



Brimbank
City Council



Brimbank Annual Report 2017-2018



About this Annual Report

Brimbank City Council's 2017-2018 Annual Report details Council's performance during that financial year and includes a report against the objectives set out in Brimbank's Council Plan 2017-2021.

The *Brimbank City Council Annual Report 2017-2018* 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 2017-2018

Council is transparent and accountable in reporting to the community. The Report of Operations 2017-2018 explains in detail Council's operations and performance during the financial year.

WELCOME TO
DIVERSITY
SERVING TA
FROM ALL O



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 208,443 in 2017 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 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 and their continuing spiritual connection to the land, and renews its commitment to respect Indigenous beliefs, values and customs.

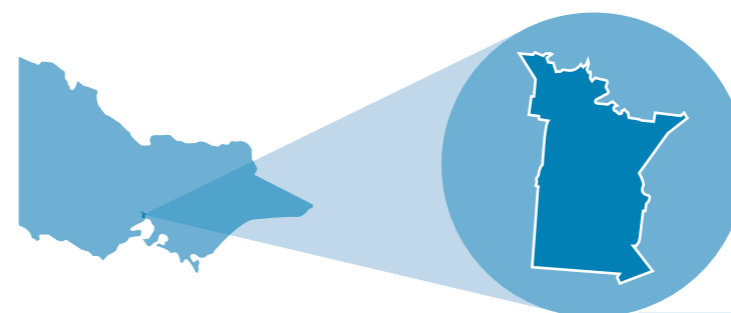
About 440 Registered Aboriginal Places exist in the Brimbank Local Government Area. The oldest artefacts found in the City are over 30,000 years old.

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.

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 storytelling 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.



Snapshot of Council (continued)

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.

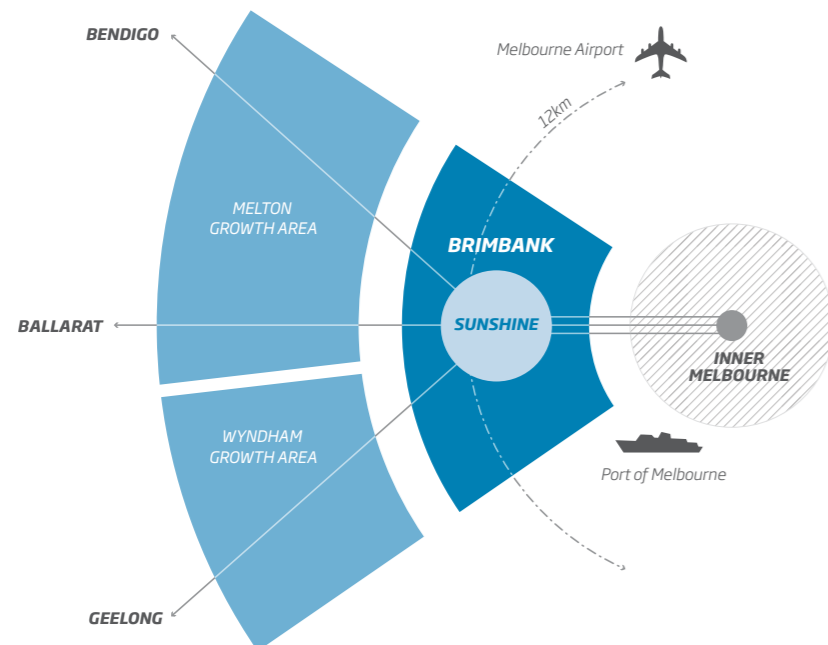
Brimbank at a glance

▶ Area	123 square kilometres
▶ Population count (estimated resident population, June 2017)	208,443
▶ 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 2017)	\$599,852

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/brimbank>

The median house price for 2017 was sourced from *Hometrack 2013-2017, Housing Valuation System*. Compiled and presented in *economy.id* by .id, the population experts - <https://economy.id.com.au/brimbank/housing-values>



Vision, Principles, Goals, Strategic Objectives and Values

Brimbank's Council Plan 2017-2021 sets out Council's Vision, Principles, Goals and Strategic Objectives and Values as follows:

Vision

Brimbank - vibrant, harmonious and welcoming, a great place to live, work and grow.

Principles

The following principles underpin the core of Council's work and frame the decisions made now and into the future.

Building community resilience

Building community resilience to survive, adapt and grow during the fast paced challenges of the 21st century will be essential to help communities prepare for change and whatever the future may hold. Council will draw on the strengths of our diverse communities and geographies, to pursue our shared interests, embrace our differences and be stronger together.

Community first

Serving the Brimbank community is why we exist. Every decision we make and every dollar we spend is with the aim of continually improving the lives of the people who live in our city. In our decision-making and delivery of Council business we will place our community first.

Social justice

Council is committed to access, equity, community participation and human rights for all citizens. By working in partnerships with local groups, community agencies and government departments, Council aims to build upon our existing community assets, strengths and capabilities to achieve social change, fairness and better outcomes for disadvantaged groups.

Sustainability

Council seeks to build a legacy which enables an engaged and resilient community that supports a sustainable environment containing rich social, economic and environmental characteristics. 'Sustainability' means our actions meet current needs without compromising the prospects of future generations. In achieving this Council will incorporate environmental considerations alongside social and economic values in our decision-making processes and support our community to become sustainability stewards.

Goals and Strategic Objectives

- Goal: An inclusive community
 - Our community members are safe, healthy and well
 - People have opportunities to participate in community life
 - Services and facilities are fit-for-purpose and well-run
 - Our community belong and are proud of where they live
- Goal: A liveable community
 - Public and open spaces are safe, clean and well-maintained
 - People can get around easily on foot, by bike, car or public transport
 - Our community lives sustainably
 - The natural environment supports thriving biodiversity that is protected and well connected
 - The urban environment supports a growing population in designated areas while respecting neighbourhood character and heritage where appropriate
- Goal: A prosperous community
 - People are able to access quality education and lifelong learning opportunities
 - People are able to find and maintain jobs that provide income security
 - The local economy is strong and provides opportunities for the community to thrive
 - Housing is of good quality, well located and affordable
 - Brimbank is a leading destination for business, working, learning, recreation and living
- Goal: An innovative and responsive 'Community First' Council
 - Council is fair, honest and transparent
 - Council advocates and works in the interests of our community
 - Council manages our assets and finances sustainably and responsibly
 - Council staff are high performing and community-focused

Values

At Brimbank all our roles impact and support the diverse needs of our community. Our values and behaviours demonstrate what is important to us:

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

Snapshot of service delivery



Leisure and community facilities

Council plans, develops and delivers a range of sport and recreation, health and fitness and community meeting opportunities to enable the community to engage in physical activity, sport and social activities at its sports grounds, leisure centres, major sports facilities and community halls for hire. Council also plans and implements community infrastructure such as community hubs and sport and recreation facilities to strengthen local communities.

What we delivered

- 99 community groups managed across 26 different nationalities with 7,039 regular hire bookings at community facilities
- 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
- A total of 57,768 learn to swim visits across both leisure centres
- 65,741 casual aquatic visits across both leisure centres
- Managed 79 sports clubs using 130+ sports facilities
- Supported sports clubs to provide 12,212 children and adults with sports participation opportunities
- Adopted the Sports Facility Development Plan 2018
- Parks and Leisure Australia Finalist - Community Program of the Year for In2Sport Brimbank
- 50 per cent increase of female applications for the Winter In2sport Program due to increased four-week priority period
- \$5,000 Funding from Football Federation Victoria (FFV) for the In2Sport Program
- \$3,000 ANZ Sponsorship for 2019 In2Tennis Event
- Successful in receiving \$100,000 Commitment Funding from AFL Vic to support Council's Sport and Recreation Victoria Funding Applications for Lionheart, Keilor Park and John Mcleod Pavilions
- 21 capital works projects completed to improve sports facilities for community benefit with a total contribution of \$8.33m
- 7 capital works community facility improvement projects for community benefit
- 578,920 visits across both Sunshine and St Albans leisure centres
- \$5,000 external funding secured from Football Federation Victoria for In2Sport Brimbank
- Delivered four Sports Club Development network meetings and training sessions to educate and inform Brimbank sports clubs
- 131 sports clubs volunteers attended Council-delivered volunteer training sessions
- Successfully delivered the Female Football Festival, a seven-a-side tournament with 10 teams (81 females in total). The event was in partnership with Football Federation Victoria (FFV), and hosted an Aldi MiniRoos program, Melbourne City Girls clinic and Soccer Mums program all for female participants
- 2,159 Brimbank residents involved in the Active Premiers Challenge
- Supported 12 Heart Foundation Walking Groups, assisting over 150 community members to stay active
- Supported the continued development of the Community Soccer Hub providing a place for the newly emerging communities to come together through soccer
- Continued to deliver Sons of the West Men's - a men's health program run in partnership with Western Bulldogs
- Introduction of Daughters of the West, which currently has 95 women engaged with the program
- Facilitated 313,543 visits to the Keilor Basketball and Netball Stadium, increasing visits by 13,334
- Introduction of Chinese badminton training, wheelchair hockey training fortnightly and successful inclusion of Japanese basketball teams to the Keilor Basketball Netball Stadium
- The Keilor Basketball Netball Stadium held the Go Grey in May - KBA raised over \$8,000 for the Cure Brain Cancer Foundation
- The Keilor Basketball Netball Stadium hosted 62 Big V basketball games in March-June
- A total of 37,387 visits to the Keilor Public Golf Course
- 34 community facilities managed available for regular, casual and function hire
- A total of 289,398 people visiting community facilities
- 6,782 bookings across community facilities halls for hire
- 742 casual bookings of community facilities halls for hire
- 256 functions held in community facilities halls for hire
- 49 regular group bookings of community facilities halls for hire
- Nine capital work community facility improvement projects for community benefit
- Renewed three leases and licences involving community groups



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

- Provided community grants funding to 75 community groups valued at about \$457,700
- Delivered eight grant information sessions and two grant writing sessions to 97 people
- More than 14,000 people engaged in arts and cultural activities across Brimbank
- Delivered five murals at Council facilities across Brimbank
- Presented 24 solo and seven group shows across six exhibition spaces
- Held five INFuse workshops to support artist development
- Supported four Activation Partnership projects to activate spaces across Brimbank
- Provided 13 studio and shopfront spaces to support 16 artists at six locations
- Supported the development of two key public art projects including the Sunvale Community Park Indigenous Art Project
- Regularly hosted about 2,000 hirers and visitors a week at STACC (St Albans Community Centre)
- Hosted two Seniors Summits for hirers at STACC
- 40 functions held by hirers at STACC
- Entered into eight partnerships including Room to Move (dance), Be Bold (performance projects) and community programs at STACC
- Actively engaged new communities including Aboriginal & Torres Strait Islander (e.g., In Conversations Program, Koorie Homework Club), LGBTIQ and disability communities in addition to engaging Brimbank's diverse cultural communities
- More than 55 productions events, by Council and community, presented in the Bowery Theatre, including internal collaborations such as the Writers & Readers Festival
- Seven schools with more than 180 students engaged in Council theatre productions
- Presented the St Albans Festival for Families with 2,996 participants involved, and 36 professional artists engaged in the festival
- Presented five FReeZA events to engage young people including the Push Start Music Competition, First Dance and Block Party
- More than 20 community cultural development projects, regular programs, events and courses including the Brimbank Multicultural Choir (including masterclass with Ajak Kwai), Toddler Tuesdays, Landscapes course, Movement Makers and Common Ground
- Two information sessions presented on the new Festivals & Events Policy and grants program
- Conducted four Places of Worship tours including a tour of regional Bendigo places of worship attended by approximately 160 people
- Brimbank Maribyrnong Interfaith Network attended and presented at a World Interfaith Harmony Week, Harmony Dinner event hosted by MiCare new and emerging leaders network, with over 50 people attending
- Held Brimbank Midsumma celebration with a performance at STACC, attended by 100 people
- Partnered with the Brimbank Annual Writers Festival to deliver "In conversation, event" with Julian Burnside QC talking about refugee settlement in Australia, which drew over 100 people
- Delivered Brimbank's Annual IDAHOBIT rainbow flag raising event with guest speakers from the Greek Welfare Association and a performance by a local youth vocalist, which over 60 people attended
- Hosted a Cultural Diversity event 'Hands up for Refugees art project', where over 200 people showed their support for refugees
- Hosted 12 Brimbank Settlement Action Plan review sessions throughout the municipality
- Coordinated a range of community events including NAIDOC flag raising community activities; National Sorry Day; IDAHOBIT; Midsumma; National Reconciliation Week - Brimbank Reconciliation Walk; and the #HandsUpForRefugees initiative
- Coordinated eight 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
- Coordinated four Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee meetings
- Delivered Community Leadership Programs for 45 people
- Provided 27 Community Governance training sessions to 318 participants
- Held three Brimbank Leadership Alumni Networking events
- 45 children participated in nine projects as part of the Dynamic Young Citizens project
- 103 volunteers participated in volunteer training held during Volunteer Week
- 42 volunteers joined Brimbank City Council increasing the total number of volunteers to 429
- Developed the Disability in Brimbank Guide for service providers, agencies and National Disability Insurance Agency (NDIA) based in Brimbank to support with the implementation of the National Disability Insurance Scheme (NDIS)
- Developed the Enabling Women in Brimbank - ID leadership program
- Developed the Aboriginal Leadership Program
- Delivered four Sexual Lives Respectful Relationship training sessions
- Held three Brimbank Active Seniors meetings and three Brimbank Seniors Forums
- Provided 29 \$250 Neighbour Day Grants to support 1,000 people to participate in various activities organised by 200 neighbours across 29 locations
- Supported 20 Brimbank primary school children and their neighbours - approximately 60 people in total - to take part in a Neighbour Day artwork exhibition



Culture and community strengthening (continued)

- Hosted a delegation of 14 Japanese Local Government Delegates on Brimbank's multicultural practices and programs
- 36 Brimbank residents participated in the SKM recycling tour in North Laverton
- Held Community Safety Forums in Sunshine and Keilor in partnership with Victoria Police, which were attended by 56 people
- Conducted three school tours of the Brimbank Community and Civic Centre and two school on-site visits as part of Council's civic education program
- Held four Brimbank Social Justice Charter - Strategic Implementation Group meetings
- Held the 2018 State and Federal Budget forum, with 50 participants
- Held a Social Justice themed event in the Writers & Readers festival with over 100 participants
- Chaired four Brimbank Service Provider Network meetings
- Held 10 Councillor and Community Engagement sessions attended by 115 people
- 396,800 annual visits to Council's seven neighbourhood houses
- Council's neighbourhood houses signed a new Brimbank Neighbourhood House Strategic Partnership Agreement 2016-2019 with the five independent neighbourhood houses in Brimbank
- The Kororoit Creek Neighbourhood House Inc signed a five-year lease with Council to deliver Neighbourhood House programs from the Albion Eco-Living House in Selwyn Avenue, Albion
- Provided grants totalling \$145,000 to five independent neighbourhood houses to support the delivery of community programs and community development activities
- 19,192 hours of programs run across the seven neighbourhood houses
- 25 special events run by neighbourhood houses
- 116 volunteers supported the delivery of programs at seven neighbourhood houses
- 80 people attended Neighbourhood House Week activities such as Pottery Open Studio celebrating the upgrades to the studio and equipment, and Ceramics come-and-try activities
- Westvale Men's Shed first birthday and the launch of Women's Shed Experience (women's woodworking group) run by the Westvale Men's Shed champions
- Partnerships with 23 community groups and organisations



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 147 equivalent full-time child care places and 861 monitoring visits to 45 active Family Day Care Educators, contributing 266,641 hours of care
- Supported provision of child care at nine centres
- Maintained 30 preschool premises
- Processed 2,782 four-year-old kindergarten applications
- Supported playgroups with Smalltalk intervention in 16 groups, two shopping centre playgroups, 88 community playgroups combining facilitated and volunteer supported playgroups
- Conducted 300 home visits
- Conducted 2,774 Maternal and Child Health first home visits
- Completed 23,613 Key Age Stage visits, 3,334 additional appointments and 2,316 telephone consultations
- Provided Youth Support and Counselling Services to 132 young people.
- Supported a range of diverse youth programs such as Young Citizens Jury, Youth Ambassadors, Young Researchers, Just Kutz, Baby and Beyond, Queer Crafter-noon, School Holiday Show-bags, L2P Program and Universal Access Disco attended by 792 young people





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 69,353 households and fortnightly green waste collection for 39,642 households
- Lifted 6,440,227 bins
- Collected 42,742 tonnes of waste
- Recycled 16,094 tonnes of waste
- Collected 11,550 tonnes of green waste
- Collected and recycled 3,979 tonnes of hard waste, 243 tonnes of steel, 10,321 mattresses and 4,714 tyres in the annual kerbside hard waste collection service
- Collected 30,000 kilograms of paint, 15,200 litres of motor oil and 1,200 kilograms of household batteries
- Accepted 550 kilograms of fluorescent tubes, 1,051 car batteries, 43,300 kilograms of e-waste and 5000 kilograms of gas cylinders at the permanent Detox Your Home centre at Stadium Drive, Keilor Park



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

Building

- 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
- \$589.69 million total value of new building projects requiring building permits
- 290 report and consent requests received and processed for buildings
- 402 mandatory building inspections
- 2,037 building-related property information requests
- 315 requests for copies of plans received
- 387 Building Notices and Orders served
- 45 illegal rooming house inspections
- 125 swimming pool barrier inspections
- 103 essential services maintenance inspections
- 15 emergency after hours call outs
- 476 investigations resulting from building-related complaints
- 282 illegal building works identified
- 37 matters referred to Council's solicitors for legal action

Planning

- Online services on Council's website to allow people to apply for:
 - A planning permit
 - An amendment to a planning permit
 - Copies of planning permits and/or endorsed plans
 - A demolition request
 - Extension of time to a planning permit
 - Planning advice
 - Plans subject to Conditions
- 1,048 planning application decisions made
- 658 planning-related property information requests received
- 262 subdivision applications received
- 471 investigations resulting from planning compliance complaints
- 1,224 inspections resulting from planning compliance complaints
- 15 Magistrates' Court prosecutions for planning compliance
- 48 Planning Infringement Notices issued



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 1,946 food premise inspections (including Streatrader compliance checks)
- Administered 3,407 vaccinations to infants
- Administered 9,832 vaccinations to school-aged children



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. Collections are available in English and 19 community languages. 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 225,946 items available to borrow, 26 per cent are on loan at any given time. The library's Online Library provides access to downloadable e-books and audio books, access to hundreds of online magazines and newspapers in over 60 languages. Library members can browse, reserve and renew their library items through the Online Library.

What we delivered

- 37,220 new physical items added to the collection in English and 19 community languages
- 2,045,786 total library visits; of these visits, 1,263,891 were made to the five libraries and 781,895 to the online library
- 1,412,887 collection loans; of these, 957,550 physical items were borrowed and 455,337 electronic resources were utilised
- 170,451 catalogue searches completed
- 15,068 new library members registered bringing the total active library membership to 72,005
- 258,010 Internet bookings made
- 141,109 instances of IT help provided to the community
- 12,896 video game bookings made
- 149,094 reference questions answered
- 3,595 library programs delivered with 64,504 people attending:
 - 1,655 children's programs with 45,149 children attending
 - 144 teen programs with 1,090 teens attending
 - 1,072 adult programs with 8,680 adults attending
 - 598 IT classes with 2,180 people attending - these included classes in languages other than English and those aimed at seniors
- 900 people attended the Brimbank Writers & Readers Festival
- 961 Home Library Service visits delivered by 33 volunteers to 67 active Home Library Service customers in their homes
- 945 children registered for the 1000 Books Before School program, bringing the overall total of registrations to 2,176



Snapshot of service delivery (continued)



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

- Introduction of Litter Enforcement Cameras across the municipality
- Implementation of a responsible pet ownership community campaign to promote animal desexing, microchipping and registrations
- 13,184 compliance service enquiries attended to, including
 - 3,129 for parking
 - 1,059 for local law
 - 874 for litter
 - 1,508 for abandoned/derelict vehicles
 - 2,403 for condition of land
 - 1,472 enquiries about cats
 - 2,328 enquiries about dogs
 - 411 regarding other animals
- 1,713 stray animals collected by Council (685 dogs, 996 cats, 32 other animals)
- 12,135 pets registered (8,905 dogs and 3,230 cats)
- Six dog attack prosecutions and 366 infringements for animal-related matters
- 22,536 parking infringements and 545 local law infringements issued
- 1247 vacant properties inspected and 594 fire hazard reduction notices issued; of these, 245 land owners were issued with infringements and 115 properties had to be cut by Council's contractor
- 104 event/film permit applications processed
 - 76 event permits issued
 - 15 film permits issued
- One busking permit issued
- Six Community Training sessions conducted on event compliance
- 117 school crossings supervised every school day
- 874 individual littering investigations conducted



Roads, footpaths, drains and building maintenance

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

What we delivered

- 1,310 kilometres of underground drain pipes managed and maintained along with 60 kilometres of table drains
- 45,329 storm water pits, 361 litter traps and 42 gross pollutant traps maintained and cleaned
- Approximately 4,000 drain pits inspected and cleaned
- 1,657 litter traps inspected and cleaned
- 909 kilometres of local roads inspected and maintained, including 4.8 kilometres of unsealed roads
- 1,490 kilometres of footpaths inspected and maintained
- 80,000 street/road signs proactively inspected and maintained and approximately 6,000 signs physically maintained
- Approximately 31,000 kilometres of residential and commercial kerb and channel swept
- 1,809 tonnes collected through street sweeping program
- 122,876 street litter bins emptied
- 2,459 tonnes of litter collected through the street litter bin and manual litter collection service
- 229,340 square metres of road pavement resurfaced or rehabilitated
- 291 buildings maintained on 165 sites
- 215 playgrounds maintained, of which 155 are in open space and 60 in preschools, child care and community centres



Ageing and inclusion

Council's Ageing and Inclusion provides services for the community under the Commonwealth Home Support Programme (CHSP) for people over 65 years of age and the Victorian Home and Community Care Program for Young People (HACCPYP) for people under 65 years of age. Council also provides a range of community programs including community transport, volunteer support and support for seniors.

What we delivered

- 61,311 meals on wheels
- 34,369 hours of domestic assistance
- 11,373 hours of personal care
- 11,068 hours of respite care
- 3,923 hours of property maintenance
- 48,101 hours of social support services
- 7,390 hours of assessment and care management
- 25,039 passenger trips on community transport buses
- 2,194 clients received a service



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 three local parks
- Upgraded five neighbourhood parks
- Completed suburban park upgrade at Jamieson Street Reserve, St Albans
- Planted more than 60,660 new trees as part of One Million Trees planting initiative
- Planted 5,329 trees along streets and main roads
- Upgraded shared user path connection from Apollo Road to Sunshine Avenue, Taylors Lakes
- Planted 10,000 tubestock plants in parks
- Planted 4,000 semi-mature trees in streets
- Planted 1,000 semi-mature trees in parks
- Upgraded Perth Avenue, Albion streetscape and shopping strip
- Completed Elaine Street, St Albans streetscape upgrade
- Advocated for good urban design outcomes at Melton Highway Level Crossing Removal project
- 46 conservation sites managed to improve habitat for indigenous flora and fauna, covering 370 hectares
- 14 ecological burns completed to reduce biomass and increase vegetation quality, covering 13.71 hectares
- 9,400 indigenous grasses, herbs, shrubs and trees planted to restore habitat
- Installed structural habitat elements along 200 metres of Kororoit Creek, Sunshine West and Deer Park such as rocks, logs, and rock animal sculptures
- Engaged with over 2,500 community members (including school students) to promote the natural environment
- Continued with external partnership programs, including the Maribyrnong Valley Connection Project, resulting in the enhanced maintenance of natural assets in Brimbank
- Administered the Sustainable Land Management Grant Scheme
- Continued to support 'Friends of' groups and conservation volunteers, assisting them to improve Brimbank's biodiversity and liveability
- Maintained approximately 1,180 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
- Maintained 29 sports reserves comprising 63 playing fields
- Maintained 143 irrigation systems
- Maintained Keilor Public Golf Course
- Proactive inspection of high-risk trees



Our Goal: An Inclusive Community

Strategic Objectives:

- Our community members are safe, healthy and well
- People have opportunities to participate in community life
- Services and facilities are fit-for-purpose and well-run
- Our community belong and are proud of where they live

Key Achievements

- Promoting local physical activity events in parks and community spaces through promotion and community grants.
- Developing service enhancements through the Growing Brimbank Collaboration to improve outcomes for children and families.
- Working in partnership with local services to provide an expanded breastfeeding support service including the introduction of a lactation consultant.
- Participating in the pilot Local Government Listen, Learn and Lead Gender Equity Program.
- Developing local safety community information in consultation with the Brimbank Community Safety Roundtable.
- Developing a local profile of drug and alcohol issues in consultation with local services providers for improved services planning and advocacy.
- Monitoring outcomes of State Government reviews regarding regulation of electronic gaming machines and harm minimisation measures.
- Reviewing and updating the Brimbank Social Justice Charter.
- Considering performing arts and facility needs in the development of the Arts and Culture Strategy.
- Developing the Brimbank Age Friendly City Plan 2018-2022.
- Undertaking a community survey on library services.
- Assessing community programs needs at the Hunt Club Community and Arts Centre and the Keilor Neighbourhood House.
- Undertaking assessment of Glengala Community Centre to determine maintenance and upgrade requirements.
- Updating the Sports Facilities Development Plan.
- Developing a Master Plan for the Deer Park Primary School surrounds.
- Supporting and increasing funding to community-based festivals including Keilor Gift and Neighbour Day.
- Developing the Brimbank Volunteer Strategy 2018-2022.
- Developing a Public Art Strategy that incorporates street art provision.
- Reviewing the new Reconciliation Action Plan (RAP).

Future Initiatives 2018-2019

- Implement an action plan for Women's Participation in Sport and Recreation in Melbourne's West.
- Upgrade sports facilities to be inclusive of female sport participation.
- Review and implement an updated Plan to Prevent Men's Violence Against Women, Towards Gender Equity
- Conduct safety forums in partnership with Victoria Police.
- Continue to work with services regarding access to alcohol and other drug services
- Pilot new engagement and decision-making model for young people.
- Implement the Inclusivity Plan to reduce the health inequalities amongst LGBTIQ young people.
- Provide a strong network of equitable and accessible services, facilities and open space.
- Develop a Sunshine Leisure Centre Master Plan.
- Report on outcomes of analysis and consultation relating to the feasibility study for youth centre facilities.
- Commence implementation of the Community Services and Infrastructure Plan.
- Implement the new Festival and Events Grants Program.
- Identify the location and award the commission for the installation of the 2019/2020 Public Art Commission.

Our Goal: A Liveable Community

Strategic Objectives:

- Public and open spaces are safe, clean and well-maintained
- People can get around easily on foot, by bike, car or by public transport
- Our community lives sustainably
- The natural environment supports thriving biodiversity that is protected and well connected
- The urban environment supports a growing population in designated areas while respecting neighbourhood character and heritage where appropriate

Key Achievements

- Implementing the St Albans CCTV project.
- Installing public art murals in five public places that promote visual art, prevent graffiti and improve local amenity.
- Undertaking a review of the General Purposes Local Law (no.2).
- Implementing a snake catching service.
- Expanding the program of mobile surveillance cameras to monitor illegal dumping in public areas.
- Increasing proactive cleaning, maintenance and amenity in St Albans and Sunshine town centres and other Council-owned shopping strips including the addition of new bin wraps and stickers and new Christmas decorations and banners.
- Developing the Sunvale Community Park.
- Implementing recommendations from the Management Plan for the H.V. McKay Memorial Gardens.
- Implementing road rehabilitation projects and other road works from the Year 1 (2017-2018) Capital Works Program.
- Developing the 2018-2028 Waste Management Strategy incorporating a Clean Green Brimbank Litter Management Strategy.
- Working in partnership with the Western Alliance for Greenhouse Action (WAGA), to investigate options for large-scale renewable energy.

- Developing and implementing the Climate Change Adaptation Framework.
- Continuing to encourage and facilitate community participation in environmental activities by:
 1. facilitating environmental campaigns including Clean Up Australia Day, World Environment Day and National Tree Day
 2. providing support to 'Friends of' groups and other community groups to engage in environmental initiatives
- Continuing to implement street tree planting programs as part of the Urban Forest Strategy.
- Developing and implementing a Habitat Connectivity Plan.
- Establishing a Sustainable Land Management Grant Scheme.
- Implementing the Maribyrnong Valley Connection Project.
- Continuing to monitor the proposal for the Ravenhall Tip and advocating to ensure no detrimental impact on Brimbank.
- Completing the Municipal Development Contributions Plan Overlay.
- Developing and implementing an Environmentally Sustainable Design Framework.
- Supporting development planning processes and urban renewal on strategic sites, including the Broadcast Australia site in Delahey.
- Monitoring and applying for heritage funding to support restoration of Council-owned heritage assets.

Future Initiatives 2018-2019

- Deliver the Light Up program in St Albans and Sunshine town centres.
- Develop a Graffiti Management Strategy.
- Construct Stage 3 of The Lakes Reserve Flagship Park in Taylors Lakes.
- Undertake a community building feasibility study to result in the development of a master plan for Parsons Reserve.
- Construct a new skate facility at Delahey Recreation Reserve, Delahey.
- Complete identified neighbourhood and suburban park upgrades.
- Commence implementation of Stage 3 of the Master Plan for Selwyn Park, Albion.
- Advocate to the State Government for improved public transport services and supporting infrastructure.
- Undertake works to improve pedestrian and vehicular access through the various road and footpath programs in Council's Capital Works program.
- Undertake a comprehensive condition survey of Council roads, footpaths, shared paths and bridges to ensure that they are safe and appropriately funded in future years.

- Complete and commence implementation of the Brimbank Car Parking Management Framework, including revised planning scheme provisions for car parking in St Albans and Sunshine town centres.
- Implement the Waste, Recycling and Litter Strategy 2018-2028.
- Incorporate integrated water management practices into Council's planning and projects.
- Continue to project manage the delivery of the Upper Stony Creek transformation project on behalf of all partners.
- In partnership with the Western Alliance for Greenhouse Action (WAGA), investigate options for large-scale renewable energy.
- Implement actions within the Climate Change Adaptation Framework including Integrated Heatwave Response Plans.
- Continue to encourage and facilitate community participation in environmental activities.
- Implement the Habitat Connectivity Plan including the Maribyrnong River Research Project.
- Continue to actively manage conservation assets through revegetation, pest plan/ animal control and ecological burns.
- Administer the Sustainable Land Management Grant Scheme.
- Implement a subsidised cat desexing program to support residents and reduce the impact on the environment.
- Facilitate the Maribyrnong Valley Connection Project.
- Complete and commence implementation of the Brimbank Planning Scheme and Municipal Strategic Statement, including reformed residential zones.
- Update the Brimbank Activity Centre Strategy.
- Implement the Environmentally Sustainable Design (ESD) Framework on Council facilities and investigate options for applying ESD through Council Statutory Planning responses.
- Prepare neighbourhood character and design objectives for Brimbank residential zones.
- Support the development planning process and urban renewal on strategic sites.
- Complete and commence implementation of a Comprehensive Development Plan for the Sunshine Health, Education and Wellbeing Precinct.
- Complete and commence implementation of the Brimbank Heritage Strategy.

Highlights of the year (continued)

Our Goal: A Prosperous Community

Strategic Objectives:

- People are able to access quality education and lifelong learning opportunities
- People are able to find and maintain jobs that provide income security
- The local economy is strong and provides opportunities for the community to thrive
- Housing is of good quality, well located and affordable
- Brimbank is a leading destination for business, working, learning, recreation and living

Key Achievements

- Developing the Brimbank Lifelong Learning Strategy 2018-2023.
- Implementing the Education Development Centre at Visy Cares Hub.
- Advocating to State and Federal Governments for improved education provision.
- Assessing current and future population demand in advocating for a high school in Derrimut.
- Preparing a position paper about unemployment in Brimbank.
- Implementing the Western Youth Employment Partnership Action Plan.
- Developing the Brimbank Youth Jobs Strategy 2018-2023.
- Working in partnership with different levels of government to deliver an employment initiative, bringing together unemployed jobseekers, employers, employment providers and industry bodies.
- Continuing to implement the Brimbank Economic Development Strategy.
- Renewing the Sunshine Marketing and Business Development Special Rate.
- Supporting the Keilor Village traders to establish a Business Association.
- Advocating to government to improve funding and services to address homelessness.
- Continuing to undertake activities that attract investment and facilitate development with a focus on employment areas, including the Sunshine National Employment and Innovation Cluster.

Future Initiatives 2018-2019

- Implement Year 2 of the Strategic Framework for Library Collections through investigation of new library formats in response to changing community needs.
- Activate Brimbank Learning Futures at Visy Cares Hub through partnership development and community engagement.
- Develop a five-year Strategy and Action Plan for Council-managed neighbourhood houses.
- Support community learning through innovation in library and Neighbourhood House programs, services and resources.
- Identify and develop responses to key issues in learning and education.
- Advocate to State and Federal governments for improved education provision.
- Support the operation of a Brimbank co-working and accelerator space.
- Implement the Western Youth Employment Partnership Action Plan.
- Implement the Youth Jobs Strategy in partnership with key stakeholders.
- Complete and commence implementation of the Brimbank Industrial Land Use Strategy.
- Complete strategic work required for the Solomon Heights Estate.
- Implement Year 2 Brimbank Economic Development Strategy actions.
- Complete and commence implementation of the St Albans Town Centre Place Management Business Plan.
- Complete and commence implementation of the Sunshine Town Centre Strategic Business Plan, and continue the implementation of the Sunshine Rising Program.
- Continue to administer the current Sunshine Marketing and Business Development Special Rate scheme.
- Renew the St Albans Marketing and Business Development Special Rate scheme.
- Advocate to the State Government for increased supply of social and affordable housing.
- Implement the Experience Brimbank Strategy.
- Continue to undertake activities to attract investment and facilitate development with a focus on employment areas, including the Sunshine National Employment and Innovation Cluster.

Our Goal: An Innovative and Responsive 'Community First' Council

Strategic Objectives:

- Council is fair, honest and transparent
- Council advocates and works in the interests of our community
- Council manages its assets and finances sustainably and responsibly
- Council staff are high performing and community-focused

Key Achievements

- Reviewing legislative governance and reporting in line with new *Local Government Act* requirements.
- Reporting on the outcomes of the annual Local Government Community Satisfaction Survey.
- Implementing Stage 2 of Business Transformation with a focus on automated systems and processes.
- Developing a Brimbank Advocacy Framework to deliver more coordinated and systematic approaches to advocacy.
- Developing the Brimbank Resilience Strategy based on the Resilient Melbourne Strategy.
- Providing information to the community on the range of services, community organisations and facilities available in Brimbank.
- Reviewing language services provided by Council and third parties.
- Developing the 'Welcome. We are Brimbank' marketing strategy incorporating digital channels.
- Developing a Community Engagement Policy and Toolkit.
- Developing a program for ongoing Councillor engagement with the community.
- Reviewing and implementing the Annual Budget and Long Term Financial Plan in accordance with agreed timeframes.
- Finalising annual accounts by 30 September each year.
- Continuing to deliver staff learning and development programs.

Future Initiatives 2018-2019

- Pilot and review Councillor portfolios.
- Conduct a bi-annual fraud awareness program.
- Review legislative governance and reporting in line with new *Local Government Act* requirements.
- Report on the outcomes of the annual Local Government Community Satisfaction Survey.
- Implementation of approved Business Transformation projects with a focus on customer centric benefits and automated systems and processes.
- Implement the Brimbank Advocacy Framework to deliver more coordinated and systematic approaches to advocacy including the identification of Council's Year 2 advocacy priorities.
- Commence implementation of the Resilient Brimbank Strategy.
- Provide information to the community on the range of services, community organisations and facilities available in Brimbank.
- Deliver the new language services program to improve access for people from CALD backgrounds to information and services of Council.
- Implement ongoing marketing activities to promote People, Pride and Places in Brimbank.
- Implement the Brimbank Community Engagement Toolkit.
- Review and implement the Annual Budget and Long Term Financial Plan in accordance with legislative requirements.
- Finalise annual accounts by 30 September each year.
- Continue to offer staff learning and development programs.



Challenges and Opportunities

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



- Providing community services and infrastructure designed to meet community need, whilst operating in a cost-constrained environment.
- Improving health and wellbeing outcomes for our community through partnerships and advocacy.
- 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.
- Waste and energy minimisation and management that is innovative and cost effective.
- 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.
- Preparing and planning with the State and Federal governments to maximise the opportunities for Brimbank with the proposed Melbourne airport rail link through Sunshine.



The year in review

Message from the Mayor



Brimbank City Council's 2017-2018 Annual Report details Council's performance during that financial year and includes a report against the objectives set out in Brimbank's Council Plan 2017-2021. 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

It has been another busy and rewarding year for our Council and our City. We made great headway with many of the initiatives that this Council has undertaken on behalf of its residents.

Among the highlights of our year were:

- Supporting and increasing funding to community-based festivals including Keilor Gift and Neighbour Day
- Embarking on an exciting and ambitious project to replace the St Albans Leisure Centre with a multi-generational health and wellbeing hub that includes leisure and aquatic services
- Announcing the opening of the new Vietnam War Memorial at Kevin Wheelahan Gardens in Sunshine, paying tribute to the 521 Australians who lost their lives in the Vietnam War
- Introducing the new monthly Council electronic newsletter 'Brimbank View', issued to local community stakeholders to keep them informed with news, events, reminders, video updates and profiles of the teams and services that make Brimbank an amazing and diverse community
- Developing the 2018-2028 Waste Management Strategy incorporating a Clean Green Brimbank Litter Management Strategy; all part of our increased focus on better waste management
- Developing some of the key plans and strategies that will help Council look after its community into the future - Brimbank Age Friendly City Plan 2018-2022; updating Sports Facilities Development Plan; 2018-2028 Waste Management Strategy incorporating a Clean Green Brimbank Litter Management Strategy; Brimbank Lifelong Learning Strategy 2018-2023
- Expanding the program of mobile surveillance cameras to monitor illegal dumping in public areas - an important part of our crackdown on dumping
- Developing the 'Welcome. We are Brimbank' marketing strategy, which promoted all the great things about Brimbank and strengthen city pride
- Continuing to monitor the proposal for the Ravenhall Tip and advocating to ensure no detrimental impact on Brimbank, including our appeal to the Victorian Civil and Administrative Tribunal (VCAT) to review its expansion

Common to all the above achievements is adherence to our 'Community First' principles.

Community is at the heart of everything that we do. We are looking to the long-term health and wellbeing of our community; we have invited community consultation and sought community engagement; and we celebrate the diversity of our community through the many events and initiatives that Council undertakes. This diversity is reflected in the make-up of Council itself.

Advocacy and engagement

As a western region council, Brimbank continued to work in partnership with the community in 2017-2018 to actively advocate across all levels of government and the not-for-profit and private sectors on a number of key issues affecting the wellbeing of the community, and which are important for the west.

In August 2017 Council adopted the Council Plan 2017-2021, which outlines Council's vision to be a welcoming, great place to live, work and grow and sets out goals for the Brimbank community to be an inclusive, liveable and prosperous community, led by an innovative and responsive 'Community First' Council.

Council advocated for change in areas including:

- Transport infrastructure
- Funding support for the replacement of St Albans Leisure Centre
- Investment in sports facilities
- The upgrade of the Calder Freeway Council
- A Melbourne Airport rail link with a stop at Sunshine station
- Electronic gambling reform

Council also consulted on a wide range of topics, draft policies, plans, strategies and topics, including:

- Draft Annual Budget 2018/2019
- Draft Age Friendly City Plan 2018-2022
- Draft Brimbank Community Vision 2040
- Draft Community Engagement Policy 2018
- Draft Brimbank Planning Scheme Evaluation Report 2017
- Draft Brimbank Transport Disadvantage Policy 2017
- Draft Climate Change Adaptation Framework 2017-2022
- Draft Community Engagement Policy 2018
- Draft Environmental Sustainability Policy
- Draft Experience Brimbank Visitor Strategy 2018-2023
- Draft Festival And Events Policy And Strategy 2018-2021
- Draft revised Greenhouse Reduction Strategy 2013-2023
- Draft Sports Facility Development Plan 2018
- Draft Strategic Framework for Library Collections 2017-2020

Thank you

This has been the first full financial year of Brimbank's return to democratically elected Councillors, and that so much has been achieved in this period is due, in large part, to the dedication of my fellow Councillors. I would like to thank them all for their hard work, commitment and above all, their passion to create a better Brimbank.

I would like to thank the ratepayers and residents of Brimbank, who have elected us to serve their community. The Brimbank people that I have encountered in my time as Mayor come from all walks of life and never cease to inspire and amaze me with the breadth of their achievements and the things they have done to make this diverse city such a wonderful place to be.

To all our many friends and partners, including those at State and Federal government levels who work tirelessly with us to improve the lives of our people, thank you for working with us on so many projects and initiatives over the last year.

And finally, thank you to all the hard-working staff of Brimbank City Council, who serve in a truly diverse array of roles to keep the city humming.

We look forward to working collaboratively into the future with everyone who makes up the rich fabric of the City of Brimbank.

Cr Margaret Giudice
Mayor, Brimbank City Council



Chief Executive Officer's message



On behalf of Brimbank City Council, I'm pleased to introduce the Council's 2017-2018 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

It has been another exceptionally busy and rewarding year for Brimbank City Council. We're now fully settled in at the purpose-built Community and Civic Centre in Hampshire Road, Sunshine, and our new surroundings aptly symbolise Council's increasing focus on innovative and long-term objectives to ensure that Brimbank remains not only a great place to live but plays a central role in the growing importance of the western region, to the ultimate benefit of all our residents.

This type of long-term thinking was evident in our initiatives over the last year. Since the return of elected representatives there has been a concerted effort to improve the ageing physical structure of the city, notably in the number and quality of our public parks and in such projects as the once-in-a-generation health and wellbeing hub planned for St Albans.

The health and wellbeing hub will stand as testament to our vision of the city's future and is an important example of what the present Council is aiming to do: make decisions for the long-term benefit of Brimbank and create a legacy that will benefit generations of residents to come.

In some ways we laid the groundwork for the city's future by building on our virtues at the grassroots. A tangible example of this over the last year was our 'Welcome. We are Brimbank' campaign, which was all about strengthening city pride and creating a stronger sense of inclusiveness, here and now.

On the other hand, we developed plans and strategies that will help Council look after its community well into the future, including the Brimbank Age Friendly City Plan 2018-2022, the updated Sports Facilities Development Plan, the 2018-2028 Waste Management Strategy incorporating a Clean Green Brimbank Litter Management Strategy, and the Brimbank Lifelong Learning Strategy 2018-2023.

What has been evident in so much of the work we have done over the last year is that the traditional role of Local Government has broadened. More than ever, it has innumerable touch points with its community members through every phase of their lives, and in a richly multicultural city like ours these touch points are often profoundly important to local residents.

This creates both challenges and enormous opportunities. It is also with these many touch points in mind that the organisation has taken on a far more active advocacy role over the last year, to ensure that Brimbank and its residents continue to get a 'fair go' on a range of fronts.

In all this activity, we continued to be guided by our 'Community First' principles to ensure we provide the best possible service to our community. This will be even more important in the years ahead, because Brimbank is clearly a city in transition. As it continues to rapidly evolve, partly changing on account of emerging economic opportunities, we firmly intend to ensure that we bring the whole community along with us in this great change, and that the needs of all residents - from long-standing to relatively new - are addressed through the work we do.

Much of that work, as undertaken in 2017-2018, is outlined in this Annual Report. All of it has, in common, a strong determination by all of us here to leave things better than we found them; that is, to improve the services and infrastructure of this wonderful city in the challenging context of limited resources, competing needs and changing circumstances. These are big challenges, to be sure; but they are, too, exciting and rewarding ones.

Organisational performance

Despite the challenges associated with such factors as a rate capping environment, the organisation's financial position remains sound.

Council achieved a surplus of \$20.41 million in 2017-2018, which is in line with the budgeted surplus of \$20.2 million. The adjusted underlying surplus is \$12.6 million. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to build new assets and to renew the \$2.5 billion of community assets under Council's control. Cash has increased by 38 per cent from the prior year, mainly due to the carry forward of capital works. More information, including economic factors impacting Council's operations, is available in the Financial Summary.

Council's determination to plan for the long-term future needs to be balanced, from an operational perspective, with the daily challenges of running the organisation and maintaining the city's current infrastructure and services to the highest standard.

Our primary goal, always, is to ensure healthy financial sustainability - at a time when costs are increasing across the board and almost three-quarters of our income derives from rates in a rate-capping environment. Council's planning in all matters is responsibly informed by these vital considerations.

Thank you

I would like to acknowledge my appreciation of the remarkable work done by our Councillors over the last year and in the period since the return of elected representatives to Brimbank.

The passion, dedication and determination of our Councillors to create a better Brimbank - one that vastly improves the health and wellbeing of our community in every respect - has ensured that they have been vital conduits between Council and the people of Brimbank, ensuring that our 'Community First' approach is relevant and responding to local needs.

I'd also like to thank our many partners in the community for their advice, expertise and enthusiasm. And of course, thank you to our staff, who collectively bring a breathtaking array of skills and knowledge to the office - and out in the streets of Brimbank - every day to ensure that the pulse of the city remains strong and vibrant.

Together we will all ensure that Brimbank continues to be a remarkable city that balances the wonderful traditions of its history with the exciting opportunities of the future.

Helen Morrissey
Chief Executive Officer

Financial summary

The 2017-2018 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.

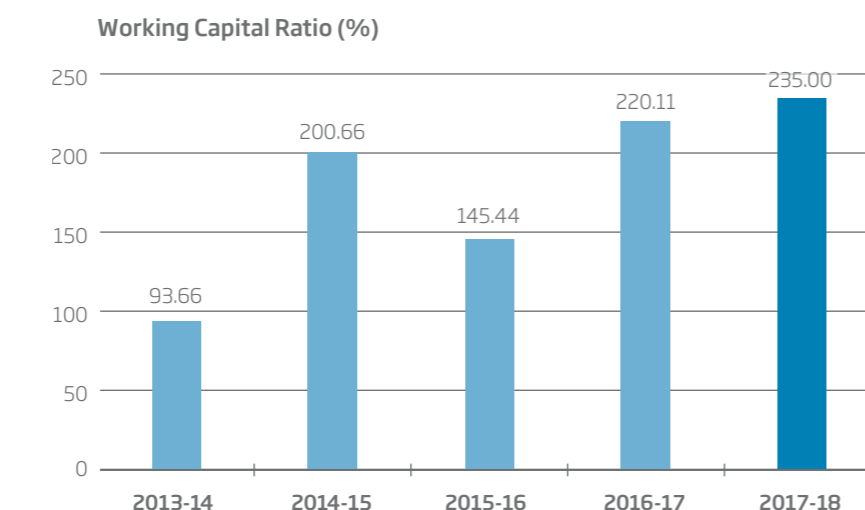
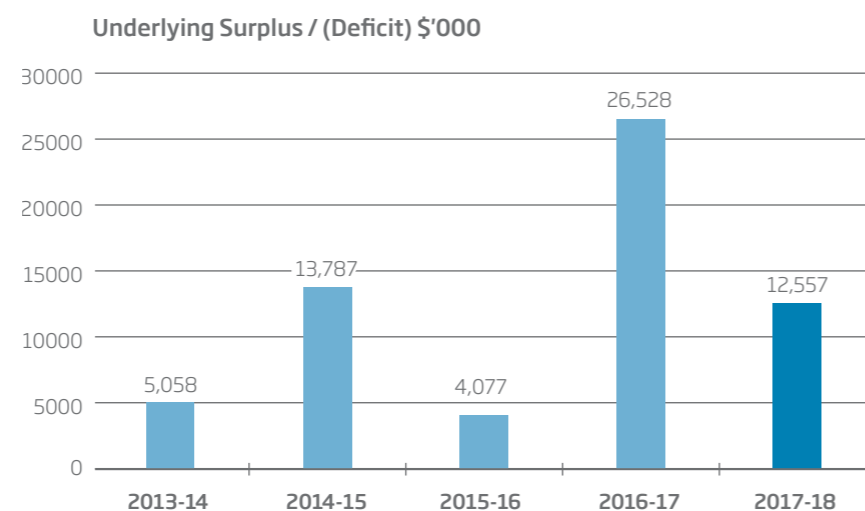
Council manages over \$2.5 billion dollars in assets. These comprise land, building and other infrastructure assets such as roads, footpaths and bike paths and drainage.

Operating position

Council achieved a surplus of \$20.41 million in 2017-2018. This surplus is in line with the budgeted surplus of \$20.2 million. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is \$12.6 million. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$2.4 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 38 per cent from the prior year mainly due to the carry forward of capital works. 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 235 per cent is an indicator of satisfactory financial position and is in line with the expected target band of 100 per cent to 400 per cent.



Obligations

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

At the end of the 2017-2018 year Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 40 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 68 per cent, which is below the expected target band of 90-110 per cent. A number of road works projects had been delayed during the year which has contributed to the reduction of the renewal compared to previous years.

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 73 per cent for the 2017-2018 year, which is towards the top end of the expected target band of 40-80 per cent. The average residential rate per residential assessment was \$1,647, 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 per cent for the 2017-2018 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.

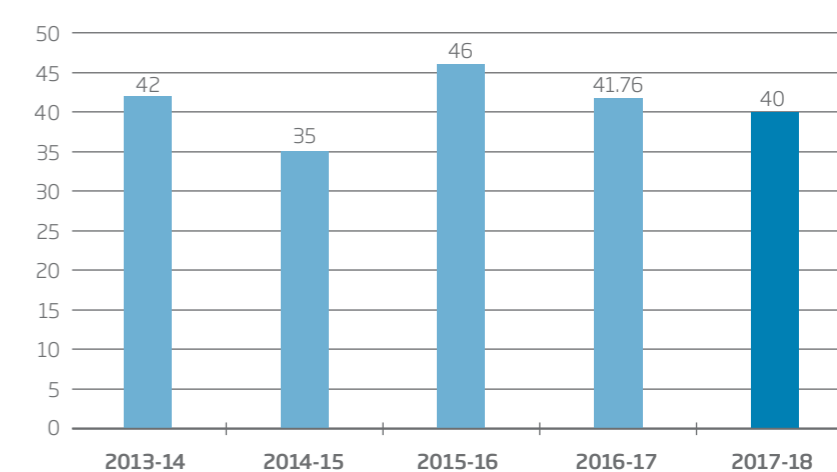
State Government landfill levy

The State Government landfill levy increased by 2.0 per cent in 2017-2018.

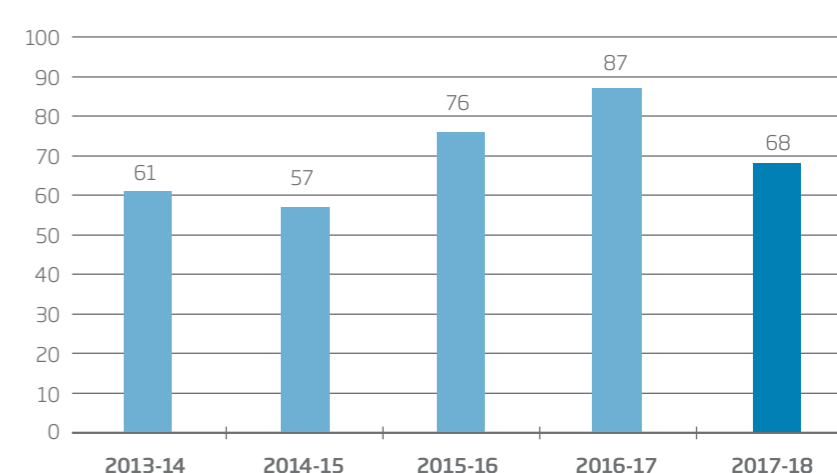
Labour cost increases

Wage inflation rates for the 2017-2018 year were as per Council Enterprise Bargaining Agreement (EBA 7) of 2.4 per cent. EBA 8 negotiations began in August 2017 with negotiations continuing into the 2018/2019 year. The June 2018 Consumer Price Index (CPI) rate was 2.1 per cent.

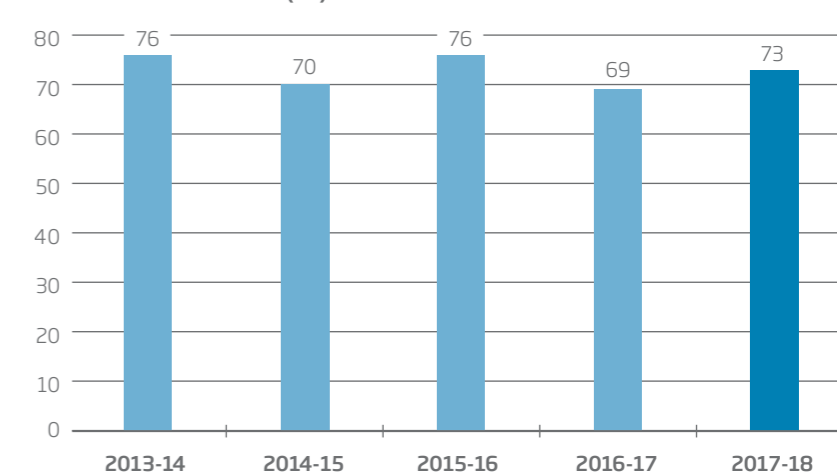
Debt Ratio (%)



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 2017-2018 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.

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 2017-2021 (adopted in August 2017) outlines Council's Strategic Directions, which are supported by a number of other Council strategies, plans and policies. This includes the Annual Budget 2017-2018, 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 2017-2018 Council delivered a capital works program of \$42.7 million (including \$3.4 million carried forward from 2016-2017). Major capital work projects included the following:

Roads, footpaths and pedestrian facilities and traffic management

Council continued to implement the Road Management Plan through the delivery of a \$17.02 million road rehabilitation and \$1.8 million traffic management program.

Key highlights included:

- Road pavement rehabilitation projects, including forward design (\$12,587 million)
- Road pavement asphalt overlay projects - various locations (\$4,682 million)
- Traffic signals - various locations (\$881,000)
- Footpath rehabilitation program - various locations (\$500,000)
- Construction of road humps - various locations (\$244,000)
- Ingress/egress treatments - various locations (\$100,000)
- Pedestrian facilities and missing links - various locations (\$245,000)
- Modified T-intersection treatments - various locations (\$103,000)

Town centre works

Council commenced a range of works to improve amenity, connectivity and ambience in town centres. This included work on the following projects, which will continue in 2018-2019:

- Errington Precinct Master Plan, St Albans - Stage 4: Princess Street upgrade (\$190,422)
- Sunshine Town Centre - Hampshire Road upgrade (\$1,271 million)
- St Albans Town Centre - public realm improvement - St Albans Square (\$86,484)

Funding for the Brimbank Multi-Deck Car Park - Stage 2 development was held over to 2018-2019, pending community consultation on a proposal to defer construction.

Sports facilities

Council continued to invest in upgrades at sporting facilities across the municipality in order to improve health and wellbeing outcomes across the community. Council completed a range of projects, including the following:

- Bon Thomas Reserve development - change rooms (\$767,887) and sealed car parking (\$267,257)
- Arthur Beachley Reserve - new sports pavilion (\$1,083 million)
- Ardeer Reserve - soccer pavilion refurbishment (\$1,096 million)
- McKechnie Reserve and Kevin Flint Oval - sports reserve lighting upgrade program (\$511,947)
- Green Gully Pitch 4 - sportsground reconstruction program (\$667,144)
- Delahey Tennis Court 3 and 4 - reconstruction (\$465,098)

Council also commenced work to upgrade the Bon Thomas Reserve sportsground (\$523,421).

Parks, playground and open space upgrades

Council spent \$4.659 million on open space projects, including the ongoing implementation of the award-winning Creating Better Parks - Open Space and Playground Policy and Plan. The Creating Better Parks Policy and Plan is ensuring Council meets the needs of existing and future communities by creating an attractive, integrated, accessible and comprehensive open space network for Brimbank.

Highlights included commencement of works at the following parks, to continue in 2018-2019:

- Sunvale Community Park, Sunshine (\$3,145 million)
- H.V. McKay Gardens, Sunshine (\$27,511)

Other highlights included completion of the following park upgrades:

- Jamieson Street Reserve, St Albans (\$508,450)
- Five playground upgrades (\$547,710):
 - Antwerp Drive Reserve, Keilor Downs
 - Churchill Reserve, St Albans
 - Suffolk Road, Sunshine North
 - Gillespie/Main Road West Easement, Kings Park
 - Disraeli Street Reserve, St Albans

Sustainability projects

Council seeks to build a legacy, which enables an engaged and resilient community that supports a sustainable environment containing rich social, economic and environmental characteristics. Council invested \$1.77 million in sustainability projects, including greenhouse gas reduction programs and improving water efficiencies.

Bike paths and shared paths

- Bike paths and shared paths to connect Brimbank (\$953,000), including:
 - Harvester Road Sunshine - to be completed in 2018-2019 (\$730,000)
 - Stradbroke Drive to Percy Street, St Albans (\$157,538)

Community facilities

Council invested \$1.188 million in improvements to community facilities, such as neighbourhood houses, to provide suitable spaces for community activities. This included improvements to air conditioning, heating and playgrounds.

Drainage rehabilitation

Council spent \$481,000 on drainage rehabilitation, including underground drainage upgrades, installing water quality devices and minor improvement works.

Significant service achievements 2017-2018



July 2017

- Council hosted NAIDOC Week on 2-9 July, celebrating with a community barbecue and family-friendly craft activities and entertainment, followed by a flag raising ceremony.
- The Brimbank Community and Civic Centre won a Victorian Architecture Award 2017 in the Public Architecture category. The award recognises the excellent urban design of the building and maintaining the industrial heritage of the site.
- Council adopted a planning scheme amendment C187, that includes a Municipal Development Contributions Plan to ensure a fair and equitable mechanism to collect and direct funding towards the ongoing development of infrastructure for the growing Brimbank community.
- Council continues its campaign to stop the expansion of the Ravenhall tip. On behalf of the community and the west, Council appealed to the Victorian Civil and Administrative Tribunal (VCAT) to review the expansion of the Melbourne Regional Landfill at Ravenhall, arguing the need for the Victorian Government to invest in modern, low impact ways to dispose of metropolitan waste.
- The newly upgraded Delbridge Drive Reserve in Sydenham opened to the public with more playground equipment, outdoor gym equipment, new park furniture, outdoor shelter, a large junior sports field and about 400 semi-mature trees around the park. The works cost \$440,000.



August 2017

- Council adopted its Annual Budget 2017-2018 and Council Plan 2017-2021 that lays the foundation for service delivery and programs for the next four years.
- The Disability Advisory Committee was established to help support the implementation, monitoring and review of Brimbank's *Disability Action Plan 2017-2020*.
- Brimbank Libraries participated in the state-wide 1,000 Books Before School program, during Children's Book Week held on 18-25 August. The program is designed to work with families to promote early literacy skills and combat the scourge of adult illiteracy in communities.
- Council implemented new tobacco reforms on 1 August, introduced by the Victorian Government, that ban smoking in outdoor dining areas including restaurants, cafés, take-away shops and licensed premises, as well as courtyard dining areas and footpath dining.
- Council held its first Women in Business Lunch on 16 August as part of the Small Business Festival 'Celebrating Women in Business Week'. The event celebrated the important role women play in Brimbank's business community.
- Brimbank Libraries hosted a range of activities to celebrate National Literacy and Numeracy Week on 28 August-1 September. The community were invited to participate in counting and alphabet themed storytime sessions, board game activities and games for adults.
- Council asked the community members to have their say on Brimbank's draft General Local Laws, which influences how the community enjoys local neighbourhoods, main streets and public places over the next 10 years.



Significant service achievements 2017-2018 (continued)



August 2017 (continued)

- Council invited community members to have their say on the Draft Domestic Animal Management Plan (DAMP). The plan outlines Council's programs, services and strategies for the management of dogs and cats in Brimbank.
- Council adopted a five-year economic development plan that will guide its drive to cement Brimbank as the economic hub of Melbourne's west. The Brimbank Economic Development Strategy Five Year Implementation Plan plays a vital role in positioning Brimbank for further growth and development.
- Council participated in the annual Local Government Community Satisfaction Survey run by the Department of Environment, Land Water and Planning. The survey is open to community members to rate Council across 23 service measures.
- Council installed new decorative lighting in central Sunshine to create an attractive and welcoming environment for the local community, and help promote a space where the community feel safe enjoying the many nearby businesses and restaurants in Sunshine.
- Council welcomed a special visit and presentation by renowned professor Ross Garnaut (AC). This gave Council a unique opportunity to discuss climate change and reducing resource use and emissions.



September 2017

- Sunshine Leisure Centre celebrated its 10th birthday on 10 September, with outdoor activities, group fitness sessions, competitions, special performances and giveaways.
- Council invited the local community to have a say on Brimbank's child safety standards by inviting the community to attend a Child Safe Focus Group on 14 September, as well as complete an online survey to inform standards and improvements to child safety policies and processes.
- Council invited landowners and occupiers to get involved in preparing a plan for the Sunshine Health, Wellbeing and Education Precinct (SHWEP) area located around the Sunshine Hospital. Council is working with the Victorian Planning Authority to prepare a strategic plan for the future growth of the area.
- Council asked the community to have its say on creating Brimbank's new waste management strategy that aims to manage waste, litter and recycling in the community.
- Council offered local businesses access to energy assessments, the supply and installation of solar energy systems and energy efficient lighting through the EnergySmart Business Solar and Lighting Program.
- Councils called for Expressions of Interest for members of the community to join the Sydenham Park Master Plan Steering Committee, to help develop a new draft Master Plan for community consultation.
- Council opened the In2Sport membership subsidy program for summer sports. A priority application period for females and first time applicants occurred ahead of opening to all other eligible residents on 18 September.



October 2017

- Council introduced a no-charge snake catching service available seven days a week, including after hours.
- Council hosted the annual Brimbank Seniors Festival with a Seniors Festival Lunch and Dance event as well as 24 other events, exhibitions and performances.
- Council hosted the St Albans Festival for Families on 19 October with low cost performances and activities for families at the Bowery Theatre at STACC (St Albans Community Centre).
- Council hosted the first Garage Sale Trail in Brimbank on 21-22 October to help people declutter their homes, fundraise, meet their neighbours and reuse and recycle items rather than throw them out. Council was later awarded Best Newcomer award for exceptional results for the first year of the program.
- Council's Still Talking Transition Model was named finalist in the 2017 Victorian Early Years Awards, to recognise the contribution that Brimbank City Council is making to improve the learning and development of young children and their families.
- The Brimbank Seniors Groups Grant applications opened to support the important role seniors groups play in the community by connecting seniors and reducing social isolation.
- Council received the 2017 Supporting Tennis - Local Government Recognition award at the 2017 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 Brimbank Disability Expo was held on 24 October 2017, offering local community members an opportunity to learn more about services available under the new National Disability Insurance Scheme. This event was hosted in partnership with The Smith Family, Sunshine Special Development School, MacKillop Family Services, Noah's Ark, Yooralla, the Victorian Department of Health and Human Services and Brimbank Disability Network.
- Council was awarded the Parks and Leisure Australia National Award for the Creating Better Parks - Open Space and Playground Policy and Plan at the Parks and Leisure Australia Awards of Excellence.



November 2017

- The newly elected Mayor, Cr Margaret Giudice, and Deputy Mayor, Cr Daniel Allan, were announced following the Special Mayoral Election Council Meeting held on 8 November 2017.
- Council embarked on an exciting and ambitious project to replace the St Albans Leisure Centre with a multi-generational health and wellbeing hub that includes leisure and aquatic services. The process kicked off with expressions of interest for co-located tenancy opportunities. Construction is proposed to start in 2019.
- Council supported The Giving Tree Program to help members of the community who might be struggling during the festive season. Non-perishable items were collected and distributed 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.
- Council extended parking limits at the Brimbank Multi-Deck Car Park in Sunshine. The free parking time limits were increased to the first three hours, up from the previous two hour limit.
- The Brimbank Writers & Readers Festival was held during 9-18 November. The festival included 18 events ranging from panel discussions, interview and workshops to storytelling and poetry. The festival celebrated a love of writing and literature, diversity and creativity and promotes life-long learning.
- Melbourne Food and Wine Festival returned to Sunshine with the inaugural Sunshine FOOD Fever held on 31 March. Participants went on a food journey that celebrated and reflected the successive waves of Asian, African and Pacific Island immigration that make Sunshine one of the most culturally diverse places in Australia.
- Council invited community members to share thoughts and ideas for an update of the Reconciliation Action Plan. Community consultation sessions were held to engage with Brimbank's Aboriginal and Torres Strait Islander community, as well as non-Aboriginal people.
- Council provided more than \$453,000 to community groups through the Community Grants Program. The program offers one-off financial assistance to support communities through activities, programs and events that help strengthen the community. Council increased grant funding by \$180,000 to better meet demand for support from the community.
- Council signed the first environmental agreement with local specialist food company, Langdon Ingredients, in Derrimut. The agreement offered the business funding to implement environmental upgrades such as energy efficient lighting, solar energy, water efficiency and waste minimisation. Sustainable Melbourne Fund, in partnership with Council, is the third party administrator of the environmental agreement.
- Community members were invited to mark International Day of People with Disability at a film screening and celebration at the Brimbank Community and Civic centre on 1 December.
- Council adopted the Domestic Animal Management Plan 2017-2021 that will guide Council's programs, services and strategies for the management of dogs and cats in Brimbank.
- Council adopted a new plan to manage and protect the 100-year-old H.V. McKay Memorial Gardens by releasing a Management Plan to guide the historic gardens through future challenges such as climate change and population growth.
- Council welcomed the Victorian Premier's announcement that the Melbourne Airport rail link will proceed with a stop at Sunshine.

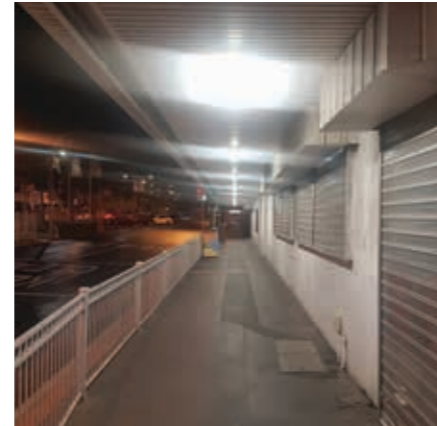


December 2017

- Helen Morrissey was appointed Brimbank City Council's Chief Executive Officer on 20 December 2017.
- Council opened two newly reconstructed synthetic grass tennis courts at the Delahey Tennis Club, at a cost of about \$447,000.
- Council continued to advocate for improved public transport services in Brimbank and the planned development of a Melbourne Airport rail link with a stop in Sunshine.
- Council hosted Carols at the Castle at the historical Overnewton Castle in Keilor, with all monies raised donated to the Brimbank Community Fund.
- Council announced the opening of the new Vietnam War Memorial at Kevin Wheelahan Gardens in Sunshine. The memorial pays tribute to the 521 Australians who lost their lives in the Vietnam War. The project is in partnership with Sunshine and Footscray RSL, Vietnamese Veterans Association of Victoria, Vietnam Veterans Association of Australia and Major Bruce Davies, author and Vietnam Veteran.



Significant service achievements 2017-2018 (continued)



January 2018

- Council adopted the Brimbank General Local Laws 2018 on 1 January 2018. The General Local Law sets out enforceable rules specific to our neighbourhood, main streets and public places and aims to keep our city safe.
- Council commenced the next stage of upgrade works along Hampshire Road, Sunshine. The \$1 million works are part of the Hampshire Road Master Plan, to transform the heart of Sunshine into an attractive and well-planned space that encourages walking, cycling and public transport as the main modes of transport.
- Council invited the community to take part in the In2Tennis 10-day program of free tennis activities held in local tennis clubs in Brimbank, including Hot Shots, Cardio Tennis, Mums and Bubs, and Free Tennis Court Use.
- Council invited the community to take part in the In2Sport sports membership subsidy program for winter 2018.
- The winners of the 2018 Brimbank Australia Day Awards were announced at a special ceremony on 22 January attended by award winners and nominees, their families and friends. The winners were: Citizen of the Year: Rod Boyd JP; Young Citizen of the Year: Michael Lim; Lifetime Achievement Award: St Albans Community Cooperative Pty Ltd; Community Wellbeing Award: Za Tuah Ngur; Environmental Achievement Award: St Albans Meadows Primary School; Cultural Achievement Award: A tied result, Rita Seumanutafa and Tracee Hutchison; Educator of the Year: Jacinda Richards; Essential Services Excellence: Georgie Hall; Community Sport Achievement: Ian Mackenzie, and Mayor's Outstanding Contribution: Sebastian 'Sam' Agricola.
- Council invited residents to join the Errington Precinct Master Plan Implementation Community Reference Group: Sport and Recreation Projects, to focus on the implementation of sport and recreation projects as part of the Errington Precinct Master Plan.
- Council completed two significant sporting facility upgrades, including a \$1.6 million soccer pavilion at Ardeer Reserve, and \$850,000 female-friendly change rooms at Bon Thomas Reserve, Deer Park. The need for these facility upgrades is identified in the Sports Facility Development Plan.
- Council, in partnership with VicRoads, celebrated 100 local young people who gained a probationary licence through the L2P Program. The L2P Program helps learner drivers who don't have access to a supervising driver or vehicle, to gain the 120 hours driving experience they need to apply for a licence.
- Council commenced \$450,000 of upgrade works to improve facilities at Jamieson Street Reserve in St Albans. The upgrades include new playground and equipment, a sheltered picnic area, a dedicated outdoor gym area and electric barbecue facilities.
- Council asked the local community to have their say about what their hopes and ideas for Brimbank are over the next 20 years as part of the Brimbank Community Plan 2040. The feedback will inform Council's shared long-term goals for the future of Brimbank.



February 2018

- The Brimbank Sustainable Living Expo was held on 17 February 2018 at the Westvale Community Centre in St Albans. Now in its eighth year, the event provided tips and advice on practical ways to incorporate a sustainable approach to living.
- Brimbank Council asked the local community to have their say on the future of Sydenham Park in Keilor North. The feedback and ideas will be used to help develop a Draft Sydenham Park Master Plan to guide the future use of Council's largest open space.
- Council provided a submission to the Metropolitan Waste and Recovery Group's Advanced Waste and Resources Recovery Technologies Discussion Paper. Council's submission highlights concerns about landfill expansion and the importance of finding waste disposal alternatives to landfill.
- Council announced commencement of works at Arthur Beachley Reserve in Sunshine West, for a new \$1.4 million sports pavilion. The upgrade works will accommodate women, juniors and people of all abilities and provide modern facilities to meet the growing needs of the wider community.
- Council announced a \$1.3 million project to improve pathways, landscaping and lighting in St Albans, following a successful bid for \$250,000 in Victorian Government funding. Lighting the Way - from Princess Street to Percy Street is funded by the Victorian Government's Community Crime Prevention Program. Construction is expected to begin in mid-2018.
- Council won the Diversity and Inclusion Award for the Brimbank Kitchen Challenge project at the 2018 LGPro Awards for Excellence. The project, delivered in partnership with Miele and Foodworks, was an eight-week program helping carers in Brimbank develop skills that can assist them in gaining meaningful employment.



March 2018

- Council provided 48 Neighbour Day grants of up to \$250 each to residents for activities to bring people together in their neighbourhood, on Neighbour Day on 25 March.
- The 2018 Brimbank Female Football Festival was held at Keilor Park Recreation Reserve in Keilor Park on 4 March. A women's seven-a-side tournament was the highlight, with several other activities including City Girls Clinic, Soccer Mums, and Female only MiniRoos Coaching Course. The event was designed to bring the world game to women across Brimbank, and delivered in partnership with Victoria Police, Football Federation Victoria and Melbourne City Football Club.
- Council launched the 'Welcome. We are Brimbank' campaign to strengthen community pride in the City and highlight Brimbank as a welcoming community. The campaign showcases all the amazing aspects of Brimbank's diverse communities to the wider western region. The 'Welcome. We are Brimbank' Pop Up Café in St Albans offered local entertainment and food for the community.
- Cultural Diversity Week was held during 17-25 March with events taking place at locations across Brimbank, particularly children's activities including Inter Cultural Sports and Dance, Harmony Lantern Making and Bilingual Storytimes at Brimbank Libraries - as well as the 'Welcome. We Are Brimbank' Pop Up Café in St Albans.
- The Melbourne Food and Wine Festival was held in St Albans with the inaugural Scrumptious St Albans held on 23 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 St Albans one of the most culturally diverse places in Australia.
- Council launched the responsible pet ownership campaign in Brimbank, following the newly adopted Domestic Animal Management Plan 2017-2021. The 'Microchip. Desex. Register.' campaign focused on educating the community on being a responsible pet owner.
- Council invited community members to provide feedback on the draft Waste, Recycling and Litter Strategy 2018-2028 that will guide Council's response to the important issue of waste, recycling and litter management in Brimbank.
- Council announced commencement of works of a \$1.3 million new sportsground at Bon Thomas Reserve to accommodate year round use for men's, women's and junior sports. This is in addition to extensive upgrades at the reserve including female-friendly change rooms, a new car park, and park and playground facilities at the site.
- Council invited the community to meet their Councillors in a series of informal meet and greet sessions held across Brimbank from March to August.
- Young people in Brimbank participated in the Brimbank Young Citizens' Jury to ensure the opinions of youth are considered and acknowledged when Council decisions are made that affect young people.
- Council continued to advocate with the State Government, raising its serious concerns over the proposed sale of the former Calder Rise Primary School site in Brimbank. Council called for the former school site to be removed from sale so a thorough assessment could be completed in accordance with new Victorian Government Land Use Policy and Guidelines.
- Council continued to advocate for stronger protection from the risk of exploitative practices targeting problem gambling, writing to the Victorian Minister for Consumer Affairs, Gaming and Liquor Regulation, to ensure Electronic Gaming Machine (EGM) venue operators comply with the Victorian Responsible Gambling Code of Conduct.
- Brimbank residents, business owners, property owners, workers and visitors were invited to play an interactive game - Plan Brimbank - to help determine land use and development priorities that will inform the review of the Brimbank Planning Scheme.
- Council opened the Sunvale skate park as a component of the much-anticipated Sunvale Community Park. The \$3.65 million Sunvale Community Park is expected to be completed by the end of 2018.



April 2018

- The Keilor Community Hub celebrated its first birthday on 14 April. The celebrations included giveaways, children's activities, a barbecue and entertainment.
- Council commenced works to transform Upper Story Creek in Sunshine North into a natural, revegetated creek with vibrant community space and walking paths. The transformation is being funded by the Australian Government (\$4.76 million), Department of Environment, Land, Water and Planning (\$2.04 million), Melbourne Water Corporation (\$1.82 million), City West Water (\$1.22 million), Development Victoria (\$987,000) and Brimbank City Council (\$100,000). Greenfleet will make a contribution valued at \$424,000 towards revegetation.
- Victoria's first ever-public Hot Shots Court opened at The Lakes Reserve, Taylors Lakes to help Brimbank kids and families learn and enjoy the game of tennis. The court is the result of a partnership between Tennis Victoria and Brimbank City Council.
- Council introduced a new outreach Early Years and Maternal and Child Health service by converting a mobile bus to deliver family services to key parts of the community.
- Council announced renewal of the Sunshine Special Rate Scheme from July 2018, to support marketing and business development initiatives and activities in central Sunshine.
- Council welcomed a \$5 billion Federal Government pledge towards building the Melbourne Airport rail link. This followed the State Government announcement to support the rail link with a Sunshine stop. This offers the potential to unlock Melbourne's west, delivering jobs growth and tourism opportunities to boost the west.



Significant service achievements 2017-2018 (continued)



April 2018 (continued)

- Council endorsed a submission to the Melbourne Metro Rail Authority to raise concerns of the possible impacts the Metro Rail Network Upgrade works may have on state and regional significant native vegetation and species, as well as heritage buildings.
- Council endorsed Draft Annual Budget 2018-2019 for public consultation.
- Council proposed Amendment C201 for an inclusion of an Environmentally Sustainable Policy (ESD) into the Brimbank Planning Scheme. This will ensure new developments would be assessed against sustainable design measures before being granted a planning permit.
- Council released the Draft Sports Facility Development Plan 2018 for community consultation, to seek feedback on sports participation and facility needs in Brimbank over the next 10 years.
- Council hosted Neighbourhood House Week activities including pottery, gardening, craft and ballroom dancing from 20 April to 6 May, with the theme of Belonging that brings people together to connect, learn and contribute in their local community.
- Council continued to advocate for rail transport upgrades and invited State Government ministers and members of the opposition to visit Deer Park train line, and witness the rail-crossing congestion and issues with traffic and safety in the area.
- Council announced a \$1.5 million redevelopment at the Keilor Park Recreation Reserve car park. The upgrade services a wide range of clubs and sports played at the reserve. The upgrade will create space for 381 car parking bays and include new walking paths and crossings to improve safety for users.
- Council called on the State Government to continue supporting the 'Officers for the Protection of the Local Environment' (OPLE) pilot program set up as part of the Environment Protection Authority (EPA) reforms.
- Council invited Aboriginal and Torres Strait Islander community members to apply to be part of the Community Leadership Program delivered 28 May-2 July at the St Albans Community Centre (STACC). The training allows participants to build deeper cultural knowledge through storytelling, cultural activities and ceremony.
- Council completed upgrades to two parks - a \$450,000 upgrade at Jamieson Street Reserve in St Albans and a \$75,000 upgrade at McCoubrie Reserve in Sunshine West.
- Council introduced a pilot program, Just Kutz, for young people aged 16 to 25 interested in an informal career pathway to barbering. The program provided young people with an opportunity to be mentored by professional local barbers and gain a range of useful business and personal skills.



May 2018

- Council adopted the Waste, Recycling and Litter Strategy 2018-2028 to lead its waste management systems, policies, educational programs and monitoring processes.
- Council completed a \$700,000 upgrade at Green Gully Reserve, Keilor Park, which included new drainage, irrigation, turf, fencing, a new kerb and channel, and a footpath at the home club of Keilor Wolves Football Club.
- Council adopted the Brimbank Volunteer Strategy 2018-2022 to guide Council in recruiting, retaining and recognising opportunities for volunteering in the community.
- Council released the Draft Public Toilet Strategy 2018-2030 for community consultation.
- Council invited the community to have their say on the Draft Brimbank Community Vision 2040. More than 1,000 people and 20 organisations contributed to the shared vision for the Brimbank community in 2040.
- Council invited the community to have their say on the Draft Festival and Events Policy and Strategy 2018-2021, which will guide how Council invests and supports festivals and events, as well as community-led festival and events.
- Council made available \$560,000 to the community as part of the 2018/2019 Brimbank Grants Program. The annual program provides financial support to not-for-profit organisations and community groups to deliver activities that support the community. Applications opened 21 May and closed 15 July 2018.
- Council invited the community to have their say on the Draft Experience Brimbank Visitor Strategy 2018-2023, which identifies ways to promote Brimbank as a visitor destination and showcase the City's unique attractions.



May 2018 (continued)

- Council endorsed a submission to the Melbourne Metro Rail Authority (MMRA) to raise concerns about the impacts the Metro Rail Network Upgrade may have on state and regionally significant native vegetation and species, as well as heritage buildings in Brimbank.
- Council raised concerns with VicRoads about two Ballarat Road intersections - Station Road, Deer Park and Anderson Road/McIntyre Road, Sunshine. Council wants to reach a solution about traffic delays and safety issues impacting the community.
- Council proposed that VicRoads consider using female symbols at new intersections, such as VicRoads' proposed signalised crossing at the Perth Avenue/Ballarat Road intersection in Albion, as a meaningful way to show that Brimbank is an inclusive community.
- Council hosted a Reconciliation Walk in Sunshine on 31 May, during National Reconciliation Week. A guided tour took place from Duke Street Community House to walk approximately 500 metres to Matthews Hill Reserve.
- Council decided to work with western region councils and the City of Melbourne, Women's Health West and the Victorian Government, to undertake an industry-leading study into women and girls' participation in sport. The research project *Women's Participation in Sport and Active Recreation in Melbourne's West: An Action Plan for Change*, aims to increase the level of representation of women and girls in sport.
- Council decided to continue its legal action opposing the expansion of the Ravenhall tip (Metropolitan Regional Landfill) following a decision at a Special Council Meeting on 28 May.



June 2018

- Council held a community planting day at Sydenham Park on World Environment Day on 3 June, where residents planted local native trees, shrubs and grasses along Maribyrnong River at Sydenham Park and created a natural habitat and shelter for native animals.
- CCTV cameras were switched on in selected locations of the St Albans Town Centre, as part of a wider program to improve and develop the town centre as an exciting, attractive, welcoming place to shop, study, work, live and visit. Council worked closely with Victoria Police and the St Albans Business Association to deliver the St Albans CCTV project.
- Antwerp Drive Reserve in Keilor Downs underwent a \$120,000 neighbourhood park upgrade with new playground, a sheoak forest, totem poles featuring native animals and a picnic area. The community celebrated with entertainment and a sausage sizzle on 16 June.
- Council hosted a Men's Health Day at Westvale Community Centre on 15 June with a mini expo. The Men's Health Day event, as part of International Men's Health Week (11-17 June), promoted the importance of men's health and wellbeing to local men.
- Council hosted National Refugee Week (17-23 June) to raise awareness about the issues affecting refugees and celebrate the positive contributions made by refugees to Australian society.
- Council launched a new 'Stop the Rubbish' campaign in a serious bid to clean up local streets by getting tough on waste and clamping down on illegal rubbish dumping and litter in Brimbank.
- Council called on community members to support the Brimbank Recycling Right Gems campaign to improve recycling behaviours and reduce contamination of kerbside recycling.
- Council sought formal assurances that environmental and community safety is not at risk of PFAS (Per- and poly-fluorinated alkyl substances) contamination of local waterways caused by the types of chemicals used in legacy firefighting foams at Melbourne Airport.
- Council welcomed comments from Australian Pacific Airports Corporation that a Melbourne Airport rail link through Sunshine is the best way to maximise connections with regional Victoria and metro Melbourne.
- Council adopted its Annual Budget 2018-2019 with an unprecedented investment in sporting and wellbeing facilities.
- Council continued plans to build a world-class health and wellbeing hub to replace St Albans Leisure Centre, which would include multiple services under one roof and a new aquatic and leisure centre.
- Council called on local women to join the inaugural Daughters of the West 10-week health program, delivered in partnership with the Western Bulldogs Community Foundation.
- Council invited State Government ministers, shadow ministers and local MPs to meet Brimbank Council at Deer Park train station during morning peak hour to witness firsthand the traffic chaos at the level crossing caused by increased train services.
- Council adopted the Sports Facility Development Plan 2018, with the goal of increasing sports participation and improving facility provision in Brimbank over the next 10 years.
- The Brimbank Community Fund awarded grants totalling \$11,500 to three local charity organisations working with vulnerable Brimbank youth. Grant recipients were: Western Edge Youth Arts - St Albans Edge Theatre (\$4,000 grant); The Youth Junction Inc. - Better Outcomes Program (B.O.P) soccer program (\$4,000 grant); YouthNow Inc - The Hatch (\$3,500 grant).



Strategies, policies and plans adopted

Council adopted the following strategies, policies and plans in 2017-2018.

2017

Environmental Sustainability Policy (July 2017)

The *Environmental Sustainability Policy* provides a clear statement of Council's intent to achieve an environmentally sustainable community and to demonstrate leadership and best practice within Councils' operations. The updated policy sets out a strategic approach to addressing environmental sustainability issues within Brimbank, including biodiversity, climate change and water.

Council Plan 2017-2021 (August 2017)

The Council Plan sets out agreed objectives, activities and strategic indicators for Council to achieve its strategic directions for an inclusive, liveable, prosperous city and an innovative and responsive 'Community First' Council.

Environmentally Sustainable Design Framework (August 2017)

The *Environmentally Sustainable Design Framework* aims to ensure sound measures are consistently incorporated into the design, construction and management of Council buildings and facilities to reduce their environmental impact. (The framework is the practical reference Council uses to implement the Environmental Sustainability Policy).

Climate Change Adaptation Framework (August 2017)

The *Climate Change Adaptation Framework* outlines ways for the community to respond to the unavoidable impacts of climate change and focuses on building resilient, safe and accessible communities, long-term planning for infrastructure and assets along with having a clean, biodiverse and water secure city. The framework also examines the measures needed in order to be prepared for a range of both short and long-term climate change scenarios.

Economic Development Strategy Five Year Implementation Plan (August 2017)

The Brimbank Economic Development Strategy Implementation Plan is a broad-based five-year program to be delivered across Council. The implementation plan supports the *Economic Development Strategy 2016-2020*, which was built on years of sustained economic development work by Council to position the municipality for growth and development.

Brimbank Transport Disadvantage Policy 2017 (September 2017)

The policy aims to support better public health, social and economic outcomes for the Brimbank community. The strong community interest identified throughout the consultation period was integral in guiding Council's responses to the development of a sustainable transport system which is affordable and accessible, and addresses transport disadvantage in Brimbank.

Strategic Framework for Library Collections 2017-2020 (September 2017)

The introduction of a formal strategic framework guides Council's investment in library collections and provides a roadmap for collection development and helps prioritise service planning and delivery across Brimbank's library service to meet changing community needs.

Local Historical Societies Support Policy (October 2017)

This new policy was designed to guide the development of a sustainable arrangement and formalise Council's long-standing working relationship with local historical societies and friends groups in Brimbank. It provides a framework to work together in a more productive, strategic manner and ensure these relationships are sustainable into the future.

Place Naming Policy (October 2017)

Council's Place Naming Policy 2017 provides guidelines for the naming of places within Brimbank. The major emphasis of this policy is to preserve the City's identity, heritage and to recognise its rich cultural and ethnic diversity in accordance with the *Geographic Place Names Act 1998* and the Naming Rules for Places in Victoria - Statutory Requirements for Naming Roads, Features and Localities.

Domestic Animal Management Plan 2017-2021 (November 2017)

The updated four-year plan will guide Council's programs, services and strategies for the management of dogs and cats in Brimbank. The plan seeks to balance the needs of pet owners, the animals that share people's lives and the broader community. The programs and activities outlined in the plan have been developed to encourage people to enjoy their pets, within a framework of responsible ownership.

Brimbank City Council - General Local Law (November 2017)

Council's previous General Local Law (2008) sunset on 1 January 2018 and after conducting community consultation and statutory notification process under section 223 of the Act was replaced with the new *Brimbank General Local Law 2018*.

H.V McKay Memorial Gardens Management Plan (November 2017)

The H.V. McKay Memorial Gardens have been an important part of people's lives in Brimbank for over 100 years. The H.V. McKay Memorial Gardens Management Plan was developed in close partnership with the Friends of H.V. McKay Memorial Gardens and will guide the gardens through future challenges such as climate change and increased pressure from urban densification and ensure their history and splendour will remain for many generations to come.

2018

Age Friendly City Plan 2018-2022 (March 2018)

The plan articulates Council's role and direction for supporting Brimbank's ageing community. It provides a view of the social, physical, cultural and economic environment experienced by older people living in our community and guides Council's work to create opportunities for older people in the community to live active and fulfilling lives, and to remove barriers to social participation in Brimbank.

Brimbank Habitat Connectivity Plan 2018-2023 (April 2018)

The plan aims to increase resilience within Brimbank's landscape and provide strategic direction to assist the long-term survival of local species and to prevent local species extinction. It prioritises actions for conservation land management and habitat improvement where it will most benefit indigenous flora and fauna.

Brimbank Volunteer Strategy 2018-2022 (May 2018)

The strategy recognises the value of volunteering for the Brimbank community and provides a guide for Council to find future opportunities in the volunteering space to recruit, retain, recognise and keep abreast of current emerging trends and ensure the right systems and processes are in place to respond to community needs.

Waste, Recycling and Litter Strategy 2018-2028 (May 2018)

The new strategy will lead Council towards creating a cleaner, greener and more sustainable environment for Brimbank into the future. It outlines the key drivers that influence waste management processes and services in Victoria, and analyses Council's current waste management systems, policies, educational programs and monitoring processes. The strategy was developed with the input of a Council Waste Management Strategy Development Steering Committee, industry representatives and the community working together to bring about change.

Sports Facility Development Plan 2018 (June 2018)

The updated plan identifies the key sporting infrastructure challenges posed by recreation participation trends and population change in Brimbank and presents solutions for these challenges. Its focuses on high-level social and health outcomes and supports participation in physical activity by improving access to, and promotion of, sport and recreation facilities.

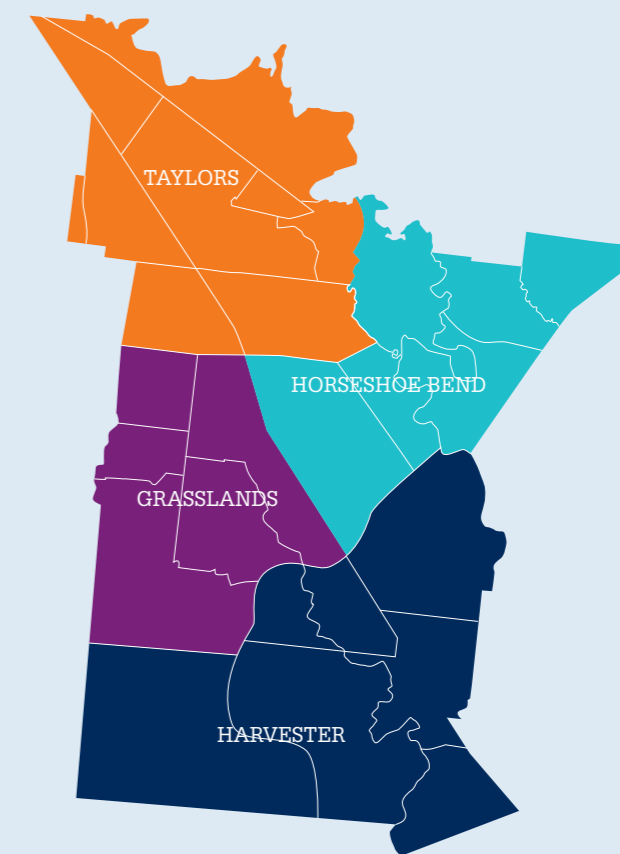
To view these documents or other Council plans, strategies, policies or guidelines, visit brimbank.vic.gov.au

Major changes

Chief Executive Officer (CEO)

In July 2017, Helen Morrissey, Director Corporate and Community Relations, was appointed Interim Chief Executive Officer (CEO). This was to replace former CEO Paul Younis who left the Council's senior position on 7 July. Following a rigorous recruitment campaign facilitated by an independent agency and with a number of quality candidates, on 12 December 2017 Helen Morrissey was appointed by Council to the role of Brimbank CEO.

Our Council



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 is the strategic document that guides the planning, development, allocation of resources and provision of services to the Brimbank community.

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 2017-2021*
- *Community Plan 2009-2030*
- *Long Term Financial Plan 2018-2028*
- *Brimbank Planning Scheme*
- *General Local Law No. 2 2018*
- *Governance (Major Policy Consultation) No. 3 2014*
- *Governance (Meeting Procedure) Local Law No. 1 2015*
- *Councillor Code of Conduct (Major Policy) 2017*

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



Our Council

The new Brimbank City Council was elected 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.

Brimbank City 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 trust 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 Disability Advisory Committee
- Brimbank Learning and Employment Steering Committee (BLESC) (*committee ceased in May 2018*)
- Chief Executive Officer Employment Matters Committee (*from February 2018 until current*)
- Chief Executive Officer Recruitment Committee (*committee ceased in February 2018*)
- St Albans Community Centre Consultative Committee (*from July 2017 until February 2018*)
- Sunshine Health Wellbeing and Education Precinct Strategic Plan Reference Group
- Municipal Association of Victoria (MAV) State Council (*from July 2017 until February 2018*)

Portfolio

#Brimbank People

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. As a mother of two young children, she is passionate about ensuring that Brimbank offers the best possible services and support to the families who reside here. This includes a particular interest in early years programs, support for new families, sports and recreation facilities and family-friendly spaces.

In addition to her commitment to families Cr Congreve has also has background in financial services which naturally leads to a desire to ensure robust governance and appropriate financial management.

Committees

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

Portfolio

#Brimbank Innovation

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

Harvester Ward



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

- Brimbank Arts Advisory Committee (*from February 2018 to current*)
- Errington Precinct Master Plan Community Reference Group: Sport and Recreation Projects
- St Albans Community Centre Consultative Committee (*from February 2018 to current*)
- Metropolitan Transport Forum

Portfolio

#Vibrant Brimbank

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 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 young people to get involved in sport.

Committees

- Brimbank Community Fund Advisory Committee (*from July 2017 until February 2018*)
- Brooklyn Industrial Precinct Strategy Committee (*from February 2018 to current*)
- Chief Executive Officer Employment Matters Committee (*from February 2018 to current*)
- Sunshine Town Centre Partnership Group
- Brooklyn Community Representative Group

Portfolio

#Prosperous Brimbank

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



Cr John Hedditch (Mayor 1 July 2017-8 November 2017)

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 (*from July 2017 until December 2017*)
- Brimbank Disability Advisory Committee
- Chief Executive Officer Employment Matters Committee (*from July 2017 until February 2018*)
- Chief Executive Officer Recruitment Committee (*committee ceased in February 2018*)
- Social Justice Coalition - Strategic Implementation Group (SIG)
- Sunshine Health Wellbeing and Education Precinct Strategic Plan Reference Group
- Sunshine Leisure Centre Community Consultative Committee (*committee ceased in October 2017*)
- Brooklyn Community Representative Group
- LeadWest Ltd Board

Portfolio

#Prosperous Brimbank

E CrHedditch@brimbank.vic.gov.au
M 0428 811 580



About the Councillors (continued)

Harvester Ward (continued)



Cr Kim Thien Truong

Date elected: 22 October 2016

Cr Truong is proud to call Brimbank home and has 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 Industrial Precinct Strategy Committee (from July 2017 until February 2018)
- Safety Roundtable
- Brooklyn Community Representative Group
- Municipal Association of Victoria (MAV) State Council (from February 2018 to current)
- Victorian Local Governance Association (VLGA)

Portfolio

#Sustainable Brimbank

E CrTruong@brimbank.vic.gov.au
M 0429 637 601

Horseshoe Bend Ward



Cr Daniel Allan (Deputy Mayor 8 November 2017-30 June 2018)

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

- Brimbank Aboriginal & Torres Strait Islander Reconciliation Action Plan Consultative Committee (from February 2018 to current)
- Brimbank Arts Advisory Committee
- Former Keilor Library Community Consultative Committee (committee ceased in July 2017)
- Keilor Interim Artefacts Committee (committee ceased in July 2017)
- Western Melbourne Tourism

Portfolio

#Vibrant Brimbank

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 and supporting harm minimisation through strong advocacy for stricter gambling controls. She hopes to achieve a focus on people, improved services, and efficiencies, as well as improving inclusion, reviewing planning schemes, and promoting healthy outcomes for the community.

Committees

- Chief Executive Officer Employment Matters Committee (from February 2018 to current)
- Chief Executive Officer Recruitment Committee (committee ceased in February 2018)
- Errington Precinct Master Plan Community Reference Group: Sport and Recreation Projects (from February 2018 to current)
- St Albans Community Centre Consultative Committee (from February 2018 to current)
- St Albans Town Centre Partnership Group (from April 2018)
- Sydenham Park Master Plan Steering Committee
- Former Keilor Library Community Consultative Committee (committee ceased in July 2017)
- Waste Management Strategy Development Steering Committee
- Community Aviation Consultation Group
- LeadWest Ltd Board

Portfolio

#Resilient Brimbank (Advocacy)

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

Taylor's Ward



Cr Margaret Giudice (Mayor 8 November 2017-30 June 2018)

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
- Australia Day Awards Selection Committee (from December 2017 to current)
- Brimbank Community Fund Advisory Committee (from February 2018 to current)
- Chief Executive Officer Employment Matters Committee
- Municipal Emergency Management Plan Committee (from February 2018 to current)
- Safety Roundtable
- Social Justice Coalition - Strategic Implementation Group (SIG) (from February 2018 to current)
- Sydenham Park Master Plan Steering Committee
- Waste Management Strategy Development Steering Committee
- Melton Level Crossing Removal Project Stakeholder Liaison Group

Portfolio

#Resilient Brimbank (Advocacy)

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 residents.

Committees

- Heritage Advisory Committee
- Sydenham Park Master Plan Steering Committee
- Waste Management Strategy Development Steering Committee
- Ballarat Rail-Line Action Committee (BRAC)
- Calder Highway Improvement Committee
- Metropolitan Local Governments Waste Management Forum
- Melbourne Regional Landfill Community Reference Group

Portfolio

#Liveable Brimbank

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



Cr Georgina Papafotiou (Deputy Mayor 1 July 2017-8 November 2017)

Date elected: 22 October 2016

Cr Papafotiou believes Brimbank is a wonderful city in which to live, work, study and invest. She believes Brimbank's strengths include embracing cultural diversity - as well as the area's proximity to the Melbourne CBD, major roads and Melbourne Airport. As a resident of Taylor's Ward for more than 36 years, Cr Papafotiou was motivated to run for Council by her drive to make a difference in her community and celebrate its successes. Her aim is to build connections across Brimbank's diverse community and to encourage opportunities for growth and a sustainable future.

Committees

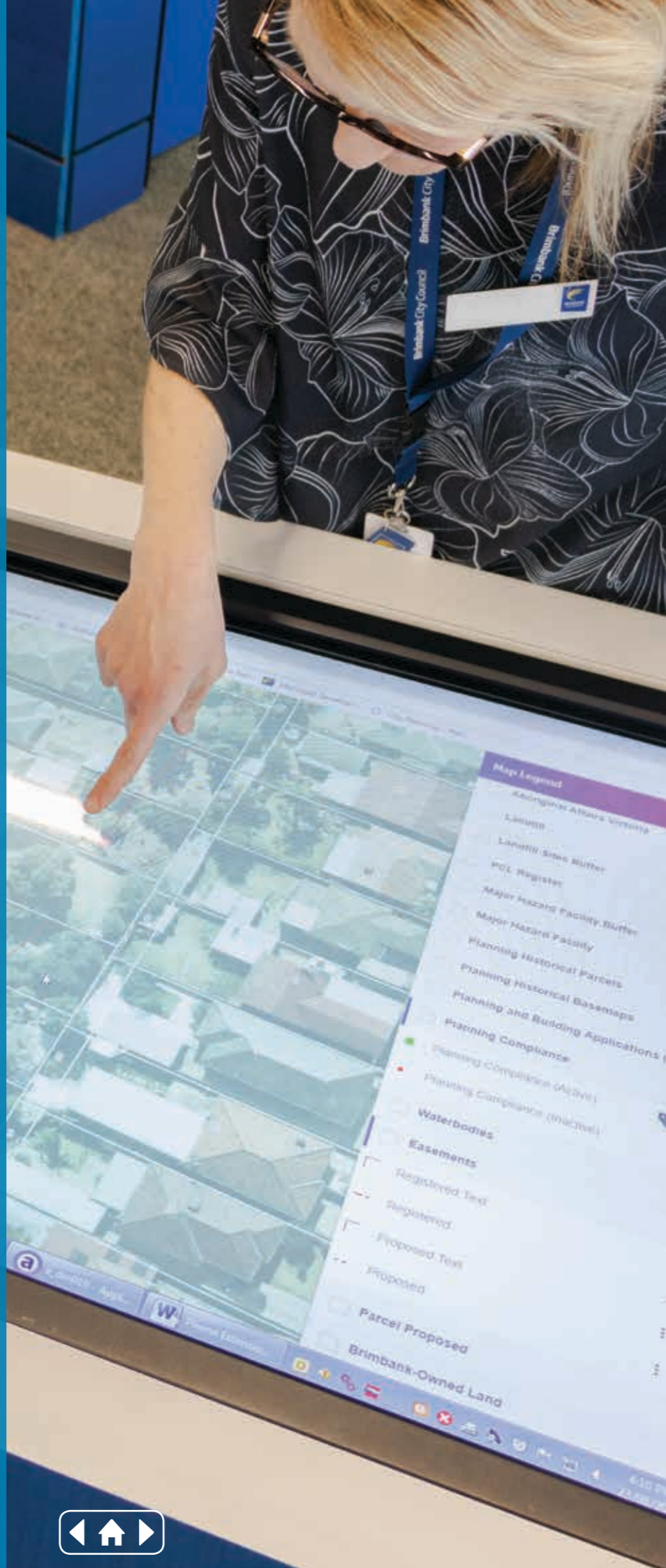
- Audit and Risk Management Committee (ARMC)
- Chief Executive Officer Employment Matters Committee (from July 2017 until February 2018)
- Chief Executive Officer Recruitment Committee (committee ceased in February 2018)
- Municipal Emergency Management Plan Committee
- Safety Roundtable
- Sunshine Health Wellbeing and Education Precinct Strategic Plan Reference Group
- Sydenham Park Master Plan Steering Committee
- Former Keilor Library Community Consultative Committee (committee ceased in July 2017)
- Ravenhall Prison

Portfolio

#Brimbank People

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





Executive Management Team at 30 June 2018



Helen Morrissey
CEO

With over 30 years' experience in local government Helen joined Brimbank in November 2010 as Director Corporate and Community Relations. 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 took on the position of Interim Chief Executive Officer of Brimbank City Council on 7 July 2017 and was appointed into the CEO role on 20 December 2017.

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



Kelvin Walsh
Director City Development

Kelvin is an experienced Director, who has worked in fields including Planning, Urban Design, Business Development and Place Making in Australia and overseas. He has varied experience in local and state government and the private sector.

Kelvin commenced with Brimbank City Council in May 2018 and his brief is to create a great place where people want to live, raise their families and participate in active community life. Kelvin has a passion for the west, particularly Brimbank and its exciting transformation.

Bachelor of Applied Science (Planning), Bachelor of Architecture (Honours), Master of Metropolis (Architecture and Urban Culture), Executive Master of Public Administration.



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 25 years. Prior to this, Kath 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 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 preceding 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.



Shane Marr
Acting Director Corporate and Community Relations

Shane has more than 25 years' experience in governance and finance roles in both local government and the private sector.

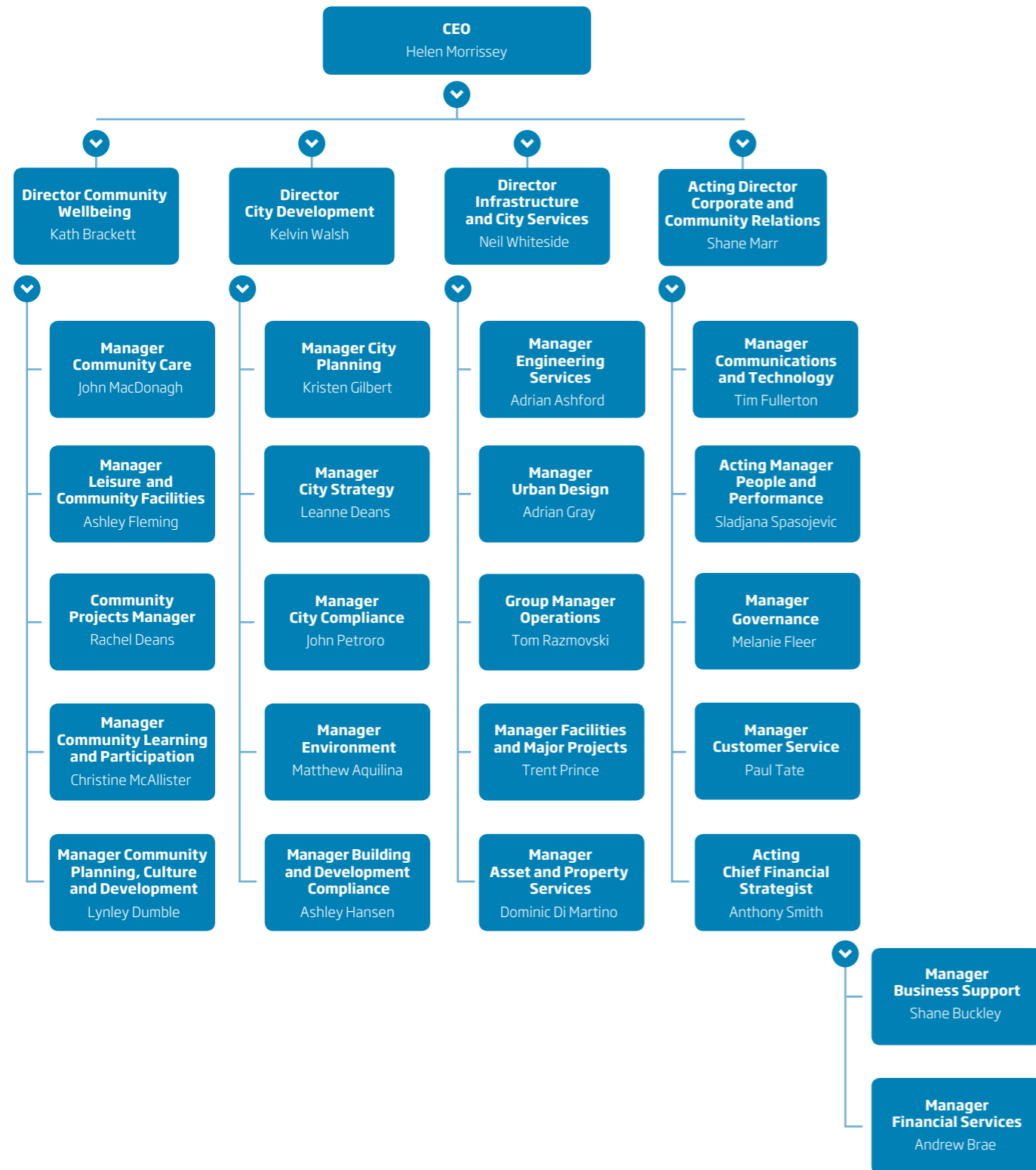
Shane commenced with Brimbank City Council in late 2014, and was appointed to the role of Chief Financial Strategist. Shane has held the role of Acting Director Corporate and Community Relations since July 2017. The role covers the responsibilities of Finance, Business Support, Communications and Technology, Customer Services, People and Performance and Governance.

Prior to joining Brimbank, Shane held the position of General Manager Corporate Services at Moorabool Shire Council.

Bachelor of Business, Graduate Diploma in Accounting, CPA.



Organisation structure at 30 June 2018



Workforce profile

As at 30 June 2018, Council employed 1350 people (859 full-time equivalent), which is a slight increase from 2016-2017.

Overall workforce turnover decreased to 9.03 per cent, a 2.51 percentage point decrease on 2016-2017. Headcount increased by 25 for the year, with full-time equivalent (FTE) figures increasing by 22 overall. The average age of Council's workforce is 46.14 years. Over 17.62 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 2018
< 21	31	20	51
21 - 25	50	51	101
26 - 30	54	37	91
31 - 35	65	41	106
36 - 40	79	56	135
41 - 45	72	59	131
46 - 50	113	75	188
51 - 55	96	55	151
56 - 60	101	57	158
61 >	110	128	238
Total	771	579	1350

Brimbank total employment status

Status	2017-2018
Casual	235
Full-Time	582
Part-Time	533
Total	1350



Employees by division and employment status

Division	Status	Female	Male	Total
CEO & Councillors	Full-Time	4	1	5
	Part-Time	0	0	0
Corporate & Community Relations	Casual	0	0	0
	Full-Time	52	35	87
Infrastructure & Environment	Part-Time	25	2	27
	Casual	2	2	4
City Development	Full-Time	19	245	264
	Part-Time	9	5	14
Community Wellbeing	Casual	0	0	0
	Full-Time	42	34	76
Community Wellbeing	Part-Time	60	69	129
	Casual	13	16	29
Community Wellbeing	Full-Time	108	42	150
	Part-Time	296	67	363
Community Wellbeing	Casual	141	61	202
	Brimbank Total	771	579	1350



Workforce profile (continued)

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

Status	Gender	CEO & Councillors	City Development	Community Wellbeing	Corporate & Community Relations	Infrastructure & Environment	Total
Casual	Female	0	3	20	0	0	23
	Male	0	3	8	1	0	12
Full-time	Female	4	42	108	50	19	223
	Male	1	34	42	35	245	357
Part-time	Female	0	17	159	17	6	199
	Male	0	16	24	2	3	45
Total		5	115	361	105	273	859

Note: Casuals recorded as .14 of FTE. Council has 238 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	23	15	38
Band 2	22	105	127
Band 3	9	65	74
Band 4	68	15	83
Band 5	93	58	151
Band 6	74	40	114
Band 7	49	50	99
Band 8	20	32	52
Other	86	35	121
Total	444	415	859

Equal Opportunity

Brimbank has developed an internal e-learning Equal Opportunity (EO) training module that focuses on staff obligations, Council policies, procedures and legislation relating to EO.

Council 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 was released to all PC users and completed in the second half of 2017; field-based staff received face-to-face on-site training from September 2017. Employees were required to complete an assessment in addition to signing a statement of attestation committing to understanding their EO obligations as Council employees.

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

Other staff matters

Enterprise Agreement 8

An enterprise agreement is a formal document that sets out employee pay and conditions established by employers and employees in an individual workplace - in this case, Brimbank City Council.

In 2017-2018 Brimbank commenced negotiations for its eighth Enterprise Agreement. Negotiations between Council management and employee representatives commenced in late August and will continue into 2018-2019.

Our aim is to negotiate a new Agreement that is community-focused, fiscally responsible and financially sustainable in a rate capped environment.

Preventing men's violence against women and children

Council continued to implement the *Brimbank City Council's Plan to Prevent Men's Violence Against Women; towards gender equity 2015-2019*. The Plan outlines a whole-of-Council approach to create a respectful, gender equitable and violence-free organisation and municipality.

Key achievements:

- ✓ Establishment of an internal mentoring program for female staff where senior female staff members mentor junior female staff members.
- ✓ Supported staff members who were experiencing family violence. Example of support included family leave, safety plans, and delivery of the Employee Assistance Program.
- ✓ Ensured a gender balance in interview panels, which is in line with Council's recruitment procedures.

✓ Organised a morning tea and a barbecue lunch to mark the International Day for Elimination of Violence Against Women (White Ribbon Day). Approximately 65 staff attended the morning tea and 100 staff attended the barbecue lunch, where guest speaker Paul Zappa from NIRODAH talked about the role of men in preventing men's violence against women.

✓ Partnered with the Western Integrated Family Violence Committee (WIFVC) to deliver two family violence training sessions for staff. The training was designed for those staff not directly involved in family violence service delivery, but who may encounter women and children experiencing, or at risk of, family violence. A total of 30 staff members attended the training.

✓ A three-day Child Safe Train the Trainer Workshop (provided by Child Wise) was delivered for staff working in early years services. Twenty-five staff members completed the course and became Council's Child Safe Champions.

✓ Promoted the Preventing Violence Together (PVT) 16 Days Activist Challenge internally and across the municipality. The challenge, led by Women's Health West, was held during the Challenge period from 25 November to 10 December 2017, with over 200 people participating in the event.

✓ Supported the International Women's Day campaign in March 2018 by reminding the community to #PressforProgress by challenging stereotypes and bias, forging positive visibility of women, celebrating the achievements of women, and committing to a 'gender parity mindset'.

✓ Incorporated messages about gender equality into speeches for the Mayor and Councillors at relevant events.

Council also started reviewing the Plan to ensure that Council's actions to promote gender equality, and prevent family violence and all violence against women, align with the Victorian Government's current policy and legislative requirements, as well as regional partnerships and community aspirations.



Other staff matters (continued)

Learning and development

Employee development is a key focus for Council, with a suite of programs offered across the organisation to meet behavioural, technical and compliance obligations as well as enhance the knowledge, skill, experience and competency of 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 and convenience. Modules on bTrain include Equal Opportunity, Fraud and Corruption Awareness, Code of Conduct and Privacy.

A total of 233 training sessions were coordinated in 2017-2018 with a total of 3,328 participants attending the below listed programs. In addition, 788 staff members completed 1,865 online training modules. This is an increase of over 15 per cent in training attendance compared to last year.

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)
- Phishing Awareness
- Child Safe
- Community First & Customer Responsiveness Training
- Futurist Workshop
- Communicating with Others – the PEDO Model
- Myers Briggs Type Indicator (MBTI)
- Corporate Induction
- 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

Occupational Health and Safety (OHS)

Council is always committed to a positive and safe work culture and the 2017-2018 year has seen further 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 third year, and Council will continue to achieve targets. The strategic direction for OHS was organised to deliver safe, precise and predictable outcomes that our stakeholders and community standards.

Significant achievements have included:

- 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.
- On-Site Audiometric testing for Operations Group staff.
- Completion of the Manual Handling Risk Assessments for the Community Wellbeing Division.
- Expanding the Manual Handling Health and Wellbeing program.

Key performance indicators and workers' compensation

Year	Lost time injuries	WorkCover claims	Days lost due to workplace injury
2017 - 2018	8	13	574
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	23
Community Wellbeing	128
Infrastructure & City Services	423
Corporate & Community Relations	0
Total days lost	574

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

- New claims in the reporting period 2017-2018
- Days lost to existing claims

Days lost to injury have reduced by 50 per cent this financial year due to a reduction in lost time injuries. This is the result of continued early intervention initiatives of staff training, encouraging early reporting of injuries, physiotherapy consultancy and, where required, providing physiotherapy treatment. Council continues to provide training and work closely with managers and supervisors to facilitate immediate rehabilitation action and return to work programs for their staff.

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.

Brimbank's integrated planning approach

Council has an integrated planning approach that aligns our strategic, financial and operational policies, plans and strategies with the community's aspirations for Brimbank both now and into the future. This ensures that all of Council's activity is generated towards putting the 'Community First'.

The integrated planning approach is based on the Council Plan 2017-2021 vision and goals and how these will be achieved according to the timeframe: short-term (annual); medium-term (four years); and long-term (10 to 20 years).



Brimbank Community Plan

The *Brimbank Community Plan 2030* (updated 2013) describes the community's vision and priorities for the future and establishes a shared basis for planning, service delivery and advocacy undertaken by Council, service providers, community groups and community members. Originally endorsed by Council in 2009 and updated every four years, it provides a framework for the development of the Council Plan and addressing community health and wellbeing priorities in partnership with government and health sector organisations.

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 2017-2021* was adopted in August 2017, and sets out the agreed objectives, activities and strategic indicators for Council to achieve its strategic directions for:

- An Inclusive Community
- A Liveable Community
- A Prosperous Community; and
- An Innovative and Responsive 'Community First' Council.

It is the 2017-2018 performance that is reported in this Annual Report.

Annual Budget and Long Term Financial Plan

The Annual Budget and Long Term Financial Plan document the financial resources required to achieve the goals and strategic objectives in the *Council Plan 2017-2021*.

Strategic Resource Plan

Council has prepared an SRP for the four years 2017/2018-2020/2021 as part of its ongoing financial planning to assist in adopting a budget within a longer-term framework. The SRP takes the objectives and strategies, as specified in the Council Plan, and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium- to long-term, while still achieving Council's strategic objectives as specified in the Council Plan.

The Municipal Strategic Statement provides a strategic vision for Brimbank's future by setting out objectives for prospective land use and development in Brimbank.

The Sustainability Policy seeks to build an engaged and resilient community that supports a sustainable environment.

A range of policies, plans and strategies are developed, implemented and reviewed by Council on a regular basis. These guide Council's roles in planning for services and infrastructure, partnerships and advocacy and are aligned with the goals and strategic objectives in the Council Plan.

Progress is communicated through annual community report cards.

The integrated planning approach provides a basis for reporting and measuring across all Council activity on what has been achieved and progress towards meeting the vision for Brimbank.

Community engagement and consultation

Public participation in decisions that impact on people's lives is critical to good governance and community wellbeing. Council's approach to community engagement is to ensure that community members affected by a Council decision are informed and given the opportunity to meaningfully participate in decision-making processes. Community engagement is undertaken by Council to inform policy, planning and delivery of services and infrastructure and advocating on behalf of the community.

Council Plan Strategic Objectives

Council Plan

The Council Plan 2017-2021 identifies a series of goals and strategic objectives that describe what Council is aiming for in order to achieve the vision for Brimbank.

Each objective contains a number of strategies that describe what Council will do over the next four years in order to achieve the goal.

Relevant Council policies and services are identified in support of the goal, together with indicators or measures of progress. The following are the four goals:

Goal	Strategic Objective
01 An Inclusive Community	<ul style="list-style-type: none"> • Our community members are safe, healthy and well • People have opportunities to participate in community life • Services and facilities are fit-for-purpose and well-run • Our community belong and are proud of where they live
02 A Liveable Community	<ul style="list-style-type: none"> • Public and open spaces are safe, clean and well-maintained • People can get around easily on foot, by bike, car or public transport • Our community lives sustainably • The natural environment supports thriving biodiversity that is protected and well connected • The urban environment supports a growing population in designated areas while respecting neighbourhood character and heritage where appropriate
03 A Prosperous Community	<ul style="list-style-type: none"> • People are able to access quality education and lifelong learning opportunities • People are able to find and maintain jobs that provide income security • The local economy is strong and provides opportunities for the community to thrive • Housing is of good quality, well located and affordable • Brimbank is a leading destination for business, working, learning, recreation and living
04 An Innovative and Responsive 'Community First' Council	<ul style="list-style-type: none"> • Council is fair, honest and transparent • Council advocates and works in the interests of our community • Council manages its assets and finances sustainably and responsibly • Council staff are high performing and community-focused



Performance

Council's performance for the 2017-2018 year has been reported against each goal to demonstrate how Council is performing in achieving the *Council Plan 2017-2021*.

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

Our Goal: An Inclusive Community

- Our community are safe, healthy and well
- People have opportunities to participate in community life
- Services and facilities are fit-for-purpose and well-run
- Our community belong and are proud of where they live

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 Brimbank Council Plan.

Strategic indicator/measure	Result	Comments
Resident perception of performance in providing recreational facilities	66	This is 2 points higher than the 2017 result and 3 points lower than the state average.
Number of attendees at libraries and neighbourhood houses to access services, programs and activities	2,679,444	In 2017/18 there were 1,263,891 physical visits to Brimbank's five libraries and 781,895 visits to the Online Library; a total of 2,045,786 visits. There were 565,651 physical visits to Brimbank's seven Neighbourhood House sites and 68,007 visits to the Neighbourhood House websites; a total of 633,658. Council's libraries and neighbourhood houses provide the community with a diverse range of programs, facilities, services and resources that support lifelong learning, promote social connectedness and increase health and wellbeing.
Resident perception of Council's performance in providing art centres and libraries	75	This is 3 points higher than the 2017 result and 1 point higher than the state average.
Resident perception of Council's performance in delivering family support services	66	This is 4 points higher than the 2017 result and is consistent with the state average.
Resident perception of Council's performance in delivering elderly support services	64	This is 1 point higher than the 2017 result and 4 points lower than the state average.
Resident perception of Council's performance in delivering disadvantaged support services	63	This is 3 points higher than the 2017 result and 2 points higher than the state average.
Resident perception of Council's performance in delivering community and cultural activities	67	This is 3 points higher than the 2017 result and 2 points lower than the state average.
Number of attendees at arts and cultural activities	14,000	Approximately 14,000 residents attended a range of arts and cultural activities that were delivered in Brimbank.
Number of applications for Neighbour Day activities and number of people that participated	29 1,000	A total of 29 applications for Neighbour Day were supported. The total number of Brimbank residents in that participated in Neighbour Day was over 1,000.
Number of community grants supported (Healthy, Equitable and Connected Communities)	50	A total of 50 grants were supported that aimed to address the priorities connected to creating an inclusive community.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 Budget for the year.

Major Initiatives	Progress
Develop the Women's Participation in Sport and Recreation in Melbourne's West Action Plan.	Work continues on the Women's Participation in Sport and Recreation in Melbourne's West Action Plan with a draft expected to be presented to Council in October 2018.
Develop the Brimbank Age Friendly City Plan.	The <i>Age Friendly City Plan 2018-2022</i> was adopted by Council at Ordinary Council Meeting on 20 March 2018.
Develop options for the future uses of the former Keilor Library.	Scoping of this project has been included in the draft Brimbank Community Services and Infrastructure Plan.
Undertake assessment of Glengala Community Centre to determine maintenance and upgrade requirements.	Scoping of this project has been included in the draft Brimbank Community Services and Infrastructure Plan.
Develop sports and recreation facility upgrades: <ul style="list-style-type: none"> • Reconstruction of Green Gully Soccer Pitch 4 • Upgrade sportsground lighting at McKechnie Reserve and Kevin Flint Oval • New sports pavilion at Arthur Beachley Reserve • Undertake upgrade and improvements to the Bon Thomas Reserve • Design new sports pavilion and tennis courts at Errington Reserve 	The status of sports and recreational facility upgrades is as follows: <ul style="list-style-type: none"> • Green Gully Soccer Pitch 4 reconstruction complete • McKechnie and Kevin Flint lights complete and waiting for Powercor to commission • Beachley Pavilion - completion expected end of August 2018 • Bon Thomas - completion expected December 2018 • Errington Design - in detailed design and tender August 2018
Undertake enhancement works to the Sunshine Leisure Centre.	A progress update on the Master Plan has been completed.
Develop a Master Plan for the Deer Park Primary School surrounds.	A Draft Master Plan for the former Deer Park Primary School Site has been prepared and presented to Councillors for information. The development of this site will be assessed as part of the Community Services and Infrastructure Plan, which is currently under development.
Support and increase funding to community-based festivals including Keilor Gift and Neighbourhood Day.	Festival grants for the Keilor Gift and Neighbour Day were included in the allocation of 2017/18 Annual Community Grants.
Develop a Public Art Strategy that incorporates street art provision.	The draft Brimbank Public Art Policy and Strategy has been completed for presentation to Council at the August 2018 Ordinary Council Meeting.
Consider performing arts and facility needs in the development of the Arts and Culture Strategy.	An assessment of existing performing arts facilities has been included as an appendix to the draft Culture Strategy to presented to Council in the August 2018 Ordinary Council Meeting.
Assist local disability organisations develop models for improved service including the feasibility of a Disability Hub for people with a disability.	The consultation phase of the Disability Hub Feasibility study has been completed, with the Feasibility Report scheduled for the July 2018 Ordinary Council meeting.
In partnership with local services provide an expanded breastfeeding support service including the introduction of a lactation consultant.	The Breastfeeding Service negotiated with Tweddle Child and Family Health Service commenced in October 2017 and is currently still operating.



Performance (continued)

Services

The following statement provide information in relation to the services funded in the 2017-2018 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	
Community Planning, Culture and Development Department work towards enhancing community health and wellbeing. These include Arts & Cultural Development, Diversity & Inclusion, Connected Communities, Community & Council Planning, and Policy Advocacy & Research.	5,183
	<u>5,196</u>
	13
Arts & Cultural Development 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.	
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.	
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.	
Community & Council Planning ensures Council is delivering on its commitment to the community by developing, reporting and monitoring the Community Plan and Council Plan.	
Policy Advocacy & Research addresses key issues in the community including social justice, safety, inclusion, disability support, addiction problems, men's violence against women and gender equity. This is achieved by developing policies, strategies, projects and partnerships that improve health and wellbeing in the community, while undertaking important evaluation, research and data analysis in order to meet requirements under the Municipal Public Health and Wellbeing Plan.	
Community Care	
Community Care provides a wide range of services that support older people, people living with a disability, families and youth.	16,661
	<u>17,409</u>
	748
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.	
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.	
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 are provided by this unit, which also fosters partnerships with other local services the support young people.	

Service/Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Leisure and Community Facilities	
Leisure and Community Facilities manages Sport & Recreation, Community Facilities, Leisure & Community Facilities Planning & Policy and major leisure facilities including the Sunshine & St Albans Leisure Centres, the Keilor Basketball & Netball Stadium and Keilor Public Golf Course.	3,449
	<u>3,463</u>
	14
Sports & Recreation develops and delivers leisure, sport and recreation projects and programs to meet the diverse needs of the community. 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.	
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.	
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.	
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.	
Facilities & Major Projects	
Facilities & Major Projects manages Council's vast fluidity portfolio, with activities that include fire services, heating and cooling, electrical, plumbing, vandalism and graffiti removal, and security and hall keeping requirements on Council facilities; and the Facilities Asset Management Program within Council's Capital Works Program.	11,071
	<u>11,512</u>
	441
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 and Environment Protection Act</i> . It also issues and inspects building permits and manages customer requests to ensure the safety of the built environment within Brimbank.	1,063
	<u>1,321</u>
	258
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. It will also prosecute individuals or businesses where necessary.	1,686
	<u>1,682</u>
	(4)



Performance (continued)

Service Performance Indicators

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

Service indicator	2016 Actual	2017 Actual	2018 Actual	Commentary
Cost of indoor aquatic facilities	\$3.86	\$4.11	\$3.55	Brimbank City Council places a high emphasis on delivering services in a cost-efficient manner, with this result remaining within the range expected by Council.
Utilisation of aquatic facilities	2.85	2.80	2.85	Brimbank City Council places a high emphasis on ensuring pools are safe, accessible and well utilised. Increasing utilisation of pool facilities suggests an improvement in satisfaction with Brimbank's aquatic facilities. This result remains within the range expected by Council.
Time taken to action food complaints	1.40	1.34	1.36	Brimbank City Council places a strong emphasis on food safety and public health. Reports of food complaints and related requests were promptly responded to. This result remains within the range expected by Council.
Food safety assessments	100%	100%	100%	Brimbank City Council continues to achieve a consistent result seeing all Class 1 and 2 food premises inspected, with some food premises receiving additional assessments.
Cost of food safety service	\$257.20	\$248.56	\$239.12	Brimbank City Council seeks to deliver an effective and cost-efficient food safety service for our community. This result remains within the range expected by Council.
Critical and major non-compliance outcome notifications	100%	100%	100%	Brimbank City Council continues to achieve a high result, demonstrating the urgency with which all critical and major non-compliance notifications were followed up during the year.
Library collection usage	3.91	4.34	5.84	The Brimbank City Council library collection continues to be well utilised by community members accessing both printed and digital materials at our five library branches and via our home library service.
Standard of library collection	69.43%	72.32%	58.63%	Brimbank City Council's library collection continues to be reflective of community needs and demands with close to 60% of the collection under five years of age. A variance in this year's result was due to the transition process to a new Library Management System that saw an up-to-date and accurate record of holdings.
Cost of library service	\$6.39	\$5.64	\$5.89	Brimbank City Council has worked to keep library operating costs stable whilst responding to increased usage, both loans and visits.
Active library members	14.07%	15.61%	12.55%	Brimbank City Council continues to see active usage of the library service, with an increase in membership at all branches except for Sunshine Library which, after a successful first year of opening, has seen memberships stabilised. This result continues to fall within the range set by Council.
Participation in first MCH home visit	107.06%	109.31%	107.31%	Brimbank City Council continues to demonstrate consistently high participation rates in the Maternal and Child Health Service, demonstrating the importance of first home visits for newborns and families.
Infant enrolments in the MCH service	100%	100%	100%	Brimbank City Council achieved 100% infant enrolments in the Maternal Child Health Service, continuing the high level of results and client engagement as per the last three years.
Cost of the MCH service	\$83.69	\$86.79	\$80.53	Brimbank City Council continues to deliver the Maternal Child Health Service within the expected budget and requirements, with this result remaining within range set by Council.
Participation in the MCH service	72.90%	69.82%	71.5%	Brimbank City Council continues to achieve participation rates in the Maternal and Child Health Service that remain within the expected result range. Family participation in the Maternal and Child Health Service can vary significantly between years, as every enrolled child is not required to attend the service on an annual basis.
Participation in the MCH service by Aboriginal children	53.76%	58.33%	62.11%	Brimbank City Council continues to see the level of participation for Aboriginal children and their families increase compared to previous years.

Our Goal: A Liveable Community

- Public and open spaces are safe, clean and well-maintained
- People can get around easily on foot, by bike, car or public transport
- Our community lives sustainably
- The natural environment supports thriving biodiversity that is protected and well connected
- The urban environment supports a growing population in designated areas while respecting neighbourhood character and heritage where appropriate

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
Resident perception of Council's performance in enforcement of local laws	66	This is the same result as in 2017 survey and remains 4 points lower than the state average.
Resident perception of Council's performance in managing the appearance of public areas	62	This is 1 point higher than the 2017 result and 9 points lower than the state average.
Resident perception of Council's performance in managing the condition of local streets and footpaths	61	This is 6 points higher than the 2017 result and 3 points higher than the state average.
Resident perception of Council's performance in managing the condition of sealed local roads	63	This is 5 points higher than the 2017 result. This measure has also resulted significantly higher than the state-wide Council average but lower than the Metro average.
Resident perception of importance and Council's performance in traffic management	61	This is 7 points higher than the 2017 result and 4 points higher than the state average.
Resident perception of importance and Council's performance in providing parking facilities	59	This is 4 points higher than the 2017 result and 3 points higher than the state average.
Resident perception of Council's performance in waste management	71	This is 1 point higher than the 2017 result and 1 point lower than the state average.
Resident perception of Council's performance in general town planning policy	60	This is 2 points higher than the 2017 result and 6 points higher than the state average.
Resident perception of Council's performance in planning and building permits	62	This is 2 points higher than the 2017 result and 10 points higher than the state average.
Resident perception of Council's performance in planning for population growth	53	This is 1 point higher than the 2017 result.
Resident perception of Council's performance in environmental sustainability	63	This is 1 point higher than the 2017 result.
Reduction in greenhouse gas emissions from Council operations	17,915 T	Greenhouse gas emissions have been reduced by 32% since 2011.
Reduction in Council's potable water use, increase in alternative water use and improvement in water quality entering waterways in Brimbank.	Potable Water Consumption: 389.7 ML Alternative Water Use: 62.4 ML	Potable water consumption has increase by 10% compared to the 2016/17 result. Alternative water use has increased by 8.2% compared to the 2016/17 result. Brimbank's stormwater treatment assets are removing: - Total suspended solids: 100,694 Kg/Yr - Total phosphorus: 214 Kg/Yr - Total nitrogen: 1,445 Kg/yr
Number of community grants supported (Our Community Living Sustainably)	8	A total of 8 grants were supported that aimed to address the priorities connected to creating a liveable community.



Performance (continued)

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 Budget for the year.

Major Initiatives	Progress
Implement the St Albans Town Centre CCTV project.	The CCTV cameras have been installed and are operating.
Install public art murals in five public places to promote visual art, prevent graffiti and improve local amenity.	Five public art murals have been completed at Sunshine Leisure Centre, Deer Park Library, Tin Shed St Albans, Keilor Library and the Brimbank Bicycle Centre.
Continued implementation of Street Tree Planting Programs as part of the Urban Forest Strategy.	The Street Tree Planting Program continued throughout 2017-2018 and the target of 3,500 street trees planted by the end of the planting season in July 2018 was achieved.
Develop the Sunvale Community Park.	The Sunvale Community Park will be made available to the community once planting is complete in July with the official opening scheduled for September 2018.
Implement recommendations from the Management Plan for the H.V. McKay Memorial Gardens.	Maintenance works for the H.V. McKay Memorial Gardens were completed for 2017-2018 in accordance with agreed action plan timelines.
Undertake works to improve pedestrian and vehicular access to Albion Station.	Consultation is currently occurring with stakeholders with completion scheduled to occur within the 2018/2019 financial year.
Implement priority actions under the Brimbank Car Parking Management Framework, including revised planning scheme provisions for car parking in St Albans and Sunshine town centres.	The draft planning scheme provisions for St Albans and Sunshine town centres have been prepared, and are currently placed on hold to enable preparation of a Brimbank Car Parking Strategy. A consultant has been engaged to prepare the Strategy and work has commenced including community engagement through a town centre survey called Place Score. The consultants have submitted the Background and Literature Review which is the first project deliverable. This work will continue in 2018/19 and is included in the Brimbank Council Plan - Year Two Action Plan.
Development of the 2018-2028 Waste Management Strategy incorporating a Clean Green Brimbank Litter Management Strategy.	The Brimbank Waste, Recycling and Litter Strategy 2018-2028 was adopted by Council at the Ordinary Council Meeting on 15 May 2018. First year actions within the 10-year plan are scheduled to commence Quarter 1 of 2018/2019.
Develop and implement an Environmentally Sustainable Design Framework.	The Environmentally Sustainable Design Framework was endorsed by Council in August 2017 and is currently being rolled out on new Council facilities and building maintenance works. This work will continue in 2018/19 as per Brimbank Council Plan - Year Two Action Plan.
Continue to project manage the delivery of the Upper Stony Creek transformation project on behalf of all partners.	Works associated with the Upper Stony Creek transformation project commenced in March 2018 and are expected to be completed by September 2019.
Complete the Municipal Development Contributions Plan Overlay.	The Municipal Development Contributions Plan has been completed and gazetted in the Brimbank Planning Scheme. An internal process has been developed to facilitate collection of contributions at the planning and building permit stages.
Increase proactive cleaning, maintenance and amenity in St Albans and Sunshine town centres and other Council-owned shopping strips including the addition of new bin wraps and stickers and new Christmas banners.	The ongoing proactive litter pick up and pressure cleaning program occurred in the Sunshine, St Albans, Keilor, Keilor Park, Deer Park and Kings Park activity centres.
Update the Sydenham Park Master Plan incorporating consideration of the Robertson's Homestead.	This action has been delayed awaiting the release of the Draft Melbourne Airport Master Plan 2018 which was released on Monday 16 July 2018, with the Sydenham Park Master Plan to be developed in 2018-2019.
Participate in the development of a regional Integrated Transport Strategy and incorporate into Brimbank advocacy priorities.	The Transport Strategy for Melbourne's west is currently in final draft and scheduled to be considered by the Leadwest Board on 15 August 2018. The strategy is then scheduled to be presented to Council at a subsequent Council meeting.
Implement a snake catching service.	The snake catching service continued to progress successfully and was well accessed by residents.

Services

The following statement provides information in relation to the services funded in the 2017-2018 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.	1,848
	<u>2,086</u>
	238
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.	2,065
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.	<u>1,958</u>
	(107)
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.	717
	<u>678</u>
	(39)
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.	3,110
	<u>2,814</u>
	(296)
Operations	
Operations oversees Fleet Services, Park Services, Roads and Cleansing, Waste Services, Pedestrian Facility Services and Emergency Management.	39,608
Parks, sportsgrounds and the outdoor spaces surrounding Council-owned facilities are maintained by Park Services.	<u>38,961</u>
	(647)
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 and 2013</i> , including coordination of a Municipal Emergency Management Planning Committee; and development and maintenance of the Municipal Emergency Management Plan.	
City Planning and Planning Compliance	
Planning permit applications for land use, development and subdivisions go through City Planning which also responds to property information and demolition requests and provides planning services to Council, the community and the development industry.	(1,975)
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.	<u>(1,651)</u>
	324
Other roles include administration of the Brimbank Planning Scheme and representation at the Victorian Civil and Administrative Tribunal on planning matters.	
Planning Compliance is responsible for enforcing planning regulations and responds to customer requests relating to planning matters.	



Performance (continued)

Service Performance Indicators

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

Service indicator	2016 Actual	2017 Actual	2018 Actual	Commentary
Time taken to action animal management requests	1.21	1.32	1.57	Brimbank City Council places a strong emphasis on responsible pet ownership and community safety. Reports of 'animals at large' and related requests are promptly responded to. This result remains within the range expected by Council.
Animals reclaimed	33.53%	30.27%	22.64%	Brimbank City Council received an increase in the numbers of unregistered and un-microchipped cats which has resulted in a decrease in reclaimed animals in the 2017-2018 financial year.
Cost of animal management service	\$58.50	\$112.22	\$126.82	Brimbank City Council places a high emphasis on delivering services in a cost-efficient manner, however the cost of this service has increased due to costs associated with external providers.
Animal management prosecutions	7.00	8.00	5.00	Brimbank City Council investigates all infringements under the <i>Domestic Animals Act 1994</i> and, where supportive evidence is available, actively prosecutes these matters. The result remains within the range expected by Council.
Sealed local road requests	42.62	49.70	68.89	Brimbank City Council endeavours to respond to all resident requests for sealed local roads within the approved requirements of the Road Asset Management Plan. The number of requests increased slightly in the 2017-2018 financial year due to increased community awareness of the ways in which to report concerns to Council after hours.
Sealed local roads below the intervention level	81.91%	83.38%	84.87%	Council has continued to fund the renewal of its road network to ensure the overall condition of the network does not deteriorate. This result remains within the range expected by Council.
Cost of sealed local road reconstruction	\$85.83	\$87.24	\$83.70	Brimbank City Council undertakes all road reconstruction via contracts, which are awarded following a competitive public tender process. This result remains within the range expected by Council.
Cost of sealed local road resealing	\$25.29	\$25.08	\$27.40	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 and continues to remain lower than the result range.
Kerbside bin collection requests	202.62	194.34	169.66	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.
Kerbside collection bins missed	10.62	11.92	10.64	Brimbank City Council endeavours to deliver an effective, cost-efficient bin collection service for the community with this improved result remaining within the range expected by Council.

Service indicator	2016 Actual	2017 Actual	2018 Actual	Commentary
Cost of kerbside garbage bin collection service	\$106.17	\$105.89	\$115.25	Brimbank City Council endeavours to deliver an effective, cost-efficient kerbside garbage collection service for our community with this result remaining within the range expected by Council.
Cost of kerbside recyclables collection service	\$11.54	\$7.97	\$23.98	Brimbank City Council endeavours to deliver an effective, cost-efficient kerbside recyclables collection service for our community, however the changes to recycling policy within China has impacted Australian recycling markets, increasing processing costs for Council.
Kerbside collection waste diverted from landfill	38.80%	40.08%	39.27%	Brimbank City Council endeavours to deliver an effective, cost-efficient kerbside collection service for our community with the result remaining within the range expected by Council.
Time taken to decide planning applications	112.00	125.00	123.00	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.
Planning applications decided within 60 days	55.00%	45.35%	52.82%	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. This result remains within the range expected by Council.
Cost of statutory planning service	\$2,133.94	\$3399.42	\$3072.92	Brimbank City Council has a strong commitment to providing an efficient and cost-effective statutory planning service. With this cost, calculation is based on expenses and excludes income as per LGV guidance.
Council planning decisions upheld at VCAT	80.95%	61.54%	66.67%	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. This result remains within the range expected by Council.
Expenses per head of municipal population	\$873.87	\$877.50	\$918.98	This result remains within the range expected by Council.
Infrastructure per head of municipal population	\$6,639.22	\$8007.72	\$7411.23	This result remains within the range expected by Council.
Own-source revenue per head of municipal population	\$798.86	\$848.30	\$835.02	This result falls within the range expected by Council.
Recurrent grants per head of municipal population	\$100.56	\$163.78	\$138.53	Comment to be updated once draft financial statements have been completed.



Performance (continued)

Our Goal: A Prosperous Community

- People are able to access quality education and lifelong learning opportunities
- People are able to find and maintain jobs that provide income security
- The local economy is strong and provides opportunities for the community to thrive
- Housing is of good quality, well located and affordable
- Brimbank is a leading destination for business, working, learning, recreation and living

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
Number of attendees at libraries and neighbourhood houses to access services, programs and activities.	2,679,444	In 2017-2018 there were 1,263,891 physical visits to Brimbank's five libraries and 781,895 visits to the Online library; a total of 2,045,786 visits. There were 565,651 physical visits to Brimbank's seven Neighbourhood House sites and 68,007 visits to the Neighbourhood House websites; a total of 633,658. Council's libraries and neighbourhood houses provide the community with a diverse range of programs, facilities, services and resources that support lifelong learning, promote social connectedness and increase health and wellbeing.
Resident perception of Council's performance in providing art centres and libraries	75	This is 3 points higher than the 2017 result.
Number of community grants supported (Lifelong Learning, Destination Brimbank)	15	A total of 15 grants were supported that aimed to address the priorities connected to creating a prosperous community.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 Budget for the year.

Major Initiatives	Progress
Implement the proposed Education Development Centre at Visy Cares Hub.	The Department of Education and Training (DET) milestone reporting and Work Plan were completed and submitted to DET. Recruitment for the Brimbank Learning Futures Coordinator was completed. Delays to the refurbishment schedule of the Visy Cares Hub continue due to unforeseen circumstances.
Work with government to deliver an employment initiative to bring together unemployed jobseekers, employers, employment providers and industry bodies.	This action was completed in Quarter Two when Council completed and submitted its report about the Melbourne's West Jobs Fair in accordance with the funding grant.
Implement the Brimbank Economic Development Strategy.	Year One Economic Development Strategy Actions were implemented including: <ul style="list-style-type: none"> • Production and distribution of the Business Link • Delivery of the Economic Gardening program in partnership with the VU Hanger • Ongoing delivery of the business development program • A successful funding application to Launch Vic to establish a Brimbank Co-working Hub in the Brimbank Community and Civic Centre. This work will continue in 2018/2019 and is included in the Brimbank Council Plan - Year Two Action Plan.
Promote Brimbank through the development and implementation of a Visitor and Local Participation Strategy.	The draft Experience Brimbank Strategy has been exhibited for community feedback. A report about the feedback and finalisation of the Strategy has been prepared for presentation to the August Ordinary Council Meeting. Other work continues with Destination Melbourne on the Discover Your Own Backyard campaign. This work will continue in 2018/19 and is included in the Brimbank Council Plan - Year Two Action Plan.

Services

The following statement provide information in relation to the services funded in the 2017-2018 Budget and the persons or sections of the community who are provided the service.

Service/Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Lifelong Learning & Community Participation	
Lifelong Learning & Community Participation delivers a diverse range of library services delivered through Brimbank's five libraries. The online library and home library service ensure lifelong learning is accessible to all age groups and abilities.	9,565
Library services include 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.	9,405
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.	(160)
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.	2,491
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.	2,083
It is also delivering the Sunshine Rising, St Albans Place Management and Brooklyn Evolution programs.	(408)

Service Performance Indicators

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

Service indicator	2016 Actual	2017 Actual	2018 Actual	Commentary
Library collection usage	3.91	4.34	5.84	The Brimbank City Council library collection continues to be well utilised by community members accessing both printed and digital materials at our five library branches and via our home library service.
Standard of library collection	69.43%	72.32%	58.63%	Brimbank City Council's library collection continues to be reflective of community needs and demands with close to 60% of the collection under five years of age. A variance in this year's result was due to the transition process to a new Library Management System that saw an up-to-date and accurate record of holdings.
Cost of library service	\$6.39	\$5.64	\$5.89	Brimbank City Council has worked to keep library operating costs stable whilst responding to increased usage, both loans and visits.
Active library members	14.07%	15.61%	12.55%	Brimbank City Council continues to see active usage of the library service, with an increase in membership at all branches except for Sunshine Library which, after a successful first year of opening, has seen memberships stabilised. This result continues to fall within the range set by Council.



Performance (continued)

Our Goal: An Innovative and Responsive 'Community First' Council

- Council is fair, honest and transparent
- Council advocates and works in the interests of our community
- Council manages its assets and finances sustainably and responsibly
- Council staff are high performing and community-focused

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
Resident perception of Council's overall performance and direction	65	This is 5 points higher than the 2017 result and represents the highest score that Council has achieved since tracking commenced in 2012. This rating is also significantly higher than the state-wide and Metro Council average.
Resident perception of Council's performance in customer service	72	Customer Service is the core area where Council has performed most strongly overall. This result 2 points higher than the 2017 result, with a third of residents (33%) rating Council's customer service as very good.
Resident perception of Council's performance in community consultation and engagement	56	This is 1 point higher than the 2017 result and 1 point higher than the state average.
Resident perception of Council's performance in informing the community	58	This is 2 points higher than the 2017 result and 1 point lower than the state average.
Resident perception of Council's performance regarding decisions made in the interest of the community	58	This is 2 points higher than the 2017 result and 4 points higher than the state average.
Resident perception of Council's performance in lobbying on behalf of the community	57	This is 3 points higher than the 2017 result and is in line with the state average.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 Budget for the year.

Major Initiatives	Progress
Develop a Brimbank Advocacy framework to deliver more coordinated and systematic approaches to advocacy.	Implementation of the Brimbank Advocacy Plan is underway, with a focus on St Albans Leisure Centre redevelopment, Growing Brimbank, Transport, Gambling and Education.
Develop a Brimbank Resilience Plan based on the Resilient Melbourne Strategy.	The draft Resilience Strategy has been completed and scheduled for consideration at the August Ordinary Council Meeting.
Develop a marketing strategy incorporating digital channels.	The second phase of the 'Welcome. We Are Brimbank' campaign is close to being finalised, and will take the campaign through to the remainder of 2018.
Develop a Community Engagement Policy and Toolkit.	The draft Community Engagement Policy has been completed and scheduled for adoption at the July Ordinary Council meeting.
Develop a program for ongoing Councillor engagement with the community.	Four Meet Your Councillor Sessions were delivered between March and June across the Harvester, Taylors, Horse Shoe Bend and Grasslands wards.

Services

The following statement provides information in relation to the services funded in the 2017-2018 Budget and the persons or sections of the community who are provided the service.

Service/Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Governance	
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.	7,007
Governance provides strategic and operational risk services, in-house legal services, insurance and claims management, and coordinates business continuity planning and reviews.	6,054
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.	(953)
Media and Communications	
Media and Communications gathers and communicates information through a variety of channels to reach all corners of the community.	7,365
These channels include mainstream and local media, corporate publications and posters, advice and consultation, website and social media, advertising, speeches and events.	7,737
By promoting Brimbank through various channels the community is kept up-to-date with information relating to where they live, work and socialise.	373
Financial Services	
Financial Services provides a fully integrated financial service and support function across Council. It is supported by two core units - Finance and Business Support.	5,490
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 ensuring compliance with legislation, and accounting standards.	4,974
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 supports Council's financial systems and provides training to staff, and maintains policies and procedures.	(516)
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.	
Customer Support	
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.	3,176
Seeking out, monitoring and analysing customer feedback to better understand the customer experience and to drive service delivery improvement programs.	3,190
Information management services are also provided which include the registration, management, storage and retrieval of all information received by Council in accordance with legislative requirements.	14
All service processes are designed around optimal use of digital practices and consideration of technology opportunities.	
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.	2,767
Staff health and wellbeing is managed with the implementation of occupational health and safety programs and injury prevention and management.	2,701
Council's recruitment, payroll and workforce planning are also key tasks for this team.	(66)
Information Communication Technology	
Information Communication Technology (ICT) provides a consistent level of support and service to all Council departments and community centres.	863
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.	2,459
ICT is responsible for maintaining a consistent service across Council to ensure continuity and efficiency.	1,597



Performance (continued)

Service Performance Indicators

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

Service indicator	2016 Actual	2017 Actual	2018 Actual	Commentary
Efficiency				
Average residential rate per residential property assessment	\$1,543.83	\$1588.96	\$1623.83	Resident population is the main determinant of service demand and costs.
Expenses per property assessment	\$2,283.91	\$2,347.62	\$2455.82	Resident population is the main determinant of service demand and costs.
Resignations and terminations compared to average staff	7.51%	7.16%	8.73%	Brimbank Council continues to have a lower than sector average staff turnover.
Liquidity				
Current assets compared to current liabilities	145.46%	219.37%	236.70%	The result for this measure has increased by 17.33 percentage points due to the Victorian Grants Commission funding received in advance and Capital Works carried forward to 2017-2018. Council is in a strong financial position to meet commitments when they fall due. Forecasted figures anticipate reduced cash balances with no capital works carried forward. The 2019-20 year has reduced further than the other forecast years due to an interest only loan falling due in the following year.
Unrestricted cash compared to current liabilities	17.89%	72.27%	75.69%	There have only been minor movements between the current year and prior year. The 2019-2020 shows a large decrease mainly due to the current liabilities increasing due to an interest only loan falling due in the following year.
Obligations				
Asset renewal compared to depreciation	53.10%	62.66%	57.54%	Council continues to meet long-term obligations and commits to maintain a planned asset renewal program. Additional asset renewal is anticipated in the 2018-2019 year due to the carry forward capital works in the 2017-2018 year.
Loans and borrowings compared to rates	45.75%	41.76%	42.08%	The result for this measure has increased slightly due to loans taken out for \$4m for capital works.
Loans and borrowings repayments compared to rates	3.58%	4.00%	2.98%	The result for this measure has decreased due to the final repayments of an \$8m loan being made in the 2016-2017 year. Increase in the 2019-20 year is due to interest bearing loan falling due.
Non-current liabilities compared to own source revenue	43.39%	38.97%	40.00%	The result for this measure has increased very slightly due to the new loan taken out for \$4m. Decrease in the 2019-2020 year is due to an interest bearing loan moving from non-current liability to current.
Operating Position				
Adjusted underlying surplus (or deficit)	4.74%	15.06%	6.15%	The result for this measure has decreased by 8.91 percentage points. Council received \$6.7 million of the 2017-2018 Financial Assistance Grants allocation in the 2016/2017 year.
Stability				
Rates compared to adjusted underlying revenue	76.49%	68.59%	73.49%	The result for this measure has decreased by 8.91 percentage points. Council received \$6.7 million of the 2017-2018 Financial Assistance Grants allocation in the 2016-2017 year.
Rates compared to property values	0.42%	0.38%	0.39%	Rating levels continue to be set based on the community's capacity to pay and within the State Government rate cap limits. Rates include general rates, municipal charge and environmental charge. The decrease in 2018-2019 is due to the Municipal Valuation which had an approx. 30% increase in property values across the municipality.
Council decisions made at meetings closed to the public	0.34%	1.80%	3.96%	Brimbank City Council made 218 of its 227 resolutions at meetings open to the public. A small proportion of Council's resolutions were made at meetings closed to the public in accordance with the requirements of section 89 of the <i>Local Government Act 1989</i> . These decisions include contractual, legal and personnel matters which were the subject of a number of nine items in 2017-2018.
Councillor attendance at Council Meetings	93.65%	98.53%	93.75%	This result reflects the ongoing high attendance of Councillors attending Council Meetings and falls within the range expected by Council.
Cost of governance	\$172,219.55	\$98521.38	\$60,981.70	The decrease in the cost of governance per Councillor is as a result of the figure for 2017-2018 showing the cost of governance for only Councillors and includes CEO recruitment costs. The figure for 2016-2017 included a portion of time in which Brimbank City Council was in administration.



04

Governance and Management and other information



Governance and Management

Representative Governance

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

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

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 21 November 2017, the schedule for Ordinary Council Meetings for 2018, 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 2017-2018. The first Special Council Meeting was to consider adopting the Final Draft Council Plan 2017-2021 and Final Draft Annual Budget 2017-2018 (including Final Draft Long Term Financial Plan 2017-2027 and Final Draft Rating Strategy 2017-2018), and the St Albans Items Funding - Final Draft Annual Budget 2017-2018. The second was to elect a Mayor and Deputy Mayor. The third was to consider writing to the Minister for Planning regarding a request to withdraw an Interim Heritage Overlay on the Grand Junction Estate Precinct Sunshine and 108 George Street, St Albans. The fourth and fifth Special Council Meetings were to consider legal advice in relation to legal matters.

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 also available at Council's customer service centres and libraries, on the day before the meeting.

Hard copy agendas and electronic agendas (using Council iPads) were available in Chamber on the night of the Council Meeting. 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*. Council continued its 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 2017-2018, a total of 12 petitions were presented to the Council for receipt and response. Ninety-five questions were put to the Council and answered at the meeting, and/or responded to in writing.

Councillors' allowances and expenses

Section 47A(2) of 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.

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.

The Minister adjusted the allowances by 2 per cent in December 2017. At the end of 2017-2018, the Mayoral allowance was \$96,534 per annum, and the Councillor allowance was \$30,223 per annum (plus an amount equivalent to the superannuation guarantee contribution of 9.5 per cent).

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 2017-2018 was \$35,515.24.

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.

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. 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. At this meeting, Council resolved to receive a report in August 2017 on a further review of the Code of Conduct. A report was presented to Council in August 2017 that outlined the proposed review process, which Council resolved to undertake. Review workshops were held with Councillors in 2017-2018, with a view to Council considering the reviewed Code of Conduct under the *Governance (Major Policy) Local Law 3* in 2018/2019.

Local laws

Brimbank has three local laws: the *General Local Law 2018*, which came into effect on 1 January 2018; 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 2018 (Local Law) was made on 21 November 2017, and became operational on 1 January 2018. The objectives of the Local Law are to provide for the:

- Administration of Council's powers and functions
- Protection, 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 reasonable 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.

Council conducted the review of the Local Law in accordance with section 119 and 223 of the Act, including preparing a community impact statement. As part of the community consultation, 11 submissions were received on the draft Local Law.

Following the making of the Local Law, notice was given in the Victoria Government Gazette and local newspaper, and the Local Law was available for viewing on Council's website and at customer service centres.

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.

No policies were made, amended or revoked as major policies in 2017-2018. 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 - 1 July 2017 to 30 June 2018

1 July 2017-30 June 2018		
Name	Ordinary Council Meetings	Special Council Meetings
Cr Daniel Allan	10	4
Cr Victoria Borg	11	3
Cr Lucinda Congreve	10	5
Cr Sam David JP	11	4
Cr Margaret Giudice	10	5
Cr John Hedditch	11	5
Cr Bruce Lancashire	11	5
Cr Georgina Papafotiou	7	5
Cr Duyen Anh Pham	11	5
Cr Virginia Tachos	10	5
Cr Kim Thien Truong	10	5

Non-attendance at Council Meetings included formal Leave of Absences and/or apologies.

Internal Committees/External Committees

Councillor representation on Committees

At the end of each year, Councillors 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 2017-2018, the representatives/delegates to Council Committees were:

Council Advisory Committees	Role of Committee	Councillor Representative July 2017-February 2018	Councillor Representative February 2018-June 2018
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.	Cr Lucinda Congreve Cr Margaret Giudice Cr Georgina Papafotiou (substitute) (all Councillors ex-officio)	Cr Lucinda Congreve Cr Margaret Giudice Cr Georgina Papafotiou (substitute) (all Councillors ex-officio)
Australia Day Awards Selection Committee	To select Australia Day Award recipients.	Mayor, Cr John Hedditch (from July 2017 until December 2017)	Mayor, Cr Margaret Giudice (from December 2017 until June 2018)
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.	Cr Victoria Borg (Chair)	Cr Victoria Borg (Chair) Cr Daniel Allan (substitute)
Brimbank Arts Advisory Committee	To oversee the operational aspects of the Brimbank Arts Collection Policy Guidelines.	Cr Daniel Allan (Chair)	Cr Daniel Allan (Chair) Cr Duyen Anh Pham
Brimbank Community Fund Committee	To provide guidance on the administration of the Brimbank Charitable Fund.	Cr Sam David JP	Cr Sam David JP Cr Margaret Giudice (substitute)
Brimbank Disability Advisory Committee	To oversee and guide the implementation, monitoring and review of the Brimbank Disability Action Plan, and advise Council on a range of matters affecting people with disability, their families and carers.	Cr John Hedditch (Chair) Cr Victoria Borg	Cr John Hedditch (Chair) Cr Victoria Borg
Brimbank Learning and Employment Steering Committee (ceased in May 2018)	Strategic and collaborative partnership of organisations and individuals to lead and advocate on learning and employment in Brimbank.	Cr Victoria Borg (Chair)	Cr Victoria Borg (Chair)
Brooklyn Industrial Precinct Strategy Committee	To provide advice and recommendations to Council on the implementation of the Brooklyn Evolution Strategy in Brooklyn.	Cr Kim Thien Truong (Chair)	Cr Sam David JP (Chair)
Chief Executive Officer Employment Matters Committee	To provide guidance on the role of the CEO Performance and purpose of the CEO performance Review.	Cr John Hedditch (Chair) Cr Georgina Papafotiou Cr Margaret Giudice	Cr Margaret Giudice (Chair) Cr Virginia Tachos Cr Sam David JP Cr Victoria Borg

Council Advisory Committees	Role of Committee	Administrator Representative July 2017-February 2018	Councillor Representative February 2018-June 2018
Chief Executive Officer Recruitment Committee (ceased in February 2018)	Select an Executive Recruitment agency to undertake the recruitment process for a Chief Executive Officer for Brimbank City Council select an independent advisor to provide expert advice to the Committee throughout the recruitment process for a Chief Executive Officer for Brimbank City Council, seek agreement with Council on the selection and recruitment process for a Chief Executive Officer for Brimbank City Council, approve a shortlist of candidates, conduct the shortlist interview process, and make a recommendation to Council for a preferred applicant for the permanent position of Chief Executive Officer of Brimbank City Council.	Cr John Hedditch Cr Georgina Papafotiou (co-chairs) Cr Virginia Tachos Cr Victoria Borg	N/A
Errington Precinct Master Plan Community Reference Group: Sport and Recreation Projects	Provides a direct communication channel for gaining valuable and meaningful input and feedback from community members during implementation of sport and recreation projects of the Errington Precinct Master Plan.	Cr Duyen Anh Pham (Chair)	Cr Duyen Anh Pham (Chair) Cr Virginia Tachos
Former Keilor Library Community Consultative Committee (ceased in July 2017)	The Committee will 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.	Cr Daniel Allan (Chair) Cr Virginia Tachos (alternative) Cr Georgina Papafotiou (committee member)	
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.	Cr Bruce Lancashire (Chair)	Cr Bruce Lancashire (Chair)
Keilor Interim Artefacts Committee (ceased in July 2017)	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.	Cr Daniel Allan (Chair)	-
Municipal Emergency Management Plan Committee	To ensure all agencies are involved in emergency planning for the municipality.	Cr Georgina Papafotiou (Chair)	Cr Georgina Papafotiou (Chair) Cr Margaret Giudice
Safety Roundtable	To bring together strategic safety partners to collaborate and coordinate efforts to achieve greater community safety outcomes in Brimbank.	Cr Kim Thien Truong (Chair) Cr Margaret Giudice Cr Georgina Papafotiou	Cr Kim Thien Truong (Chair) Cr Margaret Giudice Cr Georgina Papafotiou
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.	Cr John Hedditch	Cr John Hedditch (Chair) Cr Margaret Giudice
St Albans Community Centre Consultative Committee	To provide advice and feedback regarding programs and activities offered through the Centre.	Cr Victoria Borg	Cr Virginia Tachos Cr Duyen Anh Pham (co-Chairs)
St Albans Town Centre Partnership Group (established April 2018)	To establish and maintain a successful partnership with the public and private sectors to improve the vitality and commercial viability of the St Albans Town Centre through regular dialogue between Brimbank City Council, government departments and agencies, property owners, business operators, and community.	-	Cr Virginia Tachos (Chair)
Sunshine Health Wellbeing and Education Precinct Strategic Plan Reference Group	To involve key stakeholders in the preparation of a Strategic Plan to guide the development of the SHWEP to achieve its full potential as a health, wellbeing and education precinct.	Cr John Hedditch and Cr Georgina Papafotiou (co-Chairs) Cr Victoria Borg	Cr John Hedditch and Cr Georgina Papafotiou (co-Chairs) Cr Victoria Borg
Sunshine Leisure Centre Community Consultative Committee (ceased in October 2017)	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).	Cr John Hedditch (Chair)	-
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.	Cr Sam David JP (Chair)	Cr Sam David JP (Chair)



Governance and Management (continued)

Council Advisory Committees	Role of Committee	Administrator Representative July 2017-February 2018	Councillor Representative February 2018-June 2018
Sydenham Park Master Plan Steering Committee	To provide a direct communication channel for gaining valuable and meaningful input and feedback from community representatives and other stakeholders during the development of the new Sydenham Park Master Plan.	Cr Bruce Lancashire (Chair) Cr Margaret Giudice Cr Georgina Papafotiou Cr Virginia Tachos	Cr Bruce Lancashire (Chair) Cr Margaret Giudice Cr Georgina Papafotiou Cr Virginia Tachos
Waste Management Strategy Development Steering Committee (<i>ceased in July 2018</i>)	To provide input into the development of a new Brimbank Waste Management Strategy.	Cr Bruce Lancashire (Chair) Cr Margaret Giudice Cr Virginia Tachos	Cr Bruce Lancashire (Chair) Cr Margaret Giudice Cr Virginia Tachos

In 2017-2018, the representatives/delegates to External Committees were:

External Committees (Council Delegates)	Role of Committee	Councillor Delegate July 2017-February 2018	Councillor Delegate February 2018-June 2018
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.	Cr Bruce Lancashire	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.	Cr Sam David JP Cr John Hedditch Cr Kim Thien Truong	Cr Sam David JP Cr John Hedditch 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.	Cr Bruce Lancashire	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.	Cr Virginia Tachos	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.	Cr John Hedditch Cr Virginia Tachos (alternate)	Cr John Hedditch Cr Virginia Tachos (substitute)
Melton Level Crossing Removal Project Stakeholder Liaison Group	Established for level crossing removal projects as a key avenue for community involvement during the project.	Cr Margaret Giudice	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.	Cr Bruce Lancashire	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.	Cr Bruce Lancashire	Cr Bruce Lancashire
Metropolitan Transport Forum	Advocacy group for promotion of effective, efficient and equitable transport in metropolitan Melbourne.	Cr Duyen Anh Pham	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.	Cr Lucinda Congreve Cr Victoria Borg (alternate)	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.	Cr Georgina Papafotiou	Cr Georgina Papafotiou
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.	Cr Kim Thien Truong	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.	Cr Daniel Allan	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 2017-2018, 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.

In the 2017 review, it was proposed that the Charter be amended to include an additional one year extension option for the Chair, and to include the provision of a substitute Councillor Member to the ARMC. The ARMC endorsed the proposals and recommended to Council to adopt the draft Charter, which it did at Ordinary Council Meeting on 19 September 2017.

For the 2018 year, responsibilities of the ARMC have been carried out in accordance with Charter.

Composition of ARMC

Independent members

During the reporting period, the ARMC was chaired by independent member, Mr Michael Beer. The ARMC also comprised independent member Mr Ben Dunlop, independent member Ms Linda MacRae (July-December 2017) and independent member Mr Mark Davies (December 2017-June 2018), who replaced Ms MacRae upon her retirement from the ARMC.

Mr Davies was appointed as an independent member of the ARMC following a public recruitment process conducted in accordance with the requirements of the ARMC Charter.

Councillor members

The Mayor, Councillor Margaret Giudice, and Councillor Lucinda Congreve were the appointed Councillor Representatives to the ARMC over 2017-2018. Councillor Georgina Papafotiou was appointed substitute Councillor Representative to the ARMC at the Ordinary Council Meeting on 20 February 2018.

Michael Beer Independent Chair

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

Linda MacRae (retired) 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

Mark Davies Independent Member

- Local Government
- Corporate and not-for-profit
- Accounting and financial management
- Audit and governance

Meetings

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

▶ Meeting No. 112	4 September 2017
▶ Meeting No. 113	24 November 2017
▶ Meeting No. 114	23 February 2018
▶ Meeting No. 115	25 May 2018

Governance and Management (continued)

The attendance record of ARMC members for 2017-2018 was:

ARMC Member	Meetings Eligible to Attend	Meetings Attended
Michael Beer	4	4
Ben Dunlop	4	4
Mark Davies	2	2
Linda MacRae	2	2
Councillor Margaret Giudice	4	3
Councillor Lucinda Congreve	4	2

Audits and Compliance

During the reporting period, and in accordance with the Strategic Internal Audit Plan 2017 to 2020 and the Annual Internal Audit Program for 2017-2018, the ARMC received and considered internal audit reports on the following matters:

- Property Management: Leases and Licences
- Cash Handling and Receipting Audit
- Asset Management Audit
- Family Day Care Audit
- Delegations Audit

The audit recommendations and management responses were considered by the ARMC, and were implemented, or in the process of being implemented, over 2017-2018. The ARMC monitored the implementation of audit recommendations at each meeting of the committee.

The final internal audit scheduled for the 2017-2018 program was the review of Council's Road Management Plan. This audit was delayed due to the change in internal audit provider, and was conducted by the new internal audit providers, Oakton Services, across the 2017-2018 and 2018-2019 financial years, and will be reported in the 2018-2019 ARMC Annual Report.

The external audit report by VAGO on the Annual Financial Report 2016-2017 was received and considered by the ARMC, including the VAGO management letter and recommendations. The ARMC approved the draft Governance and Management Checklist 2016-2017, 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, including:

- An overview of financial services including trends and key challenges
- A strategic risk update focusing on past, present and future strategic risks
- An overview of the *Local Government Bill* highlighting proposed major changes and implementation timeline, and
- An update on the current state of recycling and next steps of focus for Council in managing this space.

Internal audit function

Council's internal audit function was contracted to Crowe Horwath Melbourne over July 2017-March 2018. The contract was managed by Council's Governance department.

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 2017, the one-year option was exercised and Crowe Horwath Melbourne continued to deliver internal audit services for the remainder of 2017 and up to 16 March 2018.

In accordance with the ARMC Charter, the ARMC reviewed the annual internal audit plan 2017-2018 and monitored its progress, including review of the recommendations arising out of each internal audit report and discussion of management responses. The ARMC continued to monitor management's implementation of the internal auditor's recommendations throughout the 2017-2018 financial year.

The annual internal audit program for 2017-2018 was successfully conducted.

Council appointed its new internal auditor through a public tender process in accordance with section 189 of the Act and Council's Procurement Policy. Council appointed Oakton Services as its new internal audit services provider commencing March 2018, for a three-year term, with a two-year option to extend.

The new strategic internal audit plan and annual internal audit program were developed in consultation with Oakton Services and Council's Chief Executive Officer and Senior Management. The ARMC reviewed and approved Council's three-year strategic internal audit plan 2018-2021 and annual internal audit program for 2018-2019.

Reporting

A Council Representative's Report is provided to Council at an Ordinary Council Meeting as soon as practicable following each quarterly ARMC meeting. The Council Representative's Report provides a summary of the ARMC's work, results and operations, as well as any recommendations of the ARMC for Council's consideration.

Annually, a report is provided to stakeholders via Council's report of operations in the annual report, describing the ARMC's composition, discharge of responsibilities, and any other information required by legislation or regulation.

Annual review

Over 2017-2018, 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 it adopt an updated Charter – ARMC meeting 4 September 2017/Council Meeting 19 September 2017
- Annually met with the external auditor and internal audit services provider in camera – ARMC meeting 4 September 2017
- Confirmed annually that all responsibilities outlined in its Charter have been carried out – ARMC meeting 4 September 2017
- Evaluated the ARMC's performance annually – ARMC meeting 4 September 2017. The ARMC Annual Report 2016-2017 was presented to Council at the Ordinary Council Meeting on 19 September 2017.

Governance and Management Checklist

Local Government (Planning and Reporting) Regulations 2014

Governance and Management Item	Date	Related Document
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	✓ 18/09/2012	The Community Engagement Policy is incorporated in the Brimbank Governance Framework (RM 12/74494) and was adopted on 18 September 2012.
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	✓ 21/03/2018	Both the Community Engagement Strategy Template Toolkit (RM 16/289549) and the Community Engagement Toolkit – Guiding Document (RM17/378204) were endorsed by EMT on 21 March 2018.
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)	✓ 19/06/2018	The Annual Budget incorporating the Strategic Resource Plan was adopted by Council on 19 June 2018. https://www.brimbank.vic.gov.au/council/annual-budget-and-council-plan
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)	✓ 19/06/2018	The Annual Budget was adopted by Council on 19 June 2018. https://www.brimbank.vic.gov.au/council/annual-budget-and-council-plan
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)	✓ 21/03/2014	The Integrated Risk Management Strategy 2014-2024 was endorsed by Council on 21 March 2014. https://www.brimbank.vic.gov.au/plans-policies-and-strategies/strategies/integrated-asset-management-strategy-2014-2024
Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	✓ 19/06/2018	The Annual Budget incorporating the Rating Strategy was adopted by Council on 19 June 2018. https://www.brimbank.vic.gov.au/council/annual-budget-and-council-plan
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	✓ 15/06/2018	The Risk Management Policy was adopted by Council on 15 June 2018. https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/risk-management-policy
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	✓ 21/03/2017	The Fraud Prevention Policy was adopted by Council on 21 March 2017. https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/fraud-prevention-policy
Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	✓ 21/02/2017	The Brimbank Municipal Emergency Management Plan was adopted by Council on 21 February 2017 (RM 17/6123)
Procurement policy (policy under section 186A of the Act outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	✓ 19/06/2018	The Procurement Policy was adopted by Council on 19 June 2018. https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/procurement-policy
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	✓ 7/06/2018	The Organisational Business Continuity Plan (April-December 2018) was approved by the Executive Management Team on 7 June 2018.
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	✓ 30/08/2018	The Brimbank Disaster Recovery Plan was approved by IT Governance in August 2017.
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	✓ 7/06/2018	The Brimbank Risk Management Framework was approved by Council's Executive Management Team on 7 June 2018. (RM 18/246446)
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)	✓ 19/09/2018	Charter adopted on 19 September 2017. Ordinary Council Meeting No. 428 minutes: https://www.brimbank.vic.gov.au/council/council-meetings/2017-council-meeting-agenda-and-minutes
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	✓ 17/03/2018	Council's current provider commenced on 17 March 2018.
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)	✓ 23/02/2018	The Performance Reporting Indicators (LGPRF Results) were reported to the Audit and Risk Committee on 23 February 2018.

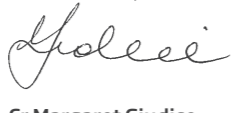


Governance and Management Checklist (continued)

Governance and Management Item	Date	Related Document
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)	✓ 20/03/2018	The Council Plan Quarter One 2017/18 Progress Report was approved at the Ordinary Council Meeting 12 December 2017. The Council Plan Quarter Two 2017/18 Progress Report was approved at the Ordinary Council Meeting 20 March 2018. The Quarter Three 2017/18 Progress Report was approved at the Council Meeting on the 15 June 2018.
Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	✓ 19/09/2017 21/11/2017 20/02/2018 15/05/2018	The Quarterly Financial Reports were approved at Ordinary Council Meeting No. 431, No. 433, No.438. Minutes https://www.brimbank.vic.gov.au/council/council-meetings/2017-council-meeting-agenda-and-minutes
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	✓ 19/09/17 12/12/17 17/04/18 15/06/18	Ordinary Council Meeting No. 428 and 432 minutes: https://www.brimbank.vic.gov.au/council/council-meetings/2017-council-meeting-agenda-and-minutes Ordinary Council Meeting No. 436 and 440 minutes: https://www.brimbank.vic.gov.au/council/council-meetings/2018-council-meeting-agenda-and-minutes
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)	✓ 17/10/2018 23/02/2018	The Performance Reporting Indicators (LGPRF Results) were reported to the Audit and Risk Committee on 17/10/2017 and 23/01/2018
Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	✓ 17/10/2017	The Annual Report was approved by Council on the 17 October 2017. https://www.brimbank.vic.gov.au/council/annual-budget-and-council-plan
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)	✓ 14/02/2017	Ordinary Council Meeting No. 418: https://www.brimbank.vic.gov.au/council/council-meetings/2017-council-meeting-agenda-and-minutes
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)	✓ 17/10/2017	Ordinary Council Meeting No. 429: https://www.brimbank.vic.gov.au/council/council-meetings/2017-council-meeting-agenda-and-minutes
Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	✓ 18/06/2015	Ordinary Council Meeting No. 386 minutes: minutes available to inspect upon request.

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


Helen Morrissey
Chief Executive Officer
Date: 18 September 2018


Cr Margaret Giudice
Mayor
Date: 18 September 2018

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 Act) 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.

Quality and cost standards

The services planned and delivered by Council 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

To provide assurance that Brimbank City Council has given effect to the Best Value Principles this report has been developed to highlight three services that have demonstrated organisational application of the principles resulting in improved services to the Brimbank community.

1. Maternal Child Health BEAR Bus

An example of organisational application of the principles are the early years service improvements that Brimbank City Council has made with the Australian Health Policy Collaboration (AHPC) at Victoria University to develop and implement the Growing Brimbank program. This is a long-term collaboration that aims to translate the evidence of 'what works' to improve health, wellbeing and education outcomes across the life course in the Brimbank community.

Growing Brimbank supports a model of evidence-based design, to identify problems and inform both service planning and service improvements that aim to achieve improved health and wellbeing outcomes for the Brimbank community. An intervention that has been designed by Brimbank City Council is the BEAR Bus. The BEAR Bus was designed in response to research that highlighted that in Brimbank a cohort of children and families are not accessing early years services. By offering a flexible outreach service the Maternal Child Health (MCH) Service has been able to overcome challenges facing families such as rigid appointment times, transport limitations and barriers presented by language and culture.

The BEAR bus is staffed by MCH nurses and aims for increased contact and re-engagement with families who have previously lost contact after the first eight weeks of Key Ages and Stages appointments with Maternal and Child Health Services. The service offers short, on-the-spot appointments and follow up with referrals or home visits. The bus will also promote the benefits of engaging with early years services across Brimbank at times that coincide with local, family-friendly activities such as playgroups.

As the trial phase of the BEAR Bus is implemented, Council will continue to apply Best Value Principles to this service insuring that it meets quality and cost standards, is responsive to community need, is accessible to those for whom the service is intended and that the service seeks continuous improvement.

2. Brimbank Meals Distribution Centre

Council operates the Brimbank Meals Distribution Centre (BMDC) which is located in Kealba. The BMDC is a modern purpose-built distribution facility comprising refrigerated cool room and state-of-the-art storage and packing facilities for up to 1,000 meals per day. The BMDC can receive, store, pack to order and distribute meals to community care clients throughout Brimbank and other Councils in the north-west of Melbourne. The Centre opened in March 2014 and is designed to operate as a regional facility.

In 2018, Council, in partnership with Maribyrnong City Council, developed a shared service which has increased operational efficiencies, reduced costs, and improved the sustainability of the long-term sustainability of the service. Under the model, Brimbank receive store and pick/pack meals at the BMDC, then pick and pack the meals for Maribyrnong clients which are delivered by Maribyrnong City Council staff to their clients.

The application of Best Value Principles has resulted in the following service benefits:

- Reduced service infrastructure required to deliver the service
- Operational and efficiency improvements shared processes and standardisation of operation leading to reduced fixed costs
- Seamless service delivery to clients
- Increased utilisation of the BMDC as a regional facility

It is anticipated that Brimbank will increase shared service partnerships with additional Councils so that the BMDC can operate on a cost-neutral basis.

From a Best Value perspective, the shared service model has demonstrated the significant value of sharing resources and delivering mutually beneficial outcomes which have no adverse impact on the client experience and delivery of the service.

3. The 'Work at Your Library' Program

The 'Work at Your Library' program is an ongoing 18-month temporary fixed term contract work experience program targeting unemployed young people, led by Brimbank Libraries. This pilot recruitment program was in response to:

- high levels of youth unemployment and disengagement
- young and local candidates were struggling to meet the selection criteria for library roles due to inexperience and lack of support.

Recruitment to the 'Work at Your Library' role was promoted through local agencies that support young people in Brimbank. The first young person in the program was recruited for

Statutory information (continued)

an 18-month period. The program evaluation was conducted after the first 15 months and highlighted that the model enables young people to develop work ready skills to broaden their future employment opportunities. These skills include:

- Increased confidence in engaging with colleagues and community in a customer service environment
- Increased abilities in using technology and assisting others
- An understanding of the requirements of being in the workplace – punctuality, working in a team, communication, negotiation

This program has the opportunity to continue supporting long-term local unemployed young people and serve as a model for other Council departments to adopt. To achieve this Council will continue to seek opportunities for continuous improvement as per the Best Value Principles.

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 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.

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 (FOI) applications Annual Report

Twenty-four FOI requests were received during 2017-2018. Of those applications, 14 were released in full, three were released in part, three were withdrawn, one was not proceeded with, one was not within Council's jurisdiction and two were not yet finalised.

The newly created Office of the Victorian Information Commissioner began operating on 1 September 2017 and now performs the functions that previously rested with the Offices of the Freedom of Information Commissioner and the Commissioner for Privacy and Data Protection. In order to assist the Commissioner to prepare the 2017-2018 Freedom of Information Annual Report, Council was required to take part in a detailed online survey and report which required the submission of a range of data, information and responses in respect of Council's experience of and operations under the FOI Act for the current year.

Application for access to documentation

To apply for access to documentation in Council's possession, members of the public could 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.

- Coordinated and participated in events including Anti-Poverty Week, Homelessness Week, International Day for People with a Disability, White Ribbon Day, Human Rights Day and International Day Against Homophobia, Transphobia and Biphobia.

- Continued to implement and review Council policies, strategies and action plans that deliver on Council's commitment to the principles of social justice. These include 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)*.

- Promoted social justice related events, activities and news to the Brimbank community through the Brimbank Social Justice Coalition.

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, Council has prepared a Disability Action Plan and must report on the implementation of the Disability Action Plan in its Annual Report.

Brimbank City Council adopted the 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.

An implementation plan was developed and endorsed listing the actions Council will take to deliver on the goals and objectives of the DAP. The Year One DAP Implementation Plan has 75 actions of which 40% have been completed. Work is currently underway to develop the Year Two Implementation Plan.

In 2017 Council also established the Brimbank Disability Advisory Committee (DAC) to oversee and guide the implementation, monitoring and review of the DAP. Following an Expression of Interest process, Council endorsed 11 members to the DAC including a Brimbank Councillor who chairs the meetings. Four meetings have been held to date.

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 2017-2021 was adopted by Council in November 2017. The plan outlines objectives and actions in relation to cats and dogs in the municipality and was developed after consultation with the community.

Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report.

No such Ministerial Directions were received by Council during the financial year.

Road Management Act Ministerial Direction

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

Privacy and Data Protection Act 2014

The *Privacy and Data Protection Act 2014* (PDP Act) contains privacy principles that relate to responsible collection, use and disclosure of personal information. Brimbank's Privacy Policy 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 2017-2018.

Information privacy complaints

Council received four privacy complaints in 2017-2018. After investigation and consideration, two of these complaints were found to be substantiated, one is still under investigation and one complaint was found to be unsubstantiated.

The first substantiated complaint arose out of a document related to a five-year-old photograph of the complainant, her partner and the complainant's young son in the window decal of the St Albans Library. Although the display of the photograph had previously been consented to, the applicant was concerned about her son's image being displayed. As Council had no right to the photograph or the subject images, Council complied with the request.

The second substantiated complaint was made by a builder who wanted the removal of an Internet link to a 2016 planning application which listed that builder's mobile number and other details. Council used its website service provider to ensure that the relevant development site which retained the subject file was password-protected and the details no longer appeared in Google searches.

Statutory information (continued)

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 2017-2018.

Geographic names within the municipality

At the Council Meeting on 15 August 2017, Council adopted its Place Naming Policy 2017. Council's Place Naming Policy provides guidance for naming places, including suburbs, features and roads, in the City of Brimbank. The policy has an emphasis on preserving Brimbank's identity and heritage and ensuring any naming decisions are made in the best interests of the whole community. The Place Naming Policy 2017 incorporated the changes under the State Government's Naming Rules for Places in Victoria - Statutory Requirements for Naming Roads, Features and Localities 2016, and set out more clearly the consultation processes for naming proposals.

Council made final decisions on naming proposals in 2017-2018:

- Renaming of a section of Gooding Street, St Albans, to Gratz Street, St Albans
 - Renaming of portion of the former Sunvale Primary School site at 20 Neil Street, Sunshine, as Sunvale Community Park
 - Moving a section of the suburb boundary between Taylors Lakes and Keilor
 - Renaming Deer Park Kindergarten located at 59 Carmody Drive, Cairnlea, as Carmody Drive Kindergarten
 - Renaming Sunshine Park Estate Kindergarten located at 10a Southwold Street, St Albans, as Southwold Street Kindergarten
 - Renaming Westerngate Kindergarten located at 5 Aycliffe Drive, Deer Park, as Aycliffe Drive Kindergarten
 - Renaming Keilor Downs Child Care Centre at 39 Thornhill Drive, Keilor Downs, as Thornhill Drive Kindergarten and Children's Centre
- Council also endorsed two naming proposals for community consultation in 2017-2018:
- Proposal to rename a portion of the former Sunvale Primary School site at 20 Neil Street, Sunshine, as Sunvale Community Park
 - Proposal to move a section of the suburb boundary between Taylors Lakes and Keilor.

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 2017-2018.

As required by Section 70 of the *Protected Disclosure Act 2012 (the Act)*, it is reported that during 2017-2018:

- Council had established procedures under Part 9 of *the Act* to deal with any disclosures made under *the Act*. These procedures were available to Councillors, Council officers 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.

Central Complaints Register

During 2017-2018, Council received 177 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 2017, the organisational business continuity plan was tested to review its currency and adequacy. The scenario was a gas leak within the Brimbank Community and Civic Centre (BCCC).

This testing ensured that Brimbank would be able to prioritise the reinstatement of its critical functions in the event of this business interruption. Continuous improvements were identified and actioned, especially in relation to technological support improvements.

Council memberships

During 2017-2018 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 2017-2018, 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 management

Asset condition audit

Council carried out a comprehensive inventory and condition assessment of Council's parks and open space assets. These assets include playground equipment, shelters, park benches, water fountains, fencing, etc.

Data integrity

Council 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

Council streamlined the process of recording, managing and reporting of infrastructure assets by rationalising Council's asset register and automating the reporting procedures using Council's existing asset management system.

Innovation

Council continued work on the Integrated Learning partnership 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.

Council commenced trialling the use of smart sensors to monitor the condition and performance of infrastructure assets. Feedback from the trial program will inform future investment opportunities in the application of Smart Cities as a way to improve the liveability and appearance of our city.

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 Victorian State Emergency Service (SES).

Brimbank's MEMP was formally audited and approved by the Victorian SES in November 2017. 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 2020.

Infrastructure and development contributions

For the 2017-2018 year the following information about infrastructure and development contributions is disclosed.

Table 1: Total DCP Levies Received 2017-2018

DCP Name and Year Approved	Levies Received in 2017-2018 Financial Year (\$)*
Sunshine Town Centre DCP (2015)	-
Brimbank DCP (2018)	132,771.00
Total	132,771.00

Table 2: DCP Land, Works, Services or Facilities accepted as Works in Kind 2017-2018

DCP Name and Year Approved	Project ID	Project Description	Item Purpose	Project Value (\$)
Total				\$-

Table 3: Total DCP Contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP Name and Year Approved	Total Levies Received (\$)	Total Levies Expended (\$)	Total Works-In-Kind Accepted (\$)	Total DCP Contributions Received (Levies and Works-In-Kind) (\$)
Brimbank DCP	132,771.00	-	-	132,771.00
Total				132,771.00

Table 4: Land, Works, Services or Facilities delivered in 2017-2018 from DCP Levies Collected

Project Description	Project ID	DCP Name and Year Approved	DCP Fund Expended	Works-In-Kind Accepted (\$)	Council's Contribution (\$)	Other Contribution (\$)	Total Project Expenditure (\$)	Percentage of Item Delivered ***
-								

2018 Community Satisfaction Survey

Council participated in the 2018 Local Government Community Satisfaction Survey conducted by the Department of Environment, Land, Water and Planning.

The results show the community believes Council is on the right track - with Council improving across all core measures, compared with 2017.

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

Council's performance on 'overall Council direction' (index score of 64) was significantly higher than both Melbourne Metro (index score of 54) and state-wide (index score of 52).

Council's performance scores on the majority of the 23 service areas were higher than its 2017 performance scores, with just two measures having the same scores as in 2017.

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 service areas which Council had the lowest performance scores in 2018 were: 'population growth'; 'community consultation and engagement'; and 'lobbying on behalf of the community'.

Compared to the state-wide results, Brimbank's 2018 performance was rated significantly lower for: 'enforcement of local laws'; 'elderly support services'; 'recreational facilities'; and 'appearance of public areas'.

Compared to the Melbourne Metro results, Brimbank's 2018 performance was rated significantly lower for: 'condition of sealed local roads'; 'informing the community'; 'enforcement

of local laws'; 'elderly support services'; 'recreational facilities'; 'appearance of public areas'; 'community and cultural activities'; and 'waste management'.

There were nine measures or services where residents' ratings of the importance of the service exceeded their ratings of Council's performance on that service by more than 15 points: 'planning for population growth'; 'decisions made in the interest of the community'; 'condition of local streets and footpaths'; 'informing the community'; 'elderly support services'; 'condition of sealed local roads'; 'traffic management'; 'enforcement of local laws'; and 'parking facilities'.

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.

Key Performance Index Scores

Measures	Brimbank City Council							Melb. Metro 2018	State-wide 2018
	2013	2014	2015	2016	2017	2018	2017 to 2018		
Overall Performance	62	64	61	61	60	65	↑	65	59↓
Community Consultation (Community consultation and engagement)	57	56	58	54	55	56	nsd	57	55
Advocacy (Lobbying on behalf of the community)	56	54	54	57	54	57	nsd	56	54↓
Making Community Decisions (Decisions made in the interest of the community)	n/a	57	55	57	56	58	nsd	58	54↓
Sealed Local Roads (Condition of sealed local roads)	n/a	63	60	58	58	63	↑	68↑	53↓
Customer Service	76	73	76	73	70	72	nsd	72	70
Overall Council Direction	63	62	57	61	59	64	↑	54↓	52↓

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

Importance and Performance summaries

2018 Importance summary

2018 Priority Area Importance	2018	2017	2016	2015	2014	2013
Waste management	83	80	83	82	79	81
Local streets & footpaths	82	83	80	80	80	81
Emergency & disaster management	82	83	79	81	80	83
Sealed local roads	82	81	80	77	77	n/a
Elderly support services	82	80	80	81	80	82
Community decisions	80	80	78	79	77	n/a
Family support services	79	77	76	78	75	79
Traffic management	78	79	78	76	75	79
Population growth	78	78	74	76	72	77
Informing the community	78	76	77	77	75	77
Enforcement of local laws	77	77	77	77	77	80
Environmental sustainability	77	72	77	76	73	76
Disadvantaged support services	77	74	75	76	74	78
Appearance of public areas	76	78	76	76	79	78
Parking facilities	75	75	73	73	73	73
Recreational facilities	75	74	73	75	74	75
Planning & building permits	71	72	73	71	72	70
Town planning policy	71	71	72	71	68	71
Consultation & engagement	69	71	73	73	71	72
Art centres & libraries	69	67	70	72	67	69
Lobbying	67	70	71	70	67	70
Community & cultural	64	63	65	66	66	67
Bus/community development/tourism	61	63	64	64	64	63

2018 Performance summary

2018 Priority Area Performance	2018	2017	2016	2015	2014	2013
Art centres & libraries	75	72	68	68	72	69
Waste management	71	70	68	71	73	73
Emergency & disaster management	71	65	64	66	68	65
Community & cultural	67	64	67	65	66	67
Recreational facilities	66	64	63	66	66	65
Family support services	66	62	65	64	67	65
Elderly support services	64	63	66	63	64	67
Environmental sustainability	63	62	57	61	62	64
Disadvantaged support services	63	60	61	60	61	61
Sealed local roads	63	58	58	60	63	n/a
Appearance of public areas	62	61	61	62	59	59
Planning & building permits	62	60	59	59	60	62
Local streets & footpaths	61	55	54	53	60	55
Traffic management	61	54	57	57	58	55
Enforcement of local laws	60	60	59	62	61	64
Town planning policy	60	58	56	59	59	59
Parking facilities	59	55	57	59	60	60
Bus/community development/tourism	58	58	57	59	55	57
Informing the community	58	56	58	61	61	62
Community decisions	58	56	57	55	57	n/a
Lobbying	57	54	57	54	54	56
Consultation & engagement	56	55	54	58	56	57
Population growth	53	52	55	57	56	58



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 August 2017 Council adopted the Council Plan 2017-2021, which outlines Council's vision to be a welcoming, great place to live, work and grow and sets out goals for the Brimbank community to be an inclusive, liveable and prosperous community, led by an innovative and responsive 'Community First' Council.

As a western region council, Brimbank continued to work in partnership with the community to actively advocate across all levels of government and the not-for-profit and private sectors on a number of key issues affecting the wellbeing of the community, and which are important for the west.

Council advocated for change in areas including transport infrastructure, funding support for the replacement of St Albans Leisure Centre, investment in sports facilities, the upgrade of the Calder Freeway, a Melbourne Airport rail link with a stop at Sunshine station and electronic gambling reform.

Advocating for improvements for Brimbank

Council continued to advocate with the Victorian and Federal governments and government bodies for increased focus on education (early years and lifelong learning), 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, local sporting clubs, the Social Justice Coalition and Western Region Councils.

Transport

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

Council has advocated for safety improvements that will reduce congestion and cater for population and freight growth.

The upgrade of the Calder Freeway and its interchange with Calder Park Drive will improve safety and travel times for commuters and freight in Melbourne's north-west suburbs, through to regional centres such as Bendigo and beyond.

Council has advocated to construct a full diamond interchange at the intersection of the Calder Freeway and Calder Park Drive and also to upgrade the Calder Freeway between the Western Ring Road (M80) and the Melton Highway to bring it up to freeway standard.

Council continued its lengthy support, along with other Councils belonging to the Ballarat Rail Line Action Committee, for the duplication and electrification of the Ballarat train line from the city to Melton/Bacchus Marsh.

The duplication works will improve the reliability of services on the Ballarat line, and works are expected to be completed by late 2019.

Electrification would enable local services to Melton/Bacchus Marsh to be separated out from the long distance services to Ballarat; almost doubling the passenger capacity and creating a better customer experience for all commuters.

In addition, Council advocated for the fast track removal of dangerous, congested level crossings on the Ballarat rail line in Deer Park and Sunshine West, where traffic can back up for more than 650 metres in peak periods.

Council has called on the State Government to progress road and rail grade separations to improve traffic flow on surrounding roads, particularly at Station Road, Deer Park, Robinsons Road, Deer Park, and Fitzgerald Road, Sunshine West, as the only way to reduce congestion and create a safer, more connected community.

Council also advocated through regional groups, including Western Regional Councils and advocacy groups such as LeadWest and is a member of the Ballarat Rail-line Action Committee (BRAC), through which it campaigns for improvements to the rail line for the broader region.

Council strongly supported the planned development of a Melbourne Airport rail link and associated investment in train services in Melbourne's west.

Council is advocating for a link with a stop at Sunshine, which would deliver significant economic benefits to Brimbank and be a transformative project for Sunshine, the west of Melbourne and regional Victoria.

This would deliver a reliable, frequent and affordable service to and from the Melbourne Airport for metropolitan and regional residents, capitalising on Sunshine's connections with Regional Rail Link.

Sunshine is also a key station in Melbourne's west, linking to the city, Ballarat, Bendigo and Geelong.

Council has advocated for the Melbourne Airport rail link in a variety of transport, planning and economic development submissions and forums.

A VicRoads decision to end licence testing at Sunshine was another issue Council advocated for as this is an important access and equity issue for Brimbank residents and people from neighbouring areas who will now have to travel much further for licence testing.

Council wrote to the Minister for Roads requesting the minister step in and reverse the VicRoads decision and sought a meeting to discuss the future need for a suitable replacement service for the area.

Health and wellbeing

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

Plans commenced to replace the tired St Albans Leisure Centre in Keilor Downs with a world-class health and wellbeing hub.

During the year, 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's partnership with the Australian Health Policy Collaboration at Victoria University continued to deliver the Growing Brimbank Collaboration, and is aimed at lifting health and education outcomes for the Brimbank community through research-based interventions with a focus on childhood/family health and development.

In April 2018, Council advocated for a four-court indoor stadium with renewable energy power sources to be built at Sunshine College, Sunshine West campus and wrote to the State Government requesting the stadium be included and funded in the project scope.

Gambling reform

In December 2017, Council continued to advocate for tougher regulations and campaigned for a reduction in Brimbank's current cap on gaming machines.

Brimbank consistently suffers the greatest losses from electronic gaming machines of any local government area in Victoria and Council was disappointed some proposed amendments to the new legislation did not get through.

Council wrote to the Victorian Premier and Leader of the Opposition to express Council's disappointment and to seek a meeting with the Minister for Gaming on future actions.

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.

Community infrastructure for Brimbank

After lengthy advocacy with the State and Federal governments to try and stop the sale of school sites in Brimbank - of which four were recently sold - Council again called on the State Government to retain the fifth site, the former Calder Rise Primary School in Keilor, in public ownership.

In March 2018, Council continued to advocate for the former school site to be removed from sale so that a thorough assessment can be completed in accordance with new Victorian Government Land Use Policy and Guidelines.

Council wrote to the Premier, Local Members and the Department of Treasury and Finance with this request and wants the Government to reconsider the needs of the City of Brimbank and the systemic disadvantage that continues to impact on the community's health and wellbeing.

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, town centres, urban villages and their communities.

Community Advisory Committee and Community Consultative/Reference Committees

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

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

For more information on Council's Community Consultative/Reference Committees see the Governance section.

Consultation modes

Consultation opportunities were widely publicised in local newspapers, via media alerts and media releases distributed to local media for coverage.

Council also has a dedicated Have Your Say section of its website for consultations and promoted consultation opportunities via its social media channels. Other channels included 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 delivery at a later related consultation session if required.

In 2017-2018, the community was consulted on a wide range of draft policies, plans, strategies and topics:

- Draft Annual Budget 2018/2019
- Draft Age Friendly City Plan 2018-2022
- Draft Brimbank Community Vision 2040
- Draft Community Engagement Policy 2018
- Draft Festival and Events Policy and Strategy 2018
- Draft Brimbank General Local Law 2018
- Draft Brimbank Habitat Connectivity Plan 2018-2023
- Draft Brimbank Neighbourhood Houses Strategic Partnership - Agreement and Action Plan 2018-2021
- Draft Brimbank Planning Scheme Evaluation Report 2017
- Draft Brimbank Public Toilet Strategy 2018
- Draft Brimbank Transport Disadvantage Policy 2017
- Draft Climate Change Adaptation Framework 2017-2022
- Draft Community Engagement Policy 2018
- Draft Domestic Animal Management Plan 2017-2021
- Draft Environmental Sustainability Policy
- Draft Environmentally Sustainable Design Framework
- Draft Experience Brimbank Visitor Strategy 2018-2023
- Draft Festival And Events Policy and Strategy 2018-2021
- Draft revised Greenhouse Reduction Strategy 2013-2023
- Draft H.V. McKay Memorial Gardens Management Plan
- Draft Resilient Brimbank Framework 2018-2022
- Draft Sports Facility Development Plan 2018
- Draft Strategic Framework for Library Collections 2017-2020
- Draft Brimbank Volunteer Strategy 2018-2022
- Draft Waste, Recycling and Litter Strategy 2018-2028
- Future use of former Keilor Library site
- Place Naming Policy
- Renaming of four Early Years Centres
- Renaming of a section of Gooding Street, St Albans to Gratz Street
- Sunshine Town Centre Marketing and Business Development Special Rate
- St Albans Town Centre Marketing And Business Development Special Rate



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 2017-2018, 415 volunteers lent a hand to Brimbank City Council. The age range was 17 to 89; the longest serving volunteer has been with Council for 29 years. Volunteers come from 93 different countries and speak more than 87 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 Register
- Disability Network Group
- Environmental planting activities
- Exam invigilators
- Festival and events
- Historical Societies (Sunshine and Keilor)
- Home visiting
- Home Library Service
- L2P Program - Learner Driver Mentor Program
- Neighbourhood House centres
- Planned Activity Groups (PAG)
- Youth services
- Homework programs
- Black Powder Mill
- Peer to Peer Grant Support writing
- Men's Shed - Westvale

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 the sustainable development of the City for the benefit of current and future generations. Sustainable development will ensure Brimbank has a healthy natural and built environment, enjoyed by a physically active community engaged in sustainable living.

Council's sustainability priority areas are the natural environment, built environment, greenhouse gas reduction, climate change adaptation, water, waste, and pollution, and facilitating the community to live sustainably. Managing Council assets and finances sustainably and responsibly is also a key focus.

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

Here is a summary of some of the sustainability actions undertaken by the Council in 2017-2018, and plans for the future.

Environmental sustainability achievements

Climate change

- Continued to participate in and host the Western Alliance for Greenhouse Action, a partnership of eight councils to the west of Melbourne, which works collaboratively to respond to climate change and facilitate the transition to a low carbon society.
- Completed a number of significant solar photovoltaic energy installations at Council sites including at the Keilor Basketball Stadium, Deer Park Library, and Glengala Community Centre.
- Completed a number of significant energy efficiency measures including the changeover to LED lighting at the Sunshine Leisure Centre and West Sunshine Community Centre.
- Implemented Council's first Environmental Upgrade Agreement to install a significant solar system on a local commercial factory.
- 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.
- Commenced implementation of the Climate Change Adaptation Framework by undertaking 'heat mapping' of the municipality to identify hot spots that occur during periods of high temperature and impact upon community health.
- Sought authorisation from the Planning Minister to introduce a new Brimbank planning scheme local policy, Environmental Sustainable Design, to implement sustainable design principles into the planning permit process.
- Endorsed an Environmentally Sustainable Design (ESD) Framework that prescribes minimum performance requirements for new and retrofitted Council buildings to deliver sustainability benefits and operational saving.

Water efficiency

- Upgraded the stormwater harvesting system at Keilor Golf Course, and completed detailed designs for two stormwater harvesting systems that have the potential to generate millions of litres per year in alternative water for irrigation.

Conserving the natural environment

- Managed 46 conservation sites, covering 370 hectares, to improve habitat quality and extent for indigenous flora and fauna including for threatened species.
- Continued to support 'Friends of' groups and conservation volunteers, assisting them to improve Brimbank's biodiversity and liveability.
- Administered the Sustainable Land Management Grant Scheme.
- Engaged with over 2,500 community members (including schools students) to promote the natural environment.
- Planted 9,400 indigenous grasses, herbs, shrubs and trees.
- Conducted 14 ecological burns, covering 13.71 hectares, to improve the condition and extent of habitat.
- Installed structural habitat elements along 200 metres of Kororoit Creek, Sunshine West and Deer Park such as rocks, logs, and rock animal sculptures.
- Continued with external partnership programs, including the Maribyrnong Valley Connection Project, resulting in the enhanced maintenance of natural assets in Brimbank.

Strategic sites

- 'Broke ground' on a cross-agency project to re-naturalise a section of Stony Creek in Sunshine North, to turn a concreted drain into an attractive urban waterway.
- 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.
- Delivered the inaugural Garage Sale Trail event in Brimbank, with a total of 93 garage sales and stalls across 12 suburbs within the Council's boundary participating in the event.
- Developed the new Brimbank Waste, Recycling, and Litter Strategy 2018-2028.

Water

- Continued construction of water sensitive urban design elements such as raingardens and swales across the municipality.

Key environmental sustainability actions for 2018-2019

Natural environment

- Finalise the mid-term review of the Brimbank Biodiversity Strategy 2012-2022.
- Continue the Nature Places project to upgrade public access to areas of ecological significance in a sensitive way to enable community engagement and education.
- Undertake work to prioritise the management of Council's natural environment assets, based on values and threats.
- Review agreements with 'Friends of' groups to ensure optimal support for community volunteers.
- Develop and commence the implementation of a Sugar Glider habitat restoration project within the Maribyrnong Habitat Connectivity Corridor.
- Continue leadership of the Maribyrnong Valley Connect project, and work for greater collaborative action to improve waterway and riparian health and accessibility.

Built environment

- Ensure ESD requirements are incorporated within Council capital works building projects such as the upgrade of sport and recreation facilities.
- Continue to advocate to the Planning Minister to introduce a new Brimbank planning scheme policy for environmental sustainable design, and commence implementation once this has occurred.

Greenhouse gas reduction

- Complete the mid-term review of the Brimbank Greenhouse Reduction Strategy 2013-23 and commence pathway for Council to meet its target of a 50% reduction in emissions by 2023 (in respect to the baseline year of 2011).
- Implement Strategy actions including the installation of significant solar photovoltaic energy systems on a number of Council buildings including the Sunshine Leisure Centre and Derrimut Community Centre.
- Develop a Fleet Transition Plan to analyse and determine a pathway for Council to transition to electric vehicles over time.
- Investigate opportunities for community-based renewable energy projects including localised energy creation and trading.
- Deliver programs to help households and businesses benefit from renewable energy and energy efficiency.

Climate change adaptation

- Participate in Sustainability Victoria's Healthy Homes program to retrofit Home and Community Care clients' homes to ensure better thermal comfort.
- Implement actions within the Climate Change Adaptation Framework including the development of Integrated Heatwave Response Plans.
- Update the Open Space Asset Management Plan to consider green infrastructure as assets within the context of managing urban hotspots and extreme conditions.
- Integrate adaptation priorities and principles within updates to relevant policies and strategies across the organisation.
- Establish monitoring and evaluation of climate change impacts on Council service delivery and assets.

Water

- Complete the mid-term review of the Brimbank Sustainable Water Management Strategy 2013-2023.
- Commence construction of a significant stormwater harvesting system to irrigate Balmoral Reserve.
- Work to reduce the quantity of drinking water used for irrigation and other uses.
- Seek grant funding for sustainable water management including the design and construction of raingardens and other water sensitive design assets including significant stormwater harvesting systems.

- Promote community engagement with waterway management including through reduced littering.

Waste

- Advocate to State and Federal governments for restrictions on problematic plastics, and for better product stewardship for items such as batteries.
- Facilitate the introduction of the ban on e-waste to landfill, commencing July 2019, through community engagement and education.
- Assist residential households become 'Brimbank Gems' by improving their kerbside recycling so as to achieve zero contamination.
- Work with schools to trial the use of commercial worm farms to divert all food waste from landfill.
- Work with the Sunshine Business Association, Friends of Kororoit Creek and other partners to phase out single use plastics such as plastic drinking straws.
- Continue the success of the Garage Sale Trail and encourage community efforts to reduce and reuse.



Economic sustainability achievements

Revitalising places for people

- Developed the revised draft Brimbank Activity Centre Strategy 2018 to guide Council's decisions on the continued enhancement, facilitation of investment and development of Brimbank's activity centres.
- Progressed plans for a landmark project to build a world-class health and wellbeing hub to replace St Albans Leisure Centre.
- Developed plans for a new nature-themed park at Antwerp Drive Reserve in Keilor Downs and upgrades to Jamieson Street Reserve in St Albans and McCoubrie Reserve in Sunshine West
- Continued to transform Brimbank's park network, through the multi-award winning Creating Better Parks - Open Space and Playground Policy and Plan.
- Pitch number four at Green Gully Reserve, Keilor Park, was upgraded, bringing it up to Football Federation Australia (FFA) competition standard.
- The 'Welcome. We Are Brimbank' campaign took centre stage and will continue to promote pride in the Brimbank community and demonstrate Council's commitment to local people, their businesses, community work and the new and emerging opportunities for growth and investment in the area.
- Works commenced early in 2018 on the next stage of the Hampshire Road upgrade with improvements to transform the 'heart' of Sunshine into an attractive, well-planned space.
- 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 Scrumptious St Albans, as part of the Melbourne Food and Wine Festival and the St Albans Lunar New Year Festival, and the Sunshine Lantern Festival.
- Continued to advocate for regional transport and infrastructure improvements.

Maintaining assets

- Continued to conserve and enhance Council-owned public art, historic buildings and places.
- Continued to maintain and enhance 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.
- The former Sunshine Municipal Office Precinct in Alexander Avenue, Sunshine, sold at auction for \$5.581 million in May 2018 and the proceeds from the sale will contribute to delivering Council's services/infrastructure.
- 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 \$20.4 million in 2017-2018.

Key economic sustainability actions for 2018-2019

- ▶ Implement the Brimbank Activity Centre Strategy.
- ▶ In its 2018-2019 Budget, Council committed \$12.18 million in sporting facility upgrades and enhancements; an unprecedented investment in the health and wellbeing of the community.
- ▶ Commence construction of a world-class, multi-generational health and wellbeing hub to replace St Albans Leisure Centre.
- ▶ Continue to advocate with the State Government for the use of the Sustainability Fund to accelerate a shift towards more sustainable waste management practice for Brimbank.
- ▶ 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.

Social sustainability achievements

- Continued to support established and emerging community groups through Council's Community Grants Program.
- Updated Council's website to provide a more usable mobile-friendly interface, including a new reporting function called Report It, which made it easier for community members to report service requests and get updates on the status of their requests, and improved staff efficiency by eliminating the need for staff to manually process service requests.
- Introduced a new Council electronic newsletter 'Brimbank View' issued monthly to local community stakeholders to keep them well informed with news, events, reminders, video updates and profiles of the teams and services that make Brimbank an amazing and diverse community.
- Maintained and enhanced access to a diverse collection of books and multimedia resources at Brimbank libraries, including multilingual resources.
- Completed the new soccer pavilion at Ardeer Reserve as well as the unisex change rooms at the Bon Thomas Reserve in Deer Park.
- Continued education on the harmful effects of pokies machines and advocacy against the promotion of gambling.
- Held the annual Brimbank Australia Day awards, recognising community members for their achievements in nine categories.
- Provided more than \$453,000 Community Grants to 75 community groups.
- Brimbank's new Age Friendly City Plan provided Council with a guide to create opportunities for older people in the community to live active and fulfilling lives and remove barriers to social participation in Brimbank.
- 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 2017-2018.

- Council's Annual Budget 2018-2019 delivered unprecedented investment in sporting and wellbeing facilities including the replacement of St Albans Leisure Centre.
- The significance of Brimbank's Indigenous community was recognised and celebrated at the annual Reconciliation Week and NAIDOC Week events hosted by Council.
- A new mobile and outreach Maternal and Child Health (MCH) was introduced to expand Council's child and family health services for the growing Brimbank community.
- Council teamed up with other Councils and organisations in Melbourne's west to undertake an industry-leading study into women and girl's participation in sport and active recreation in the area, which aims to increase the level of representation of women and girls in sport.
- Council continued to provide support to known and emerging artists through the provision of exhibition spaces in Deer Park, Keilor and Sunshine, and emerging or mid-career artists and arts organisations were invited to apply for the Bowery Theatre's 2018 *Be Bold Performance Program*.

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 & Readers Festival 2017 increased awareness and development opportunities relating to writing and reading.
- Participated in 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.
- Celebrated National Literacy and Numeracy Week with a range of activities at Brimbank Libraries.
- Introduced the Strategic Framework for Library Collections 2017-2020 to guide Council's investment in library collections.
- Community strengthening opportunities were provided through the annual Community Leadership & Governance Programs and Brimbank Leadership Alumni programs.

Key social sustainability actions for 2018-2019

- ▶ Implement the Annual Action Plan for the new Council Plan 2017-2021.
- ▶ 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.



Awards

October 2017



Creating Better Parks - Open Space and Playground Policy and Plan wins Parks and Leisure Australia National Award - Leisure and Open Space Planning Category

Council's Creating Better Parks - Open Space and Playground Policy and Plan won the national award with a focus on how green infrastructure created through this plan has transformed liveability in Brimbank.

This multi-award winning policy and plan has already delivered significant improvements to parks across Brimbank. Since it was introduced in 2008, Council has spent \$26.5 million upgrading or creating 100 parks.



In2Tennis Program wins Tennis Victoria Local Government Award

Council won a 2017 Tennis Victoria Local Government Award for the successful In2Tennis Program for the second year running.

The award recognised Council's highly successful In2Tennis Program, as well as the installation of a new online booking and gate access system at six local tennis venues, which provide the community with access to these tennis facilities.

The In2Tennis Program ran over 10 days to coincide with the Australian Open and offered 36 different programs at no cost to the community. About 580 locals were registered to take part in In2Tennis - the majority of whom were not members of a tennis club. As an outcome, more than 50 participants have since joined a local tennis club.

The In2Tennis Program has received recognition on previous occasions, including at previous Victorian Tennis Awards and at Parks and Leisure Australia Regional Awards of Excellence (Vic/Tas Region).

December 2017



Best Newcomer Award - Garage Sale Trail

Council won the Best Newcomer Award after bringing the Garage Sale Trail to life for the first time in the City of Brimbank.

The program encouraged the community to declutter, fundraise, meet neighbours and reuse and recycle items rather than throw them out. Brimbank's Garage Sale Trail attracted over 2,000 shoppers and over \$18,500 items were listed for sale in Brimbank.

February 2018



Brimbank Kitchen Challenge wins Diversity and Inclusion Award - 2018 LGPro Awards for Excellence

The Brimbank Kitchen Challenge project, delivered in partnership with Miele and Foodworks, was an eight-week program to help carers in Brimbank develop skills that can assist them in gaining meaningful employment.

The Brimbank Kitchen Challenge has brought many benefits to the community by addressing the health and wellbeing of carers in Brimbank and helping to break down various employment barriers.

Performance Statement

For the year ended
30 June 2018



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 208,443 makes it the third most populous municipality in Greater Melbourne.

Sustainable Capacity Indicators for the year ended 30 June 2018

Indicator/measure	Results				Material Variations and Comments
	2015	2016	2017	2018	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$871.92	\$873.87	\$877.50	\$918.98	This result falls within the range expected by Council.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,125.21	\$6,639.22	\$8,007.72	\$7,860.64	This result falls within the range expected by Council.
Population density per length of road [Municipal population / Kilometres of local roads]	266.80	219.40	226.31	229.29	This result falls within the range expected by Council.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$776.65	\$798.86	\$848.30	\$835.02	This result falls within the range expected by Council.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$164.81	\$100.56	\$163.78	\$138.53	The result of the measure has decreased by \$25.25 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.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-economic Disadvantage by decile]	1.00	1.00	1.00	1.00	Score 921.0 (second decile - third most disadvantaged LGA in Victoria).

Service Performance Indicators for the year ended 30 June 2018

Service/Indicator/measure	Results				Material Variations and Comments
	2015	2016	2017	2018	
Aquatic facilities					
<i>Utilisation</i>					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	2.78	2.85	2.80	2.85	Brimbank City Council places a high emphasis on ensuring pools are safe, accessible and well utilised. Increasing utilisation of pool facilities suggests an improvement in satisfaction with Brimbank's aquatic facilities. Result remains within range expected by Council.
Animal Management					
<i>Health and safety</i>					
Animal management prosecutions [Number of successful animal management prosecutions]	6.00	7.00	8.00	5.00	Brimbank City Council investigates all infringements under the <i>Domestic Animals Act 1994</i> and, where supportive evidence is available, actively prosecutes these matters. The result remains within the range expected by Council.
Food Safety					
<i>Health and safety</i>					
Critical and major non-compliance notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	100.00%	Brimbank City Council continues to achieve a high result demonstrating the urgency with which all critical and major non-compliance notifications were followed up during the year.
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	58.00	This result is reported from the independent annual community satisfaction survey and falls within the range expected by Council.
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%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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%	12.55%	Brimbank City Council continues to see active usage of the library service. There was an increase in membership at all branches except for Sunshine Library which, after a successful year of opening, resulted in a significant increase in membership and usage. In the 2017/18 financial year memberships stabilised and utilisation percentages decreased. This result continues to fall within the range set by Council

Service/Indicator/measure	Results				Material Variations and Comments
	2015	2016	2017	2018	
Maternal and Child Health (MCH)					
<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%	71.50%	Brimbank City Council continues to achieve participation rates in the Maternal and Child Health Service that remain within the expected result range. Family participation in the Maternal and Child Health Service can vary significantly between years, as every enrolled child is not required to attend the service on an annual basis.
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%	62.11%	Brimbank City Council continues to see the level of participation for Aboriginal children and their families increase compared to previous years.
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	63.00	This result is reported from the independent annual Community Satisfaction Survey, with the result remaining within the range expected by Council.
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%	66.67%	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. This result remains within the range expected by Council.
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%	39.27%	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside collection service for our community with the result remaining within the range expected by Council



Financial Performance Indicators for the year ended 30 June 2018

Dimension/Indicator/measure	Results				Forecasts				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
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	\$1,647.32	\$1,683.70	\$1,735.55	\$1,763.00	\$1,790.85	Resident population is the main determinant of service demand and costs.
<i>Expenditure level</i>									
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,271.43	\$2,283.91	\$2,347.62	\$2,487.71	\$2,564.25	\$2,599.19	\$2,657.49	\$2,681.70	The results are within the range expected by Council.
<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%	8.73%	8.72%	8.72%	8.72%	8.72%	Brimbank Council continues to have a lower than sector average staff turnover.
Liquidity									
<i>Working capital</i>									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	200.66%	145.46%	219.37%	234.55%	166.79%	87.91%	141.17%	153.70%	The result for this measure has increased by 15.18 percentage points due to the Victorian Grants Commission funding received in advance and Capital Works carried forward to 2017/18. Council is in a strong financial position to meet commitments when they fall due. Forecasted figures anticipate reduced cash balances with no capital works carried forward. The 2019-20 year has reduced further than the other forecast years due to an interest only loan falling due in the following year.
<i>Unrestricted cash</i>									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	50.78%	17.89%	72.27%	75.01%	90.11%	39.62%	64.02%	76.83%	There have only been minor movements between the current year and prior year. The 2019-20 shows a large decrease mainly due to the current liabilities increasing due to an interest only loan falling due in the following year.
Obligations									
<i>Asset renewal</i>									
Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	52.82%	53.10%	62.66%	57.54%	71.63%	63.56%	61.47%	52.95%	Council continues to meet long-term obligations and commits to maintain a planned asset renewal program. Additional asset renewal is anticipated in the 2018-19 year due to the carry forward capital works in the 2017-18 year.
<i>Loans and borrowings</i>									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	34.88%	45.75%	41.76%	42.08%	39.54%	34.52%	35.24%	32.93%	The result for this measure has increased slightly due to loans taken out for \$4m for capital works.
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%	2.98%	2.90%	21.90%	3.39%	2.91%	The result for this measure has decreased due to the final repayments of an \$8m loan being made in the 2016/17 year. Increase in the 2019-20 year is due to interest bearing loan falling due.
<i>Indebtedness</i>									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	33.45%	43.39%	38.97%	40.00%	37.82%	17.22%	34.26%	32.15%	The result for this measure has increased very slightly due to the new loan taken out for \$4m. Decrease in the 2019-20 year is due to interest bearing loan moving from non current liability to current.
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%	6.15%	5.12%	5.75%	7.18%	5.04%	The result for this measure has decreased by 8.91 percentage points. Council received \$6.7 million of the 2017/2018 Financial Assistance Grants allocation in the 2016/2017 year.
Stability									
<i>Rates concentration</i>									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	70.24%	76.49%	68.59%	73.49%	74.43%	74.23%	72.75%	75.04%	The result for this measure has increased by 4.9 percentage points. Council received \$6.7 million of the 2017/2018 Financial Assistance Grants allocation in the 2016/2017 year.
<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%	0.39%	0.31%	0.31%	0.30%	0.29%	Rating levels continue to be set based on the community's capacity to pay and within the State Government rate cap limits. Rates include general rates, municipal charge and environmental charge. The decrease in 2018-19 is due to the Municipal Valuation which had an approx 30% increase in property values across the municipality.



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: 18 September 2018

In our opinion, the accompanying performance statement of the (Brimbank City Council) for the year ended 30 June 2018 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

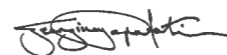
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

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

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



Margaret Giudice
Mayor
Dated: 18 September 2018



Georgina Papafotiou
Councillor
Dated: 18 September 2018



Helen Morrissey
Chief Executive Officer
Dated: 18 September 2018



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 2018 • sustainable capacity indicators for the year ended 30 June 2018 • service performance indicators for the year ended 30 June 2018 • financial performance indicators for the year ended 30 June 2018 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of Brimbank City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.</p> <p>Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

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

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

MELBOURNE
 20 September 2018

Tim Loughnan
 as delegate for the Auditor-General of Victoria



Financial Report

For the Year Ended
30 June 2018



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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 2017-2018 financial year and the overall position at the end of the financial year (30 June 2018).

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.

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.

What is contained in the Annual Financial Report?

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

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

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

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

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

1. Comprehensive Income Statement

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

The Statement shows:

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

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

The key figure to observe is the surplus (or deficit) for the year which is the equivalent to the profit (or loss) of Council for the year.

A surplus means that the revenue was greater than the expenses.

2. Balance Sheet

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

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

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

The components of the Balance Sheet are described here:

Current and Non-Current Assets

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

Current and Non-Current Liabilities

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

Net Assets

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

Total Equity

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

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

3. Statement of Changes in Equity

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

The main reasons for a change in equity stem from:

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

4. Statement of Cash Flows

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

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

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

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

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

5. Statement of Capital Works

The Statement of Capital Works has been included in accordance with the Local Government Regulations. This statement states all the capital expenditure in relation to the non-current assets of the year.

It categorises capital works expenditure into renewal of assets, upgrading of assets and creating new assets. Each of these categories has a different impact on Council's future costs.

Notes to Financial Statements

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

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

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

The notes include:

- Performance against budget (Note 1)
- Funding for the delivery of our services (Note 2)
- The cost of delivering services (Note 3)
- Our financial position (Note 4)
- Assets we manage (Note 5)
- People and relationships (Note 6)
- Managing uncertainties (Note 7)
- Other matters (Note 8)





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: 18 September 2018
Melbourne

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

As at the date of signing, we are not aware of any 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.

Margaret Giudice
Mayor
Date: 18 September 2018
Melbourne

Georgina Papafotiou
Councillor
Date: 18 September 2017
Melbourne

Helen Morrissey
Chief Executive Officer
Date: 18 September 2018
Melbourne



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

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

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

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

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

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

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



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
20 September 2018

Tim Loughnan
as delegate for the Auditor-General of Victoria



Comprehensive Income Statement for the Year Ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Income			
Rates and charges	2.1	150,003	145,778
Statutory fees and fines	2.2	7,097	6,051
User fees	2.3	9,169	9,582
Grant - operating	2.4	28,465	32,534
Grant - capital	2.4	2,447	7,665
Contributions - monetary	2.5	4,650	4,926
Contributions - non-monetary	2.5	2,343	5,325
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2.6	(179)	5,251
Other income	2.7	7,964	7,869
Total income		211,959	224,981
Expenses			
Employee costs	3.1	84,168	79,803
Materials and services	3.2	63,075	58,938
Depreciation and amortisation	3.3	36,580	34,709
Bad and doubtful debts	3.4	1,484	1,283
Borrowing costs	3.5	2,697	2,689
Other expenses	3.6	3,550	3,115
Total expenses		191,554	180,537
Surplus/(deficit) for the year		20,405	44,444
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	5.2	123,848	310,845
Total comprehensive result		144,253	355,289

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

Balance Sheet as at 30 June 2018

	Note	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	4.1	83,236	60,418
Trade and other receivables	4.1	28,809	25,721
Inventories	4.2	90	88
Non-current assets classified as held for sale	5.1	2,615	1,501
Other assets	4.2	1,230	2,698
Total current assets		115,980	90,426
Non-current assets			
Trade and other receivables	4.1	69	101
Other financial assets	4.1	198	198
Property, infrastructure, plant and equipment	5.2	2,362,232	2,237,114
Total non-current assets		2,362,499	2,237,413
Total assets		2,478,479	2,327,839
Liabilities			
Current liabilities			
Trade and other payables	4.3	18,059	16,839
Trust funds and deposits	4.3	7,571	2,156
Provisions	4.5	21,947	20,778
Interest-bearing loans and borrowings	4.4	1,871	1,448
Total current liabilities		49,448	41,221
Non-current liabilities			
Trust funds and deposits	4.3	6,115	5,462
Provisions	4.5	2,255	3,128
Interest-bearing loans and borrowings	4.4	61,250	59,429
Total non-current liabilities		69,620	68,019
Total liabilities		119,068	109,240
Net assets		2,359,411	2,218,599
Equity			
Accumulated surplus		1,000,192	990,634
Reserves	8.1	1,359,219	1,227,965
Total equity		2,359,411	2,218,599

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



Statement of Changes in Equity for the Year Ended 30 June 2018

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018					
Balance at beginning of the financial year		2,218,599	990,634	1,218,937	9,028
Adjustment for prior period	4.3	(3,441)	(3,441)	-	-
Surplus/(deficit) for the year		20,405	20,405	-	-
Net asset revaluation increment/(decrement)	8.1	123,848	-	123,848	-
Transfers to other reserves	8.1	-	(9,788)	-	9,788
Transfers from other reserves	8.1	-	2,382	-	(2,382)
Balance at end of the financial year		2,359,411	1,000,192	1,342,785	16,434
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)	8.1	310,845	-	310,845	-
Transfer to other reserves	8.1	-	(5,010)	-	5,010
Transfer from other reserves	8.1	-	1,932	-	(1,932)
Balance at end of the financial year		2,218,599	990,634	1,218,937	9,028

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 2018

	Note	2018 Inflows/ (Outflows) \$'000	2017 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		150,911	146,598
Statutory fees and fines		5,509	5,259
User fees		8,738	8,198
Grants - operating		28,545	32,576
Grants - capital		2,519	7,752
Contributions - monetary		4,861	6,028
Interest received		3,106	2,276
Trust funds and deposits taken		3,782	2,360
Other receipts		3,591	5,736
Net GST refund/(payment)		4,937	4,628
Employee costs		(82,735)	(78,558)
Materials and services		(68,112)	(68,318)
Trust funds and deposits repaid		(2,143)	(1,458)
Other payments		(3,427)	(3,293)
Net cash provided by operating activities	8.2	60,082	69,784
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(43,118)	(47,932)
Proceeds from sale of property, infrastructure, plant and equipment		6,318	10,894
Proceeds from sale of investments		-	-
Payments for investments		-	(18)
Net cash used in investing activities		(36,800)	(37,056)
Cash flows from financing activities			
Finance costs		(2,708)	(2,689)
Proceeds from borrowings		4,000	-
Repayment of borrowings		(1,756)	(3,149)
Net cash provided by/(used in) financing activities		(464)	(5,838)
Net increase/(decrease) in cash and cash equivalents		22,818	26,890
Cash and cash equivalents at the beginning of the financial year		60,418	33,528
Cash and cash equivalents at the end of the financial year	4.1	83,236	60,418
Financing arrangements	4.6		
Restrictions on cash assets	4.1		

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 2018

	2018 \$'000	2017 \$'000
Property		
Land	577	1,418
Buildings	5,408	9,848
Total property	5,985	11,266
Plant and equipment		
Plant, machinery and equipment	3,668	2,981
Computers and telecommunications	124	128
Library books	800	847
Total plant and equipment	4,592	3,956
Infrastructure		
Roads	20,361	25,814
Footpaths and cycleways	896	943
Drainage	481	389
Parks, open space and streetscapes	6,979	2,264
Recreational, leisure and community facilities	3,824	2,955
Sustainability	-	345
Total infrastructure	32,541	32,710
Total capital works expenditure	43,118	47,932
Represented by:		
New asset expenditure	18,319	17,778
Asset renewal expenditure	21,496	21,748
Asset upgrade expenditure	3,303	8,406
Total capital works expenditure	43,118	47,932

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 2018

Overview

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*.

Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 5.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 5.2)
- the determination of employee provisions (refer to note 4.5)

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.



Notes to the Financial Report for the Year Ended 30 June 2018

Note 1 Performance against budget

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

The budget figures detailed below are those adopted by Council on 1 August 2017. 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*.

1.1 Income and expenditure

	Budget 2018 \$'000	Actuals 2018 \$'000	Variance 2018 \$'000	Ref
Income				
Rates and charges	149,979	150,003	24	
Statutory fees and fines	6,134	7,097	963	1
User fees	9,157	9,169	12	
Grant - operating	24,048	28,465	4,417	2
Grant - capital	3,052	2,447	(605)	3
Contributions - monetary	3,012	4,650	1,638	4
Contributions - non-monetary	4,000	2,343	(1,657)	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2,192	(179)	(2,371)	6
Other income	6,105	7,964	1,859	7
Total income	207,679	211,959	4,280	
Expenses				
Employee costs	84,099	84,168	(69)	
Materials and services	61,176	63,075	(1,899)	8
Bad and doubtful debts	565	1,484	(919)	9
Depreciation and amortisation	35,566	36,580	(1,014)	10
Borrowing costs	2,726	2,697	29	
Other expenses	3,363	3,550	(187)	
Total expenses	187,495	191,554	(4,059)	
Surplus/(deficit) for the year	20,184	20,405	221	

Notes to the Financial Report for the Year Ended 30 June 2018

Note 1 Performance against budget (continued)

1.1 Income and expenditure (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Statutory fees and fines are favourable by \$963,000 compared to budget due to: 1) Parking management fines are \$765,000 ahead due to additional patrolled parking areas and enforcement officer; 2) Environmental Health registrations and renewal fees are above budget by \$133,000; 3) Planning and subdivisional fees are ahead of budget by \$73,000 due to the increased number of permit applications.
2	Grant - operating	Operating grants are favourable by \$4.42 million due to: 1) Victoria Grants Commission favourable variance of \$2.17 million is due to the prepayment of 50% of the 2017/18 grant received in June 2017 and the same occurring in June 2018 for 2018/19 financial year; 2) Commonwealth grants for Community Care Services are over budget \$639,000; 3) Funding from DHHS for Community Care Services exceeded budget \$341,000; 4) Received grant for graffiti prevention and St Albans CCTV and Lighting project in Place Management program \$230,000; 5) Assistance funding for kerbside recycling \$156,000; 6) Funding for Brimbank Learning Futures was not budgeted \$150,000; 7) Funding grant of \$138,000 from VicRoads for School crossings received was over budget; 8) State funding for Smalltalk Playgroup program \$124,000; 9) State funding for Maternal and Child Health Universal program \$119,000; 10) Funding from DELWP for Maribyrnong Valley Connection project \$93,000. The favourable variance is reduced by the following grants: 1) Child Care Benefit program was under budget \$260,000.
3	Grant - capital	Capital grants are unfavourable by \$605,000 mainly due to: 1) St Albans Town Centre project - \$600,000 State Government Grant was included in the initial budget for this work - Alfrieda Street Bus Interchange advised by Urban Design during the year that the Grant would not be received. However, \$125,000 was received as a Capital Works contribution towards the work from the Level Crossing Removal Authority; 2) Harvester Road - off road Cycle Path \$380,000. The above unfavourable variances have been reduced by: 1) Errington Precinct Master Plan, St Albans - stage 4: Princess Street upgrade \$175,000.
4	Contributions - monetary	Monetary contributions was favourable by \$1.64 million due to: 1) North Sunshine Industrial Estate \$615,000; 2) Public Open Space and developers contributions \$550,000; mainly due to increased subdivision activity, increased number of planning permits in council and the introduction of new DCP scheme; 3) Contributions from Keilor Basketball Association for Keilor Basketball & Netball Stadium \$158,000, as per license agreement; 4) St Albans Town Centre improvements contributions \$125,000 have been received instead of the capital grant; 5) Contribution for installation of water quality devices \$94,000; 6) Contribution towards Greenhouse Gas Reduction program \$69,000.
5	Contributions - non-monetary	Non-monetary contributions are unfavourable by \$1.66 million due to: 1) Wright Street subdivision not being completed on time.
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 loss unfavourable variance of \$2.37 million has resulted due to: 1) The demolition and disposal of Sunshine Municipal Office on VicTrack land \$2.37 million.

Notes to the Financial Report for the Year Ended 30 June 2018

Note 1 Performance against budget (continued)

1.1 Income and expenditure (continued)

(i) Explanations of material variations (continued)

Variance Ref	Item	Explanation
7	Other income	Other revenue is favourable by \$1.86 million compared to budget due to: 1) Interest received on investments \$871,000; mainly due to higher cash balances than expected; 2) Additional workcover recovery due to increase in long term workcover cases \$511,000; 3) Rebate for early payment of workcover premium \$196,000; 4) Additional income from recovery of legal costs \$176,000; 5) Increase in interest received on rates \$146,000; 6) Income received from the Multi Deck car park over budget \$138,000. The above favourable variances have been reduced by: 1) A decline in recycling rebates received from SKM Industries \$371,000.
8	Materials and services	Materials and services are over budget by \$1.90 million primarily due to: 1) Agency staff over budget to cover for staff vacancies \$920,000; 2) Legal fees being over budget \$787,000, mainly due to unexpected legal cases; 3) Contract payments being over budget \$526,000; 4) Administration/program expenses over budget \$410,000; 5) Security costs over budget \$347,000; 6) Materials over budget \$259,000; 7) Street lighting costs over budget \$237,000. The unfavourable variances have been reduced by: 1) Business development support expenses under budget \$979,000, mainly due to redefined level of projects in the business transformation area; 2) External standard contract payments under budget \$758,000.
9	Bad and doubtful debts	Bad and doubtful debts are debts which are determined to be uncollectible. Bad and doubtful debts are unfavourable to budget by \$919,000 as there were a large number of debts running over 120 days.
10	Depreciation and amortisation	Depreciation expense is over budget primarily due to: 1) Impact of revaluation of assets at 2016/17 year end \$1.01 million.

Notes to the Financial Report for the Year Ended 30 June 2018

Note 1 Performance against budget (continued)

1.2 Capital works

	Budget 2018 \$'000	Actuals 2018 \$'000	Variance 2018 \$'000	Ref
Property				
Land	1,000	577	423	11
Buildings	11,088	5,408	5,680	12
Total property	12,088	5,985	6,103	
Plant and equipment				
Plant, machinery and equipment	2,937	3,668	(731)	13
Computers and telecommunications	500	124	376	14
Library books	800	800	-	
Total plant and equipment	4,237	4,592	(355)	
Infrastructure				
Roads	25,791	20,361	5,430	15
Footpaths and cycleways	2,465	896	1,569	16
Drainage	703	481	222	17
Parks, open space and streetscapes	8,678	6,979	1,699	18
Recreational, leisure and community facilities	6,156	3,824	2,332	19
Total infrastructure	43,793	32,541	11,252	
Total capital works expenditure	60,118	43,118	17,000	
Represented by:				
New asset expenditure	30,945	18,319	12,626	
Asset renewal expenditure	23,277	21,496	1,781	
Asset upgrade expenditure	5,896	3,303	2,593	
Total capital works expenditure	60,118	43,118	17,000	



Notes to the Financial Report for the Year Ended 30 June 2018

Note 1 Performance against budget (continued)

1.2 Capital works (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
11	Land	Expenditure on Land is favourable by \$423,000 compared to budget as only \$578,000 was required for the balance of the purchase of 21 Mclvor Road, St Albans for car park purposes.
12	Buildings	Expenditure on Buildings is favourable by \$5.68 million compared to budget due to the following projects not being completed and being carried forward to 2018/19: 1) Brimbank Multi Deck car park - stage 2 \$5.43 million; 2) Western Business and Education Development Hub \$339,000.
13	Plant, machinery and equipment	Expenditure on Plant, Machinery and Equipment is unfavourable by \$731,000 compared to budget due to the following replacement purchases: 1) Additional passenger and light commercial vehicles \$242,000; 2) Additional plant and machinery \$489,000.
14	Computers and telecommunications	Expenditure on computers and telecommunications is favourable by \$376,000 compared to budget due to the following purchases being carried forward to 2018/19: 1) Multiple Function Devices for Community Centres and RFID's for Libraries \$376,000.
15	Roads	Expenditure on Roads is favourable by \$5.43 million compared to budget due to the following projects not being completed at 30 June 2018 and being carried forward to 2018/19: 1) Kerb replacement for property access \$556,000; 2) Mann Place and McDonald Lane reconstruction \$278,000; 3) Browne Avenue rehabilitation \$807,000; 4) Heron Avenue rehabilitation \$587,000; 5) Kerry Court rehabilitation \$111,000; 6) Lachlan Road rehabilitation \$426,000; 7) Paringa Drive rehabilitation \$461,000; 8) Pottenger Way rehabilitation \$535,000; 9) Station Place rehabilitation \$492,000; 10) Tamar Drive rehabilitation \$842,000. In addition to the above, savings of \$722,000 have been realised from road overlay projects.
16	Footpaths and cycleways	Expenditure on Footpaths and Cycleways is favourable by \$1.57 million compared to budget due to the following projects not being completed at 30 June 2018 and being carried forward to 2018/19: 1) Sydenham Rail Corridor Bicycle Track \$569,000; 2) Harvester Road off-road cycle path, Sunshine Station to Anderson Road \$420,000; 3) East west transmission line cycle path - M80 Trail to Kororoit Creek path \$142,000; 4) Taylors Creek Recreational Trail - Hart Place to Rowell Place to Rowlandson Place \$246,000; 5) Kororoit Creek Recreational Trail - Davitt Drive to Robinson Road \$180,000.
17	Drainage	Expenditure on Drainage is favourable by \$222,000 compared to budget due to the following projects not being completed at 30 June 2018 and being carried forward to 2018/19: 1) Installation of water quality devices \$333,000.
18	Parks, open space and streetscapes	Expenditure on Parks, Open Space and Streetscapes is favourable by \$1.70 million compared to budget due to the following projects not being completed at 30 June 2018 and being carried forward to 2018/19: 1) H.V. McKay Memorial Gardens development \$262,000; 2) Sunvale Community Park \$485,000; 3) Bon Thomas Reserve development \$220,000; 4) Sunshine Town Centre - Hampshire Road upgrade stage 2B (part) and stage 3 design \$372,000; 5) Errington Precinct Master Plan, St Albans - stage 4 Princess Street upgrade \$300,000; 6) Sunshine Town Centre - Sunshine Station entry upgrades/integration \$358,000.
19	Recreational, leisure and community facilities	Expenditure on Recreational, leisure and community facilities is favourable by \$2.33 million compared to budget due to the following projects not being completed at 30 June 2018 and being carried forward to 2018/19: 1) New sportsground development program \$1.18 million; 2) Cricket Net Replacement Program \$399,000; 3) Keilor Park Sports Precinct Car Park upgrade \$946,000.

Notes to the Financial Report for the Year Ended 30 June 2018

Note 2 Funding for the delivery of our services

2.1 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 2017/18 was \$38.666 billion (2016/17 \$38.424 billion).

	2018 \$'000	2017 \$'000
General rates	117,382	114,201
Supplementary rates and rate adjustments	506	639
Municipal charge	5,613	5,457
Waste management charge	26,502	25,481
Total rates and charges	150,003	145,778

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was first applied in the rating year commencing 1 July 2016.

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

2.2 Statutory fees and fines

	2018 \$'000	2017 \$'000
Infringements and costs	2,845	2,307
Court recoveries	279	274
Town planning fees	1,773	1,354
Permits	302	310
Land information certificates	118	122
Registration	1,542	1,367
Other	238	317
Total statutory fees and fines	7,097	6,051

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

2.3 User fees

	2018 \$'000	2017 \$'000
Aged services	837	839
Leisure centre and recreation	5,640	5,475
Child care/children's program	411	423
Statutory planning	351	291
Building services	227	276
Waste management services	3	4
Valuation/supplementary	11	477
Non voter infringements	217	331
Land clearance	113	147
Royalties	579	579
Other	780	740
Total user fees	9,169	9,582

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.



Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 2 Funding for the delivery of our services (continued)		
2.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	21,443	26,607
State funded grants	9,469	13,592
Total grants received	30,912	40,199
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants	15,206	19,785
Family day care	904	1,210
General home care	2,570	3,144
Other	1,104	629
Recurrent - State Government		
Community health	302	267
School crossing supervisors	498	358
Maternal and child health	2,329	2,208
Aged care	1,163	1,193
Family and children	728	615
General home care	849	847
Libraries	1,267	1,221
Recreation	341	360
Other	23	23
Total recurrent operating grants	27,284	31,860
Non-recurrent - Commonwealth Government		
Recreation	-	2
Other	67	-
Non-recurrent - State Government		
Community safety	7	7
Libraries	168	7
Recreation	258	218
Family and children	101	241
Planning and development	400	157
Other	180	42
Total non-recurrent operating grants	1,181	674
Total operating grants	28,465	32,534

Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 2 Funding for the delivery of our services (continued)		
2.4 Funding from other levels of government (continued)		
(b) Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,592	1,837
Total recurrent capital grants	1,592	1,837
Non-recurrent - State Government		
Libraries	25	26
Roads	175	137
Buildings	-	100
Parks, open space and streetscapes	255	5,045
Recreational, leisure and community facilities	65	270
Other	335	250
Total non-recurrent capital grants	855	5,828
Total capital grants	2,447	7,665
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	11,039	3,079
Received during the financial year and remained unspent at balance date	7,734	11,039
Received in prior years and spent during the financial year	11,039	3,079
Balance at year end	7,734	11,039

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.



Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 2 Funding for the delivery of our services (continued)		
2.5 Contributions		
Monetary	4,650	4,926
Non-monetary	2,343	5,325
Total contributions	6,993	10,251
Contributions of non-monetary assets were received in relation to the following asset classes:		
Road substructure	-	1,357
Road surface	-	231
Kerb and channel	-	210
Footpaths	31	126
Traffic management assets	9	91
Drains	1,314	1,277
Land	159	1,260
Land under roads	100	264
Earthworks	149	459
Fencing	581	-
Paths	-	50
Total non-monetary contributions	2,343	5,325
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
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.		
2.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	6,318	10,894
Written down value of assets disposed	(6,497)	(5,643)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(179)	5,251
The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
2.7 Other income		
Compensation recovery	561	428
Insurance recovery	120	192
Subdivisional fees	309	175
Asset protection enforcement	49	45
Interest	3,106	2,276
Rent	1,430	1,022
Recovery	632	1,420
Rebates	590	903
Other	1,167	1,408
Total other income	7,964	7,869
Interest is recognised as it is earned.		
Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.		

Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 3 The cost of delivering services		
3.1(a) Employee costs		
Wages and salaries	75,011	70,398
Workcover	1,876	2,263
Superannuation	6,825	6,649
Fringe benefits tax	456	493
Total employee costs	84,168	79,803
3.1(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	875	952
	875	952
Employer contributions payable at reporting date	2	25
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,964	3,889
Employer contributions - other funds	1,972	1,638
	5,936	5,527
Employer contributions payable at reporting date	12	145
Refer to Note 8.3 for further information relating to Council's superannuation obligations.		
3.2 Materials and services		
Contract payments	23,926	24,320
General maintenance	9,557	8,815
Materials and services	13,855	12,812
Consultants	1,779	1,029
Information technology	1,868	1,463
Insurance	2,022	1,894
Utilities	5,542	5,259
Other	4,526	3,346
Total materials and services	63,075	58,938
3.3 Depreciation and amortisation		
Property	4,538	4,296
Plant and equipment	3,536	3,257
Infrastructure	28,506	27,156
Total depreciation and amortisation	36,580	34,709
Refer to Note 5.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		

Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 3 The cost of delivering services (continued)		
3.4 Bad and doubtful debts		
Parking fine debtors	1,056	807
Rate debtors	172	63
Other debtors	256	413
Total bad and doubtful debts	1,484	1,283
Movement in provisions for doubtful debts		
<i>Parking infringements</i>		
Balance at the beginning of the year	530	23
New provisions recognised during the year	764	507
Amounts already provided for and written off as uncollectible	-	-
Amounts provided for but recovered during the year	-	-
<i>Other debtors</i>		
Balance at the beginning of the year	406	202
New provisions recognised during the year	34	204
Amounts already provided for and written off as uncollectible	-	-
Amounts provided for but recovered during the year	-	-
Balance at end of year	1,734	936
Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.		
3.5 Borrowing costs		
Interest - borrowings	2,697	2,689
Total borrowing costs	2,697	2,689
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.		
3.6 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	68	55
Auditors' remuneration - internal	76	73
Councillors' allowance	434	432
Bank fees and charges	625	637
Pensioner rebate	398	449
Environmental protection	426	392
Community grants	706	449
Other	817	628
Total other expenses	3,550	3,115

Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 4 Our financial position		
4.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	15	15
Cash at bank	61	5,284
Term deposits	83,160	55,119
Total cash and cash equivalents	83,236	60,418
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits (Note 4.3)	13,686	7,618
Total restricted funds	13,686	7,618
Total unrestricted cash and cash equivalents	69,550	52,800
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	20,531	8,543
Unexpended operating grants (Note 2.4)	7,734	11,039
Other reserve funds allocated for specific purposes (Note 8.1)	16,434	9,028
Total funds subject to intended allocations	44,699	28,610
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.		
(b) Other financial assets		
Non-Current		
Unlisted shares at cost - Regional Kitchen Pty Ltd	198	198
Total non-current other financial assets	198	198
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 2016/17 an additional share was issued.		



Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 4 Our financial position (continued)		
4.1 Financial assets (continued)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	16,020	15,207
Special rate assessment	3,187	3,555
Parking infringement debtors	3,183	2,338
Provision for doubtful debts - parking infringements	(1,294)	(530)
Net GST receivable	1,822	1,784
<i>Non statutory receivables</i>		
Other debtors	6,331	3,773
Provision for doubtful debts - other debtors	(440)	(406)
Total current trade and other receivables	28,809	25,721
Non-Current		
<i>Non statutory receivables</i>		
Other debtors	69	101
Total non-current trade and other receivables	69	101
Total trade and other receivables	28,878	25,822
Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.		
(i) Ageing of receivables		
The ageing of the Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	2,601	606
Past due by up to 30 days	141	307
Past due between 31 and 180 days	1,401	790
Past due between 181 and 365 days	654	732
Past due by more than 1 year	1,603	1,439
Total gross trade & other receivables	6,400	3,874
(ii) Ageing of individually impaired receivables		
At balance date, other debtors representing financial assets with a nominal value of \$440,000 (2017: \$319,000) were impaired. The amount of the provision raised against these debtors was \$440,000 (2017: 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	18	-
Past due between 181 and 365 days	26	232
Past due by more than 1 year	396	87
	440	319

Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 4 Our financial position (continued)		
4.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	88	86
Inventories held for sale	2	2
Total inventories	90	88
(b) Other assets		
Prepayments	1,062	1,590
Accrued income	131	1,108
Other	37	-
Total other assets	1,230	2,698
4.3 Payables		
(a) Trade and other payables		
Trade payables	10,719	11,238
Accrued expenses	7,340	5,601
Total trade and other payables	18,059	16,839
(b) Trust funds and deposits		
Current		
Refundable deposits	796	638
Fire services levy	1,102	360
Retention amounts	872	623
Trust - asset sales	558	460
Other refundable deposits*	4,243	75
	7,571	2,156
Non-current		
Refundable deposits	6,115	5,462
	6,115	5,462
Aggregate amount of trust funds and deposits:		
Current	7,571	2,156
Non-current	6,115	5,462
Total trust funds and deposits	13,686	7,618
Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.		
<i>Purpose and nature of items</i>		
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.		
* In the previous financial year \$3.44m was incorrectly treated as revenue. This has been corrected through a current year transfer from accumulated surplus.		



Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 4 Our financial position (continued)		
4.4 Interest-bearing liabilities		
Current		
Borrowings - secured	1,871	1,448
	1,871	1,448
Non-current		
Borrowings - secured	61,250	59,429
	61,250	59,429
Total interest-bearing loans and borrowings	63,121	60,877

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	1,871	1,448
Later than one year and not later than five years	38,437	36,571
Later than five years	22,813	22,858
	63,121	60,877

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.

4.5 Provisions

	Annual leave \$'000	Sick leave (vesting) \$'000	Long service leave \$'000	Total \$'000
2018				
Balance at beginning of the financial year	7,244	560	16,102	23,906
Additional provisions	4,606	12	2,260	6,878
Amounts used	(4,282)	(143)	(2,005)	(6,430)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	24	-	(176)	(152)
Balance at the end of the financial year	7,592	429	16,181	24,202
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)
Change 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

Notes to the Financial Report for the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Note 4 Our financial position (continued)		
4.5 Provisions (continued)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	5,692	5,467
Sick leave	429	560
Long service leave	1,502	539
	7,623	6,566
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,900	1,777
Long service leave	12,424	12,435
	14,324	14,212
Total current employee provisions	21,947	20,778
Non-current		
Long service leave	2,255	3,128
Total non-current employee provisions	2,255	3,128
Aggregate carrying amount of employee provisions:		
Current	21,947	20,778
Non-current	2,255	3,128
Total aggregate carrying amount of employee provisions	24,202	23,906
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 the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.		
Long service leave		
Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.		
	2018 %	2017 %
Key assumptions:		
- discount rate	2.356%	2.267%
- inflation rate	3.875%	3.813%



Notes to the Financial Report for the Year Ended 30 June 2018

Note 4 Our financial position (continued)

4.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2018:

	2018 \$'000	2017 \$'000
Bank overdraft	3,000	3,000
Credit card facilities	1,000	1,000
Total facilities	4,000	4,000
Used facilities	(161)	(117)
Unused facilities	3,839	3,883

4.7 Commitments

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

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2018					
Operating					
Information systems and technology	847	202	131	-	1,180
Meals for delivery	1,909	1,909	636	-	4,454
Environmental services	3,079	936	144	-	4,159
Domestic refuse collection	1,756	1,756	1,317	-	4,829
Organic refuse collection	1,272	1,272	3,816	3,498	9,858
Hard waste collection	1,222	-	-	-	1,222
Internal audit services	72	72	48	-	192
Management of Keilor Golf course	1,500	-	-	-	1,500
Valuation services	42	42	21	-	105
Community health	478	478	956	-	1,912
Security services	210	210	17	-	437
Leisure services	37	37	55	113	242
Cleaning council facilities and built assets	853	99	-	-	952
Total	13,277	7,013	7,141	3,611	31,042
Capital					
Roads	7,140	-	-	-	7,140
Drainage	442	-	-	-	442
Open space	355	-	-	-	355
Buildings	438	-	-	-	438
Total	8,375	-	-	-	8,375

Notes to the Financial Report for the Year Ended 30 June 2018

Note 4 Our financial position (continued)

4.7 Commitments (continued)

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2017					
Operating					
Information systems and technology	1,425	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
Security services	165	165	-	-	330
Cleaning council facilities and built assets	1,445	320	-	-	1,765
Valuation services	150	164	-	-	314
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

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):

	2018 \$'000	2017 \$'000
Not later than one year	1,450	1,812
Later than one year and not later than five years	3,601	8,140
Later than five years	-	56
	5,051	10,008



Notes to the Financial Report for the Year Ended 30 June 2018

Note 5 Assets we manage

5.1 Non-current assets classified as held for sale

	2018 \$'000	2017 \$'000
Land - at cost	2,615	1,501
Total non-current assets classified as held for sale	2,615	1,501

Non-current assets classified as held for sale (including disposal groups) is are measured at the lower of its carrying amount and fair value less costs of 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.

5.2 Property, infrastructure, plant and equipment

	At Fair Value 30 June 2017 \$'000	Acquisitions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	Write Offs \$'000	At Fair Value 30 June 2018 \$'000
Summary of property, infrastructure, plant and equipment									
Land	589,597	-	259	136,880	-	(1,886)	(1,114)	-	723,736
Buildings	192,174	89	-	(13,032)	(4,538)	(3,118)	2,145	-	173,720
Plant and equipment	20,411	5,674	-	-	(3,536)	(1,493)	437	-	21,493
Infrastructure	1,430,025	23,965	2,084	-	(28,506)	-	7,517	-	1,435,085
Work in progress	4,907	13,977	-	-	-	-	(10,099)	(587)	8,198
Total	2,237,114	43,705	2,343	123,848	(36,580)	(6,497)	(1,114)	(587)	2,362,232

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write Offs \$'000	Closing WIP \$'000
Summary of Work in Progress					
Buildings	1,716	1,394	(2,145)	-	965
Plant and equipment	172	265	(437)	-	-
Infrastructure	3,019	12,318	(7,517)	(587)	7,233
Total	4,907	13,977	(10,099)	(587)	8,198

Notes to the Financial Report for the Year Ended 30 June 2018

Note 5 Assets we manage (continued)

5.2 Property, infrastructure, plant and equipment (continued)

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
<i>Property</i>		
Land		
land	-	-
land improvements	-	-
Buildings		
buildings	10-200 years	-
leased assets	70-95 years	-
heritage assets	170-250 years	-
Plant and Equipment		
plant and equipment	2-12 years	5
registered vehicles	3-12 years	5
office equipment	5-10 years	5
IT equipment	4 years	5
furniture and fittings	15 years	5
library	8 years	-
artworks	-	-
<i>Infrastructure</i>		
Bridges and culverts	50-100 years	-
Roads		
road substructure	85 years	-
road surface	30 years	-
kerb and channel	50 years	-
Drains	80 years	-
Footpaths	12-50 years	-
Car parks (asphaltic concrete)	30 years	-
Car parks (pavement)	85 years	-
Sports facilities (excl. buildings)	15-60 years	-
Dams	50 years	-
Traffic management assets	10-50 years	-
Road reserve assets	20-50 years	-
Fences	20-50 years	10
Paths	12-50 years	-
Playgrounds	20 years	10
Irrigation systems	30 years	10
Other structures	10-50 years	5



Notes to the Financial Report for the Year Ended 30 June 2018

Note 5 Assets we manage (continued)

5.2 Property, infrastructure, plant and equipment (continued)

(a) Property

	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
At fair value 1 July 2017	6,327	583,270	589,597	199,673	4,678	216	204,567	1,716	795,880
Accumulated depreciation at 1 July 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
Movements in fair value									
Additions	-	-	-	89	-	-	89	1,394	1,483
Contributions	100	159	259	-	-	-	-	-	259
Revaluation	-	136,880	136,880	(13,088)	-	56	(13,032)	-	123,848
Disposal	-	(1,886)	(1,886)	(3,118)	-	-	(3,118)	-	(5,004)
Write-off	-	-	-	-	-	-	-	-	-
Transfers	-	(1,114)	(1,114)	2,145	-	-	2,145	(2,145)	(1,114)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	100	134,039	134,139	(13,972)	-	56	(13,916)	(751)	119,472
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(4,455)	(65)	(6)	(4,526)	-	(4,526)
Accumulated depreciation of disposals	-	-	-	(12)	-	-	(12)	-	(12)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	-	-	-	(4,467)	(65)	(6)	(4,538)	-	(4,538)
At fair value 30 June 2018	6,427	717,309	723,736	185,701	4,678	272	190,651	965	915,352
Accumulated depreciation at 30 June 2018	-	-	-	(16,476)	(437)	(18)	(16,931)	-	(16,931)
	6,427	717,309	723,736	169,225	4,241	254	173,720	965	898,421

Notes to the Financial Report for the Year Ended 30 June 2018

Note 5 Assets we manage (continued)

5.2 Property, infrastructure, plant and equipment (continued)

(b) Plant and Equipment

	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
At fair value 1 July 2017	29,777	3,638	3,266	8,051	605	172	45,509
Accumulated depreciation at 1 July 2017	(15,705)	(2,464)	(924)	(5,833)	-	-	(24,926)
	14,072	1,174	2,342	2,218	605	172	20,583
Movements in fair value							
Additions	4,440	124	66	800	244	265	5,939
Contributions	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-
Disposal	(1,493)	-	-	-	-	-	(1,493)
Write-off	-	-	-	-	-	-	-
Transfers	437	-	-	-	-	(437)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-
	3,384	124	66	800	244	(172)	4,446
Movements in accumulated depreciation							
Depreciation and amortisation	(2,008)	(437)	(281)	(650)	-	-	(3,376)
Accumulated depreciation of disposals	(160)	-	-	-	-	-	(160)
Impairment losses recognised in operating result	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
	(2,168)	(437)	(281)	(650)	-	-	(3,536)
At fair value 30 June 2018	33,161	3,762	3,332	8,851	849	-	49,955
Accumulated depreciation at 30 June 2018	(17,873)	(2,901)	(1,205)	(6,483)	-	-	(28,462)
	15,288	861	2,127	2,368	849	-	21,493

Notes to the Financial Report for the Year Ended 30 June 2018

Note 5 Assets we manage (continued)

5.2 Property, infrastructure, plant and equipment (continued)

(c) Infrastructure

	Roads \$'000	Other infrastructure \$'000	Bridges \$'000	Footpath and cyclways \$'000	Recreational, leisure and Drainage \$'000	Parks, open space and community streetscapes \$'000	Work in progress \$'000	Total infrastructure \$'000	
At fair value 1 July 2017	979,629	6,101	26,730	137,015	280,815	70,624	43,460	3,019	1,547,393
Accumulated depreciation at 1 July 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
Movements in fair value									
Additions	14,129	1,410	-	1,651	1,502	1,786	3,487	12,318	36,283
Contributions	158	-	-	31	1,314	-	581	-	2,084
Revaluation	-	-	-	-	-	-	-	-	-
Disposal	-	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	(587)	(587)
Transfers	3,648	-	-	1,109	1,466	1,120	174	(7,517)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	17,935	1,410	-	2,791	4,282	2,906	4,242	4,214	37,780
Movements in accumulated depreciation									
Depreciation and amortisation	(15,842)	(312)	(405)	(3,398)	(4,482)	(2,484)	(1,583)	-	(28,506)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	(15,842)	(312)	(405)	(3,398)	(4,482)	(2,484)	(1,583)	-	(28,506)
At fair value 30 June 2018	997,564	7,511	26,730	139,806	285,097	73,530	47,702	7,233	1,585,173
Accumulated depreciation at 30 June 2018	(78,085)	(1,162)	(1,964)	(16,126)	(21,943)	(14,892)	(8,683)	-	(142,855)
	919,479	6,349	24,766	123,680	263,154	58,638	39,019	7,233	1,442,318

Notes to the Financial Report for the Year Ended 30 June 2018

Note 5 Assets we manage (continued)

5.2 Property, infrastructure, plant and equipment (continued)

Acquisition

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

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

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

Land under Roads

Council recognises land under roads it controls at cost, acquired on or after 1 July 2008.

Depreciation and amortisation

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

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

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

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.

Repairs and maintenance

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.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent Certified Practising Valuer - Optean Solutions (API No: 63379). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land	-	717,309	-	06/2018
Specialised land	-	-	6,427	06/2016
Buildings	-	-	169,479	06/2018
Total	-	717,309	175,906	



Notes to the Financial Report for the Year Ended 30 June 2018

Note 5 Assets we manage (continued)

5.2 Property, infrastructure, plant and equipment (continued)

Valuation of infrastructure

Valuation of infrastructure assets (roads) has been determined in accordance with an independent valuation undertaken by 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 2018 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valutaion
Roads	-	-	925,828	06/2017
Bridges	-	-	24,766	06/2016
Footpath and cycleways	-	-	123,680	06/2016
Drainage	-	-	263,154	06/2016
Recreational, leisure and community	-	-	58,638	06/2016
Parks, open space and streetscapes	-	-	39,019	06/2016
Total	-	-	1,435,085	

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 \$1.00 and \$4,800 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 \$1,200 to \$2,250 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 2 year to 94 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 2 year to 92 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2018 \$'000	2017 \$'000
Reconciliation of specialised land		
Land under roads	6,427	6,327
Total specialised land	6,427	6,327

Notes to the Financial Report for the Year Ended 30 June 2018

Note 6 People and relationships

6.1 Council and key management remuneration

(a) Related parties

Parent entity

Brimbank City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates.

(b) 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 Margaret Giudice (Mayor from 08/11/17)	
Councillor Daniel Allan (Deputy Mayor from 08/11/17)	
Councillor John Hedditch (Mayor from 08/11/16 to 07/11/17)	
Councillor Georgina Papafotiou (Deputy Mayor from 08/11/16 to 07/11/17)	
Councillor Victoria Borg	
Councillor Lucinda Congreve	
Councillor Sam David	
Councillor Bruce Lancashire	
Councillor Duyen Anh Pham	
Councillor Virginia Tachos	
Councillor Kim Thien Truong	

	2018 No.	2017 No.
Total number of Councillors and Administrators	11	14
Chief Executive Officer and other key management personnel	9	5
Total key management personnel	20	19



Notes to the Financial Report for the Year Ended 30 June 2018

Note 6 People and relationships (continued)

6.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

	2018 \$'000	2017 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,502	1,596
Post-employment benefits	145	154
Long-term benefits	88	49
Termination benefits	299	-
Total	2,034	1,799

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

	2018 No.	2017 No.
\$10,000 - \$19,999	2	-
\$20,000 - \$29,999	-	10
\$30,000 - \$39,999	10	-
\$50,000 - \$59,999	1	2
\$60,000 - \$69,999	-	2
\$80,000 - \$89,999	1	-
\$170,000 - \$179,999	1	-
\$210,000 - \$219,999	1	-
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	1	1
\$250,000 - \$259,999	1	2
\$300,000 - \$309,999	1	-
\$330,000 - \$339,999	1	-
\$360,000 - \$369,999	-	1
	20	19

Notes to the Financial Report for the Year Ended 30 June 2018

Note 6 People and relationships (continued)

6.1 Council and key management remuneration (continued)

(d) 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 \$145,000.

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

	2018 No.	2017 No.
Income Range:		
< \$127,000	4	2
\$130,000 - \$139,999	-	1
\$140,000 - \$149,999	1	2
\$150,000 - \$159,999	5	5
\$160,000 - \$169,999	8	8
\$170,000 - \$179,999	3	2
\$180,000 - \$189,999	1	-
\$190,000 - \$199,999	-	1
\$210,000 - \$219,999	1	-
	23	21
	2018 \$'000	2017 \$'000
Total remuneration for the reporting year for senior officers included above, amounted to:	3,328	3,190

6.2 Related party disclosure

(a) Transactions with related parties

During the period Council did not enter into any transactions with related parties.

(b) Outstanding balances with related parties

There were no balances outstanding at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

There were no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.

(d) Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.



Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

(a) Contingent assets

Developer contributions to be received in respect of estates currently under development:

	2018 \$'000	2017 \$'000
River Valley Estate	10	535
Wright Street, Sunshine	-	955
McKechnie Street, St Albans	45	1,504
Jones Road, Brooklyn	-	1,273
	55	4,267

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Legal matters

The Council is presently involved in one significant legal matters regarding road ownership within the 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.

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

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

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.

7.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018/19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018/19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)

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

Note 7 Managing uncertainties (continued)

7.2 Change in accounting standards (continued)

Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

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

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

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

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.



Notes to the Financial Report for the Year Ended 30 June 2018

Note 7 Managing uncertainties (continued)

7.3 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 7.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and 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 7.1, and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 4.4.

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

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- 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 2018

Note 7 Managing uncertainties (continued)

7.4 Fair value measurement

Fair value hierarchy

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

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

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

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

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

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

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

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

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

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, 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. 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.

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.

7.5 Events occurring after balance date

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



Notes to the Financial Report for the Year Ended 30 June 2018

Note 8 Other matters

8.1 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2018			
Property			
Land	454,118	136,880	590,998
Buildings	44,136	(13,032)	31,104
	498,254	123,848	622,102
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	(136)	-	(136)
	206	-	206
Infrastructure			
Roads	446,470	-	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
	720,477	-	720,477
Total asset revaluation reserves	1,218,937	123,848	1,342,785

Notes to the Financial Report for the Year Ended 30 June 2018

Note 8 Other matters (continued)

8.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves (continued)			
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

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 2018

Note 8 Other matters (continued)

8.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2018				
Other reserves				
Developer contribution fund reserve	3,428	3,017	(2,382)	4,063
Discretionary loan repayment reserve	5,600	2,600	-	8,200
Major capital works projects	-	4,038	-	4,038
Developer contribution plan	-	133	-	133
Total other reserves	9,028	9,788	(2,382)	16,434
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

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.

Major capital works projects

This reserve has been opened to provide a source of funding for major capital works projects.

Developer contribution plan

This reserve is set up to cater for contributions from developers within the municipality.

Notes to the Financial Report for the Year Ended 30 June 2018

Note 8 Other matters (continued)

8.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2018 \$'000	2017 \$'000
Surplus/(deficit) for the year	20,405	44,444
Depreciation/amortisation	36,580	34,709
(Profit)/loss on disposal of property, infrastructure, plant and equipment	179	(5,251)
Contributions - non-monetary	(2,343)	(5,325)
Contribution - transfer from accumulated surplus	(3,441)	-
Finance costs	2,708	2,689
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(3,056)	746
(Increase)/decrease in prepayments	528	(1,118)
Increase/(decrease) in accrued income	977	(142)
(Increase)/decrease in other assets	(37)	5
(Increase)/decrease in inventories	(2)	12
Increase/(decrease) in trade and other payables	1,220	(1,909)
Increase/(decrease) in provisions	296	709
Increase/(decrease) in trust funds and deposits	6,068	215
Net cash provided by operating activities	60,082	69,784



Notes to the Financial Report for the Year Ended 30 June 2018

Note 8 Other matters (continued)

8.3 Superannuation

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

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018, this was 9.5% 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 Actuary.

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%. The financial assumptions used to calculate the VBIs were:

Net investment returns	6.5% pa.
Salary information	3.5% pa.
Price inflation (CPI)	2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2018 was 106.0%.

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

Employer contributions

Regular contributions

On the basis of the results of the 2017 actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5% of members' salaries (9.5% in 2016/2017). 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.

Notes to the Financial Report for the Year Ended 30 June 2018

Note 8 Other matters (continued)

8.3 Superannuation (continued)

The 2017 full actuarial investigation surplus amounts

The Fund's full actuarial investigation as at 30 June 2017 identified the following for the Defined Benefit category of which Council is a contributing employer:

- A VBI surplus of \$69.8 million,
- A total service liability surplus of \$193.5 million, and
- A discounted accrued benefits surplus of \$228.8 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2017.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2017.

Council was notified of the 30 June 2017 VBI during August 2017.

The 2018 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2018 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2018.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2018 are detailed below:

Scheme	Type of Scheme	Rate	2018 \$'000	2017 \$'000
Vision Super	Defined benefits	9.5%	875	952
Vision Super	Accumulation	9.5%	3,964	3,889
Other funds	Various	9.5%	1,972	1,638

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2019 is \$1,079,902.



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 Programme	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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