



Brimbank
City Council



Brimbank Annual Report 2019-2020



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Executive Summary

WELCOME #WeAreBrimbank

Brimbank City Council is proud to present this 2019-2020 annual report to our community, ratepayers, residents and stakeholders.

This annual report provides a comprehensive summary of our operations and performance for the 2019-2020 financial year.

It is set out in six different sections to help you navigate information on how we are tracking in meeting the goals and objectives laid out in our key strategic document, the Council Plan 2017-2021, as well as important detail on finances, governance and our organisation.

All Victorian councils are required to prepare an annual report in accordance with the *Local Government Act 2020* and submit it to the Minister for Local Government.

The Brimbank City Council Annual Report 2019-2020 aims to fulfil Council's statutory responsibilities under the *Local Government Act 2020* and *Information Privacy Act 2000*.

This report has also been prepared in accordance with the Local Government (Planning and Reporting) Regulations 2014, and the Council Plan 2017-2021.

Our annual report is not just about meeting our legislative obligations. It can also serve as an important accountability measure for the Brimbank community on our achievements and highlights over the past 12 months, as well as a space to celebrate our organisation and community.

You will also find key information on how we plan to continue serving our community in 2020-2021.

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

If you have any feedback on this report, or suggestions on what you would like to see included in future annual reports, you can contact Council on **9249 4000** or email info@brimbank.vic.gov.au

01

Introduction

Here you'll find our major highlights, and achievements of the year, messages from our Mayor and CEO, future initiatives we plan to roll out in 2020-21, our recovery from COVID-19, and opportunities and challenges now and into the future.

02

Our people

General information about Brimbank, our workforce, Executive Management Team, Councillors, organisational structure, learning and development, and occupational health and safety.

03

Our performance

Details on how we are delivering our vision for Brimbank through meeting our Council Plan 2017-2021 goals and key strategic objectives: an inclusive community, a liveable community, a prosperous community, and an innovative and prosperous 'community-first' council.

04

Governance and management and other information

Information about governance, including council meetings, local laws, committees and audits as part of our commitment to providing good governance and ensuring that all of our operations are open, transparent and accountable.

05

Performance Statement

Includes our Performance Statements and the Victorian Auditor General's (VAGO) Report on our performance.

06

Financial Report

Detailed account of our Financial Statement for the 2019-2020 financial year.

Introduction

Welcome to the Report of Operations 2019-2020

Council is transparent and accountable in reporting to the community. The Report of Operations 2019-20 explains in detail Council's operations and performance during the financial year.

Snapshot of Council

About Brimbank

Who we are

Brimbank is a vibrant, growing community in the heart of Melbourne's west. Diversity is central to our identity - we are proudly multicultural, embracing people from around the world and weaving their stories into our own. Brimbank's estimated resident population of 208,714 in 2018 makes it the fifth 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.

Brimbank City Council respectfully acknowledges and recognises the Kulin Nation including the Wurundjeri, Bunurong and Boon Wurrung peoples as the Traditional Owners of this land and waterways and pays respect to their Elders past, present and future. For the Traditional Owners the lands in the City of Brimbank have always been a significant trading and meeting place.

Brimbank lies within the area occupied by the Kurung-Jang-Balluk and Marin-Balluk clans of the Wurundjeri people (also known as the Woiwurrung language group), who form part of the larger Kulin Nation.

We also recognise the Indigenous community's continuing spiritual connection to the land and renew our commitment to respect Indigenous beliefs, values and customs as we learn to share our lives and build a future together.

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 west and 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. The Victorian and Commonwealth Governments have committed up to \$5 billion each to deliver Melbourne Airport Rail, which will run from the CBD to Melbourne Airport via Sunshine. This will involve construction of the Sunshine Super Hub and will support the development of the Sunshine Employment and Innovation Cluster, building upon the area's well-established facilities and services. Sunshine's railway station was completely rebuilt during the Regional Rail Link project, while the removal of level crossings in Furlong Road, Main Road and Melton Highway has drastically improved safety, amenity and access. The Joan Kirner Women's and Children's Hospital in Sunshine was officially opened in May 2019 and offers world-class maternity and paediatric services that honour the legacy of Victoria's first female premier.

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 designated metropolitan activity centre, Sunshine's profile is rising due to its proximity to the city and its mouth-watering food scene. It includes a Victoria University campus, the Brimbank Community and Civic Centre, and significant retail and commercial activities. It is also close to the growing 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 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: A significant major activity centre that will continue to grow and develop. 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 and Keilor Park as well as parts of Keilor East and Tullamarine.

Our people

Brimbank has a rich Indigenous history. The Wurundjeri people were the custodians of the land in the Port Phillip Bay region, including parts of our current City of Brimbank, for more than 40,000 years before European settlement.

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

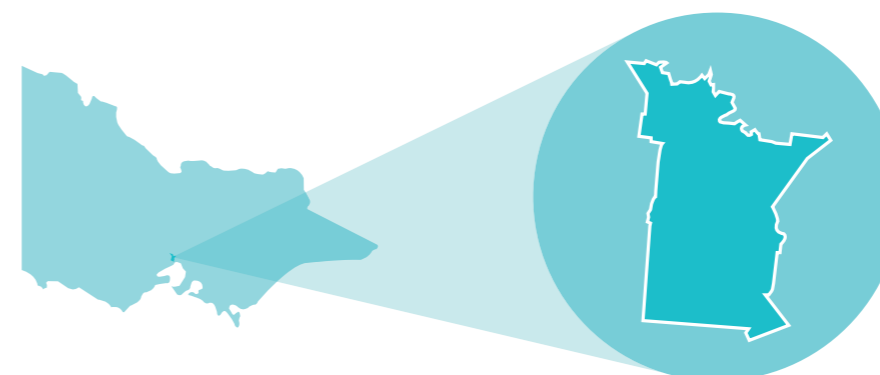
Brimbank's suburbs boomed after World War II, when migrants from southern Europe flowed into the area. More recently, newly arrived Asian and African communities have developed alongside the more established European communities.

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, VicRoads and Vistaprint have also chosen to settle in Brimbank.



Snapshot of Council (continued)

Reconciliation and Indigenous information

Council acknowledges the Kulin Nation of people as the Traditional Owners of the land, recognises 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 more than 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 National Reconciliation and NAIDOC Weeks, such as Aboriginal cultural heritage tours, Sorry Day events, Indigenous art exhibitions, library story-telling sessions and NAIDOC flag raisings.

On 17 April 2012, Council endorsed a Reconciliation Statement of Commitment and officially signed the Statement on 29 May 2012, committing Council to learning from the past and seeking new ways to build relationships with the Aboriginal and Torres Strait Islander community, and to developing a Reconciliation Action Plan. It was committed that the Reconciliation Action Plan would be developed in consultation with internal and external stakeholders including Council staff, Aboriginal and Torres Strait Islander residents, and local Aboriginal and Torres Strait Islander service providers and community groups.

In May 2013, Council adopted its first Reconciliation Action Plan, which demonstrates its commitment to reconciliation for all Aboriginal and Torres Strait Islander people, with a second Reconciliation Plan adopted in July 2019.

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 towards reconciliation and reaffirming the genuine connection, pride and belonging of our Indigenous community.

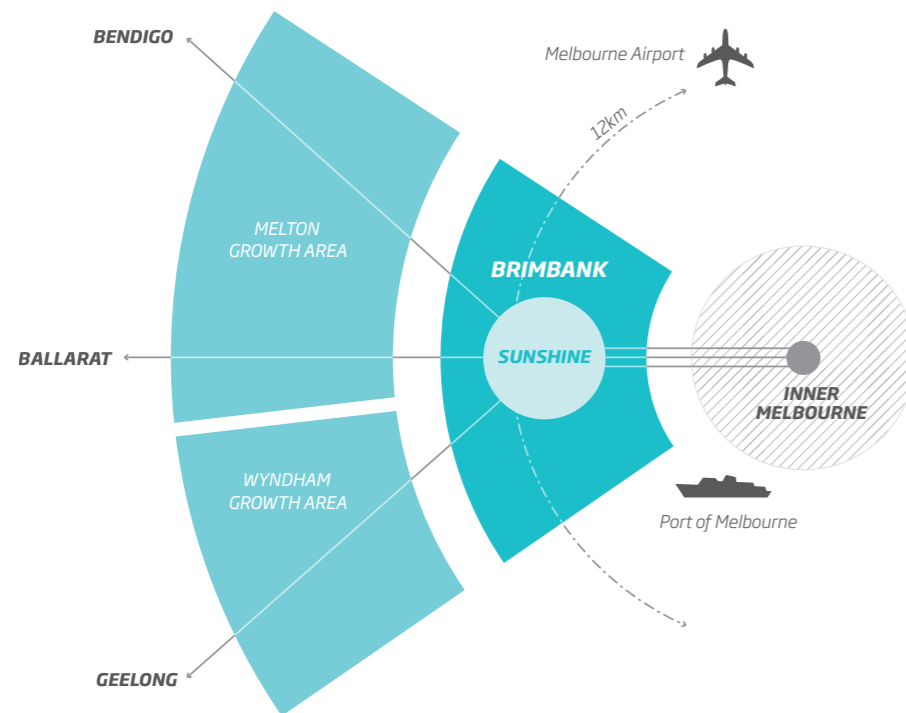
Brimbank at a glance

▶ Area	123 square kilometres
▶ Population count	209,523 (estimated resident population, June 2019)
▶ Males	50.0%
▶ Females	50.0%
▶ Residents aged under 18 years	22.1%
▶ Residents aged between 18 to 59 years	58.9%
▶ Residents aged 60 years and over	19.0%
▶ Indigenous population	816
▶ Residents who speak a non-English language at home	58.3%
▶ Median house price for 2018 (June 2019)	\$610,000

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 2019 was sourced from the Valuer-General Victoria. <https://www.propertyandlandtitles.vic.gov.au/property-information/property-prices>



Vision, Principles, Goals, Strategic Objectives and Values

Brimbank's Council Plan 2017-2021 sets out Council's vision, principles, goals and strategic objectives 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 holds. 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 the 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 of enabling 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 belongs and is 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 act with **INTEGRITY**

I take pride in my work and commit to serving our community.

I am honest, transparent and accountable in all that I do.

▶ We find **BETTER WAYS**

I strive to achieve the best outcomes for our community.

I am open and curious about new ideas and ways of working.

▶ We are **RESPECTFUL**

I value diversity, fairness and equity.

I demonstrate empathy and compassion.

▶ We work **TOGETHER**

I support and encourage others.

I find opportunities to connect with others and celebrate wins.

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 belongs and is proud of where they live

Key Achievements

- Implementing a range of actions from multiple plans and strategies that aim to continue to enhance health and wellbeing outcomes of the Brimbank community, including:
 - Brimbank Physical Activity Strategy – Year Two actions
 - Brimbank Fairness, Equality and Respect Strategy – Year One actions
 - Brimbank Cultural Strategy – Year Two actions
 - Brimbank Age Friendly City Plan – Year Two actions
 - Brimbank Disability Action Plan – Year Three actions
 - Brimbank Settlement Action Plan – Year One actions
 - Brimbank Volunteer Strategy – Year Two actions
 - Brimbank Public Art Strategy – Year Two actions
 - Brimbank Festival and Events Strategy – Year Two actions
 - Brimbank Reconciliation Action Plan – Year One actions
 - Brimbank Social Justice Charter
- Developing the Brimbank Children's Strategy (2020-2024), the Brimbank Community Safety Strategy (2020-2024) and the Brimbank Youth Strategy (2020-2024).
- Undertaking a feasibility study to determine models for community-managed gardens and community need.
- Establishing partnerships in the planning and delivery of needs-based activities and programs that aim to support men's health.
- Continuing to facilitate the Brimbank Collective Action Committee to lead, initiate and establish a collective impact project aimed at closing health and social outcome gaps over a 10-year period.
- Increasing opportunities for young people to create positive change in their communities and to have input into Council decision-making via the implementation of the Youth Participation and Engagement Model.
- Working to improve social and health outcomes through the development of the St Albans Health and Wellbeing Hub project.
- Continuing to implement recommendations relating to service design and advocacy identified in the Youth Centre Feasibility Study.
- Completing upgrades to sports facilities (including pavilions, lighting, change rooms and sports surfaces) as determined by the Sports Facility Development Plan 2018.
- Undertaking a feasibility study for the redevelopment of the St Albans and Deer Park Libraries.
- Continuing to support female sports participation including Brimbank Female Football Festival, change room upgrades and the Daughters of the West Program.

- Increasing opportunities for civic engagement for primary school-aged children through the delivery of the Dynamic Young Citizens Program and young people aged 12-25 years via the Brimbank Youth Council.
- Implementing a range of facility upgrades identified in the Community Services and Infrastructure Plan.
- Implementing the Brimbank Festival and Events Grants Program.
- Commencing the installation of the 2019-2020 Public Art Commission in accordance with the Public Art Strategy (2018-2021).
- Expanding the delivery of multicultural arts and storytelling programs in libraries, arts facilities and neighbourhood houses.
- Providing support and advice to local residents for the Sunshine Silos Projection Project, funded through the State Government as part of the Pick My Project initiative.

Future Initiatives 2020-2021

- Create opportunities to support newly-engaged communities to participate in physical activity via the In2Sport Program.
- Implement the 'Seedlings to Schools' Urban Farming Program to support Brimbank schools to grow, harvest, cook and eat healthy food, and to recycle food waste.
- Continue to facilitate the Brimbank Collective Action Committee to lead and initiate Impact Brimbank aiming to close health and social outcomes gaps for the Brimbank community over a 10-year period. Key actions include:
 - Complete implementation and analysis of the Community Conversation Tool
 - Identification of the key focus area/s
 - Program development.
- Facilitate the Growing Brimbank Collaboration to improve community outcomes through service enhancements in the areas of early years, nutrition and physical activity.
- Support the development of youth-friendly spaces that support an increase in the delivery of services for young people in Sunshine and West Sunshine.
- Commence building works that transition the old St Albans Leisure Centre into a state-of-the-art health and wellbeing hub.
- Continue to provide support for Reconciliation Week and NAIDOC Week to celebrate our Aboriginal heritage and inform our broader community of our Aboriginal history and the contributions made by our Aboriginal and Torres Strait Islander residents.
- Facilitate Youth Mental Health First Aid programs to increase the capacity of young people to recognise and support peers who may be developing a mental health problem.
- Develop Community Impact Analysis reports that detail the impact of COVID-19 on individuals, families and communities in Brimbank to inform Council's community and service provider connections, engagement, response, social policy and advocacy.

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 Graffiti Prevention and Management Program to enhance the appearance, character and experience of Brimbank public spaces through preventing and managing the presence of unauthorised graffiti.
- Continuing lighting upgrades as per the Town Centre Implementation Guidelines.
- Install mobile surveillance cameras to monitor illegal dumping in public areas.
- Implement proactive cleaning, maintenance and amenity in St Albans and Sunshine Town Centres and other Council-owned shopping strips.
- Completing an audit of bus shelters and install litter bins based on the Litter Bin Placement Guidelines.
- Creating an attractive, integrated, accessible open space network via the implementation of the Creating Better Parks – Open Space and Playground Policy and Plan, including upgrades at the following parks:
 - Flagship park upgrades:
 - Lakes Reserve Park, Taylors Lakes
 - Suburban Park upgrades at:
 - Rose Hedge Reserve, Sydenham
 - Neighbourhood Park upgrades at:
 - Moorland Park, Cairnlea
 - Jackman Crescent Reserve, Keilor
 - Lionheart Reserve, Taylors Lakes
 - Continuing to create attractive and successful multi-use community destinations via the implementation of both the Selwyn Park and Errington Reserve Masterplans.
 - Completing a range of improvements at M.B. Lynch Memorial Gardens to improve access and functionality of the gardens.
 - Implementing Stage Two upgrades of the Dalton Street Park Reserve as part of a State Government grant.
 - Implementing the Brimbank Public Toilet Strategy (2018-2030) with upgrades at Balmoral Park, Derrimut and Selwyn Park, Albion.
 - Implementing the Shared Cost Fencing Guidelines in relation to shared fences adjacent to Council reserves.
 - Undertaking works to improve pedestrian and vehicular access through the various road and footpath programs in Council's Capital Works Program.
 - Implementing Year One actions for the Brimbank Car Parking Strategy.
 - Continuing to work with schools and other stakeholders to minimise negative impacts of school traffic and to improve road safety around schools.
 - Completing strategic network improvements via the implementation of Year Three actions identified in the Brimbank Cycling and Walking Strategy.

- Implementing the Brimbank Transport Priorities Paper and Brimbank Response Strategy to the Western Rail Plan to advocate for cross city connections including expansion of the existing bus network.
- Implementing actions identified in the Waste, Recycling and Litter Strategy (2018-2028).
- Supporting households to manage their food and garden waste through the implementation of the Brimbank Home Composting Program.
- Implementing a range of actions identified in the Revised Sustainable Water Management Strategy including delivery of a major stormwater harvesting system for irrigation of Council's open space.
- Project managing the delivery of the Upper Stony Creek transformation project on behalf of all partners.
- Implementing a range of actions in the Revised Greenhouse Reduction Strategy (2013-2023) including a changeover of main road street lighting to energy efficient LED.
- Partnering with the Western Alliance for Greenhouse Action (WAGA), to investigate options for large scale renewable energy such as a Local Government Power Purchase Agreement.
- Implementing the Environmental Events Calendar and continuing to support 'friends of' groups, volunteers and community to protect, enhance and connect with the natural environment.
- Conducting street tree planting programs to increase Brimbank's tree canopy coverage as per the Urban Forest Strategy (2016-2046).
- Commencing development of a Municipal Tree Policy to replace Council's Street Tree Policy.
- Implementing a range of actions identified through the revised Brimbank Biodiversity Strategy (2012-2022) including the active management of conservation assets through revegetation, pest plant/animal control and ecological burns.
- Implementing the Brimbank Habitat Connectivity Plan (2018-2023) including the development and implementation of the Taylors Creek Habitat Implementation Plan.
- Administering the Sustainable Land Management Grant Scheme.
- Subsidising the cat de-sexing program to support residents and reduce the impact on the environment.
- Partnering with stakeholders to deliver the Maribyrnong Valley Connection Project that aims to address a wide range of threats to biodiversity in the Maribyrnong catchment.
- Monitoring the proposed expansion of the Melbourne Regional Landfill (Ravenhall Tip), advocating for no detrimental impact on Brimbank.
- Implementing the Year One actions of the Cultural Heritage Strategy including undertaking a Feasibility of Aboriginal Cultural Heritage Mapping.

Highlights of the year (continued)

- Updating the Brimbank Planning Scheme Review to balance built and natural environments, improve quality of life, and create vibrant communities.
- Implementing Year One actions of the Brimbank Activity Centre Strategy including delivery of the Small Centre Activation Program.
- Implementing the performance requirements of the Brimbank Environmentally Sustainable Design Framework on new Council facilities and refurbishments.
- Partnering to research and design options that re-use plastic and glass waste for construction of roads and footpaths.
- Facilitating the development planning process and urban renewal on strategic sites.
- Continuing to implement the Brimbank Housing Strategy 'Home and Housed' (2014) including the preparation of Neighbourhood Character objectives.
- Coordinating implementation of Year One actions in the Brimbank Heritage Strategy including a review of the Heritage Advisory Group, heritage gap studies and planning scheme amendments.

Future Initiatives 2020-2021

- Install feature lighting and a welcoming and inviting entrance to Sunshine as determined by the Gateway to Sunshine project funded by the Department of Justice and Community Safety's Public Infrastructure Fund.
- Continue to deliver the Light Up Program in the Sunshine and St Albans Activity Centres through a range of initiatives including lighting projections, decorative and artistic lighting and evening activation.
- Create an attractive, integrated, accessible open space network via the implementation of the Creating Better Parks – Open Space and Playground Policy and Plan, including upgrades at the following suburban and neighbourhood parks:
 - Balmoral Park (Derrimut)
 - Evergreen Avenue Reserve (Albanvale)
 - Northumberland Road Reserve (Sunshine North)
 - Robinson Court Reserve (Delahey)
 - Waterfield Reserve (Cairnlea)
 - Highcombe Reserve (St Albans)
- Commence development of a master plan for Alfrieda Street, St Albans as a key destination for gathering, shopping and socialising in a vibrant space.
- Commence development of a Creating Better Streets Strategy that aims to achieve more liveable, resilient and sustainable streets by:
 - Increasing canopy cover
 - Using stormwater to create greener, cooler streets
 - Supporting walking and cycling
 - Creating a positive sense of place for the community.
- Seek to reduce contamination of recycling and green waste below target levels.

- Implement Year One actions in the Brimbank Climate Emergency Plan including:
 - Submit the Plan as a pledge under the *Victorian Climate Change Act*
 - Undertake an analysis of municipal emissions and optimal pathway to 'decarbonise' Brimbank to net zero emissions
 - Advocate to the Victorian Government to declare a climate emergency, put a price on carbon pollution, and target 100 per cent renewable energy for Victoria for 2030.
- Continue to conduct street tree planting programs to increase Brimbank's tree canopy coverage as per the Urban Forest Strategy (2016-2046).
- Implement aspects of the Sydenham Park Master Plan, including:
 - Flora and fauna assessment report
 - Cultural heritage management plan
 - Sydenham Park conservation community tours
 - Sydenham Park restoration management plan
 - Robertson's Homestead Site feasibility study
 - Schematic design for entry landscape, walking trails, shared paths, fencing and pedestrian destination points
 - Commence upgrades of existing gravel path to make suitable for walking and cycling

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 Library Strategy (2020-2025) and Strategic Framework for Library Collections (2020-2025) to meet changing community needs.
- Collaborating with partners to increase the provision of programs and services at Brimbank Learning Futures that support re-engagement with education, training and employment.
- Working to transform Council's Neighbourhood Houses and Community Centres into sites of belonging and learning for people from all backgrounds and life stages through the development of the Neighbourhood House Strategy (2019-2024).
- Implementing life stage priority actions identified in the Brimbank Lifelong Learning Strategy (2018-2023) that focus on cross sector collaboration aiming to improve learning outcomes for children under five years.
- Co-designing and delivering low-cost and no-cost activities at Council-run Neighbourhood Houses that support the strategic themes of belonging and learning for all.
- Building upon the Brimbank Neighbourhood House Strategic Partnership Agreement, including the development of a network that supports greater collaboration between community-managed and Council-supported Neighbourhood Houses.
- Monitoring information from the State and Federal Governments to effectively plan for the roll-out of funded three-year-old kindergarten programs in Victoria.
- Implementing Year Two actions of the Youth Jobs Strategy (2018-2023) that focus on social procurement, meaningful workplace experiences and the facilitation of the youth employment taskforce.
- Coordinating implementation of the Year One actions in the Brimbank Industrial Land Strategy, including preparation of Industrial Design Guidelines.
- Implementing Year Three Actions identified in the Brimbank Economic Development Strategy Implementation Plan.
- Continuing to support and promote the operation of iHarvest Coworking Sunshine to provide a vibrant and affordable coworking location for start-ups, entrepreneurs, freelancers and business.
- Coordinating the implementation of actions identified in the Go St Albans Action Plan (2019-2024).
- Completing the update and co-ordinating implementation of the Sunshine Rising Action Plan.
- Continuing to monitor local housing needs and advocate to State Government for the increased supply of social and affordable housing.

- Coordinating implementation of Year Two initiatives within the Experience Brimbank Visitor Strategy.
- Completing an economic analysis to identify industry growth opportunities in Brimbank relating to the Melbourne Airport Rail Link and Sunshine Super Hub.
- Advocating for a governance structure that includes Council representation as detailed in the Western Rail Plan Response Strategy.
- Continuing to undertake activities to facilitate development and attract investment in Brimbank with a focus on employment areas, including the Sunshine National Employment and Innovation Cluster.

Future Initiatives 2020-2021

- Promote reading, literacy and positive social connections through the Little Libraries Community Book Exchange with three structures located throughout the municipality.
- Continue to support and promote the operation of iHarvest Coworking Sunshine to provide a vibrant and affordable coworking location for start-ups, entrepreneurs, freelancers and business.
- Establish an Experience Brimbank tourism website to promote visitation to Brimbank and its destinations.
- Review and develop strategic plans and planning policies to facilitate appropriate development in line with the Transforming Brimbank 2020 Agenda, and the Brimbank Response Strategy to the Western Rail Plan including Melbourne Airport Rail and the Sunshine Super Hub.
- Implement business support activities identified in the Brimbank COVID-19 Response and Recovery Strategy including delivery of:
 - COVID-19 business communications
 - Business grants program
 - Business activation program.
- Implement recommendations arising from the local homelessness research project.
- Implement education and employment advocacy initiatives identified and prioritised within the Brimbank Advocacy Plan and Framework, including the Transforming Brimbank 2020 Jobs and Education Agendas.

Highlights of the year (continued)

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

- Continuing to implement the Councillor Portfolio Program.
- Reporting on outcomes of annual Local Government Community Satisfaction Survey.
- Developing the Brimbank Innovation Framework, resulting in the prioritisation of a range of Community First projects.
- Increasing community uptake of online services through a promotional campaign of Report It and other online functionalities.
- Continuing to implement a range of advocacy initiatives identified and prioritised within the Brimbank Advocacy Plan and Framework.
- Continuing to work in partnership with a range of stakeholders to implement the Brimbank Response Strategy to the Western Rail Plan.
- Implementing ongoing marketing activities through the 'We are Brimbank' brand to promote people, pride and places in Brimbank.
- Implementing the Communication Strategy to promote and position Council's services, assets and community through the production of collateral in easy English and culturally and linguistically diverse (CALD) languages.
- Continuing to implement actions from the Brimbank Community Engagement Policy and Toolkit to establish an organisational approach to community engagement practices
- Engaging the community to inform a vision for the Sunshine Precinct as identified in the Brimbank Response Strategy to the Western Rail Plan.
- Reviewing and implementing the Annual Budget and Long Term Financial Plan in accordance with legislative requirements.
- Finalising annual accounts by 30 September.
- Implementing the Year One actions as directed by the Brimbank People Strategy that aim to attract, recruit and retain highly skilled and experienced people to work for Council.
- Delivering a People Leader Program focussing on the development of emerging leaders 2019-2021.
- Delivering the Fraud Awareness Program to Council officers.

Future Initiatives 2020-2021

- Develop and execute an Implementation Plan for Local Government Act amendments.
- Provide the community with increased awareness and assistance in using both online services including 'Live Chat' and self-service options to access information.
- Implement a range of advocacy initiatives identified and priorities within the Brimbank Advocacy Plan and Framework; and as outlined in the 2020 Transforming Brimbank Agenda, including Council's priorities around jobs, education, the St Albans Leisure Centre Replacement project, sport and recreation, and environmental equity.
- Continue to build upon the 'Welcome. We are Brimbank' campaign to promote people, pride and places in Brimbank.
- Prepare and implement Council General Election 2020 Plan and Induction Program.
- Help combat the spread of coronavirus (COVID-19) across Brimbank and assist to mitigate negative impacts on health, wellbeing and the economy through the implementation of the Brimbank Coronavirus (COVID-19) Response and Recovery Strategy.



Opportunities and Challenges

Our population is evolving

Brimbank is a dynamic, bustling and growing place at the heart of Melbourne's west. People living and working in Brimbank, and our many visitors, are already experiencing significant and positive change. The City's population is more than 200,000 and is expected to grow by 9.2 per cent, or 21,190 new residents, by 2038.

The challenges of shifting demographics, government policy and service model reforms, and ensuring social equity and access in a constrained fiscal environment are transforming the way in which services and infrastructure are funded and delivered to meet future needs. The following are examples of the opportunities and challenges that Brimbank faces now and into the future:

Transforming Brimbank

The \$10 billion commitment towards constructing the Melbourne Airport Rail Link (MARL) via Sunshine provides a transformative opportunity to unlock the limitless potential of Melbourne's west. Brimbank City Council is excited about the new job, education, health and fairness opportunities associated with the Sunshine Super Hub, and major transport projects associated with the Melbourne Airport Rail Link, Western Rail Plan and Suburban Rail Loop. This once-in-a-generation investment provides the opportunity to help us address key social challenges, by delivering fair outcomes for locals.

St Albans Health and Wellbeing Hub

The much loved St Albans Leisure Centre is old, tired and needs to be rebuilt. There is a critical need for revitalised health and wellbeing services in this community. We can do much better by investing to build a new world class wellbeing precinct that includes state-of-the-art aquatic and leisure facilities, alongside health and wellbeing services. The new Hub is anticipated to cost more than \$60 million, and will provide a much-needed, integrated centre for social cohesion, wellbeing and healthy living in St Albans. Above all, the St Albans Health and Wellbeing Hub will provide an integrated community space that facilitates sustainable employment opportunities, life-long learning, social cohesion and better health outcomes for families and children.

Climate Change

Climate change is an immediate, real, and all-encompassing threat, and an appropriate science-based, coordinated, public policy response is the only responsible course of action. Council's declaration of a climate emergency is a bold but necessary action that sees 'socially just' climate action as a necessity, to be undertaken at scale and speed.

In Brimbank, health, equity, energy, infrastructure, the natural environment, and the material economy are the core areas that will be affected by climate change, and by the responsive transition to the new economy.

Coronavirus (COVID-19) Pandemic

The COVID-19 pandemic has been one of the most serious issues facing society, and the safety, health, wellbeing and economic welfare of our residents and staff continues to remain Council's top priority. Brimbank's COVID-19 Response and Recovery Strategy considers the important role we can play to assist our local businesses and residents during the pandemic and as we recover and rebuild. Council is closely monitoring developments with coronavirus. Council continues to adapt and grow our resources depending on how the COVID-19 situation continues to unfold and advice changes. We will aim to keep our community informed on COVID-19, including how to access supports.

Socio-economic Disadvantage

Brimbank is the second most disadvantaged municipality in the Greater Melbourne area and the third most disadvantaged in Victoria. However the level of disadvantage is unevenly spread throughout the municipality. Areas with high levels of socio-economic disadvantage - such as St Albans East - are likely to have a higher proportion of people who are unemployed, on low incomes, with low educational attainment, or who are working in low skilled jobs. These areas are also more likely to have a higher proportion of households with no access to a motor vehicle, or an Internet connection.

Social Justice

Brimbank's social, economic and cultural diversity means it needs to prioritise the needs of many different cultures and lifestyles in the community and address any areas of disadvantage.

Brimbank's Social Justice Charter confirms Council's commitment to working with the community in the pursuit of social justice and equality by redressing social and economic disadvantage through effective support services, advocacy and community education programs.

Council recognises the need to address the many complex issues that arise due to the impacts of systemic disadvantage and therefore has formed many multi-agency partnerships to work to address these systemic issues.

Cultural Diversity

Brimbank prides itself on its cultural diversity and is one of Victoria's most culturally diverse municipalities, embracing more than 160 nationalities from around the globe. Brimbank has a rich Indigenous history, going back to when the Wurundjeri people first inhabited the region, thriving in the Maribyrnong Valley. 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.

Today it is estimated that Brimbank has just over 800 Aboriginal and Torres Strait Islander residents. Diversity is central to our identity - we are proudly multicultural, embracing people from around the world and weaving their stories into our own. We are one of the most culturally diverse municipalities in Australia, with 47.8% of our residents born overseas (compared with 33.8% in Greater Melbourne) and 44.6% born in mainly non-English speaking countries (compared with 27.0% in Greater Melbourne).

Financial Management

Brimbank City Council continues to strive for responsible financial management to balance ways in which we can meet the changing expectations of the community with the challenge of reduced rate capping and stagnation of grant funding from other levels of government.

Asset and Capital Works Programs

Brimbank City Council's Capital Works Program is innovative, future-focused and responsive to changing community needs, ensuring effective planning for community services and infrastructure delivery over the next 20 years.

Brimbank COVID-19 Relief and Recovery Snapshot

Throughout 2019-2020, the coronavirus (COVID-19) pandemic has been the most serious and pressing public health, social and economic issue facing the local community.

Council began planning for COVID-19 in late January 2020 and continued to elevate organisational and community responses in accordance with Federal and State Government advice and information.

The required rate of change and significance of the impacts was unprecedented, and has required a complete re-prioritisation of Council's internal and external activities.

At a Special Council Meeting on 6 April 2020, Council adopted the Brimbank City Council Coronavirus (COVID-19) Response and Recovery Strategy to guide a whole-of-council response to the pandemic.

The strategy focused on short-term relief and direct support measures (Stage 1) and a longer term strategy to assist the recovery of the community and local businesses (Stage 2), including a COVID-19 Financial Hardship Policy.

The Brimbank Coronavirus (COVID-19) Response and Recovery Strategy aims to assist in:

- Helping to combat the spread of the novel coronavirus (COVID-19) across Brimbank and the broader community, and
- Mitigating the negative impacts of COVID-19 on health and wellbeing outcomes on the whole of Brimbank's population, with additional focus on vulnerable populations as well as the local economy including business, industry, and jobs.

To achieve these aims, the strategy focuses on the following five pillars:

1. Health and Wellbeing Response
2. Community Support Response (Financial Hardship and Resources)
3. Economic Development Response
4. Economic Stimulus Response
5. Communications, Engagement, and Advocacy Response

Key initiatives delivered for the period of April to June 2020

50,152

items delivered as part of the Library to Your Door Program



Support

to DHHS for localised COVID Testing Sites



80

business permits refunded for the duration of 2020



491

businesses engaged in online business development webinars



99

leisure services videos produced, with

581

hours viewed



2,332 views

of online virtual art exhibitions



174

COVID-19 social media posts across 10 platforms, with

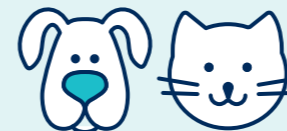
15,396

engagements



\$80,000

pet registration fees deferred



Parking controls **relaxed**

in all areas across the municipality (excluding Red Zones)



86

staff employed via Working for Victoria to support major activity centre cleaning blitz



2,000

food relief parcels delivered via Neighbourhood Houses



1,100

art activity packs delivered to Brimbank families



171

responses to our Business Impact Survey



316

applications processed for rate relief



10

creative arts commissions supporting local artists



\$245,000

in fees waived or deferred as part of the Brimbank Fees and Charges Review



15,979

meals distributed to vulnerable residents



3,177

children assisted through the Maternal Child Health Service



393

community members receiving ongoing support via the Community Register



48

online library programs created



4,300

households engaged in online environmental events



Coronavirus information in both print and video

translated

to top 10 language groups in Brimbank



691

wellbeing phone calls made to sporting clubs and organisations



18,682

items loaned via the library Click and Collect service



145

new residents welcomed via online citizenship ceremonies



The year in review

Message from the Mayor



Over the past year Council continued to focus on improving and enhancing our city, investing in ongoing capital works projects and upgrading facilities and open spaces to ensure the best possible quality of life for all residents.

We also advocated actively for the needs of the Brimbank community to promote investment by State and Federal Governments and the private sector, and worked to find innovative ways to deliver our services.

Our community faced enormous challenges in the second half of this financial year due to the COVID-19 health emergency that has hit the most vulnerable among us the hardest. Council's priority has been protecting the health and safety of our community, and on supporting Brimbank through the response and recovery process.

Our culturally and linguistically diverse community already experiences several socio-economic challenges, many of which have been exacerbated by the COVID-19 pandemic.

In April 2020, Council adopted the whole-of-council Brimbank Coronavirus (COVID-19) Response and Recovery Strategy to assist local residents and businesses to recover and rebuild.

It included working with State and Federal Governments to facilitate COVID-19 testing throughout the Brimbank community, and the dissemination of important information in multiple languages.

Other priorities included ensuring our essential services continued to operate safely to support our community, adopting initiatives to assist businesses, vulnerable residents, and offering financial relief to residents and businesses impacted by the pandemic.

Amid the health, economic and social upheaval caused by this health emergency - the need to advocate for a better future for our community has become more important than ever.

Council's Transforming Brimbank 2020 Agenda - launched at State Parliament in October 2019 - has set out the focus of Council's advocacy work during 2019-2020.

Our approach aims to ensure our municipality gets maximum benefit from once-in-a-generation investments targeted for Brimbank including the \$10 billion Melbourne Airport Rail Link via Sunshine, the Western Rail Plan via the Sunshine Super Transport Hub and Priority Precinct.

Our Transforming Brimbank key advocacy priorities have been for jobs, education, sport and recreation, and environment equity for the Brimbank community. Council's advocacy in 2019-2020 has helped secure \$75 million in government and non-government funding to support the Brimbank community.

Over 2019-2020 Council delivered a strong \$73.53 million capital works that laid the foundation to create a more prosperous, inclusive and liveable community.

Highlights included:

- Town centre upgrades valued at \$6.82 million that include the Hampshire Road Civic Green in the Sunshine and Alfrieda Street Civic Plaza, St Albans.
- A \$30.69 million roadworks program to manage Brimbank's road network in a safe, sustainable, and financially responsible way
- An investment of \$5.96 million in better playgrounds, parks, gardens and open spaces
- Bikes and shared paths improvements worth \$1.316 million
- A \$1.2 million commitment to sustainability projects - including a greenhouse gas reduction program, water security and nature places

One of the major priorities of this Council was to build Australia's best multi-function facility to replace the tired and ageing St Albans Leisure Centre. This year we signed off on that having completed almost four years of work to ensure a legacy for our community that will stand up for decades to come.

Council awarded a \$55.1 million contract to demolish the tired, old St Albans Leisure Centre and build a state-of-the-art health and wellbeing hub boasting a 50 metre 10 lane swimming pool, two massive water slides, wellness centre, community program room and more. We look forward to the completion of this new hub in 2022.

Council also continued its important work in protecting our precious environment. In June 2020, Council adopted the Brimbank Climate

Emergency Plan 2020-2025, becoming the first council in Melbourne's west to outline a strategy on how it would implement its climate emergency declaration.

It included the following emission targets:

- Zero net emissions for Council operations by 2030
- An interim aspirational target for Brimbank municipality of 70 per cent less net annual emissions by 2030 and zero net emissions for Brimbank municipality by 2040.

The Annual Report 2019-2020 illustrates some of the big challenges faced by our community and the equally big efforts of council officers, councillors and our community to support each other and to set in motion a plan for recovery.

I would like to personally thank everyone who has helped our community during these challenging times.

As we draw to a close on the term of this democratically-elected Council in Brimbank, I wish to thank my fellow councillors, and the Brimbank community, for the honour of representing them.

Cr Georgina Papafotiou
Mayor, Brimbank City Council



Chief Executive Officer's message



On behalf of Brimbank City Council, I am pleased to introduce the 2019-2020 Annual Report.

While the past year has come with numerous challenges, it has also brought to the fore our innovation, creativity and the spirit of our community here in Brimbank - a vibrant, growing and diverse one in the heart of Melbourne's west.

In local government, the challenge is always in balancing the provision of high-quality services and infrastructure now and into the future, with the fiscally constrained environment we work in.

The organisation's financial position remains sound. Council achieved a surplus of \$11.3 million in 2019-2020, which does compare unfavourably to the budgeted surplus of \$14.9 million.

However, our adjusted underlying surplus of \$4.7 million is key to ensuring we can meet our growing community's expectations, whilst having the capacity to renew some \$2.4 billion worth of Council-controlled assets and build the new infrastructure our community wants and needs.

The normal and expected constraints facing Brimbank and other councils across Victoria in recent years, including rate capping, shifting demographics, and government policy and service model reforms, have shifted during 2019-2020 with the onset of the COVID-19 pandemic.

Brimbank has been hard-hit by the pandemic. Case numbers were high in our community, which is among Victoria's most diverse with high existing levels of disadvantage. Our focus has been on helping our community, particularly vulnerable residents, to navigate the immediate impacts of the pandemic, and on longer-term social and economic recovery for our whole community.

Capital works projects will be key to Brimbank's recovery from the pandemic, and in continuing to meet our community's changing needs and population growth moving forward from this crisis.

During 2019-2020, Council delivered a healthy \$73.52 million Capital Works Program.

These works included \$1.853 million to start work on the new St Albans Health and Wellbeing Hub, \$6.82 million for the transformation of town centres such as Sunshine and St Albans, and \$5.96 million for open space projects in parks and gardens across Brimbank, from Sydenham to Cairnlea.

Challenging times often provide fertile ground for innovation. I have been both proud of, and humbled by, the way our organisation has pivoted and continued to provide essential services for the community we care about at a difficult time.

From continued delivery of waste services or home care for the elderly, to online story time sessions and home gym classes, taking library books to residents' doors, or providing maternal and child health appointments over the phone - our services have been a human touch for residents at an isolating time.

To our council officers, councillors, stakeholders, partner organisations and staff members, both in the office and out in the field - thank you.

To our community members who support, work, volunteer and advocate with Council-led activities - thank you for your continued support, passion and enthusiasm for Brimbank and our work.

We will continue to advocate on behalf of our community to both state and federal governments to advance our future priorities for Brimbank and the west, as outlined in our Transforming Brimbank 2020 Agenda, launched at Victorian Parliament in October 2019.

Adapting to change is an important theme for the coming years. Our recognition of a climate emergency and adoption of the Brimbank Climate Emergency Plan 2020-2025 will also ensure the immediate threat of climate change is a strategic lens for all decision-making within our municipality.

As our democratically-elected Council's term in Brimbank draws to a close, I wish to thank our councillors for working alongside us to represent the views of their communities, and the important role they play in decision-making determining Council's future direction.

As Brimbank continues to grow, I look forward to embracing the exciting investment and opportunities, as well as the challenges in our community, as we continue to build our future.

Helen Morrissey
Chief Executive Officer

Financial summary

The 2019-2020 financial year results reflect Council's ongoing commitment to financial and infrastructure sustainability as outlined in Council's Long Term Financial Plan.

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 \$2.4 billion dollars in assets. These comprise land, building and other infrastructure assets such as roads, footpaths and bike paths and drainage.

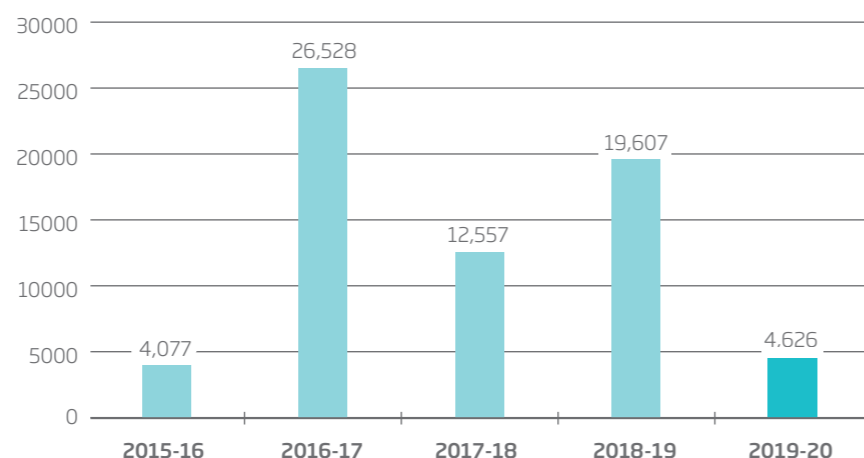
Operating position

Council achieved a surplus of \$11.3 million in 2019-2020. This surplus compares unfavourably to the budgeted surplus of \$14.9 million. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is \$4.6 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.

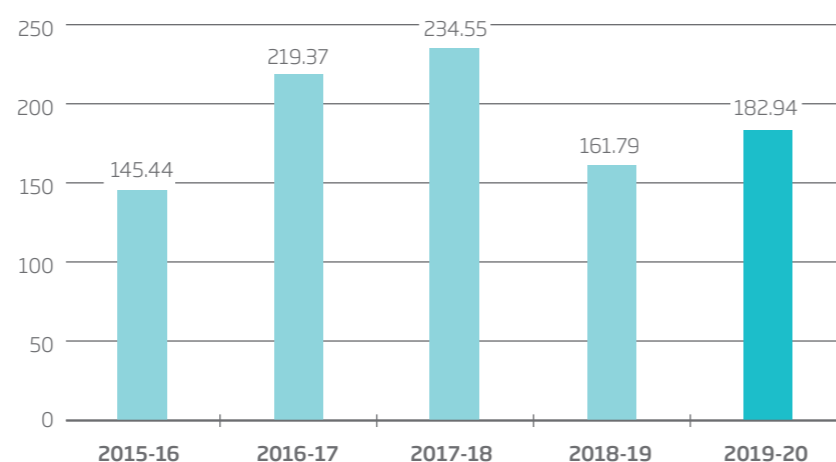
Liquidity

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 182.94 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.

Adjusted Underlying Surplus / (Deficit) \$'000



Working Capital Ratio (%)



Obligations

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

At the end of the 2019-2020 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 103 per cent, which was within the expected target band of 90-110 per cent.

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 76 per cent for the 2019-2020 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 \$1,679, 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 2.5 per cent for the 2019-2020 year. Brimbank City Council did not seek a variation to the cap.

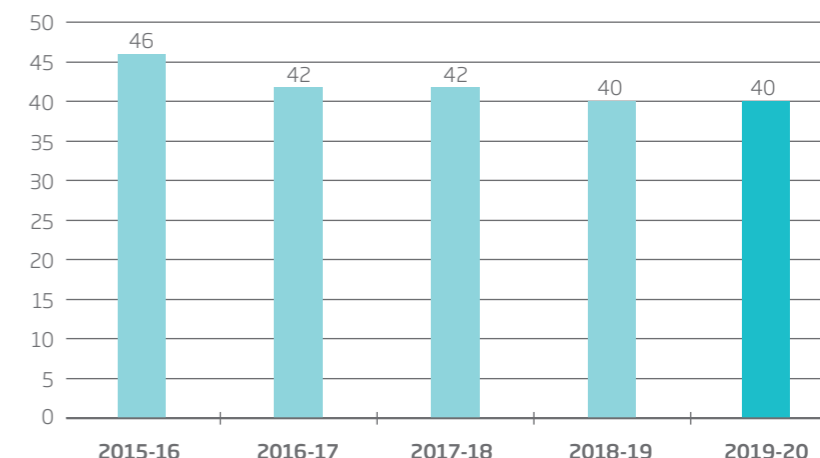
State Government landfill levy

The State Government landfill levy increased by 2.5 per cent in 2019-2020.

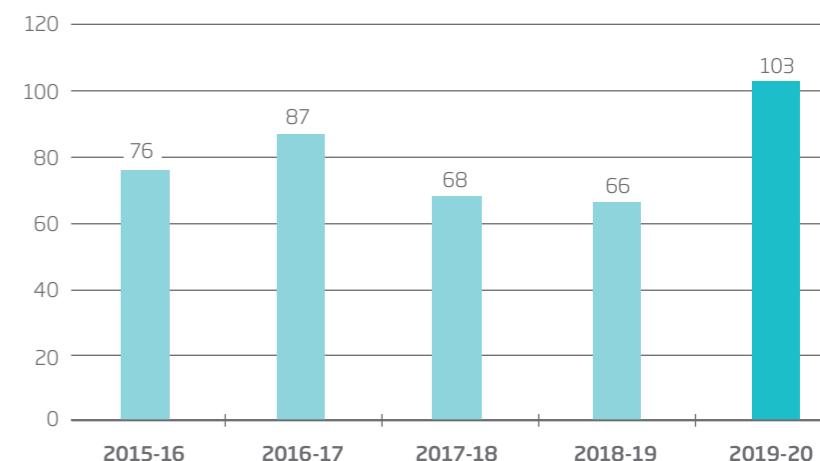
Labour cost increases

Wage inflation rates for the 2019-2020 year were as per Council Enterprise Bargaining Agreement (EBA 8) of 2.15 per cent. The June 2020 Consumer Price Index (CPI) rate was -0.3 per cent.

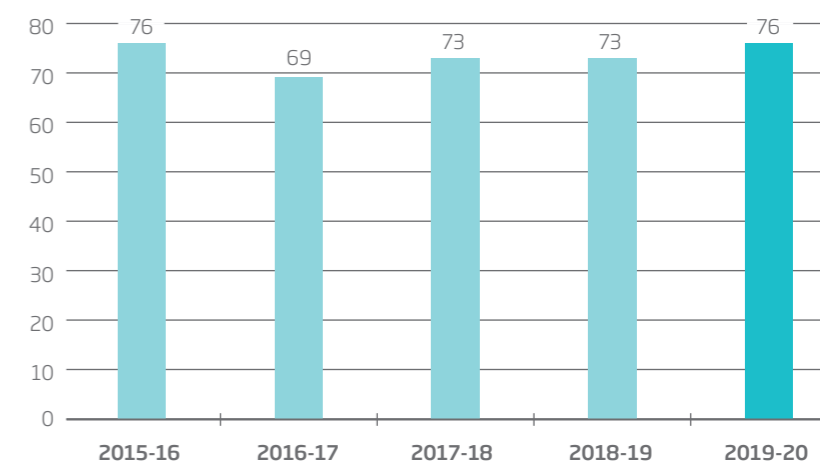
Debt Ratio (%)



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 2019-2020 focused on delivering value to the community in a rate-capped environment.

It was designed as 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 attempted to strike 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 2019-2020, 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 2019-2020, Council delivered a \$73.52 million Capital Works Program (including \$24.85 million carried forward from 2018-2019). Major capital works projects included:

Roads, footpaths and pedestrian facilities, and traffic management works

Council delivered a \$30.69 million road works and \$1.98 million traffic management program, which continued the implementation of the Roads Management Plan, designed to manage Brimbank's road network in a safe, sustainable, and financially responsible way.

Key highlights included:

- Road pavement rehabilitation projects, including forward design (\$19.167 million)
- Road pavement asphalt overlay projects - various locations (\$4.112 million)

- Footpath rehabilitation program - various locations (\$3.096 million)
- Local area traffic management works in Ardeer (\$651,454)
- Traffic signals - various locations (\$478,147)
- Construction of road humps - various locations (\$334,445)
- Construction/modification of roundabouts - various locations (\$331,631)

Town centre works

Council progressed a range of works to the value of \$6.82 million to improve amenity, connectivity and ambience in town centres. These projects included:

- Sunshine Town Centre Hampshire Road - Stage 3 upgrade (\$3.156 million)
- St Albans Town Centre streetscape upgrades (\$1.120 million)
- Albion Station access improvements (\$632,133)
- St Albans Town Centre grade separation (\$481,175)
- Sunshine Town Centre - station entry upgrade (\$405,149)

Sports facilities

Council continued to invest \$15.14 million in upgrading sporting facilities across the municipality to help improve health and wellbeing outcomes in the community. A range of these projects were completed, including:

- Errington Precinct Master Plan, St Albans - Stage 2: Building 3 (\$4.162 million)
- Errington Reserve Master Plan, St Albans - Stage 3: new tennis courts and multi-purpose court area (\$2.395 million)
- Sports reserve lighting upgrade program: Keilor Recreation Reserve tennis courts; Kevin Flint Reserve, Cairnlea; Larisa Reserve, St Albans; Keilor Park Recreation Reserve soccer pitches 1 and 2 (\$1.239 million)
- Sportsground reconstruction program: J.R. Parsons Reserve tennis courts 3 and 4 and Barclay Reserve baseball diamond (\$1.040 million)
- Tennis court resurfacing program: Keilor Park Recreation Reserve (\$561,887)
- Female-friendly sports pavilion upgrade: Keilor Lodge Reserve (\$343,790)

Council also started work on the following projects:

- St Albans Leisure Centre redevelopment: (\$1.853 million)
- New sportsground development program: Green Gully Reserve oval 2 (\$363,018)
- Churchill Reserve carpark construction (\$362,166)

Parks, playground and open space upgrades

Council spent \$5.96 million on open space projects, including the ongoing implementation of the award-winning Creating Better Parks - Open Space and Playground Policy and Plan. This plan and policy 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 the completion and/or continuation of works at these parks:

- The Lakes Reserve upgrade, Taylors Lakes (\$1.645 million)
- M.B. Lynch Memorial Gardens improvements, Sunshine (\$1.064 million)
- Provision of public toilets at Balmoral Park, Derrimut and Selwyn Park, Albion (\$500,000)
- Talintyre Reserve development, Sunshine West (\$359,717)
- Selwyn Park master plan improvements, Albion (\$298,655)
- Rose Hedge Reserve upgrade, Sydenham (\$442,922)
- Neighbourhood park upgrades at Lionheart Reserve, Taylors Lakes; Jackman Crescent Reserve, Keilor; and Moorland Park, Cairnlea (\$380,923)
- Dalton Street Reserve upgrade, Sunshine West (\$193,700)

Sustainability projects

Council seeks to build a legacy of sustainability to enable an engaged and resilient community that supports a sustainable environment containing rich social, economic and environmental characteristics. Council invested \$1.2 million in sustainability programs including:

- Greenhouse gas reduction program (\$485,631)
- Water security program (\$277,738)
- Nature places (\$134,021)

Bike paths and shared paths

Council completed a range of bike paths and shared paths projects worth \$1.316 million to connect Brimbank, including the following:

- East-west transmission line cycle path - M80 Trail to Kororoit Creek in St Albans (\$500,000)
- Taylors Lakes Recreation Trail - Hart Place to Rowell Place to Rowlandson Place (\$199,516)

Construction has also progressed works on the Sydenham Rail Corridor Bicycle Track (\$194,362), an off-road cycling route linking the Sydenham, St Albans and Sunshine town centres.

Community facilities

Council invested \$2.525 million in improvements to community facilities, such as neighbourhood houses, libraries and children's centres, to provide suitable spaces for community activities. This includes improvements to kitchens, heating/cooling systems, storage, flooring and playgrounds.

Drainage rehabilitation

Council spent \$851,268 on drainage rehabilitation, including underground drainage upgrades, installation of water quality devices and minor improvement works.

Major changes

Organisational realignment

A new staffing structure was introduced for leisure centres.

In line with the closure of the St Albans Leisure Centre for replacement, in late March 2020, a staffing change occurred across Brimbank's two leisure centres.

A new staffing structure with more substantial positions was created to better service the Sunshine Leisure Centre and the St Albans Pop-Up Gym. The new structure sees employees working across both sites and will allow for enhanced training and development opportunities, improved lines of communication and ultimately lead to an improved customer experience.

Transitioning home care services

Council continued to progress with the transitioning of home care services from Brimbank City Council to a third party provider, Uniting AgeWell. This followed a decision by Council in 2018 to stop providing some in-home aged care services from 1 October.

Providing services during the COVID-19 crisis - working from home, and more innovatively

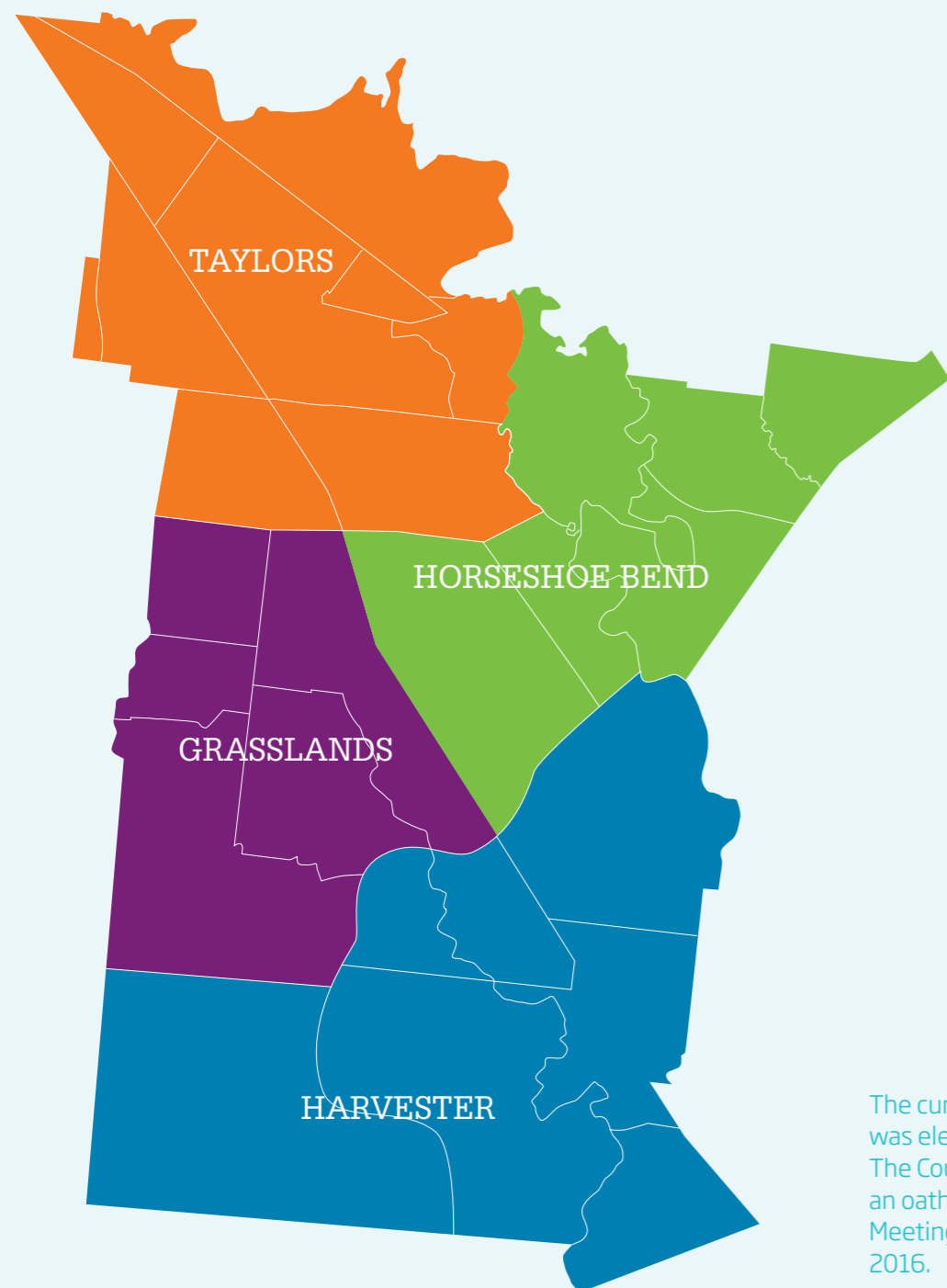
The coronavirus (COVID-19) pandemic and related restrictions meant Council staff had to work differently from March 2020 to continue providing services to the community.

Council staff began working remotely from home from March 2020, while staff delivering essential services continued to do so in a safe and permitted manner. Staff from Council centres that had to shut were redeployed to deliver essential services as well as services to vulnerable members of the community.

Council also changed many of the ways it delivered several services to ensure that while Council facilities remained shut, community members still received services online or in innovative ways. This included online programs and classes, new services such as Library to Your Door and Click and Collect services, and active online options for residents.



Our Council



The current 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 wards that are three-councillor.

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. The Councillors are listed overleaf.

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 Youth Council
- Collective Action Committee
- Safety Roundtable
- Social Justice Coalition – Strategic Implementation Group (SIG)

Portfolio

#BrimbankPeople

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



Cr Janev Aziz

Date sworn in: 1 April 2020 (after a countback by the Victorian Electoral Commission to fill an extraordinary vacancy caused by the resignation of Cr Lucinda Congreve).

Cr Aziz has lived and worked in Brimbank all her life and has raised her family here. She is passionate about helping the community, and for many years has been involved in community work and fundraising. Cr Aziz wants to build community connection and a sense of belonging through different projects and community groups.

Portfolio

#HealthyBrimbank

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



Cr Duyen Anh Pham

Date elected: 22 October 2016

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

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

Committees

- Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee
- Brimbank Arts Advisory Committee
- Brimbank Youth Council
- Chief Executive Officer Employment Matters Committee
- Errington Precinct Master Plan Community Reference Group: Sport and Recreation Projects
- Western Melbourne Tourism

Portfolio

#VibrantBrimbank

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

About the Councillors (continued)

Harvester Ward



Cr Sam David JP
(Deputy Mayor
7 November 2018-5 November 2019)

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

- Ballarat Rail-Line Action Committee (BRAC)
- Brooklyn Community Representative Group
- Brooklyn Industrial Precinct Strategy Committee
- Calder Highway Improvement Committee
- Chief Executive Officer Employment Matters Committee
- Sunshine Town Centre Partnership Group

Portfolio

#ConnectingBrimbank

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



Cr John Hedditch
(Mayor 8 November 2016-8 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

- Audit and Risk Management Committee
- Brimbank Disability Advisory Committee
- Brooklyn Community Representative Group
- Chief Executive Officer Employment Matters Committee

Portfolio

#ProsperousBrimbank

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



Cr Kim Thien Truong
(Deputy Mayor
6 November 2019-30 June 2020)

Date elected: 22 October 2016

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

Committees

- Brooklyn Community Representative Group
- Brimbank Disability Advisory Committee
- Facility Naming Advisory Committee (St Albans Leisure Centre Redevelopment Project)
- Safety Roundtable

Portfolio

#SustainableBrimbank

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

About the Councillors (continued)

Horseshoe Bend Ward



Cr Daniel Allan

Date elected: 22 October 2016

Cr Allan has lived in Kealba for 25 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 Community Fund Advisory Committee
- Western Melbourne Tourism
- Brimbank Arts Advisory Committee

Portfolio

#BrimbankProud

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, 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 of the community.

Committees

- Audit and Risk Management Committee
- Brimbank Arts Advisory Committee
- Chief Executive Officer Employment Matters
- Errington Precinct Master Plan Community Reference Group: Sport and Recreation Projects
- LeadWest Ltd Board
- LeadWest Committee - Special Committee
- Municipal Association of Victoria (MAV) State Council
- Social Justice Coalition - Strategic Implementation Group (SIG)
- St Albans Town Centre Partnership Group
- Sydenham Park Master Plan Steering Committee

Portfolio

#ResilientBrimbank (Advocacy)

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

About the Councillors (continued)

Taylors Ward



Cr Margaret Giudice
(Mayor 8 November 2017-5 November 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
- Brimbank Community Fund Advisory Committee
- Chief Executive Officer Employment Matters Committee
- Collective Action Committee
- Municipal Emergency Management Plan Committee
- Sydenham Park Master Plan Steering Committee

Portfolio

#BrimbankInnovation

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

- Calder Highway Improvement Committee
- Heritage Advisory Committee
- Melbourne Regional Landfill Community Reference Group
- Metropolitan Local Governments Waste Management Forum
- Metropolitan Transport Forum
- Ballarat Rail Line Action Committee
- Sydenham Park Master Plan Steering Committee
- Facility Naming Advisory Committee (St Albans Leisure Centre Redevelopment Project)
- Municipal Association of Victoria Planning Committee
- Executive Member of MTF Committee

Portfolio

#LiveableBrimbank

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



Cr Georgina Papafotiou
Mayor 6 November 2019-30 June 2020

Date elected: 22 October 2016
Deputy Mayor 2016-2017

Cr Papafotiou was appointed Mayor in November 2019 and confirms that 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 the Melbourne Airport. As a resident of Taylors Ward for more than 40 years, Cr Papafotiou was motivated to run for Council by her drive to make a positive difference in her community, improve health and living in the area and celebrate its successes. She is a strong advocate for areas including women in sport, improving sporting facilities, family violence and safety, youth and education opportunities, mental health support, supporting the homeless, employment opportunities and greening Brimbank. Cr Papafotiou's aims are to build connections across Brimbank's diverse community and to encourage opportunities for growth and a sustainable future.

Committees:

- Co-Chair Impact Brimbank Committee
- Chairperson Business Taskforce Response and Recovery
- Mayor Representative of the West - North West City Deal
- Chief Executive Officer Employment Matters Committee
- Errington Precinct Master Plan Community Reference Group: Sport and Recreation Projects
- Facility Naming Advisory Committee (St Albans Leisure Centre Redevelopment Project)
- Brimbank representative of the Municipal Association of Victoria (MAV) State Council
- Municipal Emergency Management Plan Committee
- Co-Chair SHWEP committee
- Member of the Sydenham Park Master Plan Steering Committee

Portfolios:

#BrimbankPeople
#HealthyBrimbank
#ResilientBrimbank (Advocacy)

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

02

Our people



Executive Management Team at 30 June 2020



Helen Morrissey

CEO

With over 35 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 was appointed Chief Executive Officer at Brimbank City Council on 20 December 2017.

Graduate Diploma in Social Science, Diploma Human Service Research & Evaluation, Certificate of Marketing Practice, Graduate of the Australian Institute of Company Directors.



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.



Lynley Dumble

Acting Director Community Wellbeing

Lynley is an experienced local government professional who has worked in Melbourne's west for over 20 years. Her areas of focus have included social policy analysis and development, public health research, community engagement, strategic advocacy, community infrastructure planning, family, youth and children services, arts and cultural development, stakeholder management and community capacity building programs.

Lynley commenced with Brimbank City Council in August 2016. In April 2020, Lynley was appointed Acting Director Community Wellbeing.

Diploma of Applied Science, Graduate Diploma Health Promotion and Education, Master of Public Health.



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

Chief Financial Strategist and Organisational Excellence

Shane has nearly 30 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 and Organisational Excellence in August 2018. The role covers the responsibilities of Finance, Business Support, Projects and Innovation, and People and Performance.

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.



Dan Hogan

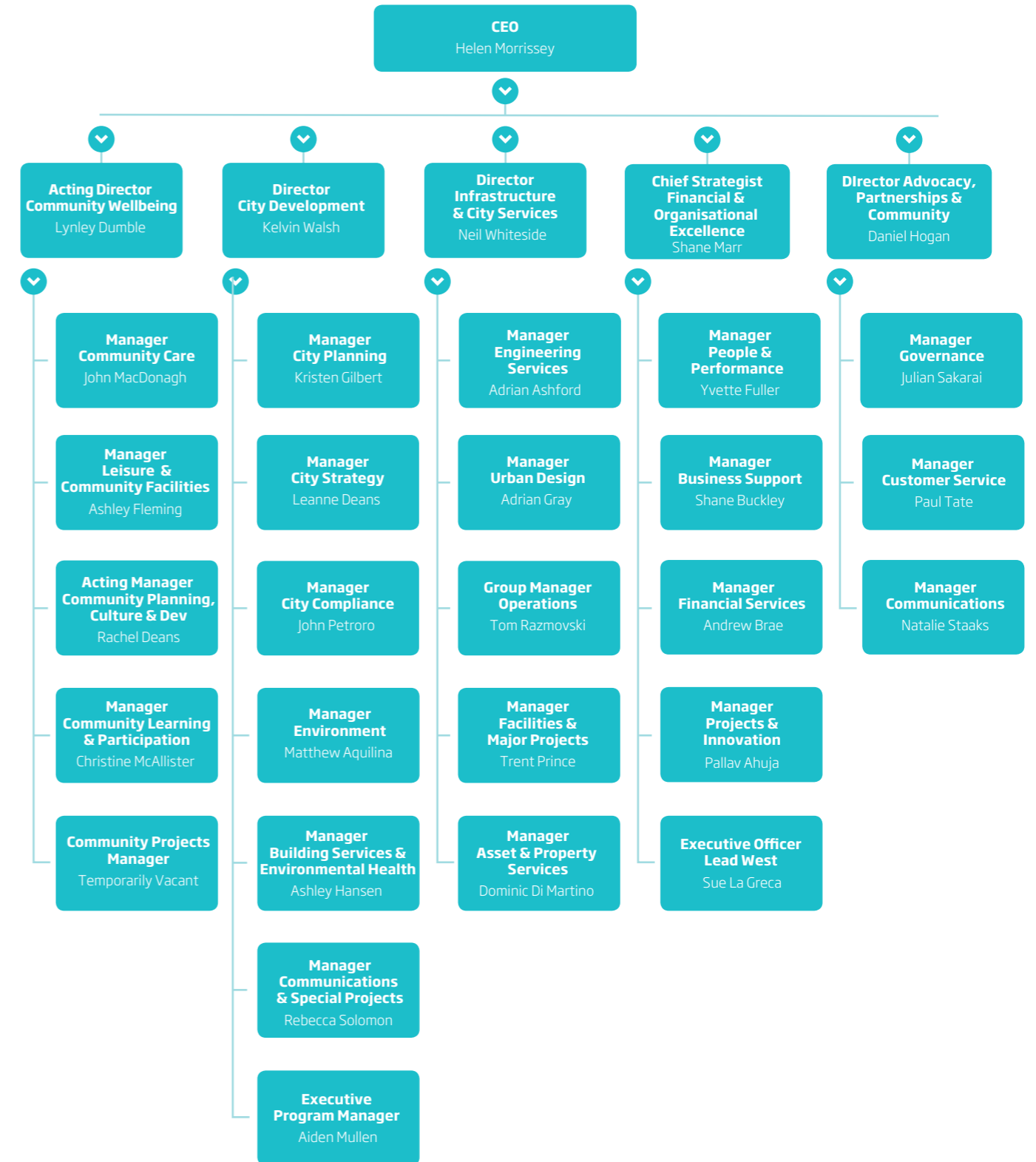
Director Advocacy, Partnerships and Community

After starting his career in the private sector, Dan has spent the last twelve years working within Victorian local government in various management roles, beginning with peak representative body the Municipal Association of Victoria, and most recently at neighbouring Melton City Council.

Dan brings a marketing sensibility to Council, looking to solve community challenges through improved communication, engagement and partnership.

Bachelor of Business, Marketing.

Organisation structure at 30 June 2020



Workforce profile

As at 30 June 2020, Council employed 1256 people, 838 full-time equivalent (FTE), which is a decrease in FTE staff from 2018-2019.

Overall workforce turnover increased to 16.32 per cent, a 3.73 percentage point increase on 2018-2019. Headcount decreased in comparison to 2019, with FTE figures decreasing by 19 overall. The average age of Council's workforce is 46.97 years. Over 20.22 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.

Age groups

Age group	Female	Male	Total 2020
< 21	17	20	45
21 - 25	34	30	88
26 - 30	62	36	104
31 - 35	64	46	118
36 - 40	72	58	132
41 - 45	68	58	130
46 - 50	94	60	176
51 - 55	86	71	159
56 - 60	90	43	144
≥ 61	123	124	254
Total	710	546	1,256



Brimbank total employment status

Status	2019-2020
Casual	220
Full-time	583
Part-time	453
Total	1,256

Employees by division and employment status

Division	Status	Female	Male	Total
CEO & Councillors	Full-time	2	0	2
	Part-time	0	0	0
	Casual	0	0	0
Advocacy, Partnerships & Community	Full-time	37	12	49
	Part-time	25	0	25
	Casual	4	0	4
Infrastructure & City Services	Full-time	24	238	262
	Part-time	11	2	13
	Casual	0	0	0
City Development	Full-time	43	40	83
	Part-time	65	67	132
	Casual	6	11	17
Community Wellbeing	Full-time	94	43	137
	Part-time	236	41	277
	Casual	128	70	198
Financial & Organisation Excellence	Full-time	29	21	50
	Part-time	5	1	6
	Casual	1	0	1
Brimbank Total		710	546	1,256

Workforce profile (continued)

A summary of the number of FTE Council staff by organisational structure, employment type and gender is set out below.

Division	Gender	Casual	Full-Time	Part-Time	Total
Advocacy, Partnerships & Community	Female	1	36	15	52
	Male	0	13	0	13
CEO & Councillors	Female	0	2	0	2
	Male	1	45	19	65
City Development	Female	2	40	16	58
	Male	17	94	140	251
Community Wellbeing	Female	9	43	20	72
	Male	0	29	3	32
Financial & Organisation Excellence	Female	0	21	1	22
	Male	0	24	8	32
Infrastructure & City Services	Female	0	237	2	239
	Male	30	584	224	838
Total		36	580	242	858

Note: Casuals recorded as 0.14 of FTE. Council has 220 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	14	12	26
Band 2	23	95	118
Band 3	5	62	67
Band 4	66	19	85
Band 5	82	52	134
Band 6	82	43	125
Band 7	53	54	107
Band 8	25	28	53
Other	84	39	123
Total	434	404	838

Other staff matters

Gender equality and the prevention of violence against women

Council implemented the Year 1 action plan of Brimbank City Council's Fairness, Equality and Respect: Brimbank Strategy for Gender Equality, Respectful Relationships and Prevention of Family Violence 2019-2023. The Strategy outlines a whole-of-council approach, in partnership with community organisations and the broader community, to create a respectful, gender equitable and violence-free organisation and municipality.

Key achievements:

- Council, as a member of the Preventing Violence Together (PVT) regional partnership, contributed to the 16 Days Activist Challenge. The Challenge involved completing actions over the 16 days in relation to gender equality and ending violence against women.
- Council, in partnership with the Western Integrated Family Violence Committee (WIFVC) ran two training sessions for staff on identifying family violence. More than 40 staff members participated in the training.
- Council developed mandatory online family violence training for all staff.

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 our employees' knowledge, skills, experience and competency.

Development is delivered in both face-to-face and self-paced modes 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, Privacy and OHS. Due to the COVID-19 pandemic, training programs have been delivered during 2020 via virtual learning platforms such as Zoom.

A total of 228 training sessions were coordinated in 2019-2020 with a total of 3,298 participants attending programs. In addition, 947 staff members completed 1,974 online training modules.

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

Occupational health and safety (OHS)

In 2019-2020, we focused on creating and implementing a safety action plan that would provide a framework to build on our positive health and safety culture, and deliver continual improvement in our health and safety performance.

Our key achievements in 2019-2020 include:

- Implementation of a new safety performance reporting process, ensuring the Executive Team and safety committees were provided with meaningful data which clearly demonstrated our health and safety performance.
- Conducting a review of the organisational health and safety training needs analysis to ensure our people have the right skills and knowledge to be safe and to deliver safe services to our community.
- Commencing a review of the Occupational Health and Safety Management System, to ensure it remained responsive to the needs of the organisation and aligned with our compliance obligations.
- Implementation of a risk-based response to the management of COVID-19, ensuring that the risk of transmission of COVID-19 amongst staff and those who access our services is as low as reasonably possible.
- Reviewing and updating the organisational health and safety risk register, to ensure we remain aware of our risks and have the right controls in place.
- Implementation of new emergency response procedures across a number of our facilities and the completion of warden training and emergency exercises.
- Development and review of a number of safe working procedures across the organisation.
- Implementation of new traffic management arrangements at the Keilor Operations Depot, to ensure the safety of pedestrians on site.

Reflecting on the many achievements of the past year, we would like to acknowledge our people's ongoing commitment to workplace health and safety, especially as we adjusted to new ways of working during the COVID-19 pandemic.

Key performance indicators and workers' compensation

Year	Lost time injuries	WorkCover claims	Days lost due to workplace injury
2019-2020	19	14	779
2018-2019	12	18	713
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	27
Community Wellbeing	298
Infrastructure & City Services	454
Advocacy, Partnerships & Community	-
Organisational Excellence	-
Total days lost	779

03

Our performance



Planning and Accountability Framework

The *Local Government Act 2020* 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 to be included 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. This ensures that all of Council's activity is generated towards putting the community first, both now and into the future.

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

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.

Brimbank Community Vision 2040

The Brimbank Community Vision 2040 (updated 2018) describes the community's vision and priorities for the next 20 years, centred around three key themes: People, Place and Prosperity.

It establishes an ambitious and shared framework for the community and partner organisations to work towards.

These partners include:

- Community members
- Service providers
- Local organisations and groups
- State and Federal Government agencies
- Other councils

The Community Vision will be reviewed in 2021 to ensure that it is continuously aligned with the community's aspirations.

Council Plan 2017-2021

The Council Plan is one of Brimbank's primary strategic documents. It is directly aligned to the Community Vision 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 2019-2020 performance that is reported in this Annual Report.

Annual Budget and Long Term Financial Plan

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

Strategic Resource Plan

Council has prepared a Strategic Resource Plan (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 strategic 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.

Municipal Strategic Statement

The Municipal Strategic Statement (MSS) provides a strategic vision for Brimbank's future by setting out objectives for prospective land use and development in Brimbank. It sets out land use directions through policy themes, objectives, strategies and guidelines, such as:

- Natural environment
- Built environment
- Housing
- Retailing and activity centres
- Industrial land use
- Transport and infrastructure
- Community and leisure facilities

Brimbank Sustainability Policy and Framework

The Brimbank Sustainability Policy and Framework strategically addresses sustainability issues, aiming to:

- Build a legacy enabling an engaged and resilient community that supports a sustainable environment containing rich social, economic and environmental characteristics
- Show that sustainability means that our actions meet current needs without compromising the prospects of future generations
- Support our community in taking action on the local impacts of resource depletion, pollution and climate volatility.

Brimbank Social Justice Charter

Council is committed to being a leader in the area of social justice, and strives to create a more just society where difference does not lead to disadvantage. Working in partnership with the community, service providers, business and other levels of government, Council aims to build a municipality where all residents, workers and visitors can thrive socially and economically, regardless of their personal circumstances or where they were born.

The Brimbank Social Justice Charter was updated in 2018 (after being first developed in 2008) and articulates Council's commitment to social justice and human rights. It builds on the strengths and successes of the previous Charter, while remaining relevant and continuing to grow and shape a culture of social justice and human rights in Brimbank.

Community engagement and consultation

Public participation in decisions that impact people's lives is critical to good governance and community wellbeing. Council's approach to community engagement is to ensure 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 Goals and 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 strategic objective contains a number of strategies that describe what Council will do over the next four years in order to achieve the goals.

Relevant Council policies and services are identified in support of the goals, 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 belongs and is 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 2019-2020 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
- Results against the prescribed service performance indicators and measures

Our Goal - An Inclusive Community

- Our community is safe, healthy and well
- People have opportunities to participate in community life
- Services and facilities are fit-for-purpose and well-run
- Our community belongs and is 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 City Council Plan.

Strategic indicator/measure	Result	2020 Commentary
Resident perception of performance in providing recreational facilities	65	The 2019/2020 Community Satisfaction Survey result is two points higher than the score in 2018/2019, five points lower than the state average, and nine points lower than the Metro region.
Resident perception of Council's performance in providing art centres and libraries	75	The 2019/2020 Community Satisfaction Survey result is two points higher than the score in 2018/2019, one point higher than the state average, and the same result as the Metro region.
Resident perception of Council's performance in delivering family support services	65	The 2019/2020 Community Satisfaction Survey result is one point lower than the score in 2018/2019, one point lower than the state average, and four points lower than the Metro region.
Resident perception of Council's performance in delivering elderly support services	64	The 2019/2020 Community Satisfaction Survey result revealed no change from the score in 2018/2019. However, the score was again four points lower than the state average, and three points lower than the Metro region.
Resident perception of Council's performance in delivering disadvantaged support services	59	The 2019/2020 Community Satisfaction Survey result is two points lower than the score in 2018/2019, one point lower than the state average, and three points lower than the Metro region.
Resident perception of Council's performance in delivering community and cultural activities	66	The 2019/2020 Community Satisfaction Survey result is one point lower than the score in 2018/2019, two points lower than the state average, and four points lower than the Metro region.
Number of attendees at arts and cultural activities	253,257	Approximately 253,257 individuals attended a range of arts and cultural activities that were delivered in Brimbank. This included 5,688 visits to Bowery Theatre Shows, 3,308 visits to physical and online gallery exhibitions, 77,398 visits to Community Cultural Development activities (including festivals and events) and 166,863 general visits to and hires of the St Albans Community Centre.
Number of applications for Neighbour Day activities and number of people that participated	20 1,048	A total of 20 Neighbour Day applications were supported with an expected reach of over 1,000 people. However the majority of proposed events were postponed due to COVID-19.
Number of community grants supported (Healthy, Equitable and Connected Communities)	138	A total of 138 grants were allocated to various community groups and support offered to address 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 2019-2020 Budget for the year.

Major Initiatives	Progress
Undertake a feasibility study regarding community gardens to determine models for community managed gardens and community need.	The community resource about community gardens was completed. Opportunities to launch the resource have been limited due to COVID-19 restrictions and will now see the resource released online.
Establish partnerships in the planning and delivery of needs based activities and programs that aim to support men's health.	A range of initiatives were implemented in partnership with external services that focused on promoting men's health. A major mental health initiative supporting African young men was the Shifting Mindset Program delivered in partnership with the African Sports Association. Other initiatives delivered by Neighbourhood Houses included the Respectful Brothers Program, Woodwork for Men Program, health information sessions and Monday Social Sessions for Men.
Continue to facilitate the Brimbank Collective Action Committee to lead, initiate and establish a collective impact project aimed at closing health and social outcomes gaps for the Brimbank community over a 10 year period.	The Brimbank Collective Action Committee met regularly and worked together to develop a 12 month action plan. The Impact Brimbank conversation tool was shifted online during the onset of COVID-19, in an attempt to capture health and social issues of importance. Responses will enable the Committee to identify the area of focus for Impact Brimbank.
Increase opportunities for young people to create positive change in their communities and to have input into Council decision-making via the implementation of the Youth Participation and Engagement Model.	The Brimbank Youth Council (BYC) formed and virtual meetings were conducted to support social distancing measures. Training and induction for Brimbank Youth Council members was also conducted.
Support children to showcase civic pride and community spirit via the implementation of the Dynamic Young Citizens Program.	Council continued to partner with local primary schools and The Smith Family to deliver the Dynamic Young Citizens Program, ensuring that children growing up in Brimbank are provided with many opportunities to participate in the local community. This work has resulted in children experiencing increased social connectedness and a sense of pride, allowing them the opportunity to have meaningful input into local decisions.
Complete upgrades to sports facilities (including pavilions, lighting, change rooms and sports surfaces) as determined by the Sports Facility Development Plan (2018).	A range of facility improvement projects were implemented as per the Sports Facility Development Plan (2018) which included: <ul style="list-style-type: none"> • Sports Ground Lighting upgrades Keilor Park soccer pitches 1 & 2, Green Gully soccer pitch 2 and training fields, Keilor tennis courts 1 & 2 • Female friendly change room upgrade at Selwyn Park (completion scheduled September 2020) • Tennis court resurfacing at Dempster Park Tennis Club • Car park upgrade at Churchill Reserve • Completion of various kitchen, storage, coaches' boxes, goal posts and irrigation upgrades. The following projects commenced and will be completed over the next two financial years: <ul style="list-style-type: none"> • More Park pavilion upgrade • Bon Thomas pavilion upgrade • Delahey pavilion upgrade • Green Gully soccer pitch 2 and training field sportsground lighting.
Undertake feasibility studies for redevelopment of the St Albans and Deer Park Libraries.	The Feasibility Study was completed and was presented to the July Ordinary Council meeting for adoption.
Celebrate and promote Aboriginal and Torres Strait Islander arts and culture through the commissioning of Indigenous art in Council buildings.	The Expression of Interest process was completed and a preferred artist selected who is now working with Wurundjeri Council for approvals. A sign writer has been contracted ready to print the work once design is approved. This project experienced delays due to the impacts of the COVID-19 pandemic.
Develop the Brimbank Children's Strategy (2020-2024) to improve health, wellbeing and educational outcomes for children 0 to 8 years.	The Brimbank Children's Strategy 2020-2024 was adopted at the Ordinary Council Meeting held on 23 June 2020.
Continue to support initiatives that aim to be inclusive of female sport participation, including: <ul style="list-style-type: none"> - Implementation of the rolling program to upgrade sports facilities - Implementation of Women's Participation in Sport and Recreation in Melbourne's West Project Action Plan. 	All-female sports facility upgrades were completed as per the schedule, with the exception of Selwyn Park which is due for completion in September 2020. The Women's Participation in Sport and Recreation in Melbourne's West Action Plan was completed and was presented to Council for adoption at the Ordinary Council Meeting in July 2020.

Performance (continued)

Services

The following statement provides information in relation to the services funded in the 2018-2019 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 and Advocacy	
Community Planning, and Advocacy work towards enhancing community health and wellbeing. This includes Connected Communities, Community and Council Planning, and Policy Advocacy & Research.	2,916
	<u>3,099</u>
Connected Communities facilitates Council's community engagement, capacity building and social inclusion through establishing governance and consultation structures, language services, Indigenous and cultural awareness programs, community leadership programs such as the Community Governance Training Program, and delivery of Council's Annual Community Grant Program.	183
Community and Council Planning ensures Council is delivering on its commitment to the community by developing, reporting and monitoring the Council Plan and additional corporate reporting activities.	
Policy Advocacy and 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 Projects	
Community Projects build internal capacity through the implementation of service planning and project management frameworks, and through the application of evidence that will improve service and project delivery across the Community Wellbeing Directorate, resulting in better outcomes for the community.	470
	<u>488</u>
	18
Community Care	
Community Care provides a range of services that support older people, people living with a disability, children, families and young people.	16,032
	<u>18,446</u>
Ageing and Inclusion supports 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 in-home care services, social support and planned activity groups, delivered meals, community transport and home maintenance to help residents live a fulfilling and independent life.	2,414
Families and Early Years provides a range of services for children and families in the community including Maternal and Child Health Services, community and supported playgroups and kindergarten registration. Maternal and Child Health services are available at eight locations, providing health and wellbeing information for parents and children aged from 0 to 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 and builds partnerships with other local services to support young people.	

(continued)

Service/Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Leisure and Community Facilities	
Leisure and Community Facilities is comprised of Sports and Recreation, Community Facilities, Leisure and Community Facilities Planning, and Major Leisure Facilities including the Sunshine and St Albans Leisure Centres, the Keilor Basketball and Netball Stadium, and Keilor Public Golf Course.	5,194
	<u>4,360</u>
	834
Sports and Recreation develops and delivers sport and recreation projects, programs and events to meet the diverse needs of the community. This includes the allocation of 49 sports pavilions, 79 playing fields, pitches, diamonds, bocce pitches and greens, seven indoor courts and 64 outdoor tennis 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 manages regular, casual and function bookings at Council's 35 halls and meeting rooms. In addition they support, guide and develop community groups such as Senior Citizens, Scouts and Girl Guides by managing venue tenancy agreements.	
Major Leisure Facilities. The four major leisure facilities in Brimbank are the Keilor Basketball and Netball Stadium, the St Albans Leisure Centre, the Sunshine Leisure Centre and the 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.	
Leisure and Community Facilities Planning undertake strategic work to determine the leisure and facility related needs of the Brimbank community and the most appropriate way for Council to meet these needs now and in the future. This work informs Council's Capital Works Program and determines the priorities for funding based on evidence and demand.	
Facilities and Major Projects	
Facilities and Major Projects is responsible for the delivery of Council's Facilities Asset Management Plan and major projects including the ongoing maintenance of Council's facilities and buildings.	11,821
	<u>12,284</u>
	463
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. This includes enforcing the <i>Building Act 1993</i> , Building Regulations 2018, <i>Public Health and Wellbeing Act 2008</i> , Public Health & Wellbeing Regulation 2019, <i>Food Act 1984</i> and <i>Tobacco Act & Environment Protection Act</i> . It also issues and inspects building permits and manages customer requests to ensure the safety of the built environment and health of the community within Brimbank.	778
	<u>1,254</u>
	476
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.	2,088
	<u>1,753</u>
	(335)

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	2018 Result	2019 Result	2020 Result	2020 Commentary
Cost of indoor aquatic facilities	\$3.55	\$3.32	\$9.49	Brimbank City Council continues to place a high emphasis on delivering services in a cost efficient manner, with this result remaining within the range expected by Council. A number of external factors have negatively impacted this result for the 2019/2020 financial year. These factors included facility closures, decreased visits and loss of income as a result of COVID-19, the permanent closure of the St Albans Leisure Centre for replacement, and dust storms and bushfire smoke severely impacting visits over the summer period. Find out more about our leisure centres at https://www.brimbank.vic.gov.au/leisure-parks-and-facilities
Utilisation of aquatic facilities	2.85	2.83	1.98	Brimbank City Council saw just under 414,000 visits to both the Sunshine and St Albans Leisure Centres throughout the 2019/2020 financial year. The decrease in visits when compared to previous years is attributed to closure of the St Albans Leisure Centre on 18 March 2020 to commence construction of the new facility. COVID-19 restrictions saw the closure of both the 'pop up' gym (St Albans Leisure Centre replacement) and the Sunshine Leisure Centre from March-June 2020, significantly impacting utilisation of facilities. Visits also reduced in the summer period due to the impact that bushfire smoke and dust storms had on outdoor pools. Find out more about our leisure centres at https://www.brimbank.vic.gov.au/leisure-parks-and-facilities
Time taken to action food complaints	1.36	1.13	1.14	Brimbank City Council places a strong emphasis on food safety and public health. Reports of food complaints and related requests continue to be promptly responded to with the majority of complaints investigated on the day of receipt or the following day, ensuring both high levels of food safety monitoring and customer satisfaction. This result remains within the range expected by Council. Find out more about Brimbank's food safety service at https://www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
Food safety assessments	100%	101.07%	100.45%	Brimbank City Council seeks to deliver an effective and cost efficient food safety service for our community. Throughout the 2019/2020 financial year some premises received an additional assessment as a means to assist new proprietors with the sale of safe food. This result remains within the range expected by Council. Find out more about Brimbank's food safety service at https://www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
Cost of food safety service	\$239.12	\$253.93	\$241.26	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. Find out more about Brimbank's food safety service at https://www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
Critical and major non-compliance outcome notifications	100%	100%	100%	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. Find out more about Brimbank's food safety service at https://www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
Library collection usage	5.84	5.48	3.90	The Brimbank City Council library collection service continues to be well utilised by community members accessing both printed and digital materials at our five library branches and via the home library service. However, due to the impact of COVID-19, libraries were required to close which, despite alternative service models initiated throughout the pandemic (including the non-contact home delivery service, 'Libraries at Your Door' and the Click and Collect service), resulted in an expected lower rate of borrowings in the 2019/2020 financial year. Find out more about Brimbank libraries at https://www.brimbanklibraries.vic.gov.au/

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Service indicator	2018 Result	2019 Result	2020 Result	2020 Commentary
Standard of library collection	58.63%	64.38%	67.66%	Brimbank City Council's library collection service continues to be reflective of community needs and demands with over 67% of the collection under five years of age. This improved result (when compared to previous years) remains in the range expected by Council. Find out more about Brimbank libraries at https://www.brimbanklibraries.vic.gov.au/
Cost of library service per population	\$35.69	\$36.00	\$34.36	Brimbank City Council has continued to work towards ensuring the cost of the library service remains stable whilst responding to increased usage in the area of both loans and visits. The 4.65% cost reduction achieved this year remains in the range set by Council. Find out more about Brimbank libraries at https://www.brimbanklibraries.vic.gov.au/
Active library members	12.55%	12.01%	20.27%	Brimbank City Council continues to see high demand on library collections with a 69% increase in active borrowers in the 2019/2020 financial year. Despite the impact of COVID-19 restrictions which required libraries to close, local residents took advantage of the non-contact Library to Your Door service and online library collections such as BorrowBox. Council acknowledges that changes made to the way this indicator is to be calculated by Local Government Victoria and the introduction of new IT systems has also attributed to the variance between 2018/19 and 2019/20. This result exceeds the expectation of Council. Find out more about Brimbank libraries at https://www.brimbanklibraries.vic.gov.au/
Participation in first maternal and child health (MCH) home visit	107.31%	99.55%	97.27%	Brimbank City Council has seen 97% of infants present at the four-week Key Age and Stage Visit in the 2019/2020 financial year. The result achieved is in the range set by Council. This result cannot be compared to previous years results as it is a new measurable. Find out more about the MCH service at https://www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
Infant enrolments in the MCH service	100%	100%	101.42%	Brimbank City Council has continued to achieve 100% infant enrolments in the MCH, highlighting 100% client engagement over a four year period. More information about the MCH service can be found at https://www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
Cost of the MCH service	\$80.53	\$81.10	\$82.24	Brimbank City Council continues to deliver the MCH service within the expected budget and requirements, with this result remaining within the range set by Council. More information about the MCH service can be found at https://www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
Participation in the MCH service	71.5%	70.49%	68.92%	Brimbank City Council continues to achieve participation rates in the MCH service that remain within the range set by Council. Family participation in the MCH service can vary significantly between years, as every enrolled child is not required to attend the service on an annual basis. Find out more about the MCH service at https://www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
Participation in the MCH service by Aboriginal children	62.11%	55.26%	70.00%	Brimbank City Council continues to embed continuous improvement initiatives to engage Indigenous families registered in the MCH service, including the provision of targeted engagement strategies. In the 2019/2020 financial year 70 out of the 100 registered Indigenous children participated in the service, resulting in a 27% increase when compared to 2018/2019. This result exceeds the range expected by Council. Find out more about the MCH service at https://www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health

Performance (continued)

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	2020 Commentary
Resident perception of Council's performance in enforcement of local laws	59	The 2019/2020 Community Satisfaction Survey result is one point lower than the score in 2018/2019, four points lower than the state average, and six points lower than the Metro region.
Resident perception of Council's performance in managing the appearance of public areas	64	The 2019/2020 Community Satisfaction Survey result is one point lower than the score in 2018/2019, eight points lower than the state average, and nine points lower than the Metro region.
Resident perception of Council's performance in managing the condition of local streets and footpaths	58	The 2019/2020 Community Satisfaction Survey result is the same as in 2018/2019, the same score as the state average, and six points lower than the Metro region.
Resident perception of Council's performance in managing the condition of sealed local roads	60	The 2019/2020 Community Satisfaction Survey result is three points lower than the score in 2018/2019, six points higher than the state average, and seven points lower than the Metro region.
Resident perception of importance and Council's performance in traffic management	59	The 2019/2020 Community Satisfaction Survey result is two points lower than the score in 2018/2019, one point higher than the state average, and the same result as the Metro region.
Resident perception of importance and Council's performance in providing parking facilities	56	The 2019/2020 Community Satisfaction Survey result is one point lower than the score in 2018/2019, one point higher than the state average, and the same result as the Metro region.
Resident perception of Council's performance in waste management	66	The 2019/2020 Community Satisfaction Survey result is three points lower than the score in 2018/2019, one point higher than the state average, and four points lower than the Metro region.
Resident perception of Council's performance in general town planning policy	61	The 2019/2020 Community Satisfaction Survey result is two points higher than the score in 2018/2019, seven points higher than the state average, and six points higher than the Metro region.
Resident perception of Council's performance in planning and building permits	60	The 2019/2020 Community Satisfaction Survey result is two points higher than the score in 2018/2019, nine points higher than the state average, and six points higher than the Metro region.
Resident perception of Council's performance in planning for population growth	55	The 2019/2020 Community Satisfaction Survey result is one point higher than the score in 2018/2019, four points higher than the state average, and three points higher than the Metro region.
Resident perception of Council's performance in environmental sustainability	61	The 2019/2020 Community Satisfaction Survey result is two points lower than the score in 2018/2019, one point higher than the state average, and one point lower than the Metro region.
Reduction in greenhouse gas emissions from Council operations	16,963 T CO2-e	Greenhouse gas emissions from Council operations have been reduced by 37% 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 297.0 ML Alternative water use: 71.9	Potable water consumption decreased by 29% compared to the 2018/19 result. This was due to above average rainfall conditions throughout most of the irrigation season (January through to April 2020) and increased stormwater becoming available following an upgrade to the Keilor Public Golf Course Stormwater Harvesting System completed in March 2019. Alternative water use (stormwater harvesting) increased by 47% compared to the 2018/19 result. This was due to above average rainfall conditions throughout the first six months of 2020 and increased stormwater harvesting capacity becoming available following the Keilor Public Golf Course Stormwater Harvesting System upgrade.
Number of community grants supported (Our Community Living Sustainably)	7	A total of seven grants were supported that aimed to address the priorities connected to creating a liveable community.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2019-2020 Budget for the year.

Major Initiatives	Progress
Install mobile surveillance cameras to monitor illegal dumping in public areas.	Throughout the 2019/2020 financial year mobile surveillance cameras were utilised in litter dumping hot spots across the municipality. Replacement Litter Enforcement Officers investigated illegal rubbish dumping whilst still observing current COVID-19 restrictions.
Continue to implement proactive cleaning, maintenance and amenity in St Albans and Sunshine Town Centres and other Council owned shopping strips.	The ongoing proactive cleaning, maintenance and amenity program was delivered throughout 2019/2020.
Create an attractive, integrated, accessible open space network via the implementation of the Creating Better Parks - Open Space and Playground Policy and Plan, including upgrades at the following parks: - Flagship parks: • Stage three upgrade of the Lakes Reserve Park in Taylors Lakes. Neighbourhood park upgrades at: • Moorland Park, Cairnlea • Jackman Crescent Reserve, Keilor • Lionheart Reserve, Taylors Lakes. Suburban park upgrades at Rose Hedge Reserve, Sydenham.	All scheduled flagship, neighbourhood and suburban park upgrades were completed in 2019/2020 as per the Creating Better Parks - Open Space and Playground Policy and Plan.
In partnership with the Western Alliance for Greenhouse Action (WAGA), investigate options for large scale renewable energy.	Coordination of the Power Purchase Agreement (PPA) Tender was transferred via deed to Darebin City Council (the Project Lead Council). The PPA contract will commence from 1 July 2021.
Support community participation by 'friends of' and other community groups in environmental days of significance (Clean Up Australia Day, World Environment Day and National Tree Day).	The 2019 Environmental Events Calendar was implemented, with the 2020 Calendar distributed in March 2020. Due to the COVID-19 pandemic the Environmental Events Calendar moved online and this transition was very successful.
Conduct street tree planting programs to increase Brimbank's tree canopy coverage as per the Urban Forest Strategy (2016-2046).	Council's Street Tree Planting Program for the 2019/20 financial year was completed.
Complete and update the Brimbank Planning Scheme Review and to balance built and natural environments, improve quality of life and create vibrant communities.	Council was provided a preliminary draft of the Planning Policy Framework (PPF) to the Smart Planning team in the Department of Environment, Land, Water and Planning (DELWP). Smart Planning have outlined how they will support Council officers to enable the development of the PPF for Council consideration. Smart Planning approval and support is required before Council can progress an amendment to the Brimbank Planning Scheme, which is anticipated in early 2021.
Work in partnership to research and design options that re-use plastic and glass waste for construction of roads and footpaths.	This is a two year project which commenced in August 2019 and is scheduled to be completed by May 2021. Key deliverables for Stage 1 (Year 1) achieved included: • Materials selection • Lab testing and evaluation • Identification of suitable material suppliers • Tender specifications finalised • Commencement of media campaign

Performance (continued)

Services

The following statement provides information in relation to the services funded in the 2018-2019 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 ensure 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. It coordinates the preparation of Council's 10 year Capital Works Program and manages and reviews the annual Capital Works Program reporting.	4,103 4,688 585
Environment	
Environment engages with Council and the community to work towards an environmentally sustainable city through the efficient use of limited resources and through innovative design. We also engage with and encourage the community to value Brimbank's outstanding and unique natural areas.	4,638 4,206 (432)
This aim 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, waste minimisation and education, community engagement in the conservation, management and restoration of Brimbank's natural areas including grasslands, waterways and rocky escarpments, and managing contaminated land.	
Asset and Property Services	
Asset and Property Services are responsible for developing, implementing and coordinating an enterprise system of policies, strategies, plans, tools, information, analytics, procedures and operational practices to ensure that all infrastructure assets are maintained, controlled, and monitored across their entire life cycle. This is carried out in accordance with laws and regulations, and is pursuant to the National Asset Management Framework (NAMAF).	341 422 81
Urban Design	
Urban Design provides a landscape, architectural and urban design service delivering public realm projects that create attractive, safe, connected and sustainable urban places which support community wellbeing, social connectedness and foster civic pride.	3,113 3,278 165
Project delivery includes park upgrades, streetscape upgrades, tree planting and shared user paths, in addition to advocating for good urban design outcomes for all major infrastructure projects and private developments.	
Operations Group	
The Operations Group consists of the following Service Units: Fleet, Parks, Roads and Cleansing, Waste and Pedestrian Facility. The Group provides oversight of Council's Emergency Management responsibilities.	40,103 39,079 (1,024)
Truck, plant and vehicle fleets are purchased responsibly and maintained through Fleet Services , which ensures they are compliant with all legislative requirements.	
Parks, sportsgrounds and the outdoor spaces surrounding Council-owned facilities are maintained by Parks Services .	
Roads and drainage systems are managed by Roads and Cleansing Services in accordance with Council's Road 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 At Call Hard Waste Collection Service to residents.	
Pedestrian Facilities Services program and implement Council's annual footpath and concrete works rehabilitation program in accordance with Council's Road Management Plan.	
Emergency Management coordinates the use of Council resources for emergency response and recovery in accordance with the <i>Emergency Management Act 1986 & 2013</i> , including coordination of a Municipal Emergency Management Planning Committee and development and maintenance of the Municipal Emergency Management Plan.	
City Planning and Planning Compliance	
City Planning is responsible for administering the Brimbank Planning Scheme by providing advice and making determinations on planning permit applications for land use, development and subdivisions, and responding to property information and demolition requests. City Planning provides planning services to Council, the community and the development industry. This also includes representing Council at the Victorian Civil and Administrative Tribunal on planning matters.	(562) (2,636) (2,074)
Planning Compliance is responsible for enforcing planning regulations and permit conditions and responding to customer requests relating to planning matters.	

Service Performance Indicators

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

Service indicator	2018 Result	2019 Result	2020 Result	2020 Commentary
Time taken to action animal management requests	1.57	1.32	0.88 days	Brimbank City Council places a strong emphasis on responsible pet ownership and community safety with the majority of animal requests followed up the day the request is received. Reports of 'animals at large' and related requests are promptly responded to. This is an improved result when compared to previous years. Find out more about animal management at https://www.brimbank.vic.gov.au/pets-and-animals
Animals reclaimed	22.64%	22.11%	64.10%	Brimbank City Council has seen an increase in the number of reclaimed animals in the 2019/20 financial year highlighting improved performance against this indicator when compared to previous years. This improvement is partially attributed to the removal of feral cats from calculations which were included in previous years, highlighting the sizable volume of feral cats within Brimbank. This result exceeds the range expected by Council. Find out more about animal management at https://www.brimbank.vic.gov.au/pets-and-animals
Cost of animal management service per population	\$7.88	\$8.36	\$6.99	Brimbank City Council places a high emphasis on delivering services in a cost efficient manner with this being an improved result when compared to previous years. This variance is influenced by a change to calculation which now sees this indicator based on the number of registered animals rather than municipal population. This result exceeds the range expected by Council. Find out more about animal management at https://www.brimbank.vic.gov.au/pets-and-animals
Animal management prosecutions	5.00	24.00	8.00	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 achieved result of 100% successful prosecutions is within the expected range set by Council. Find out more about animal management at https://www.brimbank.vic.gov.au/pets-and-animals
Sealed local road requests	68.89	51.70	60.84	Brimbank City Council continues to respond to all resident requests for sealed local roads within the approved requirements of the Road Management Plan. A marketing campaign promoting the use of Council's 'Report It' system resulted in an increase of requests relating to road damage/repairs. COVID-19 restrictions saw an increase in community observation of local roads as more people spent time within their own suburbs, also leading to an increase in requests.
Sealed local roads maintained to condition standards	84.87%	87.75%	89.22%	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	\$83.70	\$100.17	\$92.80	Brimbank City Council undertakes all road reconstruction via contracts, which are awarded following a competitive public tender process. This improved result remains in the range set by Council.
Cost of sealed local road resealing	\$27.40	\$25.31	\$19.80	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 with this result exceeding the range expected by Council.
Kerbside bin collection requests	169.66	129.24	135.88	Brimbank City Council continues to endeavour 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. Find out more about waste services at https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Kerbside collection bins missed	10.64	10.53	11.50	Brimbank City Council continues to endeavour to deliver an effective, cost efficient bin collection service for the community and has seen a marginal increase in the numbers of kerbside collection bins missed. Find out more about waste services at https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste

(continued)

Performance (continued)

Service indicator	2017 Result	2018 Result	2019 Result	2019 Commentary
Cost of kerbside garbage bin collection service	\$115.25	\$112.34	\$115.75	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside garbage collection service for our community with this result continuing to remain within the range expected by Council. Find out more about waste services at https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Cost of kerbside recyclables collection service	\$23.98	\$42.36	\$49.50	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside recyclables collection service for our community. Changes to government recycling policy within China that resulted in the failure of the Australian recycling market continues to impact and result in increased costs of recycling. Brimbank has entered into a medium term recycling services agreement with Cleanaway until 1 July 2021 and is working on a collective procurement process with other metropolitan council's to secure a long term recycling processing contract that is anticipated will realise reduced processing costs. In addition, COVID-19 (stay at home) restrictions contributed to increased contamination of recyclable material resulting in increased processing costs. Find out more about waste services at https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Kerbside collection waste diverted from landfill	39.27%	38.01%	41.41%	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside recyclables collection service for our community, with the diversion rate to landfill increasing when compared to 2018/2019. This improved result remains in the range expected by Council. Find out more about waste services at https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Time taken to decide planning applications	123.00	120.00	126.00	Brimbank City Council places an emphasis on working with applicants and objectors to achieve good outcomes in planning determinations, so additional time may be taken in negotiating land use and development issues. In November 2018, an environmentally sustainable development (ESD) policy was introduced into the Brimbank Planning Scheme which requires the resolution of ESD matters prior to a permit being issued. This has resulted in some applications taking longer to resolve than would previously have been the case. Find out more about Brimbank's statutory planning service at https://www.brimbank.vic.gov.au/building-and-planning
Planning applications decided within 60 days	52.82%	61.77%	64.97%	Brimbank City Council places an emphasis on working with applicants and objectors to achieve good outcomes in planning determinations, so additional time may be taken in negotiating land use and development issues. A 5% increase in performance can be seen in the 2019/2020 financial year against this indicator when compared to 2018/2019. The result falls within the range set by Council. Find out more about Brimbank's statutory planning service at https://www.brimbank.vic.gov.au/building-and-planning
Cost of statutory planning service	\$3,072.92	\$2808.12	\$2882.36	Brimbank City Council has a strong commitment to providing an efficient and cost effective statutory planning service. With the result achieved remains in the range set by Council. Find out more about Brimbank's statutory planning service at https://www.brimbank.vic.gov.au/building-and-planning
Council planning decisions upheld at VCAT	66.67%	52.63%	55.56%	The number of decisions of applications upheld at VCAT remain in favour of Brimbank City Council, highlighting the work that Council does to support decisions in the best interest of the community. Thus result is in the range expected by Council.
Expenses per head of municipal population	\$918.98	\$920.43	\$920.77	The result is within the range expected by Council.
Infrastructure per head of municipal population	\$7,411.23	\$7,714.16	\$7,823.67	The result is within the range expected by Council.
Own-source revenue per head of municipal population	\$835.02	\$879.81	\$864.74	The result is within the range expected by Council.
Recurrent grants per head of municipal population	\$138.53	\$132.07	\$121.18	The result of the measure has decreased by \$10.89 per head of the municipal population. The reduction is due to Brimbank City Council ceasing to provide Family Day Care at the end of the 2018/2019 financial year, which accounted for \$1m.

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	2020 Commentary
Number of attendees at libraries and neighbourhood houses to access services, programs and activities	2,101,407	In 2019/2020 there were 919,086 physical visits to Brimbank's five libraries and 819,026 visits to the online library, a total of 1,738,122 visits. In 2019/2020 there were 363,295 physical visits to Brimbank's seven neighbourhood house sites. 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	The 2019/2020 Community Satisfaction Survey result is two points higher than the score in 2018/2019, one point higher than the state average, and the same score as the Metro region.
Number of community grants supported (Lifelong Learning, Destination Brimbank)	6	A total of six 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 2019-2020 Budget for the year.

Major Initiatives	Progress
Work to transform Council's neighbourhood houses and community centres into sites of belonging and learning for people from all backgrounds and life stages through the implementation of the Neighbourhood House Strategy (2019-2024).	The Neighbourhood House Unit delivered the first year of the new Strategy with the implementation of programs and projects that supported: <ul style="list-style-type: none"> • Children/families and young people to connect and learn (with a focus on those experiencing structural discrimination) • The creation and strengthening of intergenerational connections • The development of a skilled and diverse workforce • Centred race equity in everything the Neighbourhood House Unit does Despite all programs moving online due to the pandemic the Year 1 actions for key strategy goals were all met successfully.
Increase resources to plan, co-design and deliver low cost and no cost activities at Council run neighbourhood houses that support the strategic themes of belonging and learning for all.	The Neighbourhood House Unit delivered a wide range of new programs and initiatives that support the strategic goals for belonging and learning for all. These include: <ul style="list-style-type: none"> • Brimbank Live (a media and podcast training project for young people during the pandemic) • African and First Nations Women's Yarning Circles (face to face and online cultural exchange sessions for women) • The House! (weekly music and creative arts project for young people) • South Sudanese Mothers Impact Initiative (series of intergenerational forums and events) • FunShine (after school learning program) • Derrimut Care and Connect (series of interagency collaborations for children and families in Derrimut)

(continued)

Performance (continued)

Major Initiatives	Progress
Continue to support the operation of iHarvest Coworking Sunshine to provide a vibrant and affordable coworking location for start-ups, entrepreneurs, freelancers and business: - Operation and promotion of iHarvest - Business Development and Networking Program	iHarvest Coworking Sunshine closed temporarily on 27 March due to COVID-19. Up until this date it continued to provide coworking accommodation, also hosting Council's Business Development Program.
Continue to undertake activities and facilitate development to attract investment with a focus on employment areas, including the Sunshine National Employment and Innovation Cluster.	Council continues to liaise with the Victorian Planning Authority (VPA) about the development of a comprehensive development plan, comprehensive development zone, and other work in relation to a potential development contribution plan and overlay for the Sunshine Health, Wellbeing and Education Precinct.
Work in partnership with a range of stakeholders in the planning and development stages of the State Government's implementation of the Western Rail Plan (including the Melbourne Airport Rail Link and the Sunshine Super Hub).	Council has continued to engage with multiple government and non-government partners, including Ministers and departments of Rail Projects Victoria (RPV) and the Department of Jobs, Precincts and Regions (DJPR) to advance community interests in the Sunshine Super Hub, Priority Precinct and Airport Rail Link. In addition, there has been significant engagement with partners in the corporate and tertiary education sector to increase and strengthen opportunities arising from transport infrastructure investment.

Services

The following statement provides information in relation to the services funded in the 2018-2019 Budget and the persons or sections of the community who are provided the service.

Service/Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
Community Learning and Community Participation	
Community Learning and Participation delivers a diverse range of library, learning, arts and culture, and community strengthening services and programs through Brimbank's five libraries, seven neighbourhood houses, the St Albans Community Centre, the Bowery Theatre and Brimbank Learning Futures.	12,526 <u>12,415</u> (111)
Library services include quality collections and computer and wireless Internet access. Libraries support customers with research and information, and provide places for study, reading and socialising. Library programs support lifelong learning and help foster a culture of reading and literacy. The online library and home library services ensure lifelong learning is accessible to all age groups and abilities.	
Council's seven Neighbourhood Houses provide community strengthening activities and programs that meet the needs and aspirations of the local community. They bring people together to connect, learn, create and contribute to their local community. They offer rooms for hire, capacity building activities such as volunteering as well as deliver short courses and workshops. They coordinate the Brimbank Neighbourhood Houses Strategic Partnership Agreement and enter into Collaborative Partnership Agreements with community groups and organisations to deliver programs and services to the community.	
The Arts and Culture Unit operates the St Albans Community Centre and the Bowery Theatre. It supports artists and fosters local creativity, commissions and manages public art and spaces, manages and curates Council's visual art collection and exhibitions, and manages the Festival and Arts Grants Program. The Arts and Culture Unit works within a community cultural development framework to engage with vulnerable community members through arts and cultural based activities.	
Learning implements the Brimbank Lifelong Learning Strategy and the Brimbank Youth Jobs Strategy, facilitates partnerships to increase local learning opportunities and promotes lifelong learning. Brimbank Learning Futures facilitates pathways for young people and others into training or employment	
City Strategy	
City Strategy is responsible for strategic planning, economic development and place management.	2,542
Strategic Planning prepares strategies for land use planning and development including Housing, Heritage, Activity Centres and Industrial Precincts, and also maintains the Brimbank Planning Scheme. The Strategic Planning Unit is also responsible for amendments to the Brimbank Planning Scheme.	<u>2,868</u> 326
Economic Development provide a range of support to businesses to promote growth and development. The Economic Development Unit delivers Council's Business Development and Networking Program, manages iHarvest Coworking Sunshine, and coordinates delivery of the Brimbank Economic Development Strategy and Experience Brimbank Visitor Strategy. The Economic Development Unit is also a key contact for business and investment inquiries, and has a key role in promoting Brimbank's development potential.	
The Sunshine Rising and Go St Albans Place Management Programs include the administration of the Sunshine and St Albans Marketing and Business Development Special Rate Programs, Sunshine and St Albans Partnership Groups, and coordinating the delivery of the Actions Plans associated with both centres to promote their growth and development.	

Service Performance Indicators

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

Service indicator	2018 Result	2019 Result	2020 Result	2020 Commentary
Library collection usage	5.84	5.48	3.90	The Brimbank City Council library collection service continues to be well used by community members accessing both printed and digital materials at our five library branches and via the home library service. However, due to the impact of COVID-19, libraries were required to close which despite alternative service models initiated throughout the pandemic (including the non-contact home delivery service, 'Libraries at Your Door' and the Click and Collect service) resulted in an expected lower rate of borrowings in the 2019/2020 financial year. Find out more about Brimbank libraries at https://www.brimbanklibraries.vic.gov.au
Standard of library collection	58.63%	64.38%	67.66%	Brimbank City Council's library collection continues to be reflective of community needs and demands with over 67% of the collection under five years of age. This improved result (when compared to previous years) remains in the range expected by Council. Find out more about Brimbank libraries at https://www.brimbanklibraries.vic.gov.au
Cost of library service per population	\$35.69	\$36.00	\$34.36	Brimbank City Council has continued to work towards ensuring the cost of the library service remains stable whilst responding to increased usage in the area of both loans and visits. The 4.65% cost reduction achieved this year remains in the range set by Council. Find out more about Brimbank libraries at https://www.brimbanklibraries.vic.gov.au
Active library members	12.55%	12.01%	20.27%	Brimbank City Council continues to see high demand on library collections with a 69% increase in active borrowers in the 2019/2020 financial year. Despite the impact of COVID-19 restrictions which required libraries to close, local residents took advantage of the non-contact Library to Your Door service and online library collections such as BorrowBox. Council acknowledges that changes made to the way this indicator is to be calculated by Local Government Victoria and the introduction of new IT systems has also attributed to the variance between 2018/19 and 2019/20. This result exceeds the expectation of Council. Find out more about Brimbank libraries at https://www.brimbanklibraries.vic.gov.au

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	2020 Commentary
Resident perception of Council's overall performance and direction	64	The 2019/2020 Community Satisfaction Survey result is one point higher than the score in 2018/2019, six points higher than the state average, and two points lower than the Metro region.
Resident perception of Council's performance in customer service	73	The 2019/2020 Community Satisfaction Survey result is one point lower than the score in 2018/2019, three points higher than the state average, and one point lower than the Metro region.
Resident perception of Council's performance in community consultation and engagement	54	The 2019/2020 Community Satisfaction Survey result is four points lower than the score in 2018/2019, one point lower than the state average, and four points lower than the Metro region.
Resident perception of Council's performance in informing the community	58	The 2019/2020 Community Satisfaction Survey result is one point lower than the score in 2018/2019, one point lower than the state average, and four points lower than the Metro region.
Resident perception of Council's performance regarding decisions made in the interest of the community	58	The 2019/2020 Community Satisfaction Survey result is one point lower than the score in 2018/2019, five points higher than the state average, and one point lower than the Metro region.
Resident perception of Council's performance in lobbying on behalf of the community	55	The 2019/2020 Community Satisfaction Survey result is two points lower than the score in 2018/2019, two points higher than the state average, and two points lower than the Metro region.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2019-2020 Budget for the year.

Major Initiatives	Progress
Develop the Brimbank Innovation Framework to prioritise implementation of a range of Community First projects.	The Brimbank Innovation Framework was developed and commenced implementation in 2010/2020. This saw the roll out of the organisational wide TOP 10 Projects within the Innovation@Brimbank Program.
Continue to implement a range of advocacy initiatives identified and prioritised within the Brimbank Advocacy Plan and Framework	Council has continued to successfully advocate to Federal and State Government and non-government sectors, to build support for the 'Transforming Brimbank 2020 Agenda'. Outcomes across multiple government grants and announcements resulted in many millions in community investment in both direct and indirect funding, across multiple portfolios.
Implement ongoing marketing activities to the 'We are Brimbank' branding that promote people, pride and places in Brimbank.	While the production of media and content was completed, the launch of the 'Welcome. We are Brimbank' business campaign was purposefully delayed due to COVID-19. Consultation has occurred with the business taskforce to guide the appropriate time to launch, aligned to lifting of regulations.
Implement Year One actions as directed by the Brimbank People Strategy that aim to attract, recruit and retain highly skilled and experienced people to work for Council.	The implementation of the People Strategy continued throughout the 2019/2020 year with the completion of a refreshed Values, Reward & Recognition Policy, launch of bExcellent Awards, bSafe strategy and Organisational Training Needs Analysis.

Services

The following statement provides information in relation to the services funded in the 2019-2020 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 by:	7,204
• Coordinating the Ordinary and Special Council Meeting cycle and reporting requirements	5,470
• Overseeing and coordinating Council's delegations;	(1,734)
• Overseeing and coordinating Council's compliance with legislative governance obligations, including the requirements of the <i>Local Government Act 2020</i> , the <i>Privacy and Data Protection Act 2014</i> and the <i>Freedom of Information Act 1982</i> ;	
• Providing in-house legal and privacy compliance advisory services	
• Supporting the Mayor, Deputy Mayor and Councillors with administrative and procedural services, and by providing calendar and event management services;	
• Providing advice to Councillors in relation to the Councillor Code of Conduct	
• Assisting Councillors with portfolio responsibilities, including by facilitating Councillor Portfolios;	
• Responding to enquiries/investigations from Integrity Agencies such as the Victorian Ombudsman, the Local Government Inspectorate and the Independent Broad-based Anti-corruption Commission	
Media and Communications	
Media and Communications leads the communication with the community on behalf of Council. This department provides an end to end central service for Council in the planning and execution of communication supporting Council's programs, services and advocacy. This communication occurs through a variety of methods and channels to reach all corners of the community.	2,822
	2,524
	(298)
These channels include, mainstream and local media, corporate publications and posters, advice and consultation, website and social media, advertising, speeches and events.	
By promoting Brimbank through these channels, the community is kept up to date with relevant information relating to where they live, work and socialise.	
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.	6,053
	6,143
	90
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.	
Finance provides strategic and operational risk services, insurance and claims management, and coordinates business continuity planning and reviews.	
It delivers a fraud awareness program for the organisation, is responsible for protected disclosure reporting and facilitates Council's internal audit function and supports the Audit and Risk Management Committee.	
Business Support coordinates the Annual Budget and Long Term Financial Plan. It also provides financial analysis of Council's business to help support decisions, maintains and support Council's financial systems and provides training to staff, and maintains policies and procedures.	
In addition, Business Support provides 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, conducts procurement activities on behalf of Council.	
Customer Support	
Customer Support provides professional services through a number of contact channels including over the phone, live chat, face-to-face and written communications to best meet the needs of customers at the initial point of contact.	3,420
	3,543
	123
Customer Support also is responsible for gathering, monitoring and analysing customer feedback to better understand the customer experience and to drive service delivery improvement programs.	
Information Management services are also provided which includes the registration, management, storage and retrieval of all information received by Council in accordance with legislative requirements. All service processes are designed around optimal use of digital practices and consideration of technology opportunities.	

(continued)

Performance (continued)

Service/Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$'000
People and Performance	
People and Performance provides support services to the organisation including: payroll, human resources, learning and development, employee relations, occupational health and safety, and return to work.	2,963
	<u>3,007</u>
Positive performance is driven through learning and development programs while promoting positive organisational values and behaviours, change management and human resources.	44
Staff health and wellbeing is managed with the implementation of occupational health and safety programs, managing return to work effectively and ongoing education about injury prevention and management.	
Projects and Innovation	
Information Communication Technology (ICT) provides a consistent level of support and service to all Council departments to ensure continuity and efficiency. It offers support with existing and new specialist systems / applications and manages ICT hardware and infrastructure including security.	6,755
	<u>7,735</u>
	980
The Innovation Team aims to improve customer experience by improving/transforming Council service offerings through the management of end to end business improvement initiatives by optimising people, processes and technology.	

Service Performance Indicators

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

Service indicator	2018 Result	2019 Result	2020 Result	2020 Commentary
Efficiency				
Average residential rate per residential property assessment	\$1,647.32	\$1,658.43	1,679.09	Resident population is the main determinant of service demand and costs. The result is within the range expected by Council.
Expenses per property assessment	\$2,487.71	\$2,462.90	2,607.67	The result is within the range expected by Council.
Resignations and terminations compared to average staff	8.7%	9.4%	12.5%	Brimbank City Council has seen an increased staff turnover in 2019/2020 when compared to previous years. The main driver impacting this is the closure of the St Albans Leisure Centre. This result remains in the range expected by Council.
Liquidity				
Current assets compared to current liabilities	234.55%	161.79%	182.94	The 2019/2020 result reflects an increase due to the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year. The refinanced loan amount is now reflected in non-current liabilities.
Unrestricted cash compared to current liabilities	75.01%	41.46%	50.16%	The 2019/2020 result reflects an increase due to the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year. The refinanced loan amount is now reflected in non-current liabilities.
Obligations				
Asset renewal compared to depreciation	57.54%	66.43%	70.30%	The increase is mainly due to higher expenditure on asset renewal in 2020 compared to 2019.
Loans and borrowings compared to rates	42.08%	39.60%	39.50%	The 2019/2020 result reflects the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year.
Loans and borrowings repayments compared to rates	2.98%	2.90%	21.30%	The 2019/2020 result reflects the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year.
Non-current liabilities compared to own source revenue	40.00%	20.75%	39.05%	The 2019/2020 result reflects the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year.

(continued)

Service indicator	2018 Result	2019 Result	2020 Result	2020 Commentary
Operating Position				
Adjusted underlying surplus (or deficit)	6.15%	9.60%	2.22%	The decrease in the 2019/2020 and 2020/2021 results reflect decreases in statutory fees, user fees and other income due to the effects of COVID-19.
Stability				
Rates compared to adjusted underlying revenue	73.49%	72.79%	76.41%	The increase in the 2019/2020 and 2020/2021 results reflect decreases in statutory fees, user fees and other income due to the effects of COVID-19.
Rates compared to property values	0.39%	0.31%	0.32%	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.
Council decisions made at meetings closed to the public	3.96%	2.93%	7.50%	Brimbank City Council made 222 of its 240 resolutions at meetings open to the public. A very small proportion of Council's resolutions (18 in total) were made at meetings closed to the public in accordance with the requirements of Section 89 of the <i>Local Government Act 1989</i> and Section 3(1) of the <i>Local Government Act 2020</i> . These decisions included contractual, legal and personnel matters, with seven confidential resolutions that were subsequently made public.
Councillor attendance at council meetings	93.75%	89.09%	89.55%	Brimbank City Council continues to demonstrate a high attendance of Councillors attending council meetings and falls within the range expected by Council.
Cost of elected representation	\$60,981.70	\$58,922.73	\$53,227.45	The cost of governance per Councillor has continued to follow a downward trend for the last three years, with close to a 10% reduction in the 2019/2020 financial year when compared to 2018/2019. This result is in the range expected by Council.

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.

A vacancy in the Grasslands Ward was filled on 1 April 2020.

Governance framework

Brimbank City Council derives its power, role, purpose and functions from the *Local Government Act 1989* (the 1989 Act) and the *Local Government Act 2020* (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 15 October 2019, Council adopted its schedule for Ordinary Council Meetings for 2020, comprising monthly meetings. The meetings were generally 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 nine Special Council Meetings in 2019-2020.

1. To consider a confidential legal matter.
2. To consider a motion in relation to a prior confidential resolution and a pursuant confidential legal matter.
3. To consider a confidential property matter. Council resolved to make public the confidential resolution.
4. To elect the Mayor and Deputy Mayor.
5. To consider a confidential personnel matter.
6. For the new Councillor-Elect for the Grasslands Ward to take her oath or affirmation of office and make a declaration that she would abide by the Brimbank City Council Councillor Code of Conduct.
7. To consider the Coronavirus (COVID-19) Response Strategy.
8. To consider a confidential property matter and a Notice of Motion. Council resolved to make public the confidential resolution at a later date.

9. To consider the Draft Governance Rules, Draft Public Transparency Policy, Draft Councillor Support Policy, revoking the Brimbank City Council Governance (Meeting Procedure) Local Law No. 1, making chapters 2, 3, and 4 of the Governance Rules a Local Law, pursuant to the *Local Government Act 2020*, draft delegation to the Chief Executive Officer to appoint an Acting Chief Executive Officer, and a Confidential Contractual Matter.

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. Where Council meetings were held in the chamber, with public attendance, 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 WiFi and access the agenda electronically.

Council minutes

Council records the decisions made at each council meeting. Minutes of Council meetings were available on Council's website for all meetings held during the current calendar year (and the preceding 12 month period), as required by the Local Government (General) Regulations 2015. Where council meetings were held in the chamber, with public attendance, 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 Rules 2020.

In 2019-2020, two petitions were presented to the Council for receipt and response. Sixty-seven questions were put to the Council and answered at the meeting, and/or responded to in writing.

Councillors' allowances and expenses

Section 39 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 2019. At the end of 2019-2020, the Mayoral allowance was \$100,434 per annum, and the Councillor allowance was \$31,444 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 are 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 2019-2020 was \$54,436.22 (or \$135,856.32 including legal fees).

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. The purpose of the Code is to set out the principles, values, standards and behaviours that will guide Council collectively, and the Councillors individually, in undertaking their duties and obligations as set out in the Act, and all other applicable legislation.

The 1989 Act sets out standards of conduct for Councillors. Section 76C of the 1989 Act requires a council to have a Code of Conduct for Councillors. The 1989 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. Under Section 41 of the Act, a Council must also adopt a Council expenses policy. Section 42 of the Act requires a council to make available prescribed minimum resources for Councillors to carry out their duties.

Brimbank City 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 1989 Act.

In 2020, the Councillors' Code of Conduct was reviewed and a new version was adopted by resolution of the Brimbank City Council on 21 April 2020. This Code was developed in accordance with Section 76C of the *Local Government Act 1989*. Our Councillors have signed the Code, are committed to working together to govern Brimbank effectively and adhere to the principles of good governance.

Local Laws

Brimbank has three local laws: the General Local Law 2018, which came into effect on 1 January 2018, the Governance (Major Policy Consultation) Local Law No. 3 which came into effect on 18 July 2014 and the Meeting Procedure Local Law 2020 (Ch 2, 3, 4 Governance Rules 2020) which came into effect on 1 September 2020.

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

General Local Law 2018

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 controlling animals on land and on Council property
- Uniform and fair administration and enforcement of the Local Law

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

Meeting Procedure Local Law 2020 (Ch 2, 3, 4 Governance Rules 2020)

The Meeting Procedure Local Law 2020 was gazetted on 17 September 2020 and became operational on 1 September 2020.

The objectives of the Meeting Procedure Local Law 2020 are to:

- Provide for the election of the Mayor and any Deputy Mayor
 - Provide for the appointment of any Acting Mayor
 - Provide for the procedures governing the conduct of Council Meetings, Delegated Committees and Community Asset Committees.
- The intended effect of the Meeting Procedure Local Law 2020 is:
- To ensure that Council adopts meeting procedures that are compliant with the Governance Principles in section 9 of the *Local Government Act 2020*
 - To ensure that any breach of the provisions in Chapters 2, 3 and 4 of the Brimbank Governance Rules 2020, remains an offence under the Meeting Procedure Local Law 2020

The Governance Rules 2020 are available for viewing on Council's website.

Attendance at Council Meetings by Councillors

Name	1 July 2019-30 June 2020	
	Ordinary Council Meetings	Special Council Meetings
Cr Daniel Allan	10	6
Cr Janev Aziz*	3	4
Cr Victoria Borg	10	9
Cr Lucinda Congreve*	5	5
Cr Sam David JP	11	9
Cr Margaret Giudice	10	8
Cr John Hedditch	10	6
Cr Bruce Lancashire	10	9
Cr Georgina Papafotiou	10	9
Cr Duyen Anh Pham	11	9
Cr Virginia Tachos	8	6
Cr Kim Thien Truong	11	8

*Cr Lucinda Congreve resigned, effective 1 March 2020. Cr Janev Aziz filled the extraordinary vacancy, effective 1 April 2020.

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

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
- Provide for the peace, order and good government of the municipal district

The Governance (Major Policy Consultation) Local Law No. 3 2014 is available for viewing on Council's website.

The Community Services and Infrastructure Planning (Major Policy) 2018 was made and adopted by resolution of Council on 16 October 2018.

The Councillor Code of Conduct (Major Policy) 2019 was revoked as a Major Policy by resolution of Council on 21 April 2020.

The Councillor Support (Major Policy) 2020 was made and adopted by resolution of Council on 21 April 2020.

No other policies were made, amended or revoked as major policies in 2019-2020.

Governance and Management (continued)

Councillor Portfolio System

The Councillor Portfolio System (portfolios) was established at the Ordinary Council Meeting on 20 February 2018. Originally a one year pilot project, at the Ordinary Council Meeting on 19 February 2019, Council established portfolios permanently. There are 10 portfolios. Councillors are appointed to a portfolio for a two-year term. Following the Council elections in October 2020, newly-elected councillors will be appointed to portfolios for 2021-22.

The purpose of portfolios is to complement and support Council's briefing and formal decision-making structure. A portfolio is a grouping of 'like' activities aligned to the strategic objectives of the Council Plan 2017-2021. The policy and terms of reference set the governance structure and parameters of portfolios.

Portfolio Councillors are encouraged to share information with each other about reports, issues or highlights from their portfolios. A new initiative, the Portfolio Monthly Wrap commenced in mid-2019 and is held on the first Monday of each month. This creates an additional platform for more formalised information sharing between Councillors.

In March 2020, due to the resignation of Cr Lucinda Congreve, an extraordinary vacancy occurred within Brimbank City Council in the Grasslands Ward. This vacancy was filled through a countback of the vacating Councillor's votes from the October 2016 general election. The countback was held on Monday 30 March. Cr Janev Aziz, as the newly elected Councillor for Grasslands Ward, was allocated the #HealthyBrimbank portfolio. Mayor Cr Papafotiou, in addition to her work as acting #HealthyBrimbank portfolio Councillor, provided Cr Aziz with support in transitioning into her role as a portfolio champion.

Portfolio meetings were disrupted in March/April due to the onset of the COVID-19 pandemic. Six portfolio meetings were cancelled to meet social distancing requirements. Portfolio meetings recommenced on 20 April using the video conferencing platform Zoom.

During the period 1 July 2019 to 30 June 2020, 65 portfolio meetings were held and 238 presentations or updates were delivered to Brimbank City Councillors through the portfolio program.

Portfolio	Positions	Portfolio Councillor	Areas of Responsibility
#ResilientBrimbank	2 (including Mayor)	Cr Papafotiou Cr Tachos	High-level advocacy (including Melbourne Airport Rail Link/Sunshine Super Hub, St Albans Health and Wellbeing Hub)
#BrimbankInnovation	1	Cr Giudice	Custodianship, innovation, assets and financial sustainability
#BrimbankPeople	1	Cr Borg	Life stage planning, lifelong learning, job readiness
#BrimbankProud	1	Cr Allan	Branding, tourism, marketing, communication, community engagement
#ConnectingBrimbank	1	Cr David	Public transport, car parking, bike paths, footpaths, freight, roads, walking
#HealthyBrimbank	1	Cr Aziz (Acting) Cr Papafotiou *Cr Congreve	Mental health, sport, recreation, physical activity, meeting places, disability, ageing and inclusion
#LiveableBrimbank	1	Cr Lancashire	Urban amenity, local laws, urban design, facilities
#ProsperousBrimbank	1	Cr Hedditch	Strategic planning, economic development, investment and job attraction
#SustainableBrimbank	1	Cr Truong	Environment and waste
#VibrantBrimbank	1	Cr Pham	Arts, culture, heritage, events, Aboriginal and multicultural affairs

*In March 2020 an extraordinary vacancy occurred within Brimbank City Council in the Grasslands Ward due to the resignation of Cr Congreve. Cr Aziz became the newly-elected Councillor for Grasslands Ward and was allocated the #HealthyBrimbank Portfolio.

Advisory Committees and External Committees

Councillors were appointed to represent Council on a range of Council-formed advisory committees and external committees formed by other organisations.

In 2019-2020, the representatives/delegates to Council committees were:

Council Advisory Committees	Role of Committee	Councillor Representative 2018	Councillor Representative 2019
Audit and Risk 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 and strategic risk activities.	Cr Congreve Cr Giudice Cr Papafotiou (substitute)	Councillor Giudice Councillor Hedditch Councillor Tachos (substitute)
Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee	To provide Council with advice on Aboriginal and Torres Strait Islander (ATSI) issues and the ongoing implementation of the Reconciliation Action Plan.	Cr Borg (Co-Chair) Cr Pham (Co-Chair)	Cr Borg (Co-Chair) Cr Pham (Co-Chair)
Brimbank Arts Advisory Committee	To bring arts sector advice to creative decisions made by Council, thereby assisting Council in its development and governance of creative projects in accordance with the Cultural Strategy 2018-2022.	Cr Pham (Co-Chair) Cr Allan (Co-Chair) (from April 2019) Cr Tachos	Cr Pham (Co-Chair) Cr Allan (Co-Chair) Cr Tachos

(continued)

Governance and Management (continued)

Council Advisory Committees	Role of Committee	Councillor Representative 2018	Councillor Representative 2019
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 Borg (Co-Chair) (Co-Chair with a Disability Network Member) Cr Hedditch Cr Truong (from March 2019)	Cr Borg (Co-Chair) (Co-Chair with Disability Network member) Cr Hedditch Cr Truong
Brimbank Youth Council	The purpose of the Brimbank Youth Council is to establish and maintain a formal communication channel between Brimbank City Council and a representative group of young people aged 12 to 25 who live, work, study or socialise in the Brimbank municipality.		Councillor Pham (Co-chair) Councillor Borg
Brooklyn Industrial Precinct Strategy Committee	To provide advice and recommendations to Council on implementation of the Brooklyn Evolution Strategy in Brooklyn.	Cr David	Cr David
Chief Executive Officer Employment Matters Committee	To provide guidance on the role of the CEO performance and purpose of the CEO performance review.	Cr Congreve (Chair until November 2019, member until March 2020) Cr Giudice Cr Tachos Cr David Cr Borg Cr Hedditch	Cr Papafotiou (Chair from November 2019) Cr Giudice (until March 2020) Cr Tachos (until March 2020) Cr Hedditch (until March 2020) Cr Allan (from March 2020) Cr David (from March 2020) Cr Pham (from March 2020)
Collective Action Committee	Supports the development of the St Albans Leisure Centre Replacement - Health and Wellbeing Hub. The key role of the Committee will be to establish a 'backbone organisation' that will support collective impact work over a 10 year period, acting as the 'connector' between community organisations, residents and Council.	Cr Borg (Co-Chair) Cr Papafotiou (Co-Chair) Cr Giudice	Cr Borg (Co-Chair) Cr Papafotiou (Co-Chair) Cr Giudice
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 Papafotiou (Co-Chair) Cr Pham (Co-Chair) Cr Tachos	Cr Papafotiou (Co-Chair) Cr Pham (Co-Chair) Cr Tachos
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 Lancashire (Chair)	Cr Lancashire (Chair)
Municipal Emergency Management Plan Committee	To ensure all agencies are involved in emergency planning for the municipality.	Cr Papafotiou (Chair) Cr Giudice	Cr Papafotiou Cr Giudice
Safety Roundtable	To bring together strategic safety partners to collaborate and coordinate efforts to achieve greater community safety outcomes in Brimbank.	Cr Truong (Chair) Cr Borg	Cr Truong (Chair) Cr Borg
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 Tachos (Chair) Cr Borg	Cr Tachos (Chair) Cr Borg
St Albans Town Centre Partnership Group	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 Tachos	Cr Tachos
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 David	Cr David
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 Lancashire (Chair) Cr Giudice Cr Papafotiou Cr Tachos	Cr Lancashire (Chair) Cr Giudice Cr Papafotiou Cr Tachos

External Committees (Council Delegates)	Role of Committee	Councillor Delegate 2018	Councillor Delegate 2019
Australian Mayoral Aviation Council	To ensure that all reasonable measures are taken by the relevant authorities to minimise the deleterious effect of aircraft and airport operations on local communities.	Cr Congreve	Cr Tachos
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 Lancashire	Cr Lancashire
Brimbank Community Fund Committee	To provide guidance on the administration of the Brimbank Charitable Fund.	Cr Allan Cr Giudice (substitute)	Cr Allan Cr Giudice (substitute)
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 David JP (Chair) Cr Hedditch Cr Truong	Cr David JP (Chair) Cr Hedditch Cr Truong
Calder Highway Improvement Committee	A regional local government committee whose objective is to ensure the continued upgrading of the Calder Highway.	Cr Lancashire Cr David (substitute)	Cr Lancashire Cr David (substitute)
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 Tachos Cr Congreve (alternate)	Cr Tachos
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 Lancashire	Cr Lancashire
Melbourne Regional Landfill Community Reference Group	External group convened by TPI Cleanaway. Foster community understanding in the operation of landfill and compliance with licence conditions through the provision of information, monitoring data, presentations and site tours. Develop broad understanding of Cleanaway's current and future priorities regarding the ongoing operation of the site.	Cr Lancashire	Cr Lancashire
Metropolitan Transport Forum	Advocacy group for promotion of effective, efficient and equitable transport in metropolitan Melbourne.	Cr Lancashire	Cr Lancashire
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 Congreve Cr Tachos (alternate)	Cr Papafotiou Cr Tachos (alternate)
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 Allan (until Feb 2020) Cr Pham (from Feb 2020)	Cr Pham
LeadWest Special Committee (under section 86 of the Act) Endorsed May 2019	It is proposed the purpose of the new LeadWest Committee will be to oversee the preparation and implementation of the LeadWest Committee's Strategic Plan and identified sub-projects, as adopted and agreed by member councils.	Cr Tachos (Delegate) Cr Congreve (Proxy)	Cr Tachos (Delegate) Cr Giudice (Proxy)

Governance and Management (continued)

Audit and Risk Management Committee

Brimbank City Council's Audit and Risk Committee (the Committee) has continued to undertake its role in providing oversight and independent advice to the Council and management of Brimbank City Council throughout the period 1 July 2019 to 30 June 2020 as covered in this report.

The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its charter in order to facilitate decision making by Council in relation to the discharge of its responsibilities.

The Committee has been in place since February 1997 and is an Advisory Committee of the Council, appointed under Section 139 of the *Local Government Act 1989*.

During the reporting period, the purpose of the Committee was to oversee:

- Integrity of external financial reporting including accounting policies
- Scope of work, objectivity, performance and independence of both the external and internal audit functions
- Provision of effective communication between the external auditor, internal auditor, management and the Council
- Establishment, effectiveness and maintenance of controls and systems to safeguard financial and physical resources
- Systems and processes designed to ensure compliance with relevant laws and regulations and consideration of best practice guidelines
- Application of the risk management framework
- Systems and processes which protect against fraud and irregularities including the *Protected Disclosures Act 2012*, *Public Interest Disclosures Act 2012* and procedures

Overall, through its work, the Committee's aim is to add to the credibility of Council by promoting ethical standards.

Under the guidance of the Committee Chair, Mr Geoff Harry, the focus on strategic risk issues was continued while ensuring that all key operational risks were still considered.

In fulfilling its responsibilities, the Committee has provided input and advice in relation to internal audits carried out by contracted internal auditors, NTT, for Council during the reporting period.

During the year, the Committee held a closed in camera session with NTT whereby NTT confirmed that they had maintained their independence.

The Committee also reviewed procedures and policies the Council has in place to ensure compliance with laws and regulations in areas such as information communication and technology, environment, adequacy of insurance and other best practice corporate governance processes.

Audit and Risk Committee membership

The composition of the Committee in accordance with its charter is three independent members, two Council representatives and one substitute Council representative.

The membership of the Committee during 2019-2020 is set out below:

Independent members

Mr Geoff Harry (Chairman)	July 2019 to June 2020
Mr Ben Dunlop	July 2019 to June 2020
Mr Mark Davies	July 2019 to June 2020

Councillor members

Councillor Margaret Giudice	July 2019 to June 2020
Councillor John Hedditch	July 2019 to June 2020
Councillor Virginia Tachos (substitute)	July 2019 to June 2020

Mr Geoff Harry

Independent Chair

- Assurance and governance
- Accounting and local government
- Risk management

Mr Ben Dunlop

Independent member

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

Mr Mark Davies

Independent member

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

Councillor Margaret Giudice

Council representative

- Local government
- Business administration and strategic planning
- Audit, corporate governance and risk management

Councillor John Hedditch

Council representative

- Local government
- Leadership and innovation
- Strategic planning and risk management

Councillor Virginia Tachos

Substitute Council representative

- Innovation and development
- Strategic planning and project management
- Process improvements

Meetings and attendance

A total of four meetings were held during the period under review. The meetings were held in September, November, February and May. A summary of meeting dates and attendances is shown in the table below.

Representatives of the Victorian Auditor General's Office (external auditors) attended the September, February and May meetings, and representatives from NTT, Council's internal audit service provider, attended each quarterly meeting of the Committee.

Senior management representatives also attend each Committee meeting including the Chief Executive Officer, Chief Strategist Financial and Organisational Excellence, Manager Finance, Manager Governance, Senior Coordinator Governance and Legal, and Strategic Risk and the Assurance Officer.

Audit and Risk Committee Charter review

Council's Audit and Risk Committee Charter (Charter) is reviewed annually, and was reviewed in September 2019. The annual review resulted in several enhancements to responsibilities covered in risk management and internal control environment. The title of the Committee was also updated. The updated Charter was endorsed by the Committee and subsequently approved by Council at its Ordinary Council Meeting in September 2019.

The Committee reviewed the Charter again throughout June and July 2020 as a result of the *Local Government Act 2020* requirements coming into effect on 1 September 2020. That further review resulted in considerable updates and enhancements, and a new Charter was developed. The Charter was approved by Council at its Ordinary Council Meeting held in August and will come into effect on 1 September 2020.

Committee duties and responsibilities

The Committee works to its Charter. An annual work plan was developed in 2019-2020 from the Charter and is the basis by which the Committee tracks its responsibilities and monitors its performance throughout each year. The work plan documents activities to be undertaken in respect of each of the responsibilities under the Charter.

Throughout the 2019-2020 year responsibilities of the Committee in accordance with its Charter have been carried out.

Table 1 - Membership, meeting dates and attendance

ARMC Member	06/09/19 No. 120	29/11/19 No.121	21/02/20 No.122	22/05/20 No.123
Geoff Harry	Attended	Attended	Attended	Attended
Ben Dunlop	Attended	Attended	Attended	Attended
Mark Davies	Attended	Attended	Attended	Attended
Councillor Margaret Giudice	Attended	Attended	Attended	Attended
Councillor John Hedditch	Attended	Attended	Attended	Attended
Councillor Virginia Tachos (substitute)	-	Attended	-	-

Internal audit

Internal audit contract

Council's internal audit function was contracted to NTT (previously named Oakton Services Pty Ltd) over the reporting period. The contract was managed by Council's Governance department between 1 July 2019 and 21 February 2020. Due to an internal restructure the internal audit function was managed by Council's Financial Services department from 21 February 2020.

Representatives from NTT attended each Committee meeting and presented the results of the audits they had undertaken, responded to questions and both gave and received advice.

Internal audit program 2019-2020

The 2019-2022 Strategic Internal Audit Plan was presented to the Committee in May 2019. The plan was approved at the following Committee meeting in September after further review by management on the Committee's advice.

NTT continued the practice of presenting the Terms of Reference for each internal audit to the Committee for review and discussion before their execution in order to ensure that the focus remained aligned to the risk profile of the organisation and the requirements of the Committee.

Final internal audit reports were reviewed and discussed by the Committee at each of the scheduled meetings. The status of internal audit recommendations was reported to the Committee on a quarterly basis and details of any outstanding recommendations were provided.

The annual internal audit program for 2019-2020 was successfully conducted.

Internal audit reports reviewed

During the reporting period, and in accordance with the Strategic Internal Audit Plan 2019-2022 and the Annual Internal Audit Program for 2019-2020, the Committee received and considered internal audit reports on the following matters:

Oversight of internal audit performance

The Committee monitored the performance of the internal auditor through ongoing review of internal audit reports, the quarterly internal audit status reports and face-to-face discussion at each quarterly meeting. In addition, the Committee sought the views of managers responsible for each audited business area on work undertaken and results of the audits.

Implementation of audit recommendations

The Committee continued to encourage management to implement internal audit recommendations in a timely manner to ensure that better practices and controls in all Council services are achieved.

A summary of progress on implementation was presented to the Committee each quarter to provide an ongoing mechanism for monitoring the implementation of audit recommendations. Twelve recommendations were open as at 30 June 2020. This reflects the ongoing commitment of the organisation to address audit recommendations in a timely and responsible manner.

External audit and oversight of annual financial reports

The Committee reviewed the accounts for year ending 30 June 2019 and recommended to Council that it approve 'in principle' the Annual Financial Statements, Performance Statement and Governance and Management Checklist, which it did at the Ordinary Council Meeting in September 2019.

For the 2019-2020 year, the Victorian Auditor General's Office (VAGO) appointed auditors DFK Kidsons to conduct Council's external audit.

The Audit Strategy to 30 June 2020 was presented for consideration at the February 2020 Committee meeting.

VAGO's approach focuses on key financial reporting risks. This involves gaining an understanding of significant financial reporting processes and a combination of internal control testing and substantive audit procedures to assess the residual risk of material error.

A meeting to consider the accounts of Council for the year ending 30 June 2020 was held on 4 September 2020. The Committee undertook a thorough review of the Financial Statements and recommended to Council that it approve 'in principle' the Annual Financial Statements, Performance Statement and Governance and Management Checklist.

The status of any external audit recommendations is reported to the Committee on a quarterly basis and details of any outstanding recommendations provided.

Table 2 - 2019-2020 Internal audits

Audit Name	Meeting endorsed
Events Management	6 September 2019
Records Management	6 September 2019
Parks Services	29 November 2019
Parking, Local Laws and Internal Reviews	29 November 2019
OHS	21 February 2020
Accounts Payable	21 February 2020

Assessment of Council's risk, control and compliance framework

The Committee's overall assessment is that Council has continued to be committed to enhancing its management of strategic and operational risk, financial and other internal controls, and compliance with all relevant legislation and Council policies.

In addition to the activities directly identified in its Charter, the Committee undertook a number of activities and considered several other initiatives and reports throughout the year. These included:

- Risk Awareness Program outcomes
- Fraud Awareness Program outcomes
- Gifts, benefits and hospitality
- Operational risk updates
- Brimbank City Council's COVID-19 Response and Recovery Strategy
- Leisure centre redevelopment project presentations and briefings
- Business Continuity Management Program report
- Insurance renewal report
- Information communication and technology security updates
- Capital Works Program updates

It is the view of the Committee that the governance culture of Council supports a robust risk, control and compliance framework which continues to strengthen and adapt to changes in business operations.

Audit and Risk Committee Effectiveness Survey

Following a recommendation from the Committee after the previous Self-Assessment Survey undertaken in September 2019, the 2019-2020 Committee Effectiveness Self-Assessment Survey (Performance Survey) was redesigned to align with the best practice model of the Australian National Audit Office.

In June 2020, the Performance Survey was undertaken and completed by members of the Committee and for the first time, regular attendees of Committee meetings.

The survey asks respondents to assess the Committee's performance in the following areas:

- Audit Committee Charter
- Skills and experience
- Understanding the Business
- Meeting administration and conduct
- Communications with the Council
- Management commitment and support
- Internal Audit
- External Audit

'Strongly agreeing' with the statements which were all expressed in the positive, resulted in a score of five and was the highest possible score. 'Agree' was scored four.

'Neutral' scored three, 'Disagree' scored two and 'Strongly disagree' scored one. 'Not applicable' was scored zero and was not included in the calculation of the average.

Respondents were also asked to provide comments on opportunities for improvement in the Committee's performance. Overall the results indicated that the Committee performed strongly throughout the year.

Reporting

A Council Representative's Report was provided to Council at an Ordinary Council Meeting as soon as practicable following each 2019-2020 quarterly Committee meeting. The Council Representative's Reports provided a summary of the Committee's work, results and operations, as well as any recommendations of the Committee for Council's consideration.

Annually, a report is provided to stakeholders via Council's Report of Operations in the Brimbank Annual Report, describing the Committee's composition, discharge of responsibilities, and any other information required by legislation or regulation.

Governance and Management Checklist

Local Government (Planning and Reporting) Regulations 2014

Governance and Management Item	Date	Related Document
Community Engagement Policy	✓ 21/08/2018	The Community Engagement Policy was adopted by Council on 21 August 2018. https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/community-engagement-policy
Community Engagement Guidelines	✓ 21/03/2018	Both the Community Engagement Strategy Template Toolkit and the Community Engagement Toolkit - Guiding Document were endorsed by the Executive Management Team on 21 March 2018.
Strategic Resource Plan	✓ 18/8/2020	The Annual Budget incorporating the Strategic Resource Plan was adopted by Council on 18 August 2020. https://www.brimbank.vic.gov.au/council/council-meetings/2020-council-meeting-agenda-and-minutes
Annual Budget	✓ 18/8/2020	The Annual Budget incorporating the Strategic Resource Plan was adopted by Council on 18 August 2020. https://www.brimbank.vic.gov.au/council/council-meetings/2020-council-meeting-agenda-and-minutes
Asset Management Plans	✓ 21/03/2014	The Integrated Asset 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	✓ 23/06/2020	The Annual Budget incorporating the Rating Strategy was adopted by Council on 23 June 2020. https://www.brimbank.vic.gov.au/council/annual-budget-and-council-plan
Risk Policy	✓ 19/05/2020	The Risk Management Policy was adopted by Council on 19 May 2020. https://www.brimbank.vic.gov.au/council/council-meetings/2018-council-meeting-agenda-and-minutes
Fraud Policy	✓ 10/12/2019	The Fraud Prevention Policy was adopted by Council on 10 December 2019. https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/fraud-prevention-policy
Municipal Emergency Management Plan	✓ 18/02/2020	The revised Brimbank Municipal Emergency Management Plan was adopted by Council on 18 February 2020. https://www.brimbank.vic.gov.au/council/council-meetings/2019-council-meeting-agenda-and-minutes
Procurement Policy	✓ 23/06/2020	The Procurement Policy was adopted by Council on 23 June 2020. https://www.brimbank.vic.gov.au/council/council-meetings/2020-council-meeting-agenda-and-minutes https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/procurement-policy
Business Continuity Plan	✓ 6/05/2020	The Main Business Continuity Plan and Business Continuity Program were approved by the Executive Management Team on 6 May 2020.
Disaster Recovery Plan	✓ 1/07/2018	The Brimbank Disaster Recovery Plan was approved by IT Governance on 1 July 2018.
Risk Management Framework	✓ 7/06/2018	The Brimbank Risk Management Framework was approved by the Executive Management Team on 7 June 2018.
Audit Committee	✓ 17/09/2019	The date of establishment of the Brimbank Audit and Risk Committee in accordance with the <i>Local Government Act 1989</i> was 25 February 1997. The current Audit and Risk Management Committee Charter was approved on 17 September 2019.
Internal Audit	✓ 17/03/2018	Council's internal audit service provider engaged by Council is NTT who commenced 17 March 2018.
Performance Reporting	✓ 06/09/2019 21/02/2020	The Performance Reporting Indicators (LGPRF Results) were reported to the Audit and Risk Committee on 6 September 2019 and 21 February 2020.
Council Plan Reporting	✓ 15/10/19 10/12/2019 17/03/2020 23/06/2020	Quarterly Council Plan Progress Reports were adopted by Council on 15 October 2019 (Quarter Four - as an inclusion of the Brimbank Annual Report 2018/19), 10 December 2019 (Quarter One), 17 March 2020 (Quarter Two) and 23 June 2020 (Quarter Three).
Financial Reporting	✓ 19/11/2019 18/02/2020 19/05/2020	Quarterly Financial Statements were adopted by Council on 19 November 2019 (Quarter One), 18 February 2020 (Quarter Two) and 19 May 2020 (Quarter Three).

(continued)

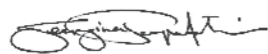
Governance and Management Checklist (continued)

Governance and Management Item	Date	Related Document
Risk Reporting	✓ 17/09/2019 23/06/2020	Council received two six-monthly reports in the reporting quarter. Ordinary Council Meeting No. 561: https://www.brimbank.vic.gov.au/council/council-meetings/2019-council-meeting-agenda-and-minutes Ordinary Council Meeting No. 574: https://www.brimbank.vic.gov.au/council/council-meetings/2020-council-meeting-agenda-and-minutes
Performance Reporting	✓ 06/09/2019 21/02/2020	The Performance Reporting Indicators (LGPRF Results) were reported to the Audit and Risk Committee on 6 September 2019 and 21 February 2020.
Annual Report	✓ 15/10/2019	The 2018/2019 Annual Report was adopted by Council on 15 October 2019.
Councillor Code of Conduct	✓ 16/04/2019	The Councillors' Code of Conduct was adopted by Council on 16 April 2019. https://www.brimbank.vic.gov.au/council/council-meetings/2019-council-meeting-agenda-and-minutes
Delegations	✓ 21/04/20	Council made a substantive delegation of authority to the Chief Executive Officer on 21 April 2020, and reviewed its delegations in 2020. Ordinary Council Meeting 571: https://www.brimbank.vic.gov.au/council/council-meetings/2020-council-meeting-agenda-and-minutes Council's Delegations are available online: https://www.brimbank.vic.gov.au/council/governance/delegations
Meeting Procedures	✓ 19/06/2015	A Meeting Procedures Local Law was adopted in 2015. Ordinary Council Meeting 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: 15 September 2020



Cr Georgina Papafioti
Mayor
Date: 15 September 2020

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

Council's vision for Brimbank is, 'Brimbank - vibrant, harmonious and welcoming, a great place to live, work and grow.' To achieve this vision Council has articulated goals for Brimbank centred on Council being an inclusive, liveable and prosperous community and to be an innovative and responsive Council that puts our 'Community First'.

Being community first underpins everything we do, including being fair and transparent, demonstrating accountability to our community.

In 1999 the Victorian Government amended the Act introducing the concept of Best Value. Best Value ensures that councils review and adopt service delivery models that take the following six principles into account:

- 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.

Organisational application of the principles

To provide assurance that Brimbank City Council has given effect to the Best Value Principles the following three service examples demonstrate organisational application of the principles resulting in improved services to the Brimbank community:

1. Brimbank Climate Emergency Plan

In June 2019, in response to community advocacy and in recognition of the significant threat posed, Council declared a climate emergency and committed to developing a climate emergency plan. The Plan was developed through community consultation and seeks to empower the community to take action. The key goal is to achieve zero net greenhouse gas emissions for our municipality by 2040.

Two rounds of community consultation were undertaken. The first round involved targeted consultation with all 'life stages' from primary school age children to seniors. This valuable contribution informed the development of the first draft, which was reviewed by Council and released for an extended consultation period via Council's Have Your Say engagement portal. This second round of consultation shaped the final draft with more than 30 residents and community groups providing considered commentary.

In June 2020, Council endorsed the Brimbank Climate Emergency Plan 2020-2025. The Plan includes an important position statement on the climate emergency and supporting principles, targets and key advocacy goals, and five themes for action with related actions. The vision is to achieve the Brimbank Community Vision 2040.

The position statement includes five pivotal strategic directions, including one that states that 'Council commits to take account of this Plan in all decision making and to position the climate emergency response as the focus of organisational strategic coordination until the emergency is declared ended.' This recognises that the next decade, 2020-2030, is a transformational decade. Climate change must be a lens for all decision making, by all aspects of society. Our Council will lead by example, orientated by its position statement and principles in this Plan. A Brimbank Climate Emergency Citizens Assembly will be established to empower community leadership.

2. Brimbank Pre-school Engagement Strategy

Brimbank is a diverse and growing community, home to many children and families. Most are doing well but when compared to metropolitan Melbourne, some children in Brimbank do less well on a range of disadvantage and vulnerability indicators and many enter school with significant developmental issues.

To respond to this need Council developed a Brimbank Pre-school Engagement Strategy to ensure all children benefit from a pre-school education.

The central objective of the Pre-school Engagement Strategy is that families and children, particularly vulnerable children, get support to easily access pre-school. This allows all children to benefit from the advantages pre-school provides including social skills, better school performance, fewer behavioural issues and engagement in lifelong-learning.

Implementation of the Brimbank Pre-school Engagement Strategy resulted in:

- More reserved and utilised pre-school places for high needs children
- Reserved pre-school spaces for vulnerable and newly arrived families and children
- Successful pre-school enrolment of over 900 high-priority children from their two-week maternal and child health (MCH) key age/stage visit
- Capacity to track vulnerable children who haven't attended an MCH key ages/stages visit or registered for pre-school
- A user-friendly centralised pre-school registration portal available to parents 24/7

The Brimbank Pre-school Engagement Strategy was the recipient of the 2019 award for Service Delivery Initiative from Victorian Local Government Professionals Inc (LGPro).

3. Princess Street, St Albans Redevelopment

The transformation of Princess Street, St Albans into a bold new public space is an example of commitment to Council's vision for Brimbank to be vibrant, harmonious and welcoming - and a great place to live, work and grow. Creating high quality, attractive public spaces is one of the key ways we're working to achieve this vision.

Princess Street forms a crucial link for pedestrians between St Albans Railway Station and the revamped St Albans Community Centre and the Bowery Theatre which opened in February 2017. Brimbank City Council upgraded Princess Street creating a shared user zone with pedestrians gaining right of way over cars. The new streetscape features a spectacular lighting display and colourful design, inspired by the late performance artist Leigh Bowery.

Princess Street seating features iconic coloured paint drips made famous in some of Bowery's self-portraits while theatrical-style lighting brings the theatre out into the street, along with additional trees and garden beds. The pavement is a checked two-tone paving which references Bowery but helps create the illusion that the street is narrower than it is, slowing vehicles and improving safety. By placing the residents as services users at the forefront of the design, Princess Street has become an example of ways that urban design, culture, people and nature intersect to create a vibrant urban experience that can be programmed for day and night events.

The \$1.175 million Princess Street upgrade was funded by Brimbank City Council (\$925,000) in partnership with the Victorian Government's Community Crime Prevention Program (\$250,000).

The Princess Street Redevelopment was shortlisted as a finalist in the 'Built projects - Local and Neighbourhood Scale' Award Category of the Australian Urban Design Awards. The awards recognise contemporary urban design of the highest quality and aim to encourage cities, towns and communities across the country to strive for best practice. In addition to this, Princess Street won the 2019 Planning Institute Award for 'The Great Place', in recognition of the transformation of this street into a place for people, culture and accessibility for all.

Statutory information (continued)

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 publicly available is:

- Details of overseas or interstate travel undertaken in an official capacity by Councillors/Administrators and Council officers
- Agendas and minutes for Ordinary and Special Council Meetings which are kept under section 93 of the *Local Government Act 1989* (the 1989 Act) – available on Council's website
- Minutes of Special Committee Meetings established under section 86 of the 1989 Act
- A register of delegations kept under sections 87(1) and 98(4) of the 1989 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 1989 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

Thirty FOI requests were received during 2019-2020.

Of those applications, 12 were released in full, three released in part, one was withdrawn, four were not yet finalised, three were outside the FOI Act, six yielded no documents and there was one instance where the FOI Act did not apply.

No FOI requests were appealed to the Office of the Victorian Information Commissioner. The one appeal received in 2018/2019 by the Office of the Victorian Information Commissioner (OVIC) was withdrawn by the applicant.

In order to assist the Commissioner to prepare the 2019-2020 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.

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.

Victorian Charter of Human Rights and Responsibilities

The *Victorian Charter of Human Rights and Responsibilities Act 2006* sets out the fundamental rights, freedoms and responsibilities of all people in Victoria. It specifies 20 rights and responsibilities that promote and protect the values of freedom, respect, equality and dignity.

The Charter guides the relationships between government and the people it serves. For example, it prevents government agencies (including local government) from making laws and decisions which contravene prescribed rights and responsibilities. More generally, the Charter encourages a broad culture of human rights.

Each year, Council prepares an annual report that outlines its compliance with the Victorian Charter of Human Rights and Responsibilities. In response to the Charter and high levels of social and economic disadvantage, Council has also developed the Brimbank Social Justice Charter, which helps to build a more just and inclusive society.

Brimbank Social Justice Charter

The Brimbank Social Justice Charter articulates Council's commitment to social justice and human rights. Working in partnership with the community, service providers, business and other levels of government, it supports Council's aim to create a more just society where difference does not lead to disadvantage.

The Social Justice Charter was updated in 2018, after being first adopted in 2008. It builds on the strengths and successes of the previous Social Justice Charter, while remaining relevant and continuing to grow and shape a culture of social justice and human rights in Brimbank.

The Social Justice Charter commits Council to the principles of access, equity, participation and human rights. It also provides a mandate to embed these principles into Council's policies, strategies, plans, programs and services. In doing so, it ensures that Council's planning and decision making complies with its obligations under the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

During 2019-2020, Council undertook a range of activities to support the implementation of the Brimbank Social Justice Charter, including:

- Coordinating the Social Justice Coalition and its Strategic Implementation Group, which brings together leaders from local agencies to plan, lead and advocate on social justice issues
- Undertaking research and advocacy that responds to key social justice issues, including homelessness, affordable housing, gambling harm and education provision
- Developing new Council policies and plans that deliver on Council's commitment to social justice, including the Safe and Inclusive Brimbank Strategy and Homelessness Implementation Plan
- Engaging directly with local agencies to understand and respond to the impacts of the COVID-19 crisis, including changing demand for services, effects on vulnerable communities, and opportunities to work together to support recovery
- Promoting 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 or seeking Ministerial Exemption.

Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, Council endorsed the Disability Action Plan 2017-2020 in 2017.

Community Report Card

Annual Community Report Cards have been developed to provide an overview of the actions of the Disability Action Plan 2017-2020 (DAP) that have been achieved since the Plan was endorsed in 2017. It also assists Council to monitor the progress of the DAP, whilst promoting the work undertaken by Council to the broader community.

The 2019-2020 DAP Community Report Card was endorsed by Council in July 2020. A key objective of the report card was to showcase the importance of participation and partnerships. Ensuring the voices of people with disability, their families and carers are heard has been a priority during this reporting period.

Disability Advisory Committee

During this period, Council undertook Expressions of Interest from the community to join the DAC. As a consequence, nine community members and three councillors are currently active participants and will play a role in the review of the Disability Action Plan 2017-2020.

Domestic Animal Management Plan

Under the *Domestic Animals Act 1994* every Council must prepare a Domestic Animal Management Plan (DAMP) at four yearly intervals.

On 21 November 2017 Brimbank City Council adopted the Domestic Animal Management Plan.

The plan guides Council's programs, services and strategies for the management of dogs and cats in Brimbank. This plan seeks to balance the needs of pet owners, the broader community and the animals that share people's lives.

The programs and activities outlined in the plan have been developed with the aim of encouraging people to enjoy their pets, within a framework of responsible ownership.

Council continues to strive towards achieving the goals outlined in its Domestic Animal Management Plan, with significant impacts in 2019-2020 due to the COVID-19 pandemic.

Council has continued with offering subsidised desexing for residents pets in conjunction with stakeholder the Lost Dogs Home. Despite restrictions, the program has delivered on Council's aim of reducing unwanted litters and making these services more available to residents with financial constraints. This program is in addition to Council's cat trapping program.

Council officers continue to patrol Brimbank and attended festivals and events prior to COVID-19 restrictions to reinforce the message of responsible pet ownership and to offer assistance and advice to residents.

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 2019-2020.

Information privacy notifications

Council received one privacy notification in 2019-2020.

The notification was raised by a staff member after a resident was provided with the ownership and contact details of an adjoining property. The owner was later identified as a corporate entity (a Trust) with the identical contact details of the individual beneficiaries. No breach of the PDP Act was found to have occurred in this instance, however as a precaution the individual beneficiaries were notified of the release.

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.

Council did not receive any privacy complaints relating to health records in 2019-2020.

Statutory information (continued)

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 did not consider any naming proposals in 2019-2020.

Protected Disclosure Act 2012 and Public Interest Disclosure Act 2012

The *Protected Disclosure Act 2012*, and subsequently the *Public Interest 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/Public Interest 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. Council then reviewed and adopted its Public Interest Disclosure Policy and Public Interest Disclosure Procedure on 10 December 2019.

A copy of Council's Protected Disclosure Policy and Protected Disclosure Procedure, and subsequently the Public Interest Disclosure Policy and Public Interest Disclosure Procedure, have been available from Protected Disclosure/Public Interest Disclosure Coordinator and on Council's website throughout 2019-2020.

As required by Section 70 of the *Protected Disclosure Act 2012* and *Public Interest Disclosure Act 2012* it is reported that during 2019-2020:

- 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/Public Interest Disclosure Coordinator.
- Council referred one assessable disclosure to the Independent Broad-based Anti-corruption Commission (IBAC) under section 21(2) of the *Protected Disclosure Act 2012* for determination as to whether it was protected disclosure complaint.
- There were no disclosed matters substantiated on investigation, action taken on, or adverse findings made, on completion of the investigation of the aforementioned protected disclosure complaint. In respect of the investigation, IBAC or another investigating agency under the Act made one recommendation that related directly to Council.

Central Complaints Register

During 2019-2020, Council received 238 service 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 calling 9249 4000 or visiting one of our Service Centres and asking a Customer Service officer to assist in submitting a complaint
- By completing an **Online Complaints Form**

Business Continuity Management

Council has a main business continuity plan and five directorate business continuity plans. It also has an Information and Communications Technology (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 breaches
- 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.

Asset condition audit

Council carried out a comprehensive inventory and condition assessment of open space and roadside assets. This project was delivered through a partnership with RMIT in the work-integrated-learning (WIL) program that allows third and final year students to gain industry experience while in a work placement with Council. The project outcomes have been used to inform Council's asset renewal program over the next 10 years. However, the project was put on hold halfway through the program due to COVID-19.

Process improvement

Council deployed the use of turn-by-turn mobile routing applications for roadside waste collection. This technology provides drivers with a designated, turn-by-turn navigation for daily roadside waste collection. It also provides drivers with real time traffic information and information on access constraints specific to areas within the municipality.

Innovation

- Use of Light Detection and Ranging (LiDAR) technology to automate the capture tree canopy cover over the municipality.
- Continued testing program of smart Internet of Things (IoT) 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.
- Council implemented the use of drone technology for asset inspection, capturing localised aerial photography and promotional videos.
- Development of Council-wide 3D digital model and platform.

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
- Complement other local, regional and state planning arrangements

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

Brimbank's MEMP was formally audited and approved by the Victorian SES in 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 on 2 October 2020. The audit will be the last under the current arrangements with new emergency management planning reforms taking effect on 1 December 2020, which will include a new audit process and structural changes to municipal level emergency management planning.

Infrastructure and development contributions

For the 2019-2020 year the following information about infrastructure and development contributions is disclosed.

Table 1: Total DCP levies received in 2019-2020 financial year

DCP name and year approved	Levies received in 2019-2020 financial year (\$)*
Sunshine Town Centre DCP (2015)	20,815.32
Brimbank DCP (2018)	725,646.57
Total	746,461.89

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2019-2020 financial year

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 (2018)	1,654,698.89	\$-	\$-	1,654,698.89
Total	1,654,698.89	\$-	\$-	1,654,698.89

Table 4: Land, works, services or facilities delivered in 2019-2020 financial year from DCP levies collected

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contribution (\$)	Total project expenditure (\$)	Percentage of item delivered
Total			\$-	\$-	\$-	\$-	\$-	

2020 Community Satisfaction Survey

Council participated in the 2020 Local Government Community Satisfaction Survey conducted by the Department of Environment, Land, Water and Planning. Council has participated in the survey since 2009.

As in previous years, the 2020 survey comprised a telephone survey of 400 Brimbank residents, regarding the importance of, and Council's performance across, a range of service areas. In 2020, the survey sample comprised 52 per cent English-only speaking participants and 48 per cent of those speaking a language other than English.

The results show that overall, Council's performance scores on the majority of measures, remained largely consistent with the 2019 scores.

Overall, Council's 2020 performance scores on the core measures were:

- Higher (not statistically significant) than the 2019 results for: 'overall performance'.
- The service areas which had the highest performance scores in 2020 were: 'arts centres and libraries'; 'community and cultural activities'; 'waste management'; 'recreational facilities' and 'family support services'.
- The core measure of 'community consultation and engagement' saw a significant four-point decrease from the 2019 score.
- Other core measures with decreases in scores from 2019 (not statistically different) were: 'lobbying on behalf of the community'; 'making community decisions'; 'condition of sealed local roads'; 'customer service' and 'overall council direction'.

Compared to the Melbourne Metro group, Brimbank's 2020 performance scores were significantly higher for the core measure of 'overall Council direction'; and the service areas: 'town planning policy'; 'building and planning permits' and 'planning for population growth'.

Compared to the state-wide results, Brimbank's 2020 performance scores were significantly higher for the core measures: 'overall performance'; 'decisions made in the interest of the community'; 'condition of sealed local roads'; and 'overall Council direction'; and the three service areas: 'general town planning policy'; 'building and planning permits'; and 'planning for population growth'.

The service areas where Council had the lowest performance scores in 2020 were: 'business and community development and tourism'; 'planning for population growth'; and 'parking facilities'.

Compared to the Melbourne Metro group, Brimbank's 2020 performance scores were rated significantly lower for the core measures: 'community consultation and engagement' and the 'condition of sealed local roads'; and significantly lower for the service areas: 'community and cultural activities'; 'waste management'; 'family support services'; 'recreational facilities'; 'elderly support services'; 'appearance of public areas'; 'enforcement of local laws'; 'disadvantaged support services'; 'informing the community'; 'condition of local streets and footpaths' and 'business and community development and tourism'.

Compared to the state-wide results, Brimbank's 2020 performance scores were rated significantly lower for the following service areas: 'recreational facilities'; 'elderly support services'; 'appearance of public areas'; 'emergency and disaster management'; 'enforcement of local laws'; and 'business and community development and tourism'.

Brimbank City Council is continuing to advocate to the Federal Government, State Government and non-government sector, to secure further funding for local infrastructure, project and program priorities, in order to help support the community, in response to an ongoing and prolonged COVID-19 pandemic.

These survey results provide useful feedback from the community, and will be used for the continuous improvement in Council's planning processes and the delivery of services.

Key Performance Index Scores

Measures	Brimbank City Council							Melb. Metro 2020	State-wide 2020
	2015	2016	2017	2018	2019	2020	2019 to 2020		
Overall Performance	61	61	60	65	63	64	nsd	66	58↓
Community Consultation (Community consultation and engagement)	58	54	55	56	58	54	4↓	58↑	55
Advocacy (Lobbying on behalf of the community)	54	57	54	57	57	55	nsd	57	53
Making Community Decisions (Decisions made in the interest of the community)	55	57	56	58	59	58	nsd	59	53↓
Sealed Local Roads (Condition of sealed local roads)	60	58	58	63	63	60	nsd	67↑	54↓
Customer Service	76	73	70	72	74	73	nsd	74	70
Overall Council Direction	57	61	59	64	62	61	nsd	54↓	51↓

nsd = no significant difference; ↑ = significantly higher; ↓ = significantly lower

Importance and Performance summaries

2020 Importance summary

2020 Priority Area Importance	2020	2019	2018	2017	2016	2015
Waste management	84	83	83	80	83	82
Emergency & disaster management	82	82	82	83	79	81
Elderly support services	81	83	82	80	80	81
Local streets & footpaths	80	82	82	83	80	80
Condition of sealed local roads	79	79	82	81	80	77
Community decisions	79	78	80	80	78	79
Informing the community	79	76	78	76	77	77
Family support services	78	80	79	77	76	78
Traffic management	78	79	78	79	78	76
Disadvantaged support services	77	80	77	74	75	76
Environmental sustainability	77	78	77	72	77	76
Parking facilities	76	74	75	75	73	73
Appearance of public areas	76	76	76	78	76	76
Population growth	76	76	78	78	74	76
Enforcement of local laws	75	79	77	77	77	77
Recreational facilities	74	74	75	74	73	75
Town planning policy	72	70	71	71	72	71
Planning & building permits	72	69	71	72	73	71
Lobbying	72	69	67	70	71	70
Consultation & engagement	71	70	69	71	73	73
Arts centres & libraries	68	69	69	67	70	72
Community & cultural activities	65	64	64	63	65	66
Bus./community dev./tourism	63	61	61	63	64	64

2020 Performance summary

2020 Priority Area Performance	2020	2019	2018	2017	2016	2015
Arts centres & libraries	75	73	75	72	68	68
Community & cultural activities	66	67	67	64	67	65
Waste management	66	69	71	70	68	71
Recreational facilities	65	63	66	64	63	66
Family support services	65	66	66	62	65	64
Appearance of public areas	64	65	62	61	61	62
Emergency & disaster management	64	67	71	65	64	66
Elderly support services	64	64	64	63	66	63
Town planning policy	61	59	60	58	56	59
Environmental sustainability	61	63	63	62	57	61
Planning & building permits	60	58	62	60	59	59
Condition of sealed local roads	60	63	63	58	58	60
Disadvantaged support services	59	61	63	60	61	60
Traffic management	59	61	61	54	57	57
Enforcement of local laws	59	60	60	60	59	62
Local streets & footpaths	58	58	61	55	54	53
Informing the community	58	59	58	56	58	61
Community decisions	58	59	58	56	57	55
Parking facilities	56	57	59	55	57	59
Population growth	55	54	53	52	55	57
Bus./community dev./tourism	55	57	58	58	57	59
Lobbying	55	57	57	54	57	54
Consultation & engagement	54	58	56	55	54	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.

Brimbank continued to work strategically and in partnership with our community to actively advocate across all levels of government, the not-for-profit and private sectors on a number of key issues affecting Brimbank and the wider western region.

Council launched its Transforming Brimbank 2020 Agenda at State Parliament in October 2019, setting out the focus and priorities for Council's advocacy work during 2019-2020.

The Agenda sought to leverage the new record infrastructure investment, namely the \$10 billion Melbourne Airport Rail Link and Western Rail Plan via the Sunshine Super Transport Hub and Priority Precinct, to create a legacy of socio-economic outcomes.

Key themes and priorities included:

- Jobs Agenda
- Education Agenda
- Sport and Recreation Agenda
- Environmental Equity Agenda
- St Albans Health and Wellbeing Hub Agenda

The onset of the COVID-19 pandemic, and the ongoing State of Emergency and State of Disaster in Victoria, saw a rapid shift onwards in the way federal, state and local governments, and non-governments sectors, began prioritising, funding and delivering key services, initiatives and projects.

Brimbank adopted its whole-of-council COVID-19 Response and Recovery Strategy (the Strategy) at a Special Council Meeting on 6 April, 2020, following the Federal and State Government responses to COVID-19.

The Strategy contained a dedicated advocacy and engagement response, consistent with the Transforming Brimbank 2020 Agenda, providing a framework for Council to continue advocating to the Federal Government, State Government and non-government partners in response to evolving and ongoing local COVID-19 issues and needs.

Council's advocacy in 2019-2020 has helped to secure \$75 million in government and non-government funding to support the Brimbank community.

This has helped to solidify Brimbank's advocacy and engagement around major infrastructure, transport and investment initiatives, including the North-West City Deal, Sunshine Priority Precinct, Sunshine Super Hub, Melbourne Airport Rail (MAR), and Western Rail Plan.

2019-2020 Advocacy Outcomes

Funding outcomes achieved during the 2019-20 period include:

\$40.9 million State Government support for local businesses, including \$6.1 million in payroll tax refunds and \$34.8 million in business support grant (March to June 2020)

- \$8 million in Federal and State Government investment towards upgrading the Ballarat Road and Hulett Street Intersection
- \$2 million State Government funding for the St Albans Health and Wellbeing Hub
- \$2 million from State Government to upgrade the Green Gully Road, Arundel Road and Calder Hwy Interchange
- \$1.13 million from Federal Government in COVID-19 Financial Assistance
- \$950,000 from State Government for local water infrastructure projects, including the Upper Stony Creek Transformation Project and Dempster Park
- \$675,000 from State Government for local pocket park projects, including in Sunshine West and Cairnlea
- \$625,000 from State Government for local sport and recreation projects, including Errington Reserve and Delahey Reserve Redevelopments
- \$500,000 from State Government for the Keilor Park Redevelopment and Female Friendly Change Room Project
- \$400,000 to support Pasifika young people and community across Brimbank
- \$320,000 Federal Government 'Change Makers' Grant to engage local migrant communities through sport with Victoria University
- \$200,000 Federal funding for the BriMPACT Project, which secured 24 jobs for young people
- \$199,000 grant from the Victorian Responsible Gambling Foundation to reduce gambling harm through the Changing Our Story project
- \$150,000 State Government funding towards the 'Empowering Lives through Football' Program, targeting vulnerable young people across the State, including Brimbank
- \$80,000 State Grant through DJPR for Social Procurement in the West Project
- \$50,000 DHHS Community Connector COVID-19 Funding Grant
- \$50,000 from the Department of Jobs, Precincts and Regions for the Future Lens project to explore the stories and underrepresentation of women of colour in Brimbank
- \$10,000 grant from Melbourne Airport to Neighbourhood Houses to support homework help for vulnerable secondary students
- Solidifying strategic partnerships, including with new Memorandum of Understandings (MOUs) with Victoria University, Lifesaving Victoria, and perusal of new Joint User Agreements with the Department of Education, local schools, sporting clubs and Council.

Additional outcomes:

Other advocacy outcomes that Council has helped secure and to progress include:

- Engaging with the Department of Health and Human Services (DHHS) to facilitate and support delivery of increased COVID-19 testing and resources for the Brimbank community, through community facilities, services and providers.
- Advocating for increased support and investment in social support, mental health, housing, multicultural, gambling prevention and other services in response to the ongoing pandemic.
- Calling on the Federal Government and State Government to extend and expand key programs including JobKeeper, JobSeeker and Business Support Fund, to help support local businesses and workers.
- Welcoming an Environmental Protection Authority (EPA) Office in Sunshine for Melbourne's West, consistent with Council's advocacy for a region-wide partnership approach to environmental, pollution and contamination issues, including the former Sunshine Landfills, Kealba Landfill, and efforts to prevent soil from the Westgate Tunnel Project going to Ravenhall.

Transport

Council's transport priorities include:

- An Integrated Transport Strategy for Melbourne's West
- Melbourne Airport Rail Link
- Ballarat Rail Line electrification to Melton and level crossing removals
- Calder Freeway and Calder Park Drive
- Bus network improvements
- Cycling and walking connections

Outcomes:

- An Integrated Transport Strategy for Melbourne's West

In October 2019, the Victorian Government finalised its Western Metropolitan Integrated Transport Framework for prioritising transport network investment in the region, aligning with Council's calls for an Integrated Transport Strategy for Melbourne's west.

- Melbourne Airport Rail Link
- Ballarat Rail Line electrification to Melton and level crossing removals

In 2019-20, Council adopted Urban Design Principles for the Sunshine and Albion Station Precincts, Deer Park Rail Corridor, and the Albion to Melbourne Airport Rail Corridor, outlining Council's expectations from the projects in terms of design outcomes. This includes the electrification of the Melton line and removal of level crossings across the Deer Park rail corridor.

Education

Brimbank provided submissions to the Victorian Government's review into the state's post-secondary education and training system, the 'Macklin Review', and the Victorian Parliamentary Inquiry for Disadvantaged Job Seekers.

Council provided recommendations to support local jobs, skills and education pathways as part of its submissions, including:

- Establishing a Business, Jobs and Skills Working Group
- Ongoing funding for local learning and job preparation programs
- Investment in local learning, including neighbourhood houses and libraries
- Better connecting school leavers with TAFE, higher education, industry and job pathways
- Working with English language program providers to develop models tailored for the needs of newly arrived migrants
- A state youth employment strategy

Other education outcomes:

- Advocacy around a Derrimut Secondary School Needs Analysis
- Council hosted a Victorian Parliamentary Inquiry into Early Childhood and Multicultural Communities at its chambers

Sports and community facilities

Council's advocacy around sports and community facilities in Brimbank has sought to secure investment in facilities, including improved access for women and girls.

Key projects and outcomes include:

- The St Albans Health and Wellbeing Hub. Council has welcomed a \$2 million Victorian Government contribution towards this project
- Hosting an online webinar to support local sports clubs and associations with engaging and retaining women and girls in sport and active recreation
- Victorian Government funding for key sports facility projects including the redevelopments of Errington Reserve, Delahey Reserve and Keilor Park

Growing Brimbank

The Growing Brimbank collaboration 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.

Victoria University's Mitchell Institute and Griffith University received a \$5.5 million philanthropic grant to pursue a socio-economic study and analysis around health and wellbeing disadvantage across Brimbank, and other disadvantaged regions.

Gambling reform

Brimbank continues to experience the highest losses from electronic gaming machines (EGMs) of any Victorian municipality. In 2019-2020, \$102 million was lost at 15 gaming venues in Brimbank, at an average of \$383,361 per day.

In May 2019, Council adopted the Electronic Gambling Policy, which aims to reduce the economic, social and health harm associated with EGMs and other forms of electronic gambling. Its implementation has led to:

- Council's motions on gambling harm reduction were submitted to the Municipal Association of Victoria's State Council and National General Assembly of Local Government
- Requirements for a gambling harm reduction program were included in Council's new commercial lease agreement with the St Albans Sports Club
- Council secured a grant from the Victorian Responsible Gambling Foundation to work with vulnerable communities to prevent and reduce gambling-related harm
- A mix of online and face-to-face activities were delivered as part of Council's 'Libraries After Dark' Program, which provides social and recreational alternatives for groups at risk of gambling harm
- Council worked with Deakin University to support locally-focused gambling harm research projects through direct participation and promotion

Homelessness and affordable housing

Brimbank has the highest incidence of homelessness in Melbourne's west, and the largest number of people accessing specialist homelessness services in Victoria.

In June, Council endorsed its first Homelessness Implementation Plan, with focuses including advocacy, community education, and research and data collection. Council also made a submission to the Victorian Parliamentary Inquiry into Homelessness.

One of the key drivers of homelessness is a lack of affordable housing. During 2019-20, a research project was commissioned to build a clearer picture of the local demand for affordable housing, and what Council can do to facilitate the increased supply of much-needed affordable housing in Brimbank.

Environment

Council has continued working towards a sustainable future and environmental equity for the community in Brimbank in 2019-20.

Brimbank declared a State of Climate Emergency in June 2019, and in June 2020, committed to zero net emissions in its operations by 2030 and to pursue zero net emissions for the whole municipality by 2040.

Council's advocacy helped secure commitment from the the Federal and State Governments in October 2019 towards the \$11 million Upper Stony Creek Transformation Project, along with an additional \$500,000 funding towards the project.

Council has continued to advocate for broader environmental equity for Brimbank around a potential third runway at Melbourne Airport, as well as issues with the former Sunshine landfills site and the Kealba landfills.

Brimbank has also called for investment and support to deliver its Urban Forest Strategy and Biodiversity Strategy to protect and enhance parklands, creek corridors, open spaces and biodiversity across the municipality.

Engaging and consulting with the community

Council is committed to consulting effectively with our community on matters, issues and activities that affect them. The Community Engagement Policy articulates Council's commitment to genuine and effective community engagement to inform decision-making.

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.

Advisory Committees and Community Consultative/Reference Committees

Council benefits from a number of advisory, consultative and reference committees with external representation. Council's Audit and Risk 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 via:

- Local newspapers, via media alerts and media releases distributed to local media for coverage, Council advertorials in the local paper and Council newsletters
- Promotional posters and flyers
- The dedicated 'Have Your Say' section on Council's website
- Social media channels
- Letters sent to residents
- Written invitations to community groups and associations in specific cases

Volunteering in Brimbank

Volunteers are an essential resource for an active and healthy Brimbank community.

In 2019-20, 402 volunteers lent a hand to Brimbank City Council. Our volunteers ranged between 17 and 89 years of age, come from 90 different countries and speak more than 88 languages. Brimbank's longest serving volunteer has been with Council for 30 years.

Some of the many volunteering roles within Brimbank include: community register, 'friends of' groups, home library service, planned activity groups, Disability Network Group, the Men's Shed at Westvale and the L2P Learner Driver Mentor Program.

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



Awards

August 2019



Princess Street upgrade a finalist in the 2019 Australian Urban Design Awards

Brimbank City Council's Princess Street Upgrade, in St Albans, was shortlisted in the Built projects - local and neighbourhood scale category in the 2019 Australian Urban Design Awards.

Completed in early 2019, the upgraded Princess Street is the first shared user zone in Brimbank - creating a pedestrian-focused link between the St Albans train station, the nearby Errington Precinct, and the Bowery Theatre at St Albans Community Centre (STACC).

The area features improved safety, more trees, feature lighting, garden beds and seating, all in a vibrant, theatrical design, inspired by the work of the late artist Leigh Bowery

October 2019



Community Services and Infrastructure Major Policy and Plan wins 2019 LGPro Corporate and Community Planning Award

Brimbank City Council's Community Services and Infrastructure Major Policy and Plan won the 2019 LGPro Corporate and Community Planning Award. The Award focuses on initiatives that demonstrate excellence in integrating Council and community planning.

Council adopted the Community Services and Infrastructure Plan in November 2018 to guide decision-making on community infrastructure projects, including funding requirements, advocacy efforts and partnership opportunities.

It provides an overview of Brimbank's current community infrastructure and identifies services and facilities will be needed over the short, medium and long term.

November 2019



Princess Street upgrade wins Planning Institute of Australia 2019 Victorian Award for Planning Excellence

Brimbank City Council's transformation of Princess Street, in St Albans, won The Great Place Award in the Planning Institute of Australia's (PIA) 2019 Victorian Awards, which recognises a great place, street or neighbourhood.

Judges said the Princess Street transformation demonstrated all the elements that create a great place that attracts, inspires and motivates people. They were impressed that the design clearly demonstrated increased safety, a willingness to use the space to either sit, gather or traverse and provided a unique sense of character that exuded calm.

The judges also highlighted the extensive community consultation prior to the re-development and the use of the space as a connection to the Bowery Theatre at STACC, St Albans Market, and connection through to the St Albans train station.

Sunvale Community Park highly commended in Keeping Victoria Beautiful 2019 Sustainable Cities Awards

Sunvale Community Park was highly commended in the Environmental Sustainability Award category

Officially opened in September 2018, Sunvale Community Park features a skate park, play spaces (including water play), a large, green kick-a-ball space, basketball ring, exercise equipment, BBQ facilities, a large shelter, more than 100 new trees and more.

Guided by Brimbank City Council's award winning Creating Better Parks Policy and Plan, it is Council's most ambitious water recycling project to date in a park setting.

Awards (continued)

December 2019



Garage Sale Trail wins 2019 Next Door Community Engagement Award

Brimbank City Council won the 2019 Next Door Community Engagement Award after its hugely successful Garage Sale Trail program, which saw 2400 people take part in 450 sales across Brimbank on 19 and 20 October 2019.

Each garage sale on the trail saw an estimated 500 kilograms of items save from landfill.

The judges selected Brimbank from more than 140 participating councils, and commended Brimbank City Council for going above and beyond in its commitment to reuse, sustainability and building stronger communities.

February 2020



Kindergarten Engagement Strategy wins LGPro Award for Excellence

Brimbank City Council's Kindergarten Engagement Strategy won the 2020 LGPro Award for Excellence in the Service Delivery Initiative category.

Council developed the strategy to ensure families and children, especially vulnerable children, can access kindergarten.

Regularly attending kindergarten benefits children in many ways, including enhanced social skills, better school performance, fewer behavioural issues, and engagement in lifelong learning.

The strategy delivered many benefits for Brimbank families. These include simplifying the registration process for vulnerable families and their case workers, increasing communication between families and Council, and streamlining early years services to provide one point of contact for families.

June 2020



Sunvale Community Park wins Australian Institute of Landscape Architects Award - Victorian Award for Excellence for Parks and Open Space

When awarding Sunvale Community Park the 2020 Victorian Award for Excellence for Parks and Open Space, the Australian Institute of Landscape Architects (AILA) described it as 'a true asset for the local community'.

The AILA described it as 'a captivating and well-designed new park that creatively delivers a considered balance of social, recreation and ecological outcomes. The simple and unpretentious design successfully assembles a diversity of park uses which are linked cohesively through the space.'

04

Performance Statement

For the Year Ended
30 June 2020

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 208,714 makes it one of the most populous municipalities in Greater Melbourne.

Sustainable Capacity Indicators for the year ended 30 June 2020

Indicator/measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$877.50	\$918.98	\$920.43	\$970.77	The result is within the range expected by Council.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$8,007.72	\$7,860.64	\$7,714.33	\$7,823.67	The result is within the range expected by Council.
Population density per length of road [Municipal population / Kilometres of local roads]	226.31	229.29	229.61	230.50	Brimbank City Council has seen a minimal variance in population density per length of road when compared to the 18/2019 financial year.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$848.30	\$835.02	\$879.81	\$864.74	The result falls within the range expected by Council.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$163.78	\$138.53	\$132.07	\$121.18	The result of the measure has decreased by \$10.89 per head of municipal population. The reduction is due to Brimbank City Council ceasing to provide Family Day Care at the end of the 2018/2019 financial year, which accounted for \$1m.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	1.00	1.00	1.00	1.00	Brimbank remains the second most disadvantaged municipality in Greater Melbourne and the third most disadvantaged in Victoria.
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	7.2%	8.7%	9.4%	12.5%	Brimbank City Council has seen an increased staff turnover in 2019/2020 when compared to previous years. The main driver impacting this is the closure of St Albans Leisure Centre. This result remains in the range expected by Council.

Service Performance Indicators for the year ended 30 June 2020

Service/indicator/measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Aquatic Facilities					
<i>Utilisation</i>					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	2.80	2.85	2.83	1.98	Brimbank City Council saw just under 414,000 visits to both the Sunshine and St Albans Leisure Centres throughout the 2019/2020 financial year. The decrease in visits when compared to previous years is attributed to closure of the St Albans Leisure Centre on the 18 March 2020 to commence construction of the new facility. COVID-19 restrictions saw the closure of both the 'pop up' gym (St Albans Leisure Centre replacement) and Sunshine Leisure Centre from March - June 2020, significantly impacting utilisation of facilities. Visits also reduced in the summer period due to the impact that bushfire smoke and of dust storms had on outdoor pools. Find out more about our Leisure Centres at https://www.brimbank.vic.gov.au/leisure-parks-and-facilities
Animal Management					
<i>Health and safety</i>					
Animal management prosecutions [Number of successful animal management prosecutions]	New in 2020	New in 2020	New in 2020	100%	Brimbank City Council investigates all infringements under the Domestic Animals Act (1994) and where supportive evidence is available actively prosecutes these matters. The achieved result of 100% is within expected range set by Council. Find out more about Animal Management at Brimbank www.brimbank.vic.gov.au/pets-and-animals
Food Safety					
<i>Health and safety</i>					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	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 throughout the year. In addition to this, extra follow ups are conducted prior to renewal of registration to ensure the premises is meeting compliance. This result exceeds the range expected by Council. Find out more about Brimbank's Food Safety Service at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
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]	56.00	58.00	59.00	58.00	This result is reported from the independent annual Community Satisfaction Survey, with the result remaining within the range expected by Council. Find out more about the Annual Community Satisfaction Survey brimbank.vic.gov.au/council/about-brimbank-council-and-community/brimbank-community-profile

Service Performance Indicators for the year ended 30 June 2020

Service/indicator/measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Libraries					
<i>Participation</i>					
Active library members [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	15.61%	12.55%	12.01%	20.27%	Brimbank City Council continues to see high demand on library collections with a 69% increase in active borrowers in the 2019/2020 financial year. Despite the impact of COVID-19 restrictions which required libraries to close, local residents took advantage of the non-contact Library to Your Door service and online library collections such as BorrowBox. Council acknowledges that changes made to the way this indicator is to be calculated by Local Government Victoria and the introduction of new IT systems has also attributed to the variance between 2018/19 and 2019/20. This result exceeds the expectation of Council. Find out more about Brimbank Libraries at https://www.brimbanklibraries.vic.gov.au/
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	69.82%	71.50%	70.49%	68.92%	Brimbank City Council continues to achieve participation rates in the Maternal and Child Health Service that remain within the range set by Council. 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. Find out more about the MCH Service at https://www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
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	58.33%	62.11%	55.26%	70.00%	Brimbank City Council continues to embed continuous improvement initiatives to engage indigenous families registered in the Maternal Child Health Service, including the provision of targeted engagement strategies. In the 2019/2020 financial year 70 out of the 100 registered Indigenous Children participated in the service, resulting in a 27% increase when compared to 2018/2019. This result exceeds the range expected by Council. Find out more about the MCH Service at https://www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health

Service/indicator/measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
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]	58.00	63.00	63.00	60.00	This result is reported from the independent annual Community Satisfaction Survey, with the result remaining within the range expected by Council. Find out more about the Annual Community Satisfaction Survey brimbank.vic.gov.au/council/about-brimbank-council-and-community/brimbank-community-profile
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	61.54%	66.67%	52.63%	55.56%	The number of decisions of applications upheld at VCAT remain in favour of Brimbank City Council, highlighting the work that Council does to support decisions in the best interest of the community. Thus result is in 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	40.08%	39.27%	38.01%	41.41%	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside recyclables collection service for our community, with the diversion rate to landfill increasing when compared to 2018/2019. This improved result remains in the range expected by Council. Find out more about Waste Services at Brimbank https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste

Financial Performance Indicators for the year ended 30 June 2020

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Efficiency									
<i>Expenditure level</i>									
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,347.62	\$2,487.71	\$2,462.90	\$2,607.67	\$2,727.05	\$2,719.83	\$2,813.85	\$2,830.34	The result is within the range expected by Council.
<i>Revenue level</i>									
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	New in 2020	\$1,679.09	\$1,666.53	\$1,695.07	\$1,728.55	\$1,741.71	Resident population is the main determinant of service demand and costs. The result is within the range expected by Council.
Liquidity									
<i>Working capital</i>									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	219.37%	234.55%	161.79%	182.94%	137.05%	107.03%	104.61%	100.73%	The 2019/2020 result reflects an increase due to the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year. The refinanced loan amount is now reflected in non current liabilities. The reduction in the forecasted figures is due to forecasted lower cash balances.
<i>Unrestricted cash</i>									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	72.27%	75.01%	41.46%	50.16%	0.00%	0.00%	0.00%	0.00%	The 2019/2020 result reflects an increase due to the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year. The refinanced loan amount is now reflected in non current liabilities. The reduction in the forecasted figures is due to forecasted lower cash balances.
Obligations									
<i>Loans and borrowings</i>									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	41.76%	42.08%	39.60%	39.50%	53.76%	53.30%	49.61%	46.47%	The 2019/2020 result reflects the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year. The forecasted figures reflect an increase due to the new loan of \$33m in the 2020/2021 budget.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.00%	2.98%	2.90%	21.30%	6.43%	7.00%	7.22%	6.32%	The 2019/2020 result reflects the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year. The forecasted figures reflect increase repayments due to the new loan of \$33m in the 2020/2021 budget.
<i>Indebtedness</i>									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	38.97%	40.00%	20.75%	39.05%	50.05%	46.65%	43.09%	39.32%	The 2019/2020 result reflects the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year. The forecasted figures reflect increase repayments due to the new loan of \$33m in the 2020/2021 budget.
<i>Asset renewal and upgrade</i>									
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	103.26%	108.98%	81.77%	64.89%	74.72%	The reduction in the forecast reflects the reduction of renewal capital works in 2021/2022.
Operating Position									
<i>Adjusted underlying result</i>									
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	15.06%	6.15%	9.60%	2.22%	-3.51%	-0.74%	-0.73%	-0.69%	The decrease in the 2019/2020 and 2020/2021 results reflect decreases in statutory fees, user fees and other income due to the effects of COVID-19. Waiver of rates approved in the 2020/2021 budget also contributes to the decrease in the forecasted figure for 2020/2021.
Stability									
<i>Rates concentration</i>									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	68.59%	73.49%	72.79%	76.41%	78.67%	77.14%	76.35%	76.29%	The increase in the 2019/2020 and 2020/2021 results reflect decreases in statutory fees, user fees and other income due to the effects of COVID-19.
<i>Rates effort</i>									
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.38%	0.39%	0.31%	0.32%	0.33%	0.34%	0.35%	0.36%	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.

Other Information for the year ended 30 June 2020

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 18 August 2020 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*.



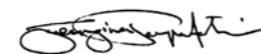
Andrew Brae CA
Principal Accounting Officer
Dated: 15 September 2020

In our opinion, the accompanying performance statement of the Brimbank City Council for the year ended 30 June 2020 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.

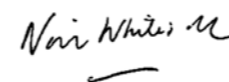
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Georgina Papafotiou
Councillor
Dated: 15 September 2020



Margaret Giudice
Councillor
Dated: 15 September 2020



Neil Whiteside
Acting Chief Executive Officer
Dated: 15 September 2020



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 2020 sustainable capacity indicators for the year ended 30 June 2020 service performance indicators for the year ended 30 June 2020 financial performance indicators for the year ended 30 June 2020 notes to the performance statement and the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 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 is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<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. 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</p>


Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of 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
25 September 2020


Sanchu Chummar
as delegate for the Auditor-General of Victoria

Financial Report

For the Year Ended
30 June 2020



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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 2019-2020 financial year and the overall position at the end of the financial year (30 June 2020).

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

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

What is contained in the Annual Financial Report?

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

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

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

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

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

1. Comprehensive Income Statement

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

The Statement shows:

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

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

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

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

2. Balance Sheet

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

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

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

The components of the Balance Sheet are described here:

Current and Non-Current Assets

- Cash and cash equivalents includes cash and investments, i.e. cash held in the bank, cash held in petty cash and the market value of Council's investments.
- Trade and other receivables are monies owed to Council by ratepayers and others as at 30 June.
- Inventories comprise of various stock items held by Council.
- Other assets includes prepayments which are expenses that Council has paid in advance of service delivery and accrued income which is income earned but yet to be received.
- Property, infrastructure, plant and 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)
- Analysis of Council results by program (Note 2)
- Funding for the delivery of our services (Note 3)
- The cost of delivering services (Note 4)
- Our financial position (Note 5)
- Assets we manage (Note 6)
- People and relationships (Note 7)
- Managing uncertainties (Note 8)
- Other matters (Note 9)
- Change in accounting policy (Note 10)

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 City 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.



Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Andrew Brae CA
Principal Accounting Officer
Date: 15 September 2020
Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of Brimbank City Council for the year ended 30 June 2020 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.

Georgina Papafotiou
Mayor
Date: 15 September 2020
Melbourne

Margaret Giudice
Councillor
Date: 15 September 2020
Melbourne

Neil Whiteside
Acting Chief Executive Officer
Date: 15 September 2020
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 2020
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial report.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 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's 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 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
25 September 2020

Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement for the Year Ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Income			
Rates and charges	3.1	158,942	154,690
Statutory fees and fines	3.2	6,423	7,675
User fees	3.3	6,964	9,783
Grant - operating	3.4	25,708	28,085
Grant - capital	3.4	4,162	4,811
Contributions - monetary	3.5	2,943	6,170
Contributions - non-monetary	3.5	741	5,707
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	836	2,352
Other income	3.7	8,018	9,128
Total income		214,737	228,401
Expenses			
Employee costs	4.1	87,772	84,296
Materials and services	4.2	66,564	64,137
Depreciation	4.3	40,556	36,428
Amortisation - right of use assets	4.4	1,393	-
Bad and doubtful debts	4.5	1,166	1,332
Borrowing costs	4.6	1,826	2,622
Finance costs - leases	4.7	298	-
Other expenses	4.8	3,823	3,291
Total expenses		203,398	192,106
Surplus/(deficit) for the year		11,339	36,295
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	-	(46,877)
Total comprehensive result		11,339	(10,582)

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

Balance Sheet as at 30 June 2020

	Note	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	75,243	80,661
Trade and other receivables	5.1	39,498	33,611
Other financial assets	5.1	-	8,000
Inventories	5.2	60	88
Non-current assets classified as held for sale	6.1	-	367
Other assets	5.2	3,513	3,511
Total current assets		118,314	126,238
Non-current assets			
Trade and other receivables	5.1	135	228
Other financial assets	5.1	-	198
Right-of-use assets	5.8	6,054	-
Property, infrastructure, plant and equipment	6.2	2,371,083	2,338,294
Total non-current assets		2,377,272	2,338,720
Total assets		2,495,586	2,464,958
Liabilities			
Current liabilities			
Trade and other payables	5.3	23,790	20,756
Trust funds and deposits	5.3	7,393	3,115
Unearned income	5.3	3,346	-
Provisions	5.5	23,272	22,193
Interest-bearing loans and borrowings	5.4	5,407	31,960
Lease liabilities	5.8	1,464	-
Total current liabilities		64,672	78,024
Non-current liabilities			
Trust funds and deposits	5.3	6,699	6,454
Provisions	5.5	2,109	2,361
Interest-bearing loans and borrowings	5.4	57,373	29,290
Lease liabilities	5.8	4,565	-
Total non-current liabilities		70,746	38,105
Total liabilities		135,418	116,129
Net assets		2,360,168	2,348,829
Equity			
Accumulated surplus		1,046,330	1,029,070
Reserves	9.1	1,313,838	1,319,759
Total equity		2,360,168	2,348,829

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

Statement of Changes in Equity for the Year Ended 30 June 2020

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020					
Balance at beginning of the financial year		2,348,829	1,029,070	1,295,908	23,851
Surplus/(deficit) for the year		11,339	11,339	-	-
Net asset revaluation increment/(decrement)	9.1	-	-	-	-
Transfers to other reserves	9.1	-	(5,910)	-	5,910
Transfers from other reserves	9.1	-	11,831	-	(11,831)
		11,339	17,260	-	(5,921)
Balance at end of the financial year		2,360,168	1,046,330	1,295,908	17,930
2019					
Balance at beginning of the financial year		2,359,411	1,000,192	1,342,785	16,434
Surplus/(deficit) for the year		36,295	36,295	-	-
Net asset revaluation increment/(decrement)	9.1	(46,877)	-	(46,877)	-
Transfers to other reserves	9.1	-	(10,106)	-	10,106
Transfers from other reserves	9.1	-	2,689	-	(2,689)
Balance at end of the financial year		2,348,829	1,029,070	1,295,908	23,851

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 2020

	Note	2020 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		156,871	152,018
Statutory fees and fines		5,770	6,156
User fees		6,500	8,597
Grants - operating		28,401	28,161
Grants - capital		5,039	4,928
Contributions - monetary		4,880	3,949
Interest received		2,540	3,507
Trust funds and deposits taken		8,120	3,527
Other receipts		5,057	5,157
Net GST refund/(payment)		4,988	4,997
Employee costs		(89,256)	(84,922)
Materials and services		(68,038)	(67,129)
Trust funds and deposits repaid		(7,042)	(6,532)
Other payments		(4,002)	(3,442)
Net cash provided by operating activities	9.2	59,828	58,972
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(73,523)	(57,112)
Proceeds from sale of property, infrastructure, plant and equipment		2,163	8,052
Payments for investments		8,198	(8,000)
Net cash used in investing activities		(63,162)	(57,060)
Cash flows from financing activities			
Finance costs		(1,898)	(2,616)
Proceeds from borrowings		33,490	-
Repayment of borrowings		(31,960)	(1,871)
Interest paid - lease liability		(298)	-
Repayment of lease liabilities		(1,418)	-
Net cash provided by/(used in) financing activities		(2,084)	(4,487)
Net increase/(decrease) in cash and cash equivalents		(5,418)	(2,575)
Cash and cash equivalents at the beginning of the financial year		80,661	83,236
Cash and cash equivalents at the end of the financial year	5.1	75,243	80,661
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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 2020

	2020 \$'000	2019 \$'000
Property		
Land	2,929	1,703
Buildings	11,614	9,039
Total property	14,543	10,742
Plant and equipment		
Plant, machinery and equipment	3,051	1,969
Computers and telecommunications	358	78
Library books	753	827
Total plant and equipment	4,162	2,874
Infrastructure		
Roads	32,671	24,718
Footpaths and cycleways	1,316	2,308
Drainage	851	826
Parks, open space and streetscapes	13,445	9,483
Recreational, leisure and community facilities	6,535	6,161
Total infrastructure	54,818	43,496
Total capital works expenditure	73,523	57,112
Represented by:		
New asset expenditure	31,645	23,566
Asset renewal expenditure	29,439	24,198
Asset upgrade expenditure	12,439	9,348
Total capital works expenditure	73,523	57,112

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 2020

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 (AAS), 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 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation (except where transitional requirements of AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

Notes to the Financial Report for the Year Ended 30 June 2020

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 the lower of ten percent or \$4 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 25 June 2019. 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.

1.1 Income and expenditure

	Budget 2020 \$'000	Actuals 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Income					
Rates and charges	158,858	158,942	84	0%	
Statutory fees and fines	7,506	6,423	(1,083)	-14%	1
User fees	8,801	6,964	(1,837)	-21%	2
Grant - operating	27,698	25,708	(1,990)	-7%	
Grant - capital	2,622	4,162	1,540	59%	3
Contributions - monetary	4,129	2,943	(1,186)	-29%	4
Contributions - non-monetary	3,000	741	(2,259)	-75%	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(3,257)	836	4,093	126%	6
Other income	6,568	8,018	1,450	22%	7
Total income	215,925	214,737	(1,188)	-1%	
Expenses					
Employee costs	91,504	87,772	3,732	4%	
Materials and services	63,574	66,564	(2,990)	-5%	
Bad and doubtful debts	750	1,166	(416)	-55%	8
Depreciation	38,230	40,556	(2,326)	-6%	
Amortisation - right of use assets	-	1,393	(1,393)	100%	9
Borrowing costs	2,904	1,826	1,078	37%	10
Finance costs - leases	-	298	(298)	100%	11
Other expenses	4,053	3,823	230	6%	
Total expenses	201,015	203,398	(2,383)	-1%	
Surplus/(deficit) for the year	14,910	11,339	(3,571)	-24%	

Notes to the Financial Report for the Year Ended 30 June 2020

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 ended the year \$1.083 million unfavourable against budget primarily due to: <ul style="list-style-type: none"> • Parking fine revenue ended the year \$968,000 unfavourable to budget being adversely impacted by COVID-19 lockdowns and to a lesser degree, the inclement weather conditions over December and January; • Planning permit revenue ended the year \$361,000 unfavourable to budget being adversely impacted by COVID-19.
2	User fees	User fees ended the year \$1.837 million unfavourable to budget predominately due to: <ul style="list-style-type: none"> • Sunshine and St Albans Leisure Centres (combined) ended the year \$962,000 unfavourable mainly due to closures resulting from COVID-19; • Childcare services ended the year \$597,000 unfavourable to budget due to the withdrawal of the Child Care levy charged for Family Day Care; • The Commonwealth Home Support Program ended the year \$212,000 unfavourable to budget reflecting a greater than anticipated winding back of services.
3	Grant - capital	Grants - capital ended the year \$1.540 million favourable to budget mainly due to the following projects: <ul style="list-style-type: none"> • Water Security Program - \$350,000; • Local Area Traffic Management Project (LATM) - \$318,000 (zero budgeted); • Sunshine Public Realm Hampshire Road - \$291,000 (zero budgeted); • MB Lynch Memorial Gardens improvements - \$250,000 (zero budgeted); • Alexina Street - Road rehabilitation - \$227,000 (zero budgeted); • Alexandra Avenue Childrens Centre - \$225,000 (zero budgeted); • Road Humps various locations - \$183,000 (zero budgeted); • Dalton Street Reserve playground upgrade - \$180,000 (zero budgeted); • Western Business & Education Hub - \$112,000 (zero budgeted). <p>These favourable variances are offset by projects for which budgeted grants were not received:</p> <ul style="list-style-type: none"> • Calder Freeway Recreation Trail, Keilor North (\$400,000); • Balmoral Reserve Storm Water Harvesting (\$440,000) which had been received in the previous financial year.
4	Contributions - monetary	Monetary contributions ended the year \$1.186 million unfavourable to budget mainly due to Public Open Space Contributions having ended \$1.437 million unfavourable. This was partly attributable to COVID-19 bringing about lower than anticipated development activity as well as a general decline in activity prior to COVID-19. This was mainly offset by unbudgeted contribution of \$263,000 from Leadwest. Leadwest is an advisory committee now managed by Brimbank City Council.
5	Contributions - non-monetary	Non-monetary contributions ended the year \$2.259 million unfavourable to budget due to lower than anticipated development activity caused by COVID-19 factors.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain/(loss) on disposal of property, infrastructure, plant and equipment comprises the total proceeds received from the disposal of property, infrastructure, plant and equipment less the written down value of property, infrastructure, plant and equipment. A favourable variance to budget of \$4.093 million has eventuated primarily due to: <ul style="list-style-type: none"> • a delay in scheduled demolition works on the St Albans Health and Wellness Centre where \$3.300 million was originally budgeted to be written off by 30 June; • a \$762,000 favourable variance to budget in gains/(losses) on disposal of land; • a \$30,000 favourable variance to budget in gains/(losses) on disposal of plant and machinery, including vehicles.

Notes to the Financial Report for the Year Ended 30 June 2020

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 income ended the year \$1.450 million favourable against budget primarily due to: <ul style="list-style-type: none"> Insurance Recoveries ending \$598,000 above budget due to reimbursements for theft of cables; Workcover recoveries ended \$313,000 favourable to budget due to a greater number of WorkCover claims being reimbursed; Interest received on Rates was above budget by \$252,000; Kerbside Recycling program being over budget by \$162,000 due to release of a bank guarantee relating to the winding down of SKM Recycling operations.
8	Bad and doubtful debts	Bad and doubtful debts are debts which are determined to be uncollectable. Bad and doubtful debts ended the year \$416,000 unfavourable against budget due to an increase in infringement debts and related collectability issues.
9	Amortisation - right of use assets	The term 'Right of Use Asset' refers to assets leased by an organisation for which they have a contractual right to use. Due to a change in accounting standards the value of Council's leased assets is required to be recognised in Council's accounts as well as subsequent amortization of said assets. It essentially reflects the consumption of a leased asset over its useful life. This change was implemented in Council during the 2019-2020 financial year. The adopted 2019-2020 budget has provision for this expenditure in the Materials and Services category.
10	Borrowing costs	Borrowing costs ended the year \$1.077 million favourable to budget due to a new loan being taken out later than anticipated (April 2020 instead of November 2019).
11	Finance costs - leases	As part of the same changes to accounting standard referred to in Note 9 above, Council is now required to account for the interest component of lease payments separately. The interest component included in lease payments compensates the leasing company for tying up its capital during the lease term. This change was implemented in Council during the 2019-2020 financial year. The adopted 2019-2020 budget has provision for this expenditure in the Materials and Services category.

Notes to the Financial Report for the Year Ended 30 June 2020

Note 1 Performance against budget (continued)

1.2 Capital works

	Budget 2020 \$'000	Actuals 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Property					
Land	1,000	2,929	(1,929)	-193%	12
Buildings	20,902	11,614	9,288	44%	13
Total property	21,902	14,543	7,359	-148%	
Plant and equipment					
Plant, machinery and equipment	3,201	3,051	150	5%	
Computers and telecommunications	652	358	294	45%	14
Library books	800	753	47	6%	
Total plant and equipment	4,653	4,162	491	11%	
Infrastructure					
Roads	35,016	32,671	2,345	7%	
Footpaths and cycleways	2,550	1,316	1,234	48%	15
Drainage	1,544	851	693	45%	16
Parks, open space and streetscapes	16,134	13,445	2,689	17%	17
Recreational, leisure and community facilities	6,148	6,535	(387)	-6%	
Total infrastructure	61,392	54,818	6,574	11%	
Total capital works expenditure	87,947	73,523	14,424	16%	
Represented by:					
New asset expenditure	40,934	31,645	9,289	23%	
Asset renewal expenditure	33,185	29,439	3,746	11%	
Asset upgrade expenditure	13,828	12,439	1,389	10%	
Total capital works expenditure	87,947	73,523	14,424	16%	

Notes to the Financial Report for the Year Ended 30 June 2020

Note 1 Performance against budget (continued)

1.2 Capital works (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
12	Land	Expenditure on Land is over budget by \$1.93 million due to the compulsory acquisition of 9 Collins Street, St Albans for car parking purposes.
13	Buildings	Expenditure on Buildings is under budget by \$9.29 million mainly due to the following projects not being completed and being carried forward to 2020/21: <ul style="list-style-type: none"> Construction of Brimbank Multi Deck car park - stage 2 \$5.4 million; Construction of new sports pavilion at Delahey Reserve \$1.29 million; Construction of new sports pavilion at Bon Thomas Reserve \$1.21 million; Construction of new sports pavilion at More Park Reserve \$1.13 million; Female friendly sports pavilions at various sites \$770,000.
14	Computers and telecommunications	Expenditure on Information Technology equipment is under budget by \$294,000 mainly due to the inability to purchase IT equipment at the end of the financial year.
15	Footpaths and cycleways	Expenditure on Footpaths and cycleways is under budget by \$1.23 million due to the following project not being completed and being carried forward to 2020/21: <ul style="list-style-type: none"> Sydenham Rail Corridor Bicycle Track \$539,000. Additionally, the following project did not go ahead: <ul style="list-style-type: none"> Calder Freeway Recreational Trail - Kings Road interchange to Organ Pipes National Park \$400,000.
16	Drainage	Expenditure on Drainage is under budget by \$693,000 mainly due to the following projects not being completed and being carried forward to 2020/21: <ul style="list-style-type: none"> Underground drainage upgrade works \$383,000; Installation of water quality devices \$320,000; Installation of Gross Pollutant Traps \$245,000.
17	Parks, open space and streetscapes	Expenditure on Parks, open space and streetscapes is under budget by \$2.69 million mainly due to the following project not being completed and being carried forward to 2020/21: <ul style="list-style-type: none"> Water security program \$676,000. Also, in accordance with the Asset Capitalisation Policy, costs of \$1.91 million relating to the construction of the Balmoral Reserve stormwater harvesting system were transferred to operating to represent the value of assets belonging to City West Water.

Notes to the Financial Report for the Year Ended 30 June 2020

Note 2 Analysis of Council results by program

2(a) Council delivers its functions and activities through the following programs:

CEO & Executive Services

CEO & Executive Services is responsible for the overarching management of the operations of the Council.

Advocacy, Partnerships & Community

Advocacy, partnerships and community provides effective governance oversight of the organisation. Community planning and advocacy provides support to the organisation and ensures councils customer focus includes communication and community engagement processes. Service areas include governance, legal services, business improvement and customer service. Customer service is dedicated to the health, safety and amenity of the community.

Organisational Excellence

Organisational Excellence is responsible for providing a range of strategic and operational services to departments and to the Council as a whole. The division provides efficient, effective and proactive support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes: finance services, business support including procurement, digital information and technology, projects and innovation and people and performance.

Infrastructure and City Services

Infrastructure and city services is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. These assets include capital works, engineering services, urban design, waste, parks and gardens, emergency management and municipal resources.

City Development

City development is responsible for protecting, developing and enhancing Council's social and physical environment. The broad objective will be achieved primarily through planning, coordination and delivery of a diverse range of high quality and cost-efficient community and environmental services which are responsive to the needs of residents and other service users. The city development services area includes the assessment of economic development, city strategy, city planning, building services, health and city compliance, environment and urban growth.

Community Wellbeing

Community wellbeing provides high quality community focused programs, service delivery and communication to residents. It provides services to the community across all the life stages; including children, preschools, youth, family services, community care, community programs, home care services, libraries, leisure and recreational services, community facilities, neighbourhood houses and arts & cultural services.

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

	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in Income \$'000	Total assets \$'000
2020					
CEO & Executive Services	-	704	(704)	-	-
Advocacy, Partnerships & Community	178	13,619	(13,441)	89	-
Organisational Excellence	180,080	64,348	115,732	14,925	2,495,586
Infrastructure and City Services	7,421	63,313	(55,892)	3,985	-
City Development	11,609	20,920	(9,311)	1,005	-
Community Wellbeing	15,449	40,494	(25,045)	9,866	-
	214,737	203,398	11,339	29,870	2,495,586
2019					
CEO & Executive Services	-	681	(681)	-	-
Advocacy, Partnerships & Community	734	14,876	(14,142)	94	-
Organisational Excellence	183,223	54,198	129,025	14,004	2,464,958
Infrastructure and City Services	8,237	62,727	(54,490)	4,957	-
City Development	15,425	18,599	(3,174)	1,069	-
Community Wellbeing	20,782	41,025	(20,243)	12,772	-
	228,401	192,106	36,295	32,896	2,464,958

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 3 Funding for the delivery of our services		
3.1 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 valuation base used to calculate general rates for 2019/20 was \$48.789 billion (2018/19 \$49.804 billion).		
General rates	124,299	120,542
Supplementary rates and rate adjustments	719	595
Municipal charge	5,951	5,766
Waste management charge	27,973	27,787
Total rates and charges	158,942	154,690
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019, and the valuation will be first applied in the rating year commencing 1 July 2019.		
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.		
3.2 Statutory fees and fines		
Infringements and costs	2,185	3,319
Court recoveries	282	206
Town planning fees	1,516	1,719
Permits	447	361
Land information certificates	83	100
Registration	1,647	1,621
Other	263	349
Total statutory fees and fines	6,423	7,675
Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.		
3.3 User fees		
Aged services	744	837
Leisure centre and recreation	4,095	5,875
Child care/children's program	-	413
Statutory planning	385	418
Building services	276	207
Waste management services	3	3
Valuation/supplementary	66	248
Non voter infringements	30	20
Land clearance	165	82
Royalties	-	645
Local laws	620	393
Other	580	642
Total user fees	6,964	9,783

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 3 Funding for the delivery of our services (continued)		
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	18,577	19,574
State funded grants	11,293	13,322
Total grants received	29,870	32,896
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants	14,426	14,004
Family day care	-	1,054
General home care	1,963	2,562
Other	865	1,165
Recurrent - State Government		
Community health	91	224
School crossing supervisors	648	568
Maternal and child health	2,604	2,598
Aged care	712	1,148
Family and children	747	731
General home care	230	800
Libraries and learning	1,295	1,264
Recreation	620	616
Other	56	41
Total recurrent operating grants	24,257	26,775
Non-recurrent - Commonwealth Government		
Libraries and learning	190	-
Non-recurrent - State Government		
Libraries and learning	257	341
Recreation	239	311
Family and children	260	221
Planning and development	158	256
Other	347	181
Total non-recurrent operating grants	1,451	1,310
Total operating grants	25,708	28,085

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 3 Funding for the delivery of our services (continued)		
3.4 Funding from other levels of government (continued)		
(b) Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,133	789
Total recurrent capital grants	1,133	789
Non-recurrent - State Government		
Libraries	26	26
Roads	1,055	343
Buildings	507	1,922
Parks, open space and streetscapes	1,349	1,397
Recreational, leisure and community facilities	25	298
Other	67	36
Total non-recurrent capital grants	3,029	4,022
Total capital grants	4,162	4,811
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	7,538	7,493
Received during the financial year and remained unspent at balance date	7,469	7,538
Received in prior years and spent during the financial year	(7,538)	(7,493)
Balance at year end	7,469	7,538
Capital		
Balance at start of year	739	241
Received during the financial year and remained unspent at balance date	-	739
Received in prior years and spent during the financial year	(739)	(241)
Balance at year end	-	739

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

In addition to the above the Council has received operating and capital grants that have not been recognised as income during the year and have been deferred in accordance with AASB 15 and AASB 1058 as disclosed in Note 5.3.

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 3 Funding for the delivery of our services (continued)		
3.5 Contributions		
Monetary	2,943	6,170
Non-monetary	741	5,707
Total contributions	3,684	11,877
Contributions of non-monetary assets were received in relation to the following asset classes:		
Road substructure	12	534
Road surface	3	410
Kerb and channel	4	168
Footpaths	-	271
Traffic management assets	-	216
Car parks	-	92
Drains	1	1,492
Land	710	2,051
Land under roads	-	438
Earthworks	11	-
Fencing	-	35
Total non-monetary contributions	741	5,707
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	2,122	8,052
Written down value of assets disposed	(1,286)	(5,700)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	836	2,352
The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
3.7 Other income		
Compensation recovery	463	623
Insurance recovery	648	561
Subdivisional fees	248	111
Asset protection enforcement	102	58
Interest	2,540	3,507
Rent	1,428	1,583
Recovery	758	798
Rebates	234	475
Other	1,597	1,412
Total other income	8,018	9,128

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 2020

	2020 \$'000	2019 \$'000
Note 4 The cost of delivering services		
4.1 Employee costs		
Wages and salaries	79,327	75,694
Workcover	995	1,321
Superannuation contributions (refer below)	7,184	6,982
Fringe benefits tax	266	299
Total employee costs	87,772	84,296
Superannuation contributions		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	752	797
	752	797
Employer contributions payable at reporting date	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,946	3,902
Employer contributions - other funds	2,486	2,283
	6,432	6,185
Employer contributions payable at reporting date	-	-
Refer to Note 9.3 for further information relating to Council's superannuation obligations.		
4.2 Materials and services		
Contract payments	28,617	26,786
General maintenance	5,639	7,009
Materials and services	14,353	13,273
Consultants	2,254	1,974
Information technology	2,134	2,471
Insurance	2,872	2,603
Utilities	5,804	5,895
Other	4,891	4,126
Total materials and services	66,564	64,137
4.3 Depreciation		
Property	3,349	3,338
Plant and equipment	3,925	3,685
Infrastructure	33,282	29,405
Total depreciation	40,556	36,428
Refer to Note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		
4.4 Amortisation - right of use assets		
Vehicles	1,393	-
Total amortisation - right of use assets	1,393	-

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 4 The cost of delivering services (continued)		
4.5 Bad and doubtful debts		
Parking fine debtors	736	722
Rate debtors	10	111
Other debtors	420	499
Total bad and doubtful debts	1,166	1,332
Movement in provisions for doubtful debts		
<i>Parking infringements</i>		
Balance at the beginning of the year	1,773	1,294
New provisions recognised during the year	509	479
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	585	440
New provisions recognised during the year	242	145
Amounts already provided for and written off as uncollectible	-	-
Amounts provided for but recovered during the year	-	-
Balance at end of year	3,109	2,358
Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		
4.6 Borrowing costs		
Interest - borrowings	1,826	2,622
Total borrowing costs	1,826	2,622
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.		
4.7 Finance costs - leases		
Interest - lease liabilities	298	-
Total finance costs	298	-
4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	67	63
Auditors' remuneration - internal	66	73
Councillors' allowance	449	450
Bank fees and charges	571	583
Pensioner rebate	411	405
Environmental protection	574	428
Community grants	764	725
Donations	310	-
Asset write down	198	-
Other	413	564
Total other expenses	3,823	3,291

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	16	16
Cash at bank	2,556	4,870
Cash at call	28,543	10,650
Term deposits	44,128	65,125
Total cash and cash equivalents	75,243	80,661
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits (Note 5.3)	14,092	9,569
Total restricted funds	14,092	9,569
Total unrestricted cash and cash equivalents	61,151	71,092
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	18,383	24,859
Unexpended operating grants (Note 3.4)	7,469	7,538
Other reserve funds allocated for specific purposes (Note 9.1)	17,930	23,851
Total funds subject to intended allocations	43,782	56,248
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.		
Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		
(b) Other financial assets		
Current		
Term deposits	-	8,000
Total current other financial assets	-	8,000
Non-current		
Unlisted shares at fair value - Regional Kitchen Pty Ltd	-	198
Total non-current other financial assets	-	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. Transition of ownership of Regional Kitchen Pty Ltd has been made to Western Health as negotiated with the Department of Health and Human Services.		
Council's unlisted shares in Regional Kitchen were written off during the financial year.		

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 5 Our financial position (continued)		
5.1 Financial assets (continued)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	23,649	17,634
Special rate assessment	3,048	3,471
Infringement debtors	4,818	4,293
Provision for doubtful debts - infringements	(2,281)	(1,772)
Net GST receivable	2,705	2,097
<i>Non statutory receivables</i>		
Other debtors	8,387	8,474
Provision for doubtful debts - other debtors	(828)	(586)
Total current trade and other receivables	39,498	33,611
Non-current		
<i>Non statutory receivables</i>		
Other debtors	135	228
Total non-current trade and other receivables	135	228
Total trade and other receivables	39,633	33,839
Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.		
(d) Ageing of receivables		
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	1,804	3,053
Past due by up to 30 days	268	510
Past due between 31 and 180 days	1,641	1,671
Past due between 181 and 365 days	1,212	981
Past due by more than 1 year	3,597	2,487
Total trade & other receivables	8,522	8,702
(e) Ageing of individually impaired receivables		
At balance date, other debtors representing financial assets with a nominal value of \$828,000 (2019: \$586,000) were impaired. The amount of the provision raised against these debtors was \$828,000 (2019: \$586,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Current (not yet due)	(2)	6
Past due by up to 30 days	(5)	-
Past due between 31 and 180 days	12	25
Past due between 181 and 365 days	61	21
Past due by more than 1 year	762	534
Total trade & other receivables	828	586

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 5 Our financial position (continued)		
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	58	85
Inventories held for sale	2	3
Total inventories	60	88
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
(b) Other assets		
Prepayments	1,220	1,056
Accrued income	2,277	2,418
Other	16	37
Total other assets	3,513	3,511
5.3 Payables		
(a) Trade and other payables		
Trade payables	18,557	15,235
Accrued expenses	5,233	5,521
Total trade and other payables	23,790	20,756
(b) Trust funds and deposits		
Current		
Refundable deposits	930	886
Fire services levy	4,251	448
Retention amounts	54	415
Other refundable deposits	2,158	1,366
	7,393	3,115
Non-current		
Refundable deposits	6,699	6,454
	6,699	6,454
Aggregate amount of trust funds and deposits:		
Current	7,393	3,115
Non-current	6,699	6,454
Total trust funds and deposits	14,092	9,569

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

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

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

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

Notes to the Financial Report for the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Note 5 Our financial position (continued)		
5.3 Payables (continued)		
(c) Unearned income		
Grants received in advance - operating	2,576	-
Grants received in advance - capital	770	-
Total unearned income	3,346	-
Unearned income is made up of operating and capital grants received prior to year end where there are specific contractual performance obligations that have not yet been met and meet the criteria for deferral as per AASB 15 and AASB 1058.		
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	5,407	31,960
	5,407	31,960
Non-current		
Borrowings - secured	57,373	29,290
	57,373	29,290
Total interest-bearing loans and borrowings	62,780	61,250
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	5,407	31,960
Later than one year and not later than five years	18,669	6,477
Later than five years	38,704	22,813
	62,780	61,250

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.

Notes to the Financial Report for the Year Ended 30 June 2020

Note 5 Our financial position (continued)

5.5 Provisions

	Annual leave \$'000	Sick leave (vesting) \$'000	Long service leave \$'000	Total \$'000
2020				
Balance at beginning of the financial year	7,652	365	16,537	24,554
Additional provisions	5,144	7	2,373	7,524
Amounts used	(4,608)	(39)	(2,229)	(6,876)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	333	-	(154)	179
Balance at the end of the financial year	8,521	333	16,527	25,381
2019				
Balance at beginning of the financial year	7,592	429	16,181	24,202
Additional provisions	4,107	8	2,598	6,713
Amounts used	(4,087)	(72)	(1,929)	(6,088)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	40	-	(313)	(273)
Balance at the end of the financial year	7,652	365	16,537	24,554

Notes to the Financial Report for the Year Ended 30 June 2020

Note 5 Our financial position (continued)

5.5 Provisions (continued)

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

	2020 \$'000	2019 \$'000
Annual leave	6,214	5,780
Sick leave	333	365
Long service leave	785	786
	7,332	6,931

Current provisions expected to be wholly settled after 12 months

	2020 \$'000	2019 \$'000
Annual leave	2,307	1,872
Long service leave	13,633	13,390
	15,940	15,262

Total current employee provisions

	2020 \$'000	2019 \$'000
	23,272	22,193

Non-current

	2020 \$'000	2019 \$'000
Long service leave	2,109	2,361

Total non-current employee provisions

	2020 \$'000	2019 \$'000
	2,109	2,361

Aggregate carrying amount of employee provisions:

	2020 \$'000	2019 \$'000
Current	23,272	22,193
Non-current	2,109	2,361

Total aggregate carrying amount of employee provisions

	2020 \$'000	2019 \$'000
	25,381	24,554

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.

	2020 %	2019 %
Key assumptions:		
- discount rate	0.566%	1.149%
- index rate	4.250%	4.313%

Notes to the Financial Report for the Year Ended 30 June 2020

Note 5 Our financial position (continued)

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2020:

	2020 \$'000	2019 \$'000
Bank overdraft	3,000	3,000
Credit card facilities	1,000	1,000
Total facilities	4,000	4,000
Used facilities	(95)	(145)
Unused facilities	3,905	3,855

5.7 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 exclusive of 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
2020					
Operating					
Information systems and technology	2,406	1,050	48	-	3,504
Meals for delivery	3,015	-	-	-	3,015
Environmental services	187	-	-	-	187
Domestic refuse collection	7,830	-	-	-	7,830
Organic refuse collection	1,212	1,212	3,635	909	6,968
Hard waste collection	1,068	1,067	-	-	2,135
Internal audit services	54	-	-	-	54
Valuation services	37	-	-	-	37
Community health	2,792	2,016	-	-	4,808
Security services	401	245	275	-	921
Leisure services	29	29	48	67	173
Cleaning council facilities and built assets	583	210	912	-	1,705
Total	19,614	5,829	4,918	976	31,337
Capital					
Roads	5,857	336	331	-	6,524
Drainage	1,333	25	-	-	1,358
Open space	2,931	937	-	-	3,868
Buildings	35,000	23,814	244	-	59,058
Total	45,121	25,112	575	-	70,808

Notes to the Financial Report for the Year Ended 30 June 2020

Note 5 Our financial position (continued)

5.7 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
2019					
Operating					
Information systems and technology	2,477	1,744	1,074	-	5,295
Meals for delivery	2,752	917	-	-	3,669
Environmental services	2,423	-	-	-	2,423
Domestic refuse collection	7,698	5,774	-	-	13,472
Organic refuse collection	1,316	1,316	3,948	2,303	8,883
Hard waste collection	1,143	1,143	1,143	-	3,429
Internal audit services	72	48	-	-	120
Valuation services	2	1	-	-	3
Community health	2,616	2,616	1,794	-	7,026
Security services	223	73	5	-	301
Leisure services	270	18	55	94	437
Cleaning council facilities and built assets	2,274	306	-	-	2,580
Total	23,266	13,956	8,019	2,397	47,638
Capital					
Roads	7,598	95	34	-	7,727
Open space	1,578	1,578	921	-	4,077
Buildings	8,858	1,503	17	-	10,378
Total	18,034	3,176	972	-	22,182

Notes to the Financial Report for the Year Ended 30 June 2020

Note 5 Our financial position (continued)

5.8 Leases

Policy applicable before 1 July 2019

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied AASB 16 Leases using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to AASB 16 Leases, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all of its contracts and therefore applied AASB 16 Leases only to contracts that were previously identified as leases.

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

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

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

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

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

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

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

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

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

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

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

Notes to the Financial Report for the Year Ended 30 June 2020

Note 5 Our financial position (continued)

5.8 Leases (continued)

	Property \$'000	Vehicles \$'000	Other, etc \$'000	Total \$'000
Right-of-use assets				
Balance at 1 July 2019	-	7,448	-	7,448
Additions	-	-	-	-
Amortisation charge	-	(1,394)	-	(1,394)
Balance at 30 June 2020	-	6,054	-	6,054

	2020 \$'000
Lease liabilities	
Maturity analysis - contractual undiscounted cash flows	-
Less than one year	1,705
One to five years	5,010
More than five years	-
Total undiscounted lease liabilities as at 30 June:	6,715

Lease liabilities included in the balance sheet at 30 June:

Current	1,464
Non-current	4,565
Total lease liabilities	6,029

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2020 \$'000
Expenses relating to:	
Short-term leases	17
Leases of low value assets	-
Total	17
Variable lease payments (not included in measurement of lease liabilities)	-

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:	
Within one year	17
Later than one year but not later than five years	-
Total lease commitments	17

Notes to the Financial Report for the Year Ended 30 June 2020

Note 5 Our financial position (continued)

5.8 Leases (continued)

i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases.

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under AASB 117 Leases, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under AASB 117 Leases immediately before that date.

Council did not have any finance leases at 1 July 2019. Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

Impact on financial statements

On transition to AASB 16 Leases, Council recognised an additional \$7,448,000 of right-of-use assets and \$7,448,000 of lease liabilities.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 4%.

	2019 \$'000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	8,449
Discounted using the incremental borrowing rate at 1 July 2019	984
Lease liability as at 1 July 2019	7,465
Recognition exemption for:	
short-term leases	17
leases of low-value assets	-
Lease liabilities recognised as at 1 July 2019	7,448

Notes to the Financial Report for the Year Ended 30 June 2020

Note 6 Assets we manage

6.1 Non-current assets classified as held for sale

	2020 \$'000	2019 \$'000
Land /infrastructure held for sale	-	367
Total non-current assets classified as held for sale	-	367

Non-current assets classified as held for sale (including disposal groups) 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.

6.2 Property, infrastructure, plant and equipment

	At Fair Value 30 June 2019 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-offs \$'000	Transfers \$'000	At Fair Value 30 June 2020 \$'000
Summary of property, infrastructure, plant and equipment									
Property	901,927	12,077	710	-	(3,349)	(1,085)	-	4,515	914,795
Plant and equipment	21,798	4,501	-	-	(3,925)	(201)	-	(616)	21,557
Infrastructure	1,399,718	48,221	31	-	(33,282)	-	-	8,551	1,423,239
Work in progress	14,851	8,724	-	-	-	-	-	(12,083)	11,492
	2,338,294	73,523	741	-	(40,556)	(1,286)	-	367 *	2,371,083

* Represents land previously classified as land held for resale

	Opening WIP \$'000	Additions \$'000	Write-offs \$'000	Transfers \$'000	Closing WIP \$'000
Summary of Work in Progress					
Property	1,623	2,204	-	(758)	3,069
Plant and equipment	218	3	-	(62)	159
Infrastructure	13,010	6,517	-	(11,263)	8,264
Total	14,851	8,724	-	(12,083)	11,492

Notes to the Financial Report for the Year Ended 30 June 2020

Note 6 Assets we manage (continued)

6.2 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 2019	6,865	721,340	728,205	189,041	4,678	272	193,991	1,623	923,819
Accumulated depreciation at 1 July 2019	-	-	-	(19,743)	(502)	(24)	(20,269)	-	(20,269)
	6,865	721,340	728,205	169,298	4,176	248	173,722	1,623	903,550
Movements in fair value									
Additions	-	2,929	2,929	9,148	-	-	9,148	2,204	14,281
Contributions	-	710	710	-	-	-	-	-	710
Revaluation	-	-	-	-	-	-	-	-	-
Disposal	-	(1,075)	(1,075)	(10)	-	-	(10)	-	(1,085)
Write-off	-	-	-	-	-	-	-	-	-
Transfers	-	1,075	1,075	3,441	-	(1)	3,440	(758)	3,757
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	-	3,639	3,639	12,579	-	(1)	12,578	1,446	17,663
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(3,279)	(65)	(5)	(3,349)	-	(3,349)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	-	-	-	(3,279)	(65)	(5)	(3,349)	-	(3,349)
At fair value 30 June 2020	6,865	724,979	731,844	201,620	4,678	271	206,569	3,069	941,482
Accumulated depreciation at 30 June 2020	-	-	-	(23,022)	(567)	(29)	(23,618)	-	(23,618)
	6,865	724,979	731,844	178,598	4,111	242	182,951	3,069	917,864

Notes to the Financial Report for the Year Ended 30 June 2020

Note 6 Assets we manage (continued)

6.2 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 2019	34,729	3,986	3,834	10,526	870	218	54,163
Accumulated depreciation at 1 July 2019	(20,088)	(3,337)	(1,482)	(7,240)	-	-	(32,147)
	14,641	649	2,352	3,286	870	218	22,016
Movements in fair value							
Additions	3,258	358	-	753	132	3	4,504
Contributions	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-
Disposal	(201)	-	-	-	-	-	(201)
Write-off	-	-	-	-	-	-	-
Transfers	(689)	74	-	-	(1)	(62)	(678)
Impairment losses recognised in operating result	-	-	-	-	-	-	-
	2,368	432	-	753	131	(59)	3,625
Movements in accumulated depreciation							
Depreciation and amortisation	(2,364)	(434)	(310)	(817)	-	-	(3,925)
Accumulated depreciation of disposals	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
	(2,364)	(434)	(310)	(817)	-	-	(3,925)
At fair value 30 June 2020	37,097	4,418	3,834	11,279	1,001	159	57,788
Accumulated depreciation at 30 June 2020	(22,452)	(3,771)	(1,792)	(8,057)	-	-	(36,072)
	14,645	647	2,042	3,222	1,001	159	21,716

Notes to the Financial Report for the Year Ended 30 June 2020

Note 6 Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment (continued)

(c) Infrastructure

	Roads \$'000	Bridges \$'000	Footpath and cycleways \$'000	Recreational, leisure and community Drainage \$'000	Parks, open space and streetscapes \$'000	Work in progress \$'000	Total infrastructure \$'000	
At fair value 1 July 2019	997,702	25,044	141,026	277,349	69,376	61,481	13,010	1,584,988
Accumulated depreciation at 1 July 2019	(94,422)	(2,366)	(19,575)	(26,477)	(17,494)	(11,926)	-	(172,260)
	903,280	22,678	121,451	250,872	51,882	49,555	13,010	1,412,728
Movements in fair value								
Additions	28,791	-	4,662	1,987	7,244	5,537	6,517	54,738
Contributions	30	-	-	1	-	-	-	31
Revaluation	-	-	-	-	-	-	-	-
Disposal	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	-
Transfers	12,723	68	470	1,627	(5,508)	(829)	(11,263)	(2,712)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
	41,544	68	5,132	3,615	1,736	4,708	(4,746)	52,057
Movements in accumulated depreciation								
Depreciation and amortisation	(18,686)	(309)	(3,560)	(5,236)	(2,548)	(2,943)	-	(33,282)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-
	(18,686)	(309)	(3,560)	(5,236)	(2,548)	(2,943)	-	(33,282)
At fair value 30 June 2020	1,039,246	25,112	146,158	280,964	71,112	66,189	8,264	1,637,045
Accumulated depreciation at 30 June 2020	(113,108)	(2,675)	(23,135)	(31,713)	(20,042)	(14,869)	-	(205,542)
	926,138	22,437	123,023	249,251	51,070	51,320	8,264	1,431,503

Acquisition

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

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

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

Notes to the Financial Report for the Year Ended 30 June 2020

Note 6 Assets we manage (continued)

6.2 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	20-100 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	60 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 2020

Note 6 Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment (continued)

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 above 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 2020 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land	-	724,979	-	06/2018
Specialised land	-	-	6,865	06/2016
Buildings	-	-	178,840	06/2018
Total	-	724,979	185,705	

Notes to the Financial Report for the Year Ended 30 June 2020

Note 6 Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment (continued)

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by MIE (Aust), CP Eng, NPER, Membership 1102199 from Assetic Pty Ltd and by qualified Council engineers based on independent condition audits.

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 2020 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	-	-	926,138	06/2019
Bridges	-	-	22,437	06/2019
Footpath and cycleways	-	-	123,023	06/2019
Drainage	-	-	249,251	06/2019
Recreational, leisure and community	-	-	51,070	06/2019
Parks, open space and streetscapes	-	-	51,320	06/2019
Total	-	-	1,423,239	

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.

	2020 \$'000	2019 \$'000
Reconciliation of specialised land:		
Land under roads	6,865	6,865
Total specialised land	6,865	6,865

Notes to the Financial Report for the Year Ended 30 June 2020

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity: Brimbank City Council is the parent entity.

(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 Georgina Papafotiou (Mayor from 06/11/19)		
	Councillor Kim Thien Truong (Deputy Mayor from 06/11/19)		
	Councillor Lucinda Congreve (Mayor from 08/11/18 to 05/11/19, last day 01/03/20)		
	Councillor Sam David (Deputy Mayor from 08/11/18 to 05/11/19)		
	Councillor Margaret Giudice		
	Councillor Daniel Allan		
	Councillor John Hedditch		
	Councillor Victoria Borg		
	Councillor Bruce Lancashire		
	Councillor Duyen Anh Pham		
	Councillor Virginia Tachos		
	Councillor Janev Aziz (started 01/04/20)		
Chief Executive Officer and other KMP	Chief Executive Officer		
	Director - Advocacy Partnerships & Community		
	Director - Infrastructure & City Services		
	Director - Community Wellbeing		
	Director - City Development		
	Chief Strategist Financial and Organisational Excellence		
		2020 No.	2019 No.
	Total number of Councillors	12	11
	Total Chief Executive Officer and other key management personnel	6	6
	Total key management personnel	18	17

Notes to the Financial Report for the Year Ended 30 June 2020

Note 7 People and relationships (continued)

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

	2020 \$'000	2019 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,070	2,009
Long-term benefits	224	226
Post employment benefits	-	-
Resignation benefits	5	-
Total	2,299	2,235

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

	2020 No.	2019 No.
\$30,000 - \$39,999	9	8
\$40,000 - \$49,999	1	1
\$50,000 - \$59,999	-	1
\$60,000 - \$69,999	1	-
\$80,000 - \$89,999	1	-
\$110,000 - \$119,999	-	1
\$200,000 - \$209,999	1	-
\$220,000 - \$229,999	-	1
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	2	2
\$260,000 - \$269,999	-	1
\$270,000 - \$279,999	-	1
\$300,000 - \$309,999	1	-
\$350,000 - \$359,999	-	1
\$370,000 - \$379,999	1	-
	18	17

Notes to the Financial Report for the Year Ended 30 June 2020

Note 7 People and relationships (continued)

7.1 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 \$151,000.

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

	2020 No.	2019 No.
Income Range:		
<\$151,000	7	6
\$151,000 - \$159,999	4	2
\$160,000 - \$169,999	4	7
\$170,000 - \$179,999	8	8
\$180,000 - \$189,999	3	1
\$190,000 - \$199,999	1	-
	27	24
	2020 \$'000	2019 \$'000
Total remuneration for the reporting year for senior officers included above, amounted to:	4,179	3,676

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:
Nil

(b) Outstanding balances with related parties

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

(c) Loans to/from related parties

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

(d) Commitments to/from related parties

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

Notes to the Financial Report for the Year Ended 30 June 2020

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

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

(a) Contingent assets

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

	2020 \$'000	2019 \$'000
River Valley Estate (stage 7A)	3,200	-
	3,200	-

(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 in Note 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Notes to the Financial Report for the Year Ended 30 June 2020

Note 8 Managing uncertainties (continued)

8.2 Change in accounting standards

The following new AASB's have been issued that are not mandatory for the 30 June 2020 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.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

8.3 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 the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of 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 2020

Note 8 Managing uncertainties (continued)

8.3 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. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. 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 council's 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 8.1(b).

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 8.1 (c), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

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 3.8%.

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 2020

Note 8 Managing uncertainties (continued)

8.4 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.

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.

8.5 Events occurring after balance date

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

8.6 COVID-19

On 30 January 2020, COVID-19 was declared as a global pandemic by the World Health Organization. Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19. Measures taken to mitigate this crisis has impacted Council's operations in the following areas for the financial year ended 30 June 2020:

- In response to significant decrease in demand/government directive amidst the COVID-19 outbreak, the leisure centre facilities/libraries/community centres were closed. The forecast cash impact of the Coronavirus (COVID-19) on leisure centre is a \$721,000 decrease in revenue.
- Council developed a COVID-19 Financial Hardship Policy in response to this crisis and activated the policy on 06/04/2020. The financial impact to date from deferral of rates revenue/interest free period is \$887,000. This has also resulted in the rate debtor balance as at 30 June 2020 to increase by \$887,000 compared to last year.
- Year to date additional COVID-19 expenditure of \$167,000 has been recorded in relation to cleaning, media, communications and other operation costs.

Notes to the Financial Report for the Year Ended 30 June 2020

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2020			
Property			
Land	590,998	-	590,998
Buildings	31,104	-	31,104
	622,102	-	622,102
Plant and equipment			
Art works	206	-	206
	206	-	206
Infrastructure			
Roads	418,059	-	418,059
Bridges	14,976	-	14,976
Footpath and cycleways	80,980	-	80,980
Drainage	103,804	-	103,804
Recreational, leisure and community	36,295	-	36,295
Parks, open space and streetscapes	17,694	-	17,694
Off street car parks	1,792	-	1,792
	673,600	-	673,600
Total asset revaluation reserves	1,295,908	-	1,295,908

Notes to the Financial Report for the Year Ended 30 June 2020

Note 9 Other matters (continued)

9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2019			
Property			
Land	590,998	-	590,998
Buildings	31,104	-	31,104
	622,102	-	622,102
Plant and equipment			
Art works	206	-	206
	206	-	206
Infrastructure			
Roads	446,470	(28,411)	418,059
Bridges	16,662	(1,686)	14,976
Footpath and cycleways	86,416	(5,436)	80,980
Drainage	115,632	(11,828)	103,804
Recreational, leisure and community	43,215	(6,920)	36,295
Parks, open space and streetscapes	10,290	7,404	17,694
Off street car parks	1,792	-	1,792
	720,477	(46,877)	673,600
Total asset revaluation reserves	1,342,785	(46,877)	1,295,908

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 2020

Note 9 Other matters (continued)

9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2020				
Other reserves				
Developer contribution - open space	4,661	1,263	(3,831)	2,093
Discretionary loan repayment	10,700	2,900	(8,000)	5,600
Major capital works projects	7,547	1,000	-	8,547
Developer contribution plan - Brimbank and Sunshine	943	747	-	1,690
Total other reserves	23,851	5,910	(11,831)	17,930
2019				
Other reserves				
Developer contribution - open space	4,063	3,287	(2,689)	4,661
Discretionary loan repayment	8,200	2,500	-	10,700
Major capital works projects	4,038	3,509	-	7,547
Developer contribution plan - Brimbank and Sunshine	133	810	-	943
Total other reserves	16,434	10,106	(2,689)	23,851

Developer contribution - open space 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.

Discretionary loan repayment 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 - Brimbank and Sunshine:

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 2020

	2020 \$'000	2019 \$'000
Note 9 Other matters (continued)		
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	11,339	36,295
Depreciation/amortisation	41,949	36,428
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(877)	(2,352)
Contributions - non-monetary assets	(741)	(5,707)
Finance costs	2,196	2,616
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(5,794)	(4,961)
(Increase)/decrease in prepayments	(164)	6
(Increase)/decrease in accrued income	141	(2,287)
(Increase)/decrease in other assets	21	-
(Increase)/decrease in inventories	28	2
Increase/(decrease) in trade and other payables	3,034	2,697
Increase/(decrease) in trust funds and deposits	4,523	(4,117)
Increase/(decrease) in unearned income	3,346	-
Increase/(decrease) in provisions	827	352
Net cash provided by operating activities	59,828	58,972

Notes to the Financial Report for the Year Ended 30 June 2020

Note 9 Other matters (continued)

9.3 Superannuation

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

Accumulation

The Fund's accumulation categories, Vision MySuper / Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2020, 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 Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 107.1%. The financial assumptions used to calculate the VBIs were:

Net investment returns	6.0% pa.
Salary information	3.5% pa.
Price inflation (CPI)	2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2020 was 104.6%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 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 full 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 2020, this rate was 9.5% of members' salaries (9.5% in 2018/2019). This rate will increase in line with any increase to the SG contribution rate and reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

Notes to the Financial Report for the Year Ended 30 June 2020

Note 9 Other matters (continued)

9.3 Superannuation (continued)

The 2019 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim actuarial investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2019 \$m	2017 \$m
A VBI surplus	\$151.3	\$69.8
A total service liability surplus	\$233.4	\$193.5
A discounted accrued benefits surplus	\$256.7	\$228.8

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 2019.

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 2019.

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 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

The 2020 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020. The financial assumptions for the purposes of this investigation are:

	2020 Triennial investigation	2017 Triennial investigation
Net investment return	5.6% pa	6.5% pa
Salary inflation	2.5% pa for the first two years and 2.75% pa thereafter	3.5% pa
Price inflation	2.0% pa	2.5% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

Scheme	Type of Scheme	Rate	2020 \$'000	2019 \$'000
Vision Super	Defined benefits	9.5%	752	797
Vision Super	Accumulation	9.5%	3,946	3,902
Other funds	Various	9.5%	2,486	2,283

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$770,136.

Notes to the Financial Report for the Year Ended 30 June 2020

Note 10 Change in accounting policy

Council has adopted AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

(a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted AASB 15 Revenue from Contracts with Customers using the modified (cumulative catch up) method. Revenue for 2019 as reported under AASB 118 Revenue is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

(b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

(c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted AASB 1058 Income of Not-for-Profit Entities using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

(d) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019:

	2019 \$'000
Retained earnings at 30 June 2019	2,348,829
Revenue adjustment - impact of AASB 15 Revenue from Contracts with Customers	-
Income Adjustment - impact of AASB 1058 Income of Not-for-Profit Entities	-
Retained earnings at 1 July 2019	2,348,829

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of AASB 16 Leases.

The following table summarises the impact of transition to the new standards on Council's balance sheet for the year ending 30 June 2019:

	As reported 30 June 2019 \$'000	Adjustments \$'000	Post adoption 1 July 2019 \$'000
Assets			
Right of use assets	-	7,448	7,448
	-	7,448	7,448
Liabilities			
Lease liability - current	-	1,418	1,418
Lease liability - non-current	-	6,030	6,030
	-	7,448	7,448

Acronyms

ATSI	Aboriginal and Torres Strait Islander	MAV	Municipal Association of Victoria
AILA	Australian Institute of Landscape Architect	MOU	Memorandum of Understanding
ARC	Audit and Risk Committee	MCH	Maternal and Child Health
BRAC	Ballarat Rail-Line Action Committee	MEMP	Municipal Emergency Management Plan
BYC	Brimbank Youth Council	MSS	Municipal Strategic Statement
BCMS	Business Continuity Management Systems	NAIDOC	National Aboriginal Islander Day Observance Committee
CALD	Culturally and Linguistically Diverse	NAMF	National Asset Management Framework
CBD	Central Business District	NDIS	National Disability Insurance Scheme
CEO	Chief Executive Officer	OHS	Occupational Health and Safety
CERA	Community Emergency Risk Assessment	PIA	Planning Institute of Australia
DAC	Disability Advisory Committee	PPA	Power Purchase Agreement
DAMP	Domestic Animal Management Plan	PVT	Preventing Violence Together
DAP	Disability Action Plan	RPV	Rail Projects Victoria
DCP	Development Contribution Plan	PDP Act	Privacy and Data Protection Act
DELWP	Department of Environment, Land, Water and Planning	SHWEP	Sunshine Health, Wellbeing and Education Precinct
DHHS	Department of Health and Human Services	STACC	St Albans Community Centre
DAP	Disability Action Plan	SIG	Strategic Implementation Group
EPA	Environmental Protection Authority	SRP	Strategic Resource Plan
ESD	Environmentally Sustainable Development	VCAT	Victorian Civil and Administrative Tribunal
FOI	Freedom of Information	VAGO	Victorian Auditor General's Office
FTE	Full-Time Equivalent	VLGA	Victorian Local Governance Association
JP	Justice of the Peace	VPA	Victorian Planning Authority
IBAC	Independent Broad-based Anti-corruption Commission	WIL	work-integrated-learning
LED	Light Emitting Diode	WAGA	Western Alliance for Greenhouse Action
MAR	Melbourne Airport Rail	WIFVC	Western Integrated Family Violence Committee

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