690
Non-current				
Long service leave			3,128	3,507
Total non-current provisions			3,128	3,507
Total provisions			23,906	23,197
Aggregate carrying amount of employee provisions:				
Current			20,778	19,690
Non-current			3,128	3,507
Total aggregate carrying amount of employee provisions			23,906	23,197

Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 26 Interest-bearing loans and borrowings		
Current		
Borrowings - secured (i)	1,448	3,148
	1,448	3,148
Non-current		
Borrowings - secured (i)	59,429	60,878
	59,429	60,878
Total interest-bearing loans and borrowings	60,877	64,026
(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	1,448	3,148
Later than one year and not later than five years	36,571	6,252
Later than five years	22,858	54,626
	60,877	64,026



Notes to the Financial Report for the Year Ended 30 June 2017

Note 27 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2017			
Property			
Land	454,118	-	454,118
Buildings	44,136	-	44,136
	498,254	-	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	(200)	(136)
	406	(200)	206
Infrastructure			
Roads	135,425	311,045	446,470
Bridges	16,662	-	16,662
Footpath and cycleways	86,416	-	86,416
Drainage	115,632	-	115,632
Recreational, leisure and community	43,215	-	43,215
Parks, open space and streetscapes	10,290	-	10,290
Off street car parks	1,792	-	1,792
	409,432	311,045	720,477
Total asset revaluation reserves	908,092	310,845	1,218,937

Notes to the Financial Report for the Year Ended 30 June 2017

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
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

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 2017

Note 27 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2017				
Other reserves				
Developer contribution fund reserve	2,350	3,010	(1,932)	3,428
Discretionary loan repayment reserve	3,600	2,000	-	5,600
Total other reserves	5,950	5,010	(1,932)	9,028
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

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

	2017 \$'000	2016 \$'000
Surplus for the year	44,444	19,396
Depreciation	34,709	31,855
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(5,251)	(406)
Contributions - non-monetary assets	(5,325)	(2,201)
Finance costs	2,689	2,015
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	746	(3,406)
Decrease in prepayments	(1,118)	(238)
Increase/(decrease) in accrued income	(142)	90
(Increase)/decrease in other assets	5	-
(Increase)/decrease in inventories	12	53
Increase/(decrease) in trade and other payables	(1,909)	3,986
Increase/(decrease) in provisions	709	432
Increase/(decrease) in trust funds and deposits	215	901
Net cash provided by operating activities	69,784	52,477



Notes to the Financial Report for the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 29 Financing arrangements		
Bank overdraft	3,000	3,000
Credit card facilities	1,000	1,000
Other facilities	-	-
Total facilities	4,000	4,000
Used facilities	(117)	(130)
Unused facilities	3,883	3,870



Notes to the Financial Report for the Year Ended 30 June 2017

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
2017					
Operating					
Information systems and technology	1,425	675	80	-	2,180
Meals for delivery	1,277	1,277	1,916	-	4,470
Environmental services	1,851	-	-	-	1,851
Domestic refuse collection	4,385	4,348	8,696	-	17,429
Organic refuse collection	1,823	1,823	5,469	1,823	10,938
Hard waste collection	1,200	1,200	-	-	2,400
Internal audit services	66	-	-	-	66
Valuation services	150	164	-	-	314
Security services	165	165	-	-	330
Cleaning council facilities and built assets	1,445	320	-	-	1,765
Total	13,787	9,972	16,161	1,823	41,743
Capital					
Roads	6,064	-	-	-	6,064
Drainage	53	-	-	-	53
Open space	2,490	-	-	-	2,490
Buildings	2,400	-	-	-	2,400
Total	11,007	-	-	-	11,007
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
Security services	166	166	-	-	332
Cleaning council facilities and built assets	1,183	1,083	-	-	2,266
Valuation services	40	-	-	-	40
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 2017

	2017 \$'000	2016 \$'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 equipment for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	1,812	1,707
Later than one year and not later than five years	8,140	3,468
Later than five years	56	818
	10,008	5,993

Note 32 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% as required under Superannuation Guarantee (SG) 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 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns	7.00% pa.
Salary information	4.25% pa.
Price inflation (CPI)	2.50% pa.

Vision Super has advised that the estimated VBI at 30 June 2017 was 103.1%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.



Notes to the Financial Report for the Year Ended 30 June 2017

Note 32 Superannuation (continued)

Employer contributions

Regular contributions

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015/2016). This rate will increase in line with any increase to the SG 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.

The 2016 interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

- a VBI surplus of \$40.3 million; and
- a total service liability surplus of \$156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

Council was notified of the 30 June 2016 VBI during August 2016.

The 2017 full triennial actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 are \$944,560.

Notes to the Financial Report for the Year Ended 30 June 2017

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 one significant legal matter regarding road ownership within Solomon Heights in Sunshine North. Currently before the Supreme Court, the duration of the matter is dependent on the Courts capacity to hear the dispute and may extend beyond this financial year. The financial outcome is unable to be reliably estimated and no allowance for this contingency has been made in the financial report.

	2017 \$'000	2016 \$'000
Contingent assets		
Developer contributions to be received in respect of estates currently under development:		
Callaway Park Estate	-	845
River Valley Estate	535	-
Wright Street, Sunshine	955	955
McKechnie Street, St Albans	1,504	1,504
Jones Road, Brooklyn	1,273	-
	4,267	3,304

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 council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is 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. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment, and
- benchmarking of returns and comparison with budget.

There have 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.



Notes to the Financial Report for the Year Ended 30 June 2017

Note 34 Financial instruments (continued)

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council 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 Council 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.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or 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 on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 33, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

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.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Fair value

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, 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 4.6%.

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 2017

Note 35 Related party disclosures

(i) Related parties

Parent entity

Brimbank City Council is the parent entity.

(ii) Key management personnel

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

Councillors	Councillor John Hedditch (Mayor from 08/11/16)
	Councillor Georgina Papafotiou (Deputy Mayor from 08/11/16)
	Councillor Daniel Allan (Councillor from 08/11/16)
	Councillor Victoria Borg (Councillor from 08/11/16)
	Councillor Lucinda Congreve (Councillor from 08/11/16)
	Councillor Sam David (Councillor from 08/11/16)
	Councillor Margaret Giudice (Councillor from 08/11/16)
	Councillor Bruce Lancashire (Councillor from 08/11/16)
	Councillor Duyen Anh Pham (Councillor from 08/11/16)
	Councillor Virginia Tachos (Councillor from 08/11/16)
	Councillor Kim Thien Truong (Councillor from 08/11/16)
Administrators	John Watson (Chair of Administrator to 08/11/16)
	Jane Nathan (Administrator to 08/11/16)
	John Tanner (Administrator to 08/11/16)

	2017 No.	2016 No.
Total number of Councillors and Administrators	14	3
Chief Executive Officer and other key management personnel	5	6
Total key management personnel	19	9



Notes to the Financial Report for the Year Ended 30 June 2017

Note 35 Related party disclosures (continued)

(iii) Remuneration of key management personnel

	2017 \$'000	2016 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,799	1,864
Retirement benefits	-	326
Total	1,799	2,190

	2017 No.	2016 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$20,000 - \$29,999	10	-
\$50,000 - \$59,999	2	-
\$60,000 - \$69,999	2	-
\$110,000 - \$119,999	-	1
\$140,000 - \$149,999	-	2
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	-	1
\$230,000 - \$239,999	1	2
\$240,000 - \$249,999	1	1
\$250,000 - \$259,999	2	-
\$330,000 - \$339,999	-	1
\$360,000 - \$369,999	1	-
	19	9

(iv) Transactions with related parties

During the period Council entered into the following transactions with related parties.

Nil

(v) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.

Nil

(vi) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

Nil

(vii) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

Nil



Notes to the Financial Report for the Year Ended 30 June 2017

Note 36 Senior Officer Remuneration

A senior officer is an officer of Council, other than key management personnel, who:

- (a) has management responsibilities and reports directly to the Chief Executive; or
- (b) whose total annual remuneration exceeds \$142,000.

The number of senior officers are shown below in their relevant income bands:

	2017 No.	2016 No.
Income Range:		
< \$127,000	2	-
\$130,000 - \$139,999	1	-
\$140,000 - \$149,999	2	5
\$150,000 - \$159,999	5	8
\$160,000 - \$169,999	8	2
\$170,000 - \$179,999	2	2
\$180,000 - \$189,999	-	2
\$190,000 - \$199,999	1	-
	21	19
	2017 \$'000	2016 \$'000
Total remuneration for the reporting year for senior officers included above, amounted to:	3,190	3,028

Note 37 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.

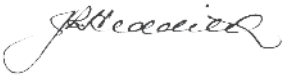


Andrew Brae CA
Principal Accounting Officer
Date: 19 September 2017
Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of Brimbank City Council for the year ended 30 June 2017 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any 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 Hedditch
Mayor
Date: 19 September 2017
Melbourne



Lucinda Congreve
Councillor
Date: 19 September 2017
Melbourne



Helen Morrissey
Acting Chief Executive Officer
Date: 19 September 2017
Melbourne

Independent Auditor's Report



Independent Auditor's Report

To the Councillors of Brimbank City Council

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

- balance sheet as at 30 June 2017
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including a summary of significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Councillors' responsibilities for the financial report The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.



Independent Auditor's Report (continued)

Auditor's responsibilities for the audit of the financial report

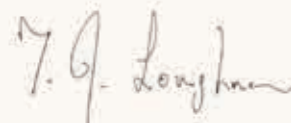
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
21 September 2017



Tim Loughnan
as delegate for the Auditor-General of Victoria

Acronyms

AM	Member of the Order of Australia	LGPro	Local Government Professionals Inc
ANPC	Australian Health Policy Collaboration	LTIs	Lost Time Injuries
ANZ	The Australia and New Zealand Banking Group Limited	L2R	L2R Next Gen Inc
ARMC	Audit and Risk Management Committee	MAV	Municipal Association of Victoria
BAS	Brimbank Active Seniors	MBTI	Myers Briggs Type Indicator
BCMS	Business Continuity Management Systems	MCH	Maternal and Child Health
BLESC	Brimbank Learning and Employment Steering Committee	MEMP	Municipal Emergency Management Plan
BOP	Better Outcomes Project	NAIDOC	National Aboriginal Islander Day Observance Committee
BRAC	Ballarat Rail-line Action Committee	NEIC	National Employment and Innovation Cluster
BCCC	Brimbank Community and Civic Centre	NDIS	National Disability Insurance Scheme
CACP	Community Aged Care Packages	NPAH	National Partnership Agreement on Homelessness
CALD	Culturally and Linguistically Diverse	OHS	Occupational Health and Safety
CBD	Central Business District	OHSMS	OHS Management System
CERA	Community Emergency Risk Assessment	PAG	Planned Activity Groups
CHSP	Commonwealth Home Support Program	PAO	Public Acquisition Overlay
CPI	Consumer Price Index	PDP Act	<i>Privacy and Data Protection Act 2014</i>
DAC	Disability Advisory Committee	PVT	Preventing Violence Together
DAP	Disability Action Plan	RMIT	Royal Melbourne Institute of Technology
DJR	Department of Justice and Regulation	RMP	Road Management Plan
EBA	Enterprise Bargaining Agreement	SBA	Sunshine Business Association
EO	Equal Opportunity	SES	State Emergency Service
FOI	Freedom of Information	SIG	Strategic Implementation Group
FTE	Full Time Equivalent	SHWEP	Sunshine Health, Wellbeing and Education Precinct
HACC	Home and Community Care	VCAT	Victorian Civil and Administrative Tribunal
HR	Health Records	VEC	Victorian Electoral Commission
IBAC	Independent Broad-based Anti-corruption Commission	VLGA	Victorian Local Governance Association
IT	Information Technology	WAGA	Western Alliance for Greenhouse Action
LED	Light Emitting Diode		



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Brimbank City Council

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Hearing or speech impaired?

- TTY dial 133 677
- Speak & Listen 1300 555 727
- www.relayservice.gov.au, then enter 03 9249 4000



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