Brimbank City Council

Brimbank Annual Report 2020-2021

Contents

Executive Summary 5

01 Introduction 6

Snapshot of Council 7
Highlights of the year 10
Opportunities and challenges 14
Brimbank COVID-19 relief and recovery snapshot 15
The year in review 16
Message from the Mayor 16
Chief Executive Officer's message 17
Financial summary 18
Description of operations 20
Major changes 21
Our Council 22
About the Councillors 23

02 Our People 27

Executive Management Team at 30 June 2021 28
Organisation structure at 30 June 2021 29
Workforce profile 30
Other staff matters 32

03 Our Performance 33

Planning and Accountability Framework 34
Council Plan Goals and Strategic Objectives 35
Our Goal: An Inclusive Community 36
Our Goal: A Liveable Community 43
Our Goal: A Prosperous Community 50
Our Goal: An Innovative and Responsive 'Community First' Council 53

04 Governance and Management and other information 59

Governance and Management 60
Governance and Management Checklist 68
Statutory information 70
Infrastructure and development contributions 74
2020 Community Satisfaction Survey 75
Advocacy, consultation and community engagement 77
Volunteering in Brimbank 79
Awards 80

05 Performance Statement 83

Description of municipality 84
Sustainable Capacity Indicators for the year ended 30 June 2021 84
Service Performance Indicators for the year ended 30 June 2021 85
Financial Performance Indicators for the year ended 30 June 2021 88
Retired Indicators for the year ended 30 June 2021 90
Certification of the Performance Statement 91
Independent Auditor's Report 92

06 Financial Report 94

Contents 95
A Plain English Guide to the Annual Financial Report 96
Certification of the Financial Statements 99
Independent Auditor's Report 100
Financial Statements 102

Acronyms 153
Index 154

Executive Summary

WELCOME
#WeAreBrimbank

Brimbank City Council is proud to present this 2020-2021 annual report to our community, ratepayers, residents and stakeholders.

This annual report provides a comprehensive summary of our operations and performance for the 2020-2021 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 details 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 2020-2021 aims to fulfil Council's statutory responsibilities under the *Local Government Act 2020* and the *Information Privacy Act 2000*.

This report has also been prepared in accordance with the L*ocal 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 2021-2022.

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, please contact Council's Customer Service Centre 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 2021-2022, 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 2020-2021 financial year.

01

Introduction

Welcome to the Report of Operations 2020-2021

Council is transparent and accountable in reporting to the community. The Report of Operations 2020-2021 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 208,247 in 2020 makes it the fifth most populous municipality in Greater Melbourne.

Where we come 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 the Traditional Custodians of this land, the Wurundjeri People, and pays our respect to Elders past, present and emerging.

Council also recognises the diversity of Aboriginal and Torres Strait Islander people who contribute to our Brimbank Community. We pay our respect to the wisdom of Elders, past, present and emerging.

Brimbank lies within the area occupied by the Kurung-Jang-Balluk and Marin-Balluk clans of the Wurundjeri People (also known as the Woi-wurrung language group), who form part of the larger Kulin Nation. Other groups who occupied the land in the area include Yalukit-Willam and Marpeang-Bulluk.

We also recognise the Aboriginal and Torres Strait Islander community's continuing spiritual connection to the land and renew our commitment to respect their 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. After the Second World War, many suburbs were developed around the original settlements 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.

A total of 440 registered Aboriginal archaeological sites exist within the area with the oldest artefacts found to be over 30,000 years old.

Our strategic position at the heart of Melbourne's west has been cemented with major infrastructure commitments from the Victorian and Commonwealth Governments that continue to transform the region.

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, Keilor North, Keilor Park and Keilor Downs, as well as parts of Keilor East and Tullamarine.

Our people

Brimbank has a rich Aboriginal history. The Wurundjeri People have been 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 to the area. More recently, newly arrived Asian and African communities have developed alongside the more established European communities.

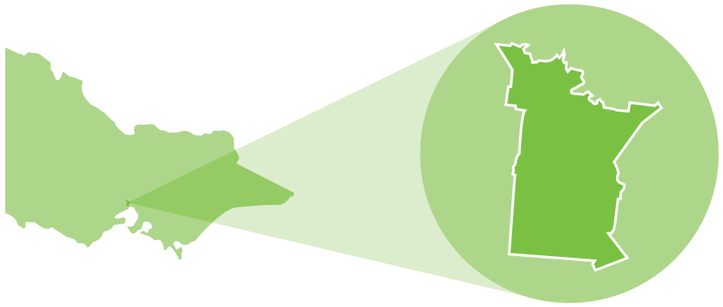
More than half of our residents speak a language other than English at home, with more than 160 languages represented. The top 10 languages, other than English, are Vietnamese, Maltese, Italian, Greek, Macedonian, Filipino, Cantonese, Arabic, Punjabi and Croatian.

Employment and industry

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.



Reconciliation in Brimbank

Council acknowledges the Wurundjeri People as the Traditional Custodians of the land and recognises their continuing spiritual connection to the land, and renews its commitment to respect Aboriginal and Torres Strait Islander beliefs, values and customs.

Snapshot of Council (continued)

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.

On 17 April 2012, Council endorsed a Reconciliation Statement of Commitment which was officially signed on 29 May 2012. The Statement committed 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 2013-2017, as a framework to support the national reconciliation movement, embrace unity and show respect between Aboriginal and Torres Strait Islander people and other Australians. The second Reconciliation Action Plan 2019-2021 was adopted in July 2019. It builds on the strengths and achievements of the first Reconciliation Action Plan.

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

Council has established a Brimbank Aboriginal and Torres Strait Islander Consultative Committee to provide Council with input relating to Aboriginal and Torres Strait Islander issues and advice on development and ongoing implementation of Council's Reconciliation Action Plan.

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 Council hosts a broad range of activities during National Reconciliation and NAIDOC Weeks, such as Aboriginal cultural heritage tours, Sorry Day events, Aboriginal and Torres Strait Islander art exhibitions, library story-telling sessions and NAIDOC flag raisings. Due to COVID-19 restrictions, Council has had to change the way such events were delivered over the past year.

Council continues to enhance its public spaces with a diversity of contemporary art forms which encourages reflection on unique heritage such as Aboriginal history, culture and the peoples, our neigbourhoods and aspirations for our communities.

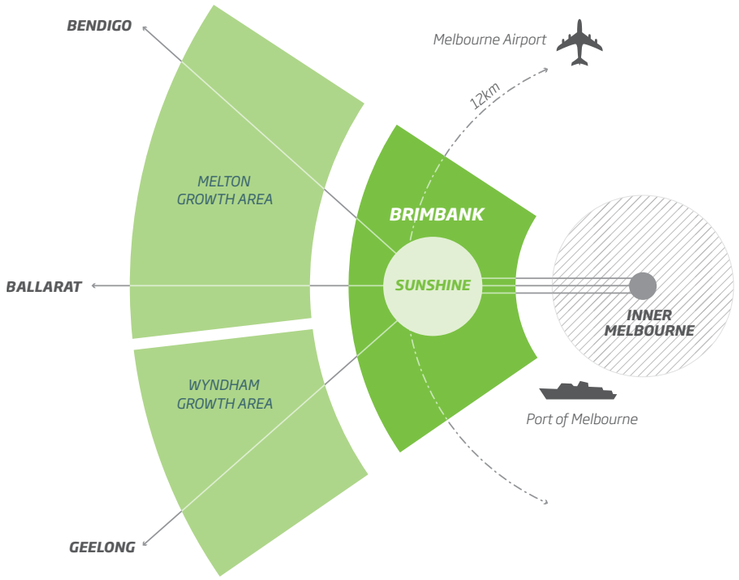
Brimbank at a glance

Area	123 square kilometres
Population count (estimated resident population, June 2020)	208,247
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%
Aboriginal and Torres Strait Islander population	816 (0.4%)
Residents who speak a non-English language at home	58.3%
Median house price for 2020	$630,000

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 2020 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.

Highlights of the year

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 are 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 Three actions
  - Brimbank Children's Strategy – Year One actions
  - Brimbank Age Friendly City Plan – Year Three actions
  - Brimbank Youth Strategy – Year One actions
  - Brimbank Disability Action Plan – Year Four actions
  - Brimbank Volunteer Strategy – Year Three actions
  - Brimbank Fairness, Equality and Respect Strategy – Year Two actions
  - Brimbank Electronic Gambling Policy – Year Two actions
  - Brimbank Settlement Action Plan – Year Three actions
  - Reconciliation Action Plan – Year Two actions
  - Brimbank Cultural Strategy 2018-2022 – Year Three actions
  - Brimbank Response and Recovery Strategy – Stages 1 and 2
  - Brimbank Social Justice Charter
- Completing upgrades to sports facilities (including pavilions, lighting, change rooms and sports surfaces) as determined by the Sports Facility Development Plan 2018.
- Planning and delivery of needs-based activities and programs that aim to support female participation as per the Women's Participation in Sport and Recreation in Melbourne's West Project Action Plan.
- Implementing a range of facility upgrades identified in the Community Services and Infrastructure Plan.
- Continuing to support the community during COVID-19 via the Community Register, staffed by volunteers.
- Facilitating the delivery of Youth Mental Health First Aid programs to increase the capacity of stakeholders to recognise and support young people who may be developing a mental health problem.
- Developing the Safe and Inclusive Brimbank 2020-2024 strategy.
- Implementing recommendations arising from the local homelessness research project.
- Introducing 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, response, social policy and advocacy.
- Continuing building works that transition St Albans Leisure Centre into a state-of-the-art health and wellness centre.
- Facilitating the Brimbank Youth Council to provide opportunities for young people to represent their peers on topics of importance, allowing Council to better understand the lived experience of young people.
- Applying the Brimbank Coronavirus COVID-19 Safe Plan and Service Rollback Plans to ensure the health, safety and wellbeing of residents and staff.
- Supporting belonging and learning through a wide range of virtual and face to face programs at neighbourhood houses and community centres.
- Delivering a diverse range of activities and performances at Bowery Theatre.
- Installing murals across Brimbank including at Glengala Hall and the Multi-Deck Car Park in Sunshine, at the Hunt Club in Deer Park and a mural of two local Indigenous Elders at the Tin Shed in St Albans.

Future Initiatives

- Create opportunities to support newly engaged communities to engage in physical activity via the In2Sport program.
- Complete Female Sports Facilities Upgrades that aim to increase equity, access and opportunities for existing and emerging female participants and officials in sport and active recreation.
- Facilitate the Brimbank Youth Council to provide opportunities for young people to represent their peers on topics of importance, allowing Council to better understand the lived experience of young people.
- Facilitate the delivery of Mental Health First Aid programs to increase the capacity of people to recognise and support peers who may be developing a mental health problem.
- Support the development of youth friendly spaces that support an increase in the delivery of services for young people.
- 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 ten year period.
- Partner with the health and community sector to champion actions to address the health impacts of climate change such as heatwaves, and promote co-benefits such as reduced energy bills
- Map and analyse gaps in Council's responses to loneliness and isolation as an escalating mental health challenge.
- Prepare a report detailing analysis of the mental health service provision and needs for Brimbank residents and local strategies to improve community mental health and wellbeing.

Highlights of the year (continued)

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.
- Completing lighting upgrades in the Sunshine Town Centre (including installation of a projection on the Brimbank Community and Civic Centre rear wall and feature lighting in Hampshire Road).
- Implementing the Creating Better Parks – Open Space and Playground Policy and Plan, resulting in all new and upgraded parks funded through the 2020-2021 Capital Works Program being complete.
- Completing Stage Three of the Hampshire Road Masterplan to create a green active hub.
- Continuing to implement the Brimbank Public Toilet Strategy (2018-2030) with upgrades at Delahey Recreation Reserve.
- Continuing implementation of the Sydenham Park Master Plan 2020.
- Progressing strategic network improvements via the implementation of Year Four Actions in the Brimbank Cycling and Walking Strategy including the new shared user path from Davitt Drive to Robinson Road, Deer Park.
- Continuing works on the Upper Stony Creek Project, managed by Melbourne Water, which are 90 per cent complete and the walking paths are now open to the public.
- Delivering street tree planting programs to increase Brimbank's tree canopy coverage as per the Urban Forest Strategy (2016-2046).
- Continuing 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.
- Implementing the Year Two Actions of the Brimbank Car Parking Strategy.
- Finalising the draft Aboriginal Cultural Heritage guidelines for internal and external stakeholders.
- Finalising the draft Planning Policy Framework, incorporating the new Municipal Planning Strategy and revised Clauses.
- Implementing Year Two Actions of the Brimbank Activity Centre Strategy including delivery of the Local Centre Activation Program.
- Supporting households to manage their food and garden waste through the Brimbank Home Composting Program.
- Deploying cameras in hot spot areas to respond to reported illegal waste dumping.
- Executing actions in the Revised Sustainable Water Management Strategy including the Balmoral Stormwater Harvesting Scheme which has reached practical completion.
- Continuing to administer the Sustainable Land Management Grant Scheme.
- Implementing the performance requirements of the Brimbank Environmentally Sustainable Design Framework on new Council facilities and refurbishments.
- Continuing works to improve pedestrian and vehicular access through the various road and footpath programs in Council's Capital Works Program.
- Continuing to advocate to the State Government for improved active and public transport in line with the Brimbank Transport Priorities Paper.
- Completing Council's Road Rehabilitation and Surfacing Programs as part of Council's 2020-2021 Capital Works Budget.
- Updating Council's Road Management Plan.
- Adopting the Sunshine Priority Precinct 2050 Vision document which sets the strategic direction for the Transforming Brimbank agenda and will guide all future strategic work within the precinct.

Future Initiatives

- Review and refresh the Brimbank Transport Priorities Paper to reflect current Council, State and Federal commitments, and outline Council's key transport priorities.
- Work in partnership to research and design options that use plastic and glass waste for construction of roads.
- Develop a master plan for Alfrieda Street, St Albans as a key destination for gathering, shopping and socialising in a vibrant space.
- Continue implementation of the Sydenham Park Master Plan 2020, including presenting to Council the outcomes of feasibility studies and preliminary investigations undertaken in 2020-2021 and an updated Sydenham Park Master Plan for Council's consideration.
- Continue to conduct street tree planting programs to increase Brimbank's tree canopy coverage as per the Urban Forest Strategy (2016-2046).
- Finalise building works and commission the new Brimbank Aquatic and Wellness Centre.
- Continue to review and update Council on State Government advice on the implementation of Recycling Victoria - A New Economy Policy and in particular the Household Recycling Program (4-Bin System).
- Investigate opportunities for community renewable energy projects such as 'solar gardens' on Council owned sites such as former landfills, and collaborate with the Victorian Government to promote community energy.
- Through the Creating Better Streets Program, investigate opportunities to redesign key streets to be walking and cycling friendly corridors that include high levels of shade trees, vegetation and water sensitive design infrastructure such as raingardens.
- Develop and implement compliance initiatives to respond to reported illegal waste dumping.

Highlights of the year (continued)

Our Goal:
A Prosperous Community

Strategic objectives:

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

Key Achievements

- Delivering Year Three of the Public Art Strategy 2018-2023.
- Providing meaningful work experiences that increase employment opportunities for young people experiencing barriers to employment as per the Year Three Actions of the Youth Jobs Strategy (2018-2023)
- 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 Year One of the Brimbank Library Strategy (2020-2025) and the Strategic Framework for Library Collections (2020-2025) collections, programs, community engagement and online services.
- Successfully delivering the 2021 Brimbank Writers & Readers Festival.
- Adding a new streaming platform of eResources, giving the community access to new collections of digital TV shows, movies, eComics and eMusic, as well as greater access to eBooks and eAudiobooks.
- Launching a new wellbeing kit collection at Brimbank libraries, offering the community access to resources designed to support a variety of activities for people living with cognitive impairments, visual and dexterity challenges.
- Implementing a large variety of support for young people and adults to gain employment skills.
- Delivering the Learning for Earning Festival which focused on learning employment, skills.
- Promoting reading, literacy and positive social connections through the Little Libraries Community Book Exchange with three structures located throughout the municipality.
- Securing a $660,000 grant from the Department of Jobs, Precincts and Regions to employ Jobs Victoria Advocates (JAs). The JAs will help people who have lost their jobs due to the effects of the pandemic and the long-term unemployed to access employment services, training opportunities and other support.
- Implementing the Year Two Actions in the Brimbank Heritage Strategy including ongoing digital promotion of heritage destinations.
- Continuing implementation of the Brimbank Economic Development Strategy Implementation Plan.
- Delivering the Brimbank Activation Program 'Enjoy Local' across Brimbank Local Activity Centres.
- Implementing business support activities identified in the Brimbank COVID-19 Response and Recovery Strategy including ongoing administration of the COVID-19 Business Recovery Grants Program and the business activation program.
- Implementing Year Two Actions identified in the Go St Albans Action Plan 2019 including communications and engagement, marketing and business development, streetscape improvements and promotion of investment opportunities.
- Delivering a range of initiatives from the Experience Brimbank Visitor Strategy including the promotion of the Brimbank Think. Shop. Buy Local campaign.
- Continuing to support and promote the operation of iHarvest Co-working Sunshine to provide a vibrant and affordable co-working location for start-ups, entrepreneurs, freelancers and business.
- Coordinating implementation of Year Three initiatives within the Experience Brimbank Visitor Strategy.
- 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 and adults
- Reviewing and developing 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 Sunshine Super Hub.

Future Initiatives

- Prioritise digital inclusion strategies for vulnerable groups through targeted engagement and training programs to improve skills and enhance wellbeing.
- Implement and evaluate the Victorian Job Advocates program to support young people and others facing barriers to gain access to training and employment opportunities.
- Develop and commence implementation of the Local Jobs for Local People Program.
- Support and promote procurement of localised products and services via Brimbank Localised, a business-to-business platform.
- In collaboration with partners deliver programs and services at Brimbank Learning Futures that support re-engagement with education, training and employment.

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.
- Reviewing and implementing the Annual Budget and Long Term Financial Plan in accordance with legislative requirements.
- Implementing the Year Two Actions from the Brimbank Innovation Framework Action Plan, to deliver on the needs of the community now and into the future.
- Developing and executing an implementation plan for *Local Government Act 2020* amendments.
- Continuing to implement the Council General Election 2020 Plan and induction program.
- Establishing systems and procedures to enable Councillors to participate in Council Meetings by electronic means of communication (as permitted by the *COVID-19 Omnibus (Emergency Measures) Act 2020)* during the COVID-19 pandemic, including by providing all requisite training and technological resources and support.
- Providing the community with increased awareness and assistance in using both online services including 'Live Chat' and self-service options to access information.
- Implementing ongoing marketing activities through the 'We are Brimbank' brand to promote People, Pride and Places in Brimbank.
- 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 and Recovery Strategy.
- Reporting on outcomes of annual Local Government Community Satisfaction Survey.
- 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 languages.
- Implementing the year two actions in the Brimbank People Strategy that aim to attract, recruit and retain highly skilled and experienced people to work for Council.
- Developing and implementing the Community Engagement Policy that guides best practice and effective community engagement

.

Future Initiatives

- Implement Emergency Management Planning Reform at municipal level.
- Implement Brimbank's Coronavirus (COVID-19) Response and Recovery Strategy – Stage 2.
- Continue to execute the Implementation Plan for *Local Government Act 2020* amendments.
- Implement various service channels that enable residents to seek service information, register and track requests, update information and make payments at a time that suits them.
- Implement a range of advocacy initiatives identified and priorities within the Brimbank Advocacy Plan and Framework that help improve community outcomes with respect to Brimbank's People, Places, and Prosperity.
- Deliver the We are Brimbank Awards and use Council communication channels to celebrate and recognise the people and places in Brimbank that enhance community pride.

Opportunities and challenges

Our population is evolving

The population of Melbourne's Western Metropolitan Region is rapidly growing, with Brimbank positioned to be at the very heart of its future expansion. While the Western Metropolitan Region currently has a population of approximately 964,000, by 2051 this is projected to rise to 1.75 million, much of which will occur in the growth areas directly to the west and north of Brimbank.

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.

Social justice

Brimbank's social, economic and cultural diversity means we need to understand the needs of different cultures and lifestyles. Council will continue to work towards addressing complex issues that arise from systemic disadvantage. We have formed many multi-agency partnerships to support our work.

Cultural diversity

Brimbank prides itself on its cultural diversity, 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.

As one of Melbourne's most culturally diverse communities, Brimbank has a wide range of cultural traditions and arts practice including dance, music and visual art. Diversity is central to our identity – we are proudly multicultural, embracing people from around the world and weaving their stories into our own.

Our spaces are transforming

The $10 billion commitment towards constructing the Melbourne Airport Rail Project 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 development of the Sunshine Priority Precinct, the Sunshine Super Hub and major transport projects associated with the Melbourne Airport Rail Project, Western Rail Plan and Suburban Rail Loop. This once-in-a-generation investment provides the opportunity to address key social challenges by delivering fair outcomes for locals.

Brimbank Aquatic and Wellness Centre

The Brimbank Aquatic and Wellness Centre will be a vibrant, welcoming multi-generational facility, designed to become the active health hub for not only Brimbank, but the entire western metropolitan region.

The Centre demonstrates an innovative approach, aimed at tackling the complex issues of improving the health and wellbeing of the Brimbank community. An Australian first, the Centre will integrate aquatic/ leisure services with social/ health support services with an outcomes focus.

Climate change

Climate change is an immediate, real, 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.

Coronavirus (COVID-19) pandemic

The COVID-19 pandemic has had a major impact on the Brimbank community, compounding existing issues of high levels of disadvantage and vulnerability. Some people, who managed in the short term, now confront a much longer period without work, with reduced income, reliance on income support, or no income at all. For many, changing restrictions and uncertain timelines have added to the pressures of running a business, working from home, home schooling and/or caring for vulnerable family members and small children.

While restrictions protect health, the sustained closure of business, services and networks reinforced social isolation and, for some, reduced access to basic material needs, including care, support and connection to the community.

The safety, health, wellbeing and economic welfare of our residents and staff remains Council's top priority. Brimbank's COVID-19 Response and Recovery Strategy – Stage 2 outlines the important role Council plays to assist our local businesses and residents during the pandemic and as we recover and rebuild.

Brimbank COVID-19 relief and recovery snapshot

The Coronavirus (COVID-19) pandemic has resulted in the most significant global public health and economic challenge we have faced in over a century. It has fast become the most serious and pressing public health, social and economic issue facing our local community.

On 11 March 2020, the World Health Organisation declared COVID-19 as a global pandemic, with the Victorian Government declaring a State of Emergency on the 14 March 2020.

Brimbank City Council adopted the Brimbank Coronavirus (COVID-19) Response and Recovery Strategy in April 2020 in response to these unprecedented developments. This whole-of-council approach helped combat the spread of COVID-19 across Brimbank and the broader community.

The implementation of this strategy focused on the following pillars:

1. Health and Wellbeing Response
2. Community Support Response (Financial Hardship and Resources)
3. Economic Development Response
4. Economic Stimulus Response

We have seen substantial health, economic and social impacts in our municipality, as well as innovation, adaptation and collaboration. Strict and changing restrictions aimed at alleviating the spread of COVID-19 have disrupted Brimbank businesses and communities but also highlighted the resilience and strength within our diverse municipality.

In response to the prolonged and major impact of COVID-19 on the Brimbank community, a Response and Recovery Strategy – Stage 2 was adopted by Council in April 2021.

This Stage 2 strategy was developed using multiple methods of engagement with residents, partner organisations, the State Government and the business sector, seeking advice to assist Council in understanding community and business recovery needs.

The Brimbank Response and Recovery Strategy – Stage 2 outlines how Council can assist our local businesses, residents and visitors to overcome obstacles and build on strengths as we continue to recover, rebuild and adjust to a 'COVID normal' through:

1. Prioritising health and wellbeing
2. Building economic resilience
3. Supporting community resilience and equity
4. Activating public space
5. Monitoring, measuring and reviewing both the COVID-19 situation and impact on community

This whole-of-council Strategy is designed to ensure that Council resources, programs and initiatives continue to assist in responding to the impacts of the COVID-19 pandemic. It works to mobilise the pride, diversity and support that exist in Brimbank to strengthen community recovery.

The year in review

Message from the Mayor

I am proud of the work Council has done over the last year to support our community through the ongoing pandemic, to advocate for its needs and help build a brighter future for Brimbank.

As a newly elected Councillor and Mayor, I am deeply committed to working to make Brimbank a better place for all and this commitment is shared by my fellow Councillors.

And that is exactly what we have done!

Together, over the last 12 months we have seen significant investment, stronger advocacy and outcomes delivered for Brimbank more than ever before.

The new Council that took office in November 2020 includes seven first-time Councillors and this brought a fresh perspective and renewed zeal for Council's efforts to get the best outcomes for our community.

Council's focus has been on:

- Supporting our community through the pandemic and advocating for government help to support the COVID-19 recovery our community needed in a pandemic-impacted environment
- Advocating to get the best outcomes for our City from the big infrastructure projects being planned by the State and Federal Governments, and
- Planning for the future needs of our community and how to unlock investment, economic, health and jobs potential across Brimbank

COVID-19 response and recovery

Supporting our community through the prolonged COVID-19 pandemic has been a massive focus for Council.

As part of this, Council secured almost $120 million in state and federal investment towards a range of projects and initiatives that will provide a pathway for economic and social recovery from the impacts of COVID-19.

Council's COVID-19 response and recovery work was guided by two key plans:

- A new 19 Point Action Plan for COVID-19 Recovery and Response, adopted in August 2020, which provides government and non-government entities with a clear pathway to partner with Council to help address the health, wellbeing and economic consequences of the ongoing pandemic.
- The Stage 2 Brimbank Response and Recovery Strategy, adopted in March 2021, which outlines how Council can assist local businesses, residents and visitors to overcome obstacles and build on strengths as we continue to recover, rebuild and adjust to a COVID normal.

Planning and advocating

Key highlights include adopting the bold and ambitious **Sunshine Priority Precinct Vision 2050** in April 2021, to transform the working class area into a 21st century city through leveraging the Melbourne Airport Rail and other mega infrastructure investment.

This landmark document for our Council and our community outlines a plan to help unlock up to $8 billion of investment and development potential and create between 20,000 and 50,000 new jobs across the precinct over the next 30 years.

The Vision was developed after extensive engagement with our community and key stakeholders, and gained wide-ranging support.

Council also advocated strongly for the best outcomes for Brimbank from the **Melbourne Airport Rail** project, as this can be an absolute game changer for Brimbank.

Council urged the State Government to re-affirm its commitment to transform Sunshine Station into a Super Hub, and reconsider plans for a flyover through Albion as part of Melbourne Airport Rail.

As Mayor, I also led a strong campaign calling for the State and Federal Governments to **'Fix the Calder'** and had some huge wins.

This included securing $100 million from the State and Federal Governments to fix the Calder and getting state government commitment to removing the **Calder Park Drive level crossing** on the Sunbury line, which addresses one of the key asks of our campaign. These are welcome steps towards fixing one of the most dangerous roads in Victoria.

Council also spotlighted Brimbank at a national level at the **Australian Local Government Association National General Assembly (ALGA)** in Canberra, in June 2021. This was a crucial opportunity to influence ALGA's federal government advocacy, to ensure it aligns with Brimbank priorities – such as jobs, climate change and affordable housing.

Investing in facilities, City spaces and reducing carbon footprint

Over the 2020-2021 year, Council invested a significant $79.66 million to deliver new facilities, upgrade existing ones, and upgrade our roads, parks and open spaces. This delivered facilities and spaces our community can enjoy using and that meet their needs.

A key project was construction of the new **Brimbank Aquatic and Wellness Centre** on the site of the former St Albans Leisure Centre in Keilor Downs. We look forward to delivering this new centre by mid-2022.

Council also focused on protecting the environment and building healthy and resilient communities.

Council continued powering towards its goal of **zero emissions** in its operations by 2030. In May 2021, Council signed a contract to power all of its buildings, sports grounds, community venues, leisure centres and street lights by 100 per cent renewable electricity.

I'm proud to say Brimbank was one of 46 Victorian councils to form VECO, the Victorian Energy Collaboration – the largest emissions reduction project ever undertaken by the local government sector in Australia.

Creating a more sustainable Brimbank is an ongoing priority for Brimbank.

Future priorities

Our key priorities for Brimbank are boosting jobs, health, fairness and education.

As a Council we look forward to continuing to work with our community and other stakeholders and advocate strongly for our community's needs to achieve a transformed Brimbank that is beautiful, thriving, healthy and connected.

We will continue to work to address priority issues for our community, support COVID-19 recovery and make the most of opportunities available.

This includes getting the best outcome for our community from key infrastructure projects led by other levels of government, whether it is building a better Calder Freeway or advocating for the Sunshine Priority Precinct Vision 2050 to be delivered to Brimbank's benefit.

Thank you

I would like to take this opportunity to thank the outgoing CEO Helen Morrissey who retired in July after 11 years with Council, including almost four as CEO.

Thank you also to my fellow Councillors for working beside me with the shared vision of a brighter future for Brimbank.

I'd also like to thank Council staff who have worked with commitment and innovation to serve the community and help build a #BetterBrimbank.

Cr Ranka Rasic
Mayor, Brimbank City Council

Chief Executive Officer's message

On behalf of Brimbank City Council, I am pleased to introduce the 2020-2021 Annual Report.

The past year has presented challenges and uncertainties – but also opportunities. Brimbank has responded with courage and creativity in the way we serve our vibrant, growing and diverse community in the heart of Melbourne's west.

Throughout 2020-2021, our focus has been on helping our community, particularly vulnerable residents, to navigate the impacts of the pandemic, as well as on longer-term social and economic recovery for our whole community.

Brimbank was 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.

Throughout the year Council supported businesses and vulnerable community members with a range of measures including rates relief, a zero per cent rates increase, COVID-19 support services, grants, and supporting local cafes and restaurants to safely prepare for outdoor dining.

Key pillars of this support included Council's $300,000 Community Recovery Grants Program for innovative community-led and community based initiatives that support COVID-19 recovery, and the $300,000 Business Recovery Grants Program to support local start-ups and small businesses to adapt and respond to COVID-19.

This work was guided by the Brimbank Coronavirus (COVID-19) Response and Recovery Strategy, and Council's 19 Point Action Plan for COVID-19 Recovery and Response.

I am grateful for the way our Councillors, council officers, stakeholders, partner organisations and staff members have responded to uncertainty with resilience and adaptability – continuing to put our community first. Throughout lockdowns, we have adapted the way we work in order to maintain essential services and important connections for our community.

Alongside this work, Brimbank continued to respond to the normal and expected constraints facing councils across Victoria, including rate capping, shifting demographics, and government policy and service model reforms.

An ongoing challenge in local government is to balance 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 $24.7 million in 2020-2021, which compares favourably to the budgeted surplus of $$0.897 million.

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. We know that community infrastructure helps to build community resilience, and with that in mind, Brimbank continues to focus on urban renewal as a driver for COVID-19 recovery.

During 2020-2021, Council delivered a healthy $79.66 million capital works program (including $18.38 million carried forward from 2019-2020). This included $28.8 million for the new state-of-the-art Brimbank Aquatic and Wellness Centre, on the site of the old St Albans Leisure Centre, as part of $38.54 million invested in sports facilities upgrades across Brimbank. Council also invested $5.03 million in the transformation of town centres such as Sunshine and St Albans, and $2.73 million in open space projects in parks and gardens across Brimbank.

In August 2020, Council endorsed an ambitious proposal to transform Brimbank into the powerhouse of Melbourne's west by 2050. Leading with Vision, Transforming Brimbank Future Priorities 2050 demonstrates a pathway for economic and social recovery from COVID-19 by articulating opportunities for future investment across the city. This includes leveraging major infrastructure projects, such as Melbourne Airport Rail, and generating unprecedented business, job, health, education and social opportunities.

Brimbank's 2020-2021 advocacy helped to secure more than $160 million in State and Federal Government investments in our community, including the State and Federal Governments each committing $50 million for much-needed improvements to the Calder Freeway in response to Brimbank's 'Fix the Calder' campaign.

Council will continue to advocate both the State and Federal Governments to advance our community and future priorities for Brimbank.

The past year also saw the election of a new Council. Eleven Councillors, including seven first-time Councillors, were sworn in for a four-year term on Tuesday 10 November 2020. It has been exciting and inspiring to work with a group of people who are passionate about serving our community. I wish to thank our Councillors for working alongside us to represent the views of their communities, and for the way they have embraced their important role in decision-making and community advocacy. I'd also like to thank the outgoing Council for their leadership and setting a solid foundation from which we were able to achieve positive outcomes under exceptional circumstances.

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.

Helen Morrissey
Chief Executive Officer

Financial summary

The 2020-2021 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 in assets. These comprise land, building and other infrastructure assets such as roads, footpaths and bike paths and drainage.

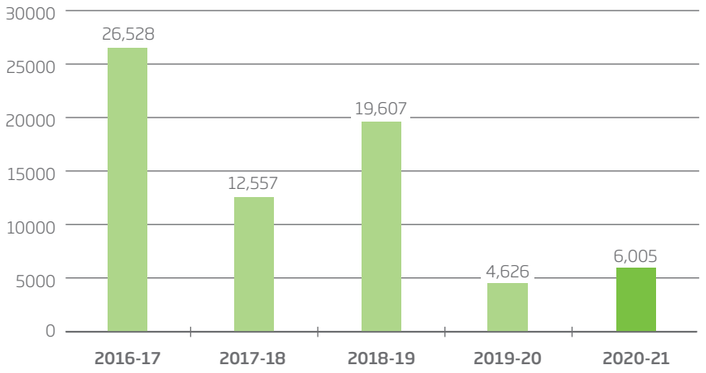
Operating position

Council achieved a surplus of $24.7 million in 2020-2021. This surplus compares favourably to the budgeted surplus of $0.897 million. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is $6.0 million. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the $2.4 billion in community assets under Council's control, and build new infrastructure to meet the expectations of our growing community.

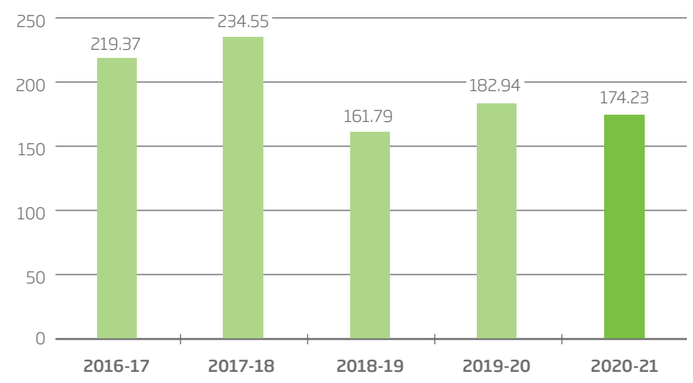
Liquidity

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 174.23 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 2020-2021 year Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 52 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 107 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 78 per cent for the 2020-2021 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 $1,668, which compares favourably to similar Councils in the outer metropolitan area.

Economic factors

Rate capping

The Victorian Government imposed a rate cap on all Victorian councils of 2.0 per cent for the 2020-2021 year. Brimbank City Council increased rates by zero per cent.

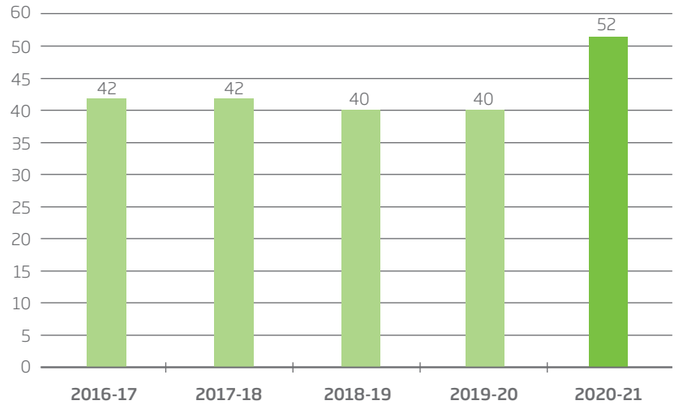
State Government landfill levy

The State Government landfill levy increased by zero per cent in 2020-2021.

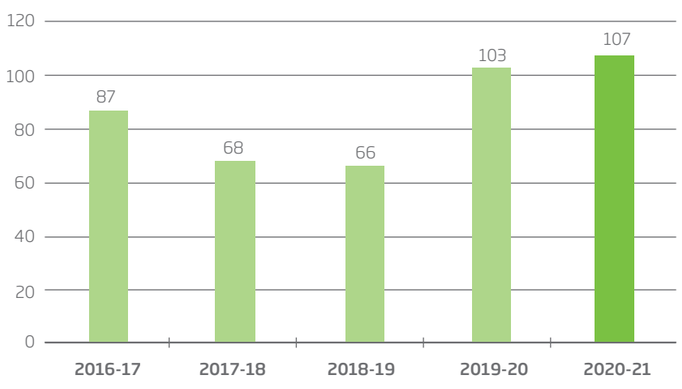
Labour cost increases

Wage inflation rates for the 2020-2021 year were as per Council Enterprise Bargaining Agreement (EBA 8) of 2.20 per cent. The June 2021 Consumer Price Index (CPI) rate was 3.8 per cent.

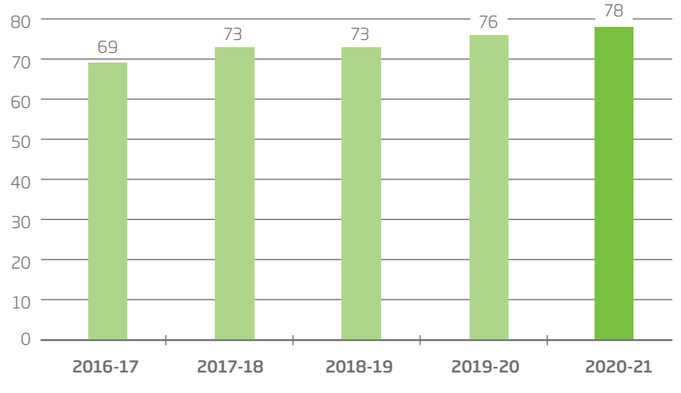
Debt ratio (%)



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 2020-2021 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 2020-2021, 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 2020-2021, Council delivered a $79.66 million capital works program (including $18.38 million carried forward from 2019-2020). Major capital works projects included:

Roads, footpaths and pedestrian facilities and traffic management works

Council delivered a $23.93 million road works and $1.91 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 ($15.384 million)
- Road pavement asphalt overlay projects - various locations ($5.044 million)
- Footpath rehabilitation program - various locations ($2.195 million)
- Road works associated with the St Albans Leisure Centre Upgrade ($661,080)
- Kerb replacement for property access ($639,931)
- Local area traffic management works in Ardeer ($561,080)
- Deer Park local area traffic management projects ($361,595)

Town centre works

Council progressed a range of works to the value of $5.03 million to improve amenity, connectivity and ambience in town centres. These projects included:

- Sunshine Town Centre Hampshire Road - Stage 3 upgrade ($3.285 million)
- Medium sized activity centres - place upgrades ($491,314)
- Devonshire Road pedestrian signals ($275,064)
- Clarke Street - formalisation of footpath eastern side ($253,029)
- Town Centre lighting strategy ($193,368)
- St Albans Town Centre - Victoria University/ McKechnie Street Link ($153,748)

Sports facilities

Council continued to invest $38.54 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:

- St Albans Leisure Centre, Keilor Downs - redevelopment ($28.867 million)
- More Park Stage 1 - New Sports Pavilion and Car Park Upgrade ($1.700 million)
- Bon Thomas Reserve Pavilion ($1.453 million)
- Rolling sports surface/ground reconstruction program ($1.372 million)
- Delahey Reserve New Sports Pavilion - Delahey ($1.217 million)
- Sports reserve lighting upgrade program ($1.015 million)
- Female Sports Facilities Upgrades ($677,025)
- More Park Stage 2 Sports Facility Upgrades ($396,705)
- Female SF Upgrade-Keilor Park Synth ($380,089)
- Churchill Reserve - car park construction ($315,678)
- Errington Reserve Sports Ground Lighting Upgrade Program ($237,679)

Parks, playground and open space upgrades

Council spent $2.73 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:

- Suburban Park upgrade program ($551,001)
- The Lakes Reserve, Taylors Lakes - Flagship Park upgrade ($393,258)
- Neighbourhood Park upgrade program ($379,793)
- Public toilets ($239,899)
- Fenced dog off-leash park ($200,551)
- Park playground renewal program ($172,697)
- Park and street furniture response program ($170,798)
- Local reserves upgrade program ($151,789)

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 $1.04 million in sustainability programs including:

- Water security program ($658,156)
- Sunshine Energy Park, Albion and Carrington Drive Reserve Albion ($171,427)

Bike paths and shared paths

Council completed a range of bike paths and shared paths projects worth $0.92 million to connect Brimbank, including the following:

- Replace poor condition shared trails segments identified through inspection audits and community feedback ($364,853)
- Local cycle route connection program ($238,748)
- Sydenham Rail Corridor Bicycle Track ($125,368)

Construction has also progressed for 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 $1.371 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 $1.160 million on drainage rehabilitation, including underground drainage upgrades, installation of water quality devices and minor improvement works.

Major changes

Providing services during the COVID-19 pandemic

The continuing coronavirus (COVID-19) pandemic, as well as frequent lockdowns for Metropolitan Melbourne and associated restrictions, meant Council had to work differently to continue providing services to the community.

Through much of the year Council office staff worked remotely from home, 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 continued to deliver several services in different ways, to ensure that while Council facilities remained shut, community members still received services online or in innovative ways. Online programs and classes, services such as Library to Your Door and Click and Collect services, and active online options continued to be made available for residents.

Additional staff through State Government's Working for Victoria initiative

Brimbank secured up to $8 million to employ more than 150 local unemployed people to deliver and work on Council projects and initiatives in response to COVID-19, as part of the Victorian Government's Working for Victoria initiative.

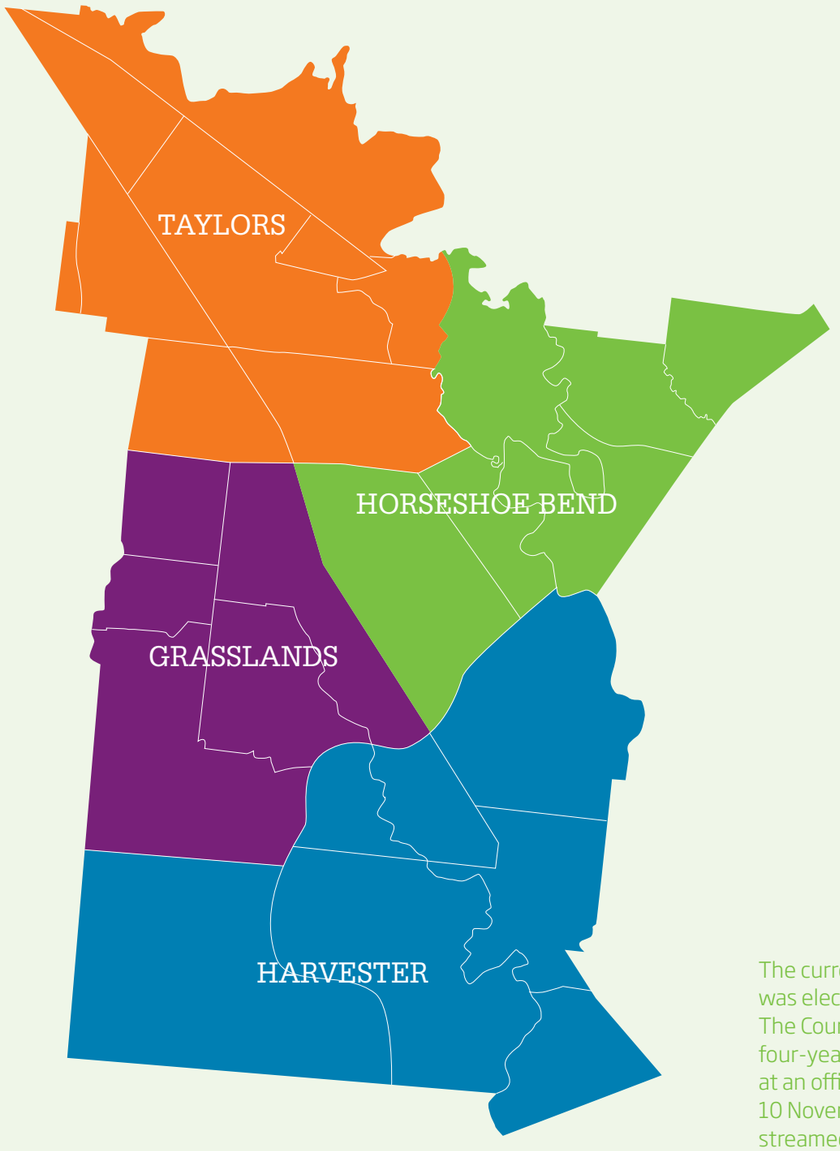
The additional temporary staff worked with Council for a six-month period, supporting Council to maintain and expand its grassroots services through the COVID-19 crisis.

Resignation of CEO

On 19 May 2021 CEO Helen Morrissey announced she would be retiring as Council CEO effective 15 July 2021.

Following a Special Council Meeting on 6 July 2021 Warren Roberts was appointed the interim CEO. Mr Roberts stepped out of retirement to take up the position while a recruitment process takes place for the ongoing role.

Our Council



The current Brimbank City Council was elected on 6 November 2020. The Council was sworn in for a four-year term and took an oath at an official ceremony on Tuesday 10 November 2020 that was live streamed to the public.

Brimbank 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 on the next page.

About the Councillors

Grasslands Ward

Cr Victoria Borg

Date elected: 6 November 2020 (returned, previously 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 improve educational services. As a former educator she is passionate about youth, and reaching better education, training and employment outcomes.

Committees

- Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee (Co-Chair)
- Brimbank Disability Advisory Committee
- Chief Executive Officer Employment Matters Committee

Portfolio

#PeopleBrimbank

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

Cr Sarah Branton

Date elected: 6 November 2020

Cr Branton has been volunteering and working on native grasslands in Brimbank for over six years, and now lives locally to work in her favourite ecosystem. She is committed to causes including mental health support, protection of grasslands, open green spaces and lowering youth unemployment. Cr Branton aims to increase Council's connection with the community, find ways to engage with young people in enabling and exciting ways, create more local job and training opportunities, and provide mental health support in multiple languages.

Committees

- Brimbank Disability Advisory Committee (Co-Chair)
- Social Justice Coalition
- Brooklyn Community Representative Group
- Audit and Risk Committee (substitute)

Portfolio

#HealthyBrimbank

E CrBranton@brimbank.vic.gov.au
M 0407 836 064

Cr Thuy Dang

Date elected: 6 November 2020

Cr Dang happily lives in Brimbank and for over a decade has been involved with community events including White Ribbon Day, Clean-Up Australia Day for Brimbank and other health, wellbeing and safety projects. She is interested in multiculturalism and is excited by Brimbank's diversity. Cr Dang understands the limitations of language and wants to help break down language barriers, and is committed to bringing about change in this area.

Committees

- Brimbank Arts Advisory Committee (Chair)
- Brimbank Community Fund Committee
- Collective Action Committee

Portfolio

#VibrantBrimbank

E CrDang@brimbank.vic.gov.au
M 0437 744 803

About the Councillors (continued)

Harvester Ward

Cr Sam David JP

Date elected: 6 November 2020 (returned, previously elected 22 October 2016)
Previous terms: March 1997 to September 2009

Cr David is a long-time resident of Brimbank, former Mayor and Deputy Mayor, and active member in 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

- Audit and Risk Committee
- Brooklyn Community Representative Group
- Chief Executive Officer Employment Matters Committee
- Safety Roundtable
- Sunshine Town Centre Partnership Group

Portfolio

#LiveableBrimbank

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

Cr Trung Luu

Date elected: 6 November 2020

Cr Luu is a long-time resident of Brimbank, and has a young family. He wants to ensure that a sustainability urban development strategy is entrenched in the city's future planning policy. His greatest concern for Brimbank is that not enough attention and investment is being allocated to the municipality by various levels of government. He believes in stepping up to overcome the hurdle, and to be part of the solution not the problem. Cr Luu loves calling Brimbank home.

Committees

- Brooklyn Industrial Precinct Strategy Committee (Chair)
- Metropolitan Transport Forum

Portfolio

#ConnectingBrimbank

E CrLuu@brimbank.vic.gov.au
M 0437 826 450

Cr Jasmine Nguyen (Deputy Mayor 6 November 2020-30 June 2021)

Date elected: 6 November 2020

Cr Nguyen was born and bred in Brimbank and has lived, worked and volunteered here for all of her life. She is passionate about giving back to the community, and her most pressing concern is helping Brimbank to recover from the COVID-19 pandemic. Cr Nguyen strives to address local youth disengagement and unemployment, and take stronger action on issues such as climate change and mental health. Her aims include being a voice for the youth and vulnerable culturally and linguistically diverse (CALD) communities and to drive better sustainable outcomes for future generations of Brimbank.

Committees

- Brimbank Youth Council (Co-Chair)
- Brooklyn Community Representative Group
- Municipal Association of Victoria (MAV) (State Council) (substitute)
- Brimbank Community Fund Committee (substitute)
- Local Government Working Group on Gambling

Portfolio

#InnovationBrimbank
#ProsperousBrimbank

E CrNguyen@brimbank.vic.gov.au
M 0437 740 042

About the Councillors (continued)

Horseshoe Bend Ward

Cr Jae Papalia

Date elected: 6 November 2020

Cr Papalia is a Brimbank local and has lived here all of her life. She sees cultural diversity as Brimbank's strength; a place where people can come from near or far and seize opportunities and build a life for their families. Cr Papalia is passionate about investing in young people including youth education, jobs and resources. She wants to see better tree canopy coverage in Brimbank, which is among the lowest in Greater Melbourne and aims to build a cleaner, greener Brimbank as we move into the future.

Committees

- Brimbank Arts Advisory Committee
- Brimbank Youth Council
- Chief Executive Officer Employment Matters Committee

Portfolio

#SustainableBrimbank

E CrPapalia@brimbank.vic.gov.au
M 0437 838 710

Cr Virginia Tachos

Date elected: 6 November 2020 (returned, previously elected 22 October 2016)

Cr Tachos lives and works in Brimbank and has a proud history of volunteering and advocating for the community. Building strong, sustainable communities, listening to residents' needs and supporting harm minimisation through strong advocacy for stricter gambling controls are important to Cr Tachos. The COVID-19 pandemic and the response and recovery phase are at the forefront of her priorities, and she would like to advocate for more funds for this vulnerable community, especially in mental health, family support, skills training and digital literacy.

Committees

- Australian Local Government Women's Association (Victorian Branch)
- Australian Mayoral Aviation Committee
- Collective Action Committee (Co-Chair)
- LeadWest Special Committee (Alternative)
- Local Government Working Group on Gambling
- Municipal Emergency Management Plan Committee
- Social Justice Coalition (Chair)
- St Albans Town Centre Partnership Group

Portfolio

#BrimbankCOVID-19ResponseandRecovery

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

About the Councillors (continued)

Taylors Ward

Cr Ranka Rasic
(Mayor 6 November 2020-30 June 2021)

Date elected: 6 November 2020

Brimbank is special to Cr Rasic. It was her first home when she came to Australia in the 90s, and it is the place where she sent her children to local schools, where she gained her first job and where she now runs her small business. Connection to one another and being included are stand out features of the Brimbank community. Cr Rasic is a strong advocate and she aims to address key issues including the need for better local roads, improved community and mental health services, additional parks and creating a more sustainable and greener city, while making sure Brimbank gets its fair share of funding.

Committees

- Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee (Co-Chair)
- Brimbank Arts Advisory Committee
- Calder Highway Improvement Committee
- Chief Executive Officer Employment Matters Committee
- Collective Action Committee (Co-Chair)
- LeadWest Special Committee
- Municipal Association of Victoria (MAV) (State Council)

Portfolio

#ResilientBrimbank

E CrRasic@brimbank.vic.gov.au
M 0437 861 296

Cr Maria Kerr

Date elected: 6 November 2020

As a resident of Brimbank since 1986, Cr Kerr is determined to make sure the western suburbs are not neglected or overlooked, and she is passionate about the community and motivated to make Brimbank a better place for all. Cr Kerr aims to attract more visitors and investors to experience Brimbank's rich and diverse community and she would love to see more open green spaces, parks with updated equipment, and better services for the disadvantaged, a focus on youth and the widening of Taylors Road.

Committees

- Audit and Risk Committee
- Brimbank Disability Advisory Committee
- Western Melbourne Tourism Committee

Portfolio

#ProudBrimbank

E CrKerr@brimbank.vic.gov.au
M 0437 796 630

Cr Bruce Lancashire

Date elected: 6 November 2020 (returned, previously elected 22 October 2016)

Cr Lancashire is a long term-resident of Brimbank and he is passionate about its diverse people and the vibrant community networks that make it a great place to live. He has an ongoing desire to help make the world a better place for future generations. Disengaged youth, Aboriginal people, health and wellbeing, the liveability of places with population growth and low investment, education, environment, economy and jobs are all areas of concern and where Cr Lancashire is determined to make a difference.

Committees:

- Heritage Advisory Committee (Chair)
- Metropolitan Local Government Waste Management Forum
- Metropolitan Regional Landfill Community Reference Group

Portfolios:

#ProsperousBrimbank
#InnovationBrimbank

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

02

Our people

Executive Management Team at 30 June 2021

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

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 and was permanently appointed in December 2020 into the role.

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

Neil Whiteside

Director Infrastructure and City Services

Neil is an experienced senior executive and 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 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 and Williamson Leadership Fellow. Neil is currently completing a Masters of Public Policy and Management.

Shane Marr

Director Organisational Excellence

Shane has over 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 his 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

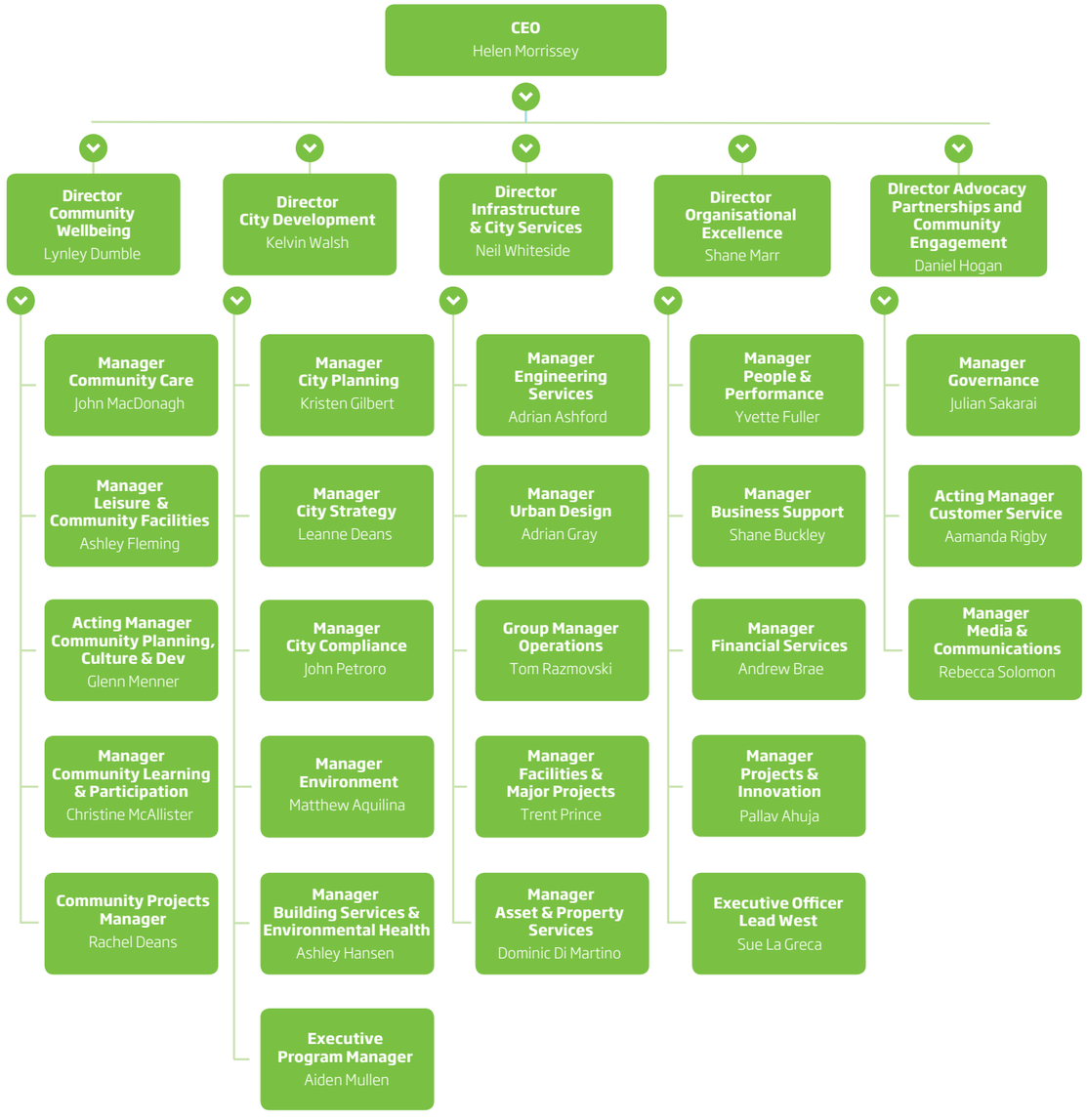
Director Advocacy, Partnerships and Community

After starting his career in the private sector, Dan has spent the last 13 years working within Victorian local government in various management roles, beginning with the peak representative body, the Municipal Association of Victoria.

Dan brings a marketing sensibility to Council, looking to solve community challenges through improved community engagement, advocacy and strategic partnerships.

Bachelor of Business, Marketing.

Organisation structure at 30 June 2021



Workforce profile

As at 30 June 2021, Council employed 1186 people (812 full-time equivalent, or FTE), which is a decrease in FTE staff from 2019-2020.

Overall workforce turnover increased to 14.17 per cent, a 2.15 percentage point decrease on 2019-2020. Headcount decreased in comparison to 2020, with FTE figures decreasing by 26 overall. The average age of Council's workforce is 46.96 years. Over 19.48 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	6	11	17
21 - 25	46	32	78
26 - 30	46	32	78
31 - 35	64	36	100
36 - 40	84	64	148
41 - 45	69	63	132
46 - 50	79	55	134
51 - 55	86	71	157
56 - 60	68	43	111
≥ 61	106	125	231
Total	**654**	**532**	**1,186**

Brimbank total employment status

Status	2020-2021
Casual	202
Full-time	599
Part-time	385
Total	**1,186**

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 and Community Engagement	Full-time	44	12	56
	Part-time	25	1	26
	Casual	1	0	1
Infrastructure & City Services	Full-time	27	239	266
	Part-time	9	1	10
	Casual	0	0	0
City Development	Full-time	43	41	84
	Part-time	63	65	128
	Casual	5	11	16
Community Wellbeing	Full-time	95	37	132
	Part-time	179	37	216
	Casual	119	64	183
Organisation Excellence	Full-time	35	24	59
	Part-time	4	1	5
	Casual	2	0	2
Brimbank Total		**653**	**533**	**1,186**

Workforce profile (continued)

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

Division	Gender	Casual	Full-time	Part-time	Total
Advocacy, Partnerships & Community Engagement	Female	0	45	14	59
	Male	0	11	1	12
CEO & Councillors	Female	0	2	0	2
	Male	0	0	0	0
City Development	Female	1	42	19	62
	Male	2	41	16	59
Community Wellbeing	Female	17	95	103	215
	Male	9	37	20	66
Organisation Excellence	Female	0	35	3	38
	Male	0	24	1	25
Infrastructure & City Services	Female	0	27	7	34
	Male	0	239	1	240
Total		**29**	**598**	**185**	**812**

Note: Casuals recorded as .14 of FTE. Council has 202 casuals that are contracted to five hours per week, which brings FTE for casuals down.

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

Employment classification (band)	Female FTE	Male FTE	Total
Band 1	15	10	25
Band 2	21	100	121
Band 3	6	62	68
Band 4	62	18	80
Band 5	93	48	141
Band 6	87	43	130
Band 7	55	56	111
Band 8	27	32	59
Other	44	33	77
Total	**410**	**402**	**812**

Other staff matters

Gender equality and the prevention of violence against women

Council implemented the Year 2 Implementation 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 include:

- For 16 Days of Activism, Council promoted the Respect Victoria's Active Bystander 'Call It Out' Campaign, as well as developing a Brimbank library campaign focused on gender equality in books. Council also supported an active bystander workshop for young people in partnership with cohealth's Agents for Change Program and developed a series of videos for staff on male allyship.
- In partnership with Football Victoria, Council delivered two Go Football school holiday programs to support soccer clubs to deliver social soccer programs for women and girls. Four local soccer clubs were involved and two ongoing social soccer programs have been launched since the program was delivered.
- Council launched the Empowering Moves Program, a weekly boxing program for young men aged 14-25. The program aimed to facilitate recreational sessions and personal development discussions on important issues such as social expectations of masculinity, positive choices and support services to prevent violence in the community.
- Council participated in the Preventing Violence Together in partnership with the International Women's Day film festival 'Taking the Lead'. The film festival involved partners in the western region screening films online and in person about women who took the lead and chose to challenge gender inequity.

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.

Usually, 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. Due to the COVID-19 pandemic lockdowns, 97 per cent of face-to-face training was delivered via Zoom.

Modules on bTrain include COVID-19 Safety, Cybersecurity Awareness, Family Violence, Equal Opportunity, Fraud and Corruption Awareness, Code of Conduct, Privacy and Occupational Health & Safety.

A total of 167 training sessions were coordinated in 2020-2021 with a total of 1,895 participants attending programs. In addition, 19 online training modules were completed by 4,548 staff members.

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

Occupational health and safety (OHS)

In 2020-2021, we focused on implementing Year One of the Health and Safety Strategy whilst continuing to support the operational needs of the organisation.

Our key achievements in 2020-2021 include:

- Implementation of a new health, safety and wellbeing policy that is aligned with the organisation's values.
- Ongoing 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.
- Provision of health and safety support, as services continued to adapt and respond to the changing COVID-19 environment, e.g. risk assessments, safe work procedures, ergonomic assessments for staff working from home etc.
- Implementation of an online JSA (Job Safety Analysis) tool, to support our higher risk services to identify and control hazards and risks prior to commencing work.
- Completion of dangerous goods audits at Keilor Operations Depot, Sunshine Operations Depot, Keilor Golf Course and Sunshine Leisure Centre.
- Expansion of the roll out of emergency response procedures across a number of our facilities and the completion of warden training and emergency exercises.
- Launch of a hazardous manual handling program, which aims to raise awareness of and better control of hazardous manual handling tasks which are performed across the organisation.
- Development of a resource library, consisting of safety conversation topics, safety alerts and presentations, that supervisors and managers can utilise to raise awareness of health and safety in their work areas.
- Development and review of a number of safe working procedures across the organisation.

Key performance indicators and workers' compensation

Year	Lost time injuries	WorkCover claims	Days lost due to workplace injury
2020-2021	**18**	**24**	**957**
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	38
Community Wellbeing	124
Infrastructure & City Services	795
Advocacy, Partnerships & Community Engagement	-
Organisational Excellence	-
Total days lost	**957**

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 for a period of at least the next four financial years by 31 October in the year following a general election
- A Community Vison for at least the next 10 financial years, adopted by 31 October in the year following a general election
- A Financial Plan for at least the next 10 financial years, adopted by 31 October in the year following a general election
- A Budget for each financial year by 30 June each 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 Council Plan 2017-2021 and how these will be achieved according to the timeframe: short term (annual), medium term (four years), and long term (10-20 years).

The integrated planning approach provides a basis for reporting and measuring Council activity to demonstrate 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

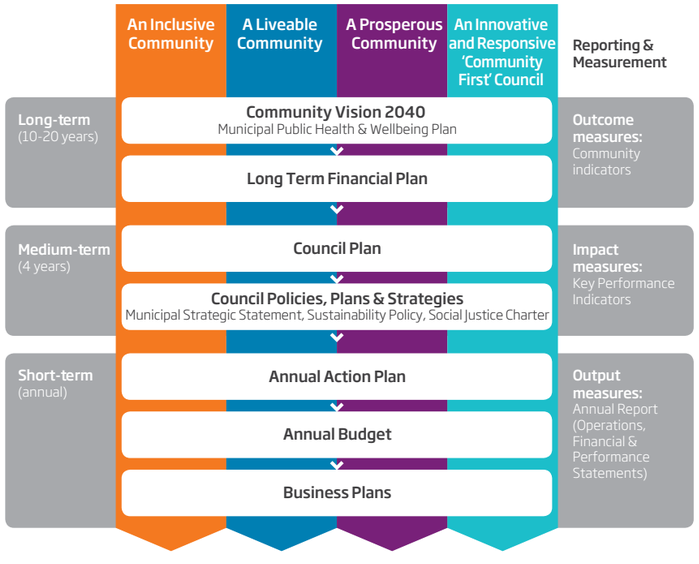
The Council Plan is one of Brimbank's primary strategic documents. It is directly aligned to the Community Vision and provides a four year medium term outlook. The Council Plan informs the development of Council's Annual Plan and Budget.

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 2020-2021 performance that is reported in this Annual Report.

Annual Budget and Financial Plan

The Financial Plan and Annual Budget document the financial resources required to achieve the goals and strategic objectives in the Council Plan 2017-2021. The Financial Plan 2021-2031 and Annual Budget were adopted on 15 June 2021.



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

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 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 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 guided by the Community Engagement Policy 2021 which articulates a commitment to genuine and best practice community engagement to enable meaningful and inclusive opportunities for the community to be involved in and inform 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 goal.

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

Goal	Strategic Objective
01 **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 are proud of where they live**
02 **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**
03 **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**
04 **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**

Performance

Council's performance for the 2020-2021 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 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 are proud of where they live**

Strategic indicators

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

Strategic indicator/measure	Result	2021 commentary
Resident perception of performance in providing recreational facilities	71	The 2021 Community Satisfaction Survey result is 6 points higher than the score in 2020, the same score as the state average and 4 points lower than the Metro region.
Resident perception of Council's performance in providing art centres and libraries	72	The 2021 Community Satisfaction Survey result is 3 points lower than the score in 2020, 1 point lower than the state average and 1 point lower than the Metro region.
Resident perception of Council's performance in delivering family support services	67	The 2021 Community Satisfaction Survey result is 2 points higher than the score in 2020, 1 point higher than the state average and the same score as the Metro region.
Resident perception of Council's performance in delivering elderly support services	67	The 2021 Community Satisfaction Survey result is 3 points higher than the score in 2020, 2 points lower than the state average and 1 point higher than the Metro region.
Resident perception of Council's performance in delivering disadvantaged support services	65	The 2021 Community Satisfaction Survey result is 6 points higher than the score in 2020, 2 points higher than the state average and 1 point higher than the Metro region.
Resident perception of Council's performance in delivering community and cultural activities	67	The 2021 Community Satisfaction Survey result is 1 point higher than the score in 2020, 2 points higher than the state average and 1 point higher than the Metro region.
Number of attendees at arts and cultural activities	395,030	Approximately 395,030 individuals attended a range of arts and cultural activities that were delivered in Brimbank. This included online and physical performances at Bowery Theatre, exhibitions, festivals, events and cultural development activities.
Number of applications for Neighbour Day activities and number of people that participated	0	Due to COVID-19 lockdowns and restrictions, Neighbour Day Grants were not offered this year. There were social media posts encouraging neighbours to check on each other and reconnect virtually.
The Neighbour Day Grants funding was allocated to Brimbank Community Recovery Grants Stage 2	138	A total of 138 grants were allocated to various community groups and support offered to address priorities connected to creating an inclusive community.
Number of community grants supported (Healthy, Equitable and Connected Communities)	45	During 2020-2021, Council implemented Community Recovery Grants which included two categories: partner organisations and community organisations. This was a departure from previous grant categories included as indicators. A total of 14 grants were allocated to various partner organisations to support the community as part of the Brimbank COVID-19 Response and Recovery Strategy. A total of 31 grants were allocated to Community Organisations.

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-2021 budget for the year.

Major initiatives	Progress – annual action plan
Create opportunities to support newly engaged communities to engage in physical activity via the In2Sport Program.	The In2Sport Program is a program to help children living in Brimbank take part in community sport, regardless of financial circumstances. There was a total of 278 of summer and winter applications for the in2sport Program. 148 were first time applicants and 49 were female.
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.	The 'Seedling to Schools' Program, via Dame Phyllis Frost Women's Centre, was expanded to include two rounds of vegetable seedlings in autum and spring.
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 ten year period. Key actions include: • Complete implementation and analysis of the Community Conversation Tool • Identification of the key focus area/s • Program development	Community members analysed over 700 responses to the community conversation survey. Two workshops were held to examine results and refine the area of focus for program development. Funding for the Impact Brimbank Program was received from the Victorian Department of Jobs, Precincts and Regions.
Facilitate the Growing Brimbank Collaboration to improve community outcomes through service enhancements in the areas of early years, nutrition and physical activity.	The Collaboration's work included supporting Victoria University in development of the Pathways in Place Program by drawing on the expertise and established networks of Council's youth teams, analysis of data about use of St Albans Leisure Centre prior to closure to support evaluation of the future Brimbank Aquatic and Wellness Centre, Impact Brimbank and commencement of the World Gardens Program at Westvale.
Support the development of youth friendly spaces that support an increase in the delivery of services for young people in Sunshine and West Sunshine.	The Brimbank Youth Recreation Centre Co-design Study was endorsed by Council in August. Recommendations from the report supported the development of 'pop-up' initiatives in Sunshine. COVID-19 has delayed the development and implementation of targeted youth programs in West Sunshine and Sunshine. Information about youth programs has been shared through Councillor portfolio briefings.
Commence building works that transition St Albans Leisure Centre into a state of the art health and wellbeing hub.	The Australian Building Construction Company (ADCO) continue to progress site works including the basement structure, 50 metre pool and managing subcontractors to ensure resources are allocated to complete critical path works. The project is currently on budget and on track for completion mid-2022.
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.	Brimbank annual NAIDOC Week celebrations were held on 8–15 November 2020 and 29 May–4 June The theme was, 'Always Was, Always Will Be'. Council hosted a series of events and activities including: • Flag raising • Story of Who I am and Stories From the Heart • Dance with Wilay • Koori Homework Club • Special First Nations Yarning Circle events • Australian Ballet 'Wilay-gu' • Endangered Fauna Art at Home • Posting positive messaging on social media The planned Little Long Walk was cancelled due to COVID-19 lockdowns.
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.	A total of 13 staff completed the online youth mental health first aid Zoom training to increase 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.	Two community impact analysis reports were completed. The reports examine the impact of COVID-19 on individuals, families and communities in Brimbank through each stage of the pandemic. They include a mix of data and local observations to provide insights, not only on the impact but also the community's lived experience of COVID-19 in Brimbank.

Our Goal –
An Inclusive Community

Performance (continued)

Services

The following statement provides information in relation to the services funded in the 2020-2021 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 & Advocacy work towards enhancing community health and wellbeing. This includes Connected Communities, Community & Council Planning, and Policy Advocacy & Research.	2,656 2,904 **248**
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.	
Community & Council Planning ensures Council is delivering on its commitment to the community by developing, reporting and monitoring the Community Vision and Council Plan.	
Policy Advocacy & Research addresses key issues in the community including social justice, safety, inclusion, disability support, addiction problems, men's violence against women and gender equity. This is achieved by developing policies, strategies, projects and partnerships that improve health and wellbeing in the community, while undertaking important evaluation, research and data analysis in order to meet requirements under the Municipal Public Health and Wellbeing Plan.	
Community 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.	314 491 **177**
Community Care	
Community Care provides a range of services that support older people, people living with a disability, children, families and youth.	8,845 17,724 **8,879**
Ageing & 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.	
Families & 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 0-5 years, and intensive support for vulnerable families experiencing parenting difficulties.	
Youth Services offers a number of services to guide young people through their personal development and encourages them to participate positively in community life through support, counselling and youth programs that strengthen and build resilience in young people 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.	3,944 4,444 **500**
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, 7 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.	11,969 11,840 **(129)**
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 *Building Act 1993*, *Building Regulations 2018*, *Public Health and Wellbeing Act 2008*, *Public Health & Wellbeing Regulation 2019*, *Food Act 1984*, and *Tobacco Act & Environment Protection Act*. 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.	979 1,156 **177**
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.	2,744 3,415 **671**

Our Goal –
An Inclusive Community

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	2021 result	2021 commentary
Cost of indoor aquatic facilities	$3.55	$3.32	$9.49	**$10.11**	Brimbank City Council continues to place a high emphasis on delivering services in a cost efficient manner. Both the closure of the St Albans Leisure Centre (due to the planned upgrade to the Brimbank Aquatic and Wellness Centre) and adherence to COVID-19 restrictions resulting in facility closures has continued to negatively impact the number of visits and, hence, income. Despite these factors this result remains within the range expected by Council. Find out more about our leisure centres at www.brimbank.vic.gov.au/leisure-parks-and-facilities
Utilisation of aquatic facilities	2.85	2.83	1.98	**0.81**	Brimbank City Council saw just over 170,000 visits to the Sunshine Leisure Centre throughout the 2020-2021 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 Brimbank Aquatic and Wellness Centre. COVID-19 restrictions saw the closure of Sunshine Leisure Centre throughout the reporting period, further impacting utilisation of facilities. Find out more about our leisure centres at www.brimbank.vic.gov.au/leisure-parks-and-facilities
Time taken to action food complaints	1.36	1.13	1.14	**1.15**	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 to ensure a high level of food safety monitoring and customer satisfaction. This result remains within the range expected by Council. Find out more about food safety at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
Food safety assessments	100%	101.07%	100.45%	**101.19%**	Brimbank City Council seeks to deliver an effective and cost efficient food safety service for our community. Throughout the 2020-2021 reporting period 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 food safety at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
Cost of food safety service	$239.12	$253.93	$241.26	**$260.90**	Brimbank City Council seeks to deliver an effective and cost efficient food safety service for our community. The 2020-2021 cost of service result has seen a slight increase of 8% due to the impacts of the COVID-19 pandemic including fixed, temporary and mobile premises closing due to COVID-19 (Stay at Home) directions. Despite these challenges this result continues to exceed the range expected by Council. Find out more about food safety at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
Critical and major non-compliance outcome notifications	100%	100%	100%	**100.00%**	Brimbank City Council seeks to deliver an effective and cost efficient food safety service for our community. This result demonstrates the urgency with which all critical and major non-compliance notifications were followed up throughout 2020-2021 reporting period. 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 food safety at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety

(continued)

Service indicator	2018 result	2019 result	2020 result	2021 result	2021 commentary
Library collection usage	5.84	5.48	3.90	**3.75**	The Brimbank City Council library collection continues to be well utilised with community members accessing both printed and digital materials at our five library branches and through the home library service. Due to COVID-19, our libraries were closed for much of the year and alternative service models were introduced including, 'Libraries at Your Door' and Click and Collect services. Council saw a slight decrease in comparison to the previous year, however a 51% overall increase in borrowing of e-resources was noted throughout the 2020-2021 financial year. Find out more about Brimbank libraries at www.brimbanklibraries.vic.gov.au
Standard of library collection	58.63%	64.38%	67.66%	**78.54**	Brimbank City Council's library collection continues to be reflective of community needs and demands with over 78% of the collection under five years of age. This 16% improvement when compared to the 2019-2020 result is attributed to updated purchasing and maintenance systems that saw 100% of customer requests for library collection items purchased. This improved result remains in the range expected by Council. Find out more about Brimbank libraries at www.brimbanklibraries.vic.gov.au
Cost of library service per population	$35.69	$36.00	$34.36	**$33.38**	Brimbank City Council has continued to work towards ensuring the cost of the library service remains stable whilst modifying service delivery to ensure residents could safely access Brimbank's library collections throughout the COVID-19 pandemic. Examples of the ways in which the library service continued within COVID-19 (Stay at Home) restrictions included the non-contact home delivery service, 'Libraries at Your Door' and Click and Collect services. This result sees a 2.45% cost reduction compared to 2019-2020 and remains within the result set by Council. Find out more about Brimbank libraries at www.brimbanklibraries.vic.gov.au
Active library members	12.55%	12.01%	20.27%	**11.97%**	Brimbank City Council continues to see a steady demand for library services irrespective of the ongoing challenges the library service is confronted with throughout the COVID-19 pandemic. Despite service closures, residents have continued to access the library collection via alternative service models including, 'Libraries at Your Door' and Click and Collect. A technical error was identified from the 2019-2020 reporting and auditing period that overstated the number of active library borrowers. The actual result for this period was 12.09% highlighting a consistent result over the past three years that remains in the range expected by Council. Find out more about Brimbank libraries at www.brimbanklibraries.vic.gov.au
Participation in first maternal and child health (MCH) home visit	107.31%	99.55%	97.27%	**98.04%**	Brimbank City Council is pleased to record an attendance rate of 98% of infants at the 4-week Key Age and Stage Visit in the 2020-2021 financial year. This result sees a marginal increase when compared to the 2019-2020 financial year and remains in the range set by Council. Find out more about the MCH Service at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
Infant enrolments in the MCH Service	100%	100%	101.42%	**101.21%**	Brimbank City Council has continued to achieve more than 100% infant enrolments in the MCH Service, highlighting 100% engagement over a five year period. This result continues to remain in the range set by Council. More information about the MCH Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health

(continued)

Performance (continued)

Service indicator	2018 result	2019 result	2020 result	2021 result	2021 commentary
Cost of the MCH Service	$80.53	$81.10	$82.24	**$74.04**	Brimbank City Council places a high emphasis on delivering services in a cost efficient manner. The 2020-2021 cost of service result has seen a decrease of 10% highlighting Council's continued commitment to delivering the MCH Service within the expected budget and requirements. This improved result remains within range set by Council. Find out more about the MCH Service at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
Participation in the MCH Service	71.5%	70.49%	68.92%	**63.05%**	Brimbank City Council is committed to the delivery of well targeted MCH services. Our overall participation rate reduced over 2020-2021 due to the impacts of the COVID-19 pandemic. These service adjustments included the need to prioritise newborn babies and Aboriginal children, increasing the length of appointment times to allow for infection control and providing additional support for families during this stressful time. Clients were provided with an initial tele-health appointment and follow up physical assessments. Due to this prioritisation, routine appointment times were limited for older children. However, children and families with additional or complex needs were able to access the service when required. The result remains in the range expected by Council. Find out more about the MCH Service at 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%	**71.72%**	Brimbank City Council continues to embed continuous improvement initiatives to engage indigenous families registered in the MCH Service, including targeted engagement strategies. Throughout the COVID-19 pandemic Aboriginal children were prioritised, resulting in 71 of the 99 registered Aboriginal children participating in the service over the 2020-2021 financial year. This result is in the range expected by Council. Find out more about the MCH Service at 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	2021 commentary
Resident perception of Council's performance in enforcement of local laws	65	The 2021 Community Satisfaction Survey result is 6 points higher than the score in 2020, 1 point higher than the state average and 1 point lower than the Metro region.
Resident perception of Council's performance in managing the appearance of public areas	67	The 2021 Community Satisfaction Survey result is 3 points higher than the score in 2020, 6 points lower than the state average and 7 points lower than the Metro region.
Resident perception of Council's performance in managing the condition of local streets and footpaths	63	The 2021 Community Satisfaction Survey result is 5 points higher than the score in 2020, 4 points higher than the state average and 2 points lower than the Metro region.
Resident perception of Council's performance in managing the condition of sealed local roads	64	The 2021 Community Satisfaction Survey result is 4 points higher than the score in 2020, 7 points higher than the state average and 4 points lower than the Metro region.
Resident perception of importance and Council's performance in traffic management	63	The 2021 Community Satisfaction Survey result is 4 points higher than the score in 2020, 4 points higher than the state average and 4 points higher than the Metro region.
Resident perception of importance and Council's performance in providing parking facilities	59	The 2021 Community Satisfaction Survey result is 3 points higher than the score in 2020, 1 point higher than the state average and 1 point higher than the Metro region.
Resident perception of Council's performance in waste management	69	The 2021 Community Satisfaction Survey result is 3 points higher than the score in 2020, the same score as the state average and 3 points lower than the Metro region.
Resident perception of Council's performance in general town planning policy	60	The 2021 Community Satisfaction Survey result is 1 point lower than the score in 2020, 5 points higher than the state average and 4 points higher than the Metro region.
Resident perception of Council's performance in planning and building permits	59	The 2021 Community Satisfaction Survey result is 1 point lower than the score in 2020, 8 points higher than the state average and 5 points higher than the Metro region.
Resident perception of Council's performance in planning for population growth	60	The 2021 Community Satisfaction Survey result is 5 points higher than the score in 2020, 7 points higher than the state average and 7 points higher than the Metro region.
Resident perception of Council's performance in environmental sustainability	63	The 2021 Community Satisfaction Survey result is 2 points higher than the score in 2020, 1 point higher than the state average and 1 point lower than the Metro region.
Reduction in greenhouse gas emissions from Council operations	13,247 T C02-e	Greenhouse gas emissions from Council operations have been reduced by 50% 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 175.19 ML Alternative water use: 59.7	Potable water consumption decreased by 42% compared to the 2019-2020 result. This was primarily a result of reduction in demand as a result of COVID-19 related restrictions, aided by above average rainfall. Alternative water use (stormwater harvesting) decreased by 17% compared to the 2019-2020 result due to natural variability in rainfall patterns.
Number of community grants supported (Our Community Living Sustainably)	45	During 2020-2021, Council implemented Community Recovery Grants which included two categories: partner organisations and community organisations. This was a departure from previous grant categories included as indicators. A total of 14 grants were allocated to various partner organisations to support the community as part of the Brimbank COVID-19 Response and Recovery Strategy. A total of 31 grants were allocated to Community Organisations.

Performance (continued)

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-2021 Budget for the year.

Major initiatives	Progress
Install feature lighting and a welcoming and inviting entrance to Sunshine as determined by the 'Gateway to Sunshine' Project funded by the Victorian Department of Justice and Community Safety's Public Infrastructure Fund.	Lights have been installed at the 'Gateway to Sunshine' on Ballarat Road/Hampshire Road as part of the MB Lynch Memorial Gardens upgrade.
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.	Council has prepared an Activation Toolkit that identifies initiatives that can promote visitation to Brimbank activity centres and stimulate the local economy. The 'Enjoy Local' Activation Program (Enjoy Local) was developed in consultation with business representatives, including the Sunshine and St Albans Business Association. Incorporating the Sunshine and St Albans Light Up Program, Enjoy Local programmed 61 events including musical performances, kid's activities and entertainment across Brimbank activity centres.
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: Suburban Park upgrades at: • Balmoral Park (Derrimut) • Evergreen Avenue Reserve (Albanvale) Neighbourhood Park upgrades at: • Robinson Court Reserve (Delahey) • Waterfield Reserve (Cairnlea) • Highcombe Reserve (St Albans)	All new and upgraded parks funded through the 2020-2021 Capital Works Program are complete.
Develop a master plan for Alfrieda Street, St Albans as a key destination for gathering, shopping and socialising in a vibrant space.	Initial community and stakeholder consultation has been completed. Development of a master plan will continue into 2021-2022 as scheduled.
Develop 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	The Creating Better Streets Background Analysis Report is complete. Consultation and the Strategy will be finalised in 2021-2022.
Seek to reduce contamination of recycling and green waste below target levels.	Undertook targeted contamination reduction campaigns, including: • Social media campaigns aimed at improving kerbside recycling habits • Promoted 'Back to Earth' initiative aimed at reducing contamination in the green waste recycling stream • Promoted 'Recycling Right' community engagement and behaviour change campaign • Waste collection drivers notifying residents through sticker notices placed on bins with bin not being collected until contamination removed Contamination currently: Recycling – 14.3% and Green Waste – 3.1%

(continued)

Performance (continued)

Major initiatives	Progress
Implement Year One actions in the Brimbank Climate Emergency Plan (subject to Council approval) 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 the Victorian Government to declare a climate emergency, put a price on carbon pollution and target 100% renewable energy for Victoria for 2030	The Year One actions in the Brimbank Climate Emergency Plan have been completed, or are well progressed including: • Submitting the Plan as a pledge under the *Victorian Climate Change Act* • Undertaking an analysis of municipal emissions and an optimal pathway to 'decarbonise' Brimbank to net zero emissions (for industrial and commercial emissions) • Advocating the Victorian Government to declare a climate emergency, put a price on carbon pollution and target 100% 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).	Street tree planting for 2020 was completed with around 3,680 trees planted. Planting for the 2021 tree planting season is ongoing and may extend into September/October subject to extra funding received from the State Government's 500,000 tree planting initiative.
Complete Stage Three of the Hampshire Road Masterplan to create a green active hub.	Hampshire Road Civic Green (Stage 3) was completed and the official opening occurred on Friday 22 May 2021.
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 • Existing gravel path upgrades to make suitable for walking and cycling	The implementation of the Sydenham Park Master Plan 2020 continued in 2020-2021 with the following investigation studies: • Final Flora and Fauna Assessment Report is received • Cultural Heritage Management Plan is complete and submitted to Aboriginal Victoria for approval • Three community tours have been conducted with one cancelled due to COVID-19 restrictions • Draft Restoration Management Plan received and in review • Robertson's Homestead Feasibility is complete • Schematic designs are being finalised and then prepared for tender later in 2021 • Existing gravel path upgrades have been deferred pending required approvals

Performance (continued)

Services

The following statement provides information in relation to the services funded in the 2020-2021 Budget and the persons or sections of the community who are provided the service.

Service/Description	Net cost actual budget favourable/ (unfavourable) $'000
Engineering Services	
Engineering Services ensures that Brimbank is a safe, liveable and attractive place to live and work. This is achieved through planning, design, construction, maintenance and renewal/disposal of local roads, drainage systems and other vital infrastructure. It coordinates the preparation of Council's 10 year Capital Works Program and manages and reviews the annual Capital Works Program reporting.	4,657 5,269 **612**
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. 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.	4,272 7,829 **3,557**
Asset and Property Services	
Asset and Property Services is 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 pursuant to the National Asset Management Framework (NAMAF).	239 397 **158**
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. 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.	3,380 3,276 **(104)**
Operations Group	
The **Operations Group** is responsible for the collection and disposal of residential waste and recycling, maintaining the local road network and town centres/urban villages, parks & streetscapes and Council's plant & equipment, pedestrian facilities and coordination of Council's emergency management arrangements. The **Operations Group** consists of the following Service Units: Fleet, Parks, Roads and Cleansing, Waste, Pedestrian Facility and provides oversight of Council's Emergency Management responsibilities. 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 the 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 *Emergency Management Act 1986 & 2013*, including coordination of a Municipal Emergency Management Planning Committee and development and maintenance of the Municipal Emergency Management Plan.	42,168 42,536 **(368)**
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. **Planning Compliance** is responsible for enforcing planning regulations and permit conditions and responding to customer requests relating to planning matters.	(1,944) (983) **961**

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	2021 result	2021 commentary
Time taken to action animal management requests	1.57	1.32	0.88 days	**1.39 days**	Brimbank City Council places a strong emphasis on responsible pet ownership and community safety by responding to the majority of animal requests within 1.5 days from when the request is received. The Animal Management Service was presented with challenges relating to the COVID-19 pandemic including officers unable to carry out the same level of tasks due to State Government directives detailing essential worker tasks as strictly limited to risk to safety or emergency. This result continues to demonstrate Councils responsiveness to animal management requests and remains within the range expected by Council. Find out more about animal management at www.brimbank.vic.gov.au/pets-and-animals
Animals reclaimed	22.64%	22.11%	64.10%	**33.61%**	Brimbank City Council places a strong emphasis on responsible pet ownership and community safety, with a primary objective of the Brimbank Domestic Animal Plan to reduce euthanasia rate of domestic pets. The Animal Management Service saw a significant reduction in animals reclaimed due to the impacts of the COVID-19 pandemic. This shift was attributed to State Government (Stay at Home) directions that saw residents unable to collect animals, as well as the added financial impact of costs associated with animal collection. Whilst this significant reduction of numbers of animals reclaimed by owners occurred, the increase in animals rehomed rose sharply seeing many of these animals adopted. The rise in pet adoption occurred throughout the COVID-19 pandemic due to the health and wellbeing benefits associated with pet ownership. Council will continue to closely monitor these figures in coming years. Find out more about animal management at www.brimbank.vic.gov.au/pets-and-animals
Cost of animal management service per population	$7.88	$8.36	$6.99	**$7.88**	Brimbank City Council places a high emphasis on delivering services in a cost efficient manner. The 2020-2021 cost of service result has seen a slight increase of 12.7% due to the impacts of the COVID-19 pandemic including price rises by suppliers and changes to work procedures due to State Government (Stay at Home) restrictions. Despite these challenges this result continues to remain in the range set by Council. Find out more about animal management at www.brimbank.vic.gov.au/pets-and-animals
Animal management prosecutions	5.00	24.00	8.00	**3.00**	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 www.brimbank.vic.gov.au/pets-and-animals
Sealed local road requests	68.89	51.70	60.84	**58.56**	Brimbank City Council continues to respond to all resident requests for sealed local roads within the approved requirements of the Road Management Plan. Council's commitment to investment in the road network over previous years has resulted in a consistent result in the 2020-2021 financial year due to the road network being maintained to a high standard. This result remains within the range expected by Council.
Sealed local roads maintained to condition standards	84.87%	87.75%	89.22%	**91.49%**	Brimbank City 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.

(continued)

Performance (continued)

Service performance indicators (continued)

Service indicator	2018 result	2019 result	2020 result	2021 result	2021 commentary
Cost of sealed local road reconstruction	$83.70	$100.17	$92.80	**$106.32**	Brimbank City Council undertakes all road reconstruction via contracts, which are awarded following a competitive public tender process. This variation in result is due to a higher proportion of road area being entirely reconstructed with full depth pavement treatment as well as following environmentally friendly water sensitive design. The result remains in the range set by Council.
Cost of sealed local road resealing	$27.40	$25.31	$19.80	**$25.16**	Brimbank City Council undertakes all road resealing works via contracts, which are awarded following a competitive public tender process. The cost is indicative of continued competitive market conditions in the road construction industry and continues to remain within the range set by Council.
Kerbside bin collection requests	169.66	129.24	135.88	**135.16**	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. This result continues to be in the range set by Council. Find out more about waste services at www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Kerbside collection bins missed	10.64	10.53	11.50	**11.07**	Brimbank City Council continues to endeavour to deliver an effective, cost efficient bin collection service for the community and has seen a minimal decrease in the numbers of kerbside collection bins missed. This result continues to be in the range set by Council. Find out more about waste services at www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Cost of kerbside garbage bin collection service	$115.25	$112.34	$115.75	**$111.46**	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 www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Cost of kerbside recyclables collection service	$23.98	$42.36	$49.50	**$43.43**	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside recyclables collection service for our community. Brimbank entered into a medium term recycling services agreement with external provider Cleanaway until 1 July 2021. Brimbank executed the extension option for the Cleanaway contract until 30 June 2022 and is working on a collective procurement process with other metropolitan councils to secure a long term recycling processing contract that is anticipated to further reduce processing costs. A decrease in the cost of the kerbside recyclables collection is evident when compared to the previous year. This improved result remains in the range set by Council. Find out more about waste services at www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Kerbside collection waste diverted from landfill	39.27%	38.01%	41.41%	**40.60%**	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside recyclables collection service for our community, with Council's waste diversion rate from landfill decreasing slightly when compared to 2019-2020. This result remains in the range expected by Council. Find out more about waste services at www.brimbank.vic.gov.au/rubbish-recycling-and-waste

(continued)

Performance (continued)

Service indicator	2018 result	2019 result	2020 result	2021 result	2021 commentary
Time taken to decide planning applications	123.00	120.00	126.00	**91.50**	Brimbank City Council places strong emphasis on working with applicants and objectors to achieve good outcomes in planning determinations. Council continues to balance time taken to negotiate land use and development issues with the need to ensure efficient processing of applications. The 2020-2021 result saw a 27% improvement in processing times, achieving a significant reduction of 34.5 days when compared to processing times in 2019-2020. Find out more about Brimbank's statutory planning service at www.brimbank.vic.gov.au/building-and-planning/planning
Planning applications decided within 60 days	52.82%	61.77%	64.97%	**70.55%**	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. An 8.59% increase in performance can be seen in the 2020-2021 financial year against this indicator when compared to 2019-2020. The result falls within the range set by Council. Find out more about Brimbank's statutory planning service at www.brimbank.vic.gov.au/building-and-planning
Cost of statutory planning service	$3,072.92	$2808.12	$2882.36	**$2,642.31**	Brimbank City Council has a strong commitment to providing an efficient and cost effective statutory planning service. This result has seen costs of planning applications decrease by 8.33% when compared to the 2019/20 reporting period. This improved result continues to remain within the range set by Council. Find out more about Brimbank's statutory planning service at www.brimbank.vic.gov.au/building-and-planning/planning
Council planning decisions upheld at VCAT	66.67%	52.63%	55.56%	**60.87%**	The number of decisions on applications upheld at VCAT remains in favour of Brimbank City Council, highlighting the work that Council does to support decisions in the best interest of the community. This result remains in the range expected by Council. Find out more about Brimbank's statutory planning service at www.brimbank.vic.gov.au/building-and-planning/planning
Expenses per head of municipal population	$918.98	$920.43	$970.77	**986.30**	The result is within the range expected by Council.
Infrastructure per head of municipal population	$7,411.23	$7,714.16	$7,823.67	**8,071.55**	The result is within the range expected by Council.
Own-source revenue per head of municipal population	$835.02	$879.81	$864.74	**863.39**	The result is within the range expected by Council.
Recurrent grants per head of municipal population	$138.53	$132.07	$121.18	**124.30**	The result is within the range expected by Council.

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	2021 commentary
Number of attendees at libraries and neighbourhood houses to access services, programs and activities	1,003,468	In 2020-2021 there were 260,429 physical visits to Brimbank's five libraries, 552,900 visits to the Online Library and 7,694 Library to Your Door visits. There were also 9,503 attendees at physical programs and 122,980 attendees/ views on online programs across the Libraries Unit. This equates to a total of 953,506 attendees across libraries.
Resident perception of Council's performance in providing art centres and libraries	72	The 2021 Community Satisfaction Survey result is 3 points lower than the score in 2020, 1 point lower than the state average and 1 point lower than the Metro region.
Number of community grants supported (Lifelong Learning, Destination Brimbank)	45	During 2020-2021, Council implemented Community Recovery Grants which included two categories: partner organisations and community organisations. This was a departure from previous grant categories included as indicators. A total of 14 grants were allocated to various partner organisations to support the community as part of the Brimbank COVID-19 Response and Recovery Strategy. A total of 31 grants were allocated to Community Organisations.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-2021 Budget for the year.

Major initiatives	Progress
Promote reading, literacy and positive social connections through the Little Libraries Community Book Exchange with three structures located throughout the municipality.	Initial designs have been submitted and a draft community consultation strategy has been completed. The process for managing the street libraries has been developed.
Continue to support and promote the operation of iHarvest Co-working Sunshine to provide a vibrant and affordable co-working location for start-ups, entrepreneurs, freelancers and business.	iHarvest continued to operate under COVID-19 restrictions with closures throughout a large period of the financial year. Council continues to promote its online business development program to all members.
Establish an Experience Brimbank tourism website to promote visitation to Brimbank and its destinations.	Planning and design of a new Brimbank tourism website was completed, with preparations for a launch currently underway.
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 Sunshine Super Hub.	Council adopted the Sunshine Priority Precinct 2050 Vision; *Leading with Vision*: A City Ready to Shine at the 6 April Council Meeting. This future vision sets the strategic direction for the Transforming Brimbank agenda and will guide all future strategic work within the precinct.
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	Council delivered the business support and information initiatives identified in the Brimbank COVID-19 Response and Recovery Strategy including: • Bi-weekly meetings of the COVID-19 Business Taskforce to inform Council's ongoing business response and recovery program • Establishment and implementation of the Brimbank Business Recovery Grants program • Establishment of the Brimbank business website brimbankbusinesslink.com.au • Regular business e-bulletins promoting the range of business grants, information and assistance available • Brimbank Activation Program which included 61 events, including 28 across Brimbank Local Activity Centres

(continued)

Performance (continued)

Major initiatives (continued)

Major initiatives	Progress
Implement recommendations arising from the local homelessness research project.	Work commenced on a number of actions identified in the Homelessness Implementation Plan which included: • Wrote to Federal and State Housing Ministers, as well as local Members of Parliament, forwarding a copy of the Research Report and offered to brief on key findings • Published a new homelessness webpage on Council's website, including support services, up-to-date emergency relief, and Council's research and Homelessness Implementation Plan • Provided support, information and referrals for people experiencing homelessness in Brimbank • Co-hosted (with Darebin City Council) the Inter Council Affordable Housing Forum
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.	• Brimbank City Council and Victoria University signed a Memorandum of Understanding. • Council received $8 million from the Working for Victoria scheme to hire up to 165 local workers • A Jobs and Skills Taskforce for the Western Metropolitan Melbourne Region is established. • Council received a $660,000 State Grant to engage up to four local Job Advocates across community facilities, to assist disadvantaged jobseekers to connect with employment, skill and learning opportunities.

Services

The following statement provides information in relation to the services funded in the 2020-2021 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.	9,333
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 service ensure lifelong learning is accessible to all age groups and abilities.	12,625
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.	**3,292**
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	

Performance (continued)

City Strategy

City Strategy is responsible for strategic planning, economic development and place management. 2,991

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. 3,405

414

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	2021 result	2021 commentary
Library collection usage	5.84	5.48	3.90	**3.75**	Brimbank City Council library collection continues to be well utilised with community members accessing both printed and digital materials at our five library branches and through the home library service. Due to COVID-19, our libraries were closed for much of the year and alternative service models were introduced including, 'Libraries at Your Door' and Click and Collect services. Council saw a slight decrease in comparison to the previous year, however a 51% overall increase in borrowing of e-resources was noted throughout the 2020-2021 financial year. Find out more about Brimbank libraries at www.brimbanklibraries.vic.gov.au
Standard of library collection	58.63%	64.38%	67.66%	**78.54%**	Brimbank City Council's library collection continues to be reflective of community needs and demands with over 78% of the collection under five years of age. This 16% improvement when compared to the 2019-20 result is attributed to updated purchasing and maintenance systems that saw a 100% of customer requests for library collection items purchased. This improved result remains in the range expected by Council. Find out more about Brimbank libraries at www.brimbanklibraries.vic.gov.au
Cost of library service per population	$35.69	$36.00	$34.36	**$33.38**	Brimbank City Council has continued to work towards ensuring the cost of the library service remains stable whilst modifying service delivery to ensure residents could safely access Brimbank's library collections throughout the COVID-19 pandemic. Examples of the ways in which the library service continued within COVID-19 (Stay at Home) restrictions included the non-contact home delivery service, 'Libraries at Your Door' and Click and Collect services. This result sees a 2.45% cost reduction compared to 2019-20 and remains within the result set by Council. Find out more about Brimbank libraries at www.brimbanklibraries.vic.gov.au
Active library members	12.55%	12.01%	20.27%	**11.97%**	Brimbank City Council continues to see a steady demand for library services irrespective of the ongoing challenges the library service is confronted with throughout the COVID-19 pandemic. Despite service closures, residents have continued to access the library collection via alternative service models including, 'Libraries at Your Door' and Click and Collect. A technical error was identified from the 2019-2020 reporting and auditing period that overstated the number of active library borrowers. The actual result for this period was 12.09% highlighting a consistent result over the past three years that remains in the range expected by Council. Find out more about Brimbank libraries at www.brimbanklibraries.vic.gov.au

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	2021 commentary
Resident perception of Council's overall performance	65	The 2021 Community Satisfaction Survey result is 1 point higher than the score in 2020, 4 points higher than the state average and 2 points lower than the Metro region.
Resident perception of Council's performance in customer service	75	The 2021 Community Satisfaction Survey result is 2 points higher than the score in 2020, 5 points higher than the state average and 1 point higher than the Metro region.
Resident perception of Council's performance in community consultation and engagement	59	The 2021 Community Satisfaction Survey result is 5 points higher than the score in 2020, 3 points higher than the state average and the same score as the Metro region.
Resident perception of Council's performance in informing the community	62	The 2021 Community Satisfaction Survey result is 4 points higher than the score in 2020, 2 points higher than the state average and the same score as the Metro region.
Resident perception of Council's performance regarding decisions made in the interest of the community	61	The 2021 Community Satisfaction Survey result is 3 points higher than the score in 2020, 5 points higher than the state average and the same score as the Metro region.
Resident perception of Council's performance in lobbying on behalf of the community	58	The 2021 Community Satisfaction Survey result is 3 points higher than the score in 2020, 3 points higher than the state average and 2 points higher than the Metro region.

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-2021 Budget for the year.

Major initiatives	Progress
Develop and execute an Implementation Plan for *Local Government Act* amendments.	Implementation Plan developed. Deliverables included: • Mandatory Candidate Training • Governance Rules • Public Transparency Policy • Audit and Risk Committee Charter • Councillor Expenses Policy • Review of delegations and authorisations • Mandatory Councillor induction • Conflict of interest training • Implementation of Amended Personal Interest Returns Process • Implementation of Conduct During Elections Policy • Councillor Code of Conduct • Community Engagement Policy • Councillor Gifts Policy • Annual Budget • Councillor and Mayoral allowances

(continued)

Performance (continued)

Major initiatives (continued)

Major initiatives	Progress
Provide the community with increased awareness and assistance in using both online services including live chat and self-service options to access information.	Throughout 2020-21 the Customer Service team continued to support high levels of service access via online customer service channels including the delivery of 3169 live chat enquiries. Additional customer channels included: • 13,408 face to face counter enquiries • 135,890 phone contacts • 14,052 email enquiries Work continued throughout the year on the development of chatbot software (virtual assistant) which will allow the community to engage in an on-line chat by text, 24 hours per day.
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, sports and recreation, and environmental equity.	Initiatives and outcomes included: • Council endorsed the 19 Point Advocacy Plan for COVID Response and Recovery and the Sunshine Priority Precinct Vision 2050 • Federal and State Governments announced $8 million for the Ballarat Road and Hulett Street intersection • Mayor Cr Rasic announced the 'Fix the Calder Freeway' Campaign • Brimbank City Council received State Government Sport and Recreation grants totalling $625,000 • Council received a $330,00 grant to engage and support migrant communities through sport with Brimbank and Victoria University • Council received $750,000 from the State Government to upgrade Deer Park West Kindergarten • Brimbank identified as a priority rollout site for a new State Government mental health and wellbeing hub • Council welcomed over $2.2 million from the State Government for two pocket park projects, Cary Street (Sunshine North) and Leslie Street (St Albans) State Government funding announcements included: • $50 million towards fixing the Calder Freeway • $2 million for Calder Freeway, Green Gully Road and Arundel Road Interchange, Keilor • $950,000 for local environmental and stormwater projects, including Upper Stony Creek and Dempster Reserve • $500,000 for the Keilor Park Reserve Female Friendly Project. • $150,000 Empowering Communities through Football Grant, including Brimbank focus • $7.9 million for upgrading St Albans East Primary School • $9.4 million to deliver an additional 10 beds and refurbishments at Westside Lodge in order to improve mental health and alcohol and other drug treatment services • $1.08 million for upgrading Bon Thomas Reserve in Deer Park, including a new asphalt car park, multi-purpose cricket nets, irrigation upgrade for the oval and a new path network for the reserve • $17.8 million to implement trials in Brimbank-Melton and Goulburn of a new whole-of-family support model that focuses on vulnerable families with multiple health, justice or human services needs • $263.8 million to establish the first 20 new mental health services across the State, including a service in Brimbank

(continued)

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

Performance (continued)

Major initiatives (continued)

Major initiatives	Progress
Continue to build upon the 'Welcome. We are Brimbank' campaign to promote People, Pride and Places in Brimbank.	The 'Welcome. We are Brimbank' business campaign was implemented in late 2020. A 'Local Is Brimbank' video campaign was created to strengthen the emotional connection community members have with local business by highlighting how local businesses contribute to the local community. Work also continued on the creation of an extended series of 'Brimbank Delights' videos, which showcase some of the local delights. Through social channels there was a monthly update on 'things to do in Brimbank' which showcased events and attractions that make Brimbank a great place to visit and explore.
Prepare and implement the Council General Election 2020 Plan and Induction Program.	The Election Plan and Induction Program were implemented. They included meeting all requirements under the *Local Government Act 2020*, working with Victorian Electoral Commission to ensure they had timely information, and implementing an induction program for all Councillors that complied with the *Local Government Act 2020* and the *Local Government (Governance and Integrity) Regulations 2020*.
Help combat the spread of 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 & Recovery Strategy.	Monthly COVID-19 Response and Recovery Strategy updates detailing progress of actions were presented to Council.

Services

The following statement provides information in relation to the services funded in the 2020-2021 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: • Coordinating the Ordinary and Special Council Meeting cycle and reporting requirements • Overseeing and coordinating Council's delegations • Overseeing and coordinating Council's compliance with legislative governance obligations, including the requirements of the *Local Government Act 2020*, the *Privacy and Data Protection Act 2014*, the *Freedom of Information Act 1982* • 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	6,131 6,691 **560**
Media and Communications	
Media and Communications leads 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. 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.	2,345 2,637 **292**

(continued)

Performance (continued)

Services (continued)

Service/Description	Net cost actual budget favourable/ (unfavourable) $'000
Financial Services	
Financial Services provides a fully integrated financial service and support function across Council. It is supported by two core units - Finance and Business Support.	5,582
	5,895
	13
Finance is responsible for calculating and collecting annual rates and charges as well as valuing every property within the municipality, and for coordinating the preparation of the annual financial statements, monitoring Council's cash and investments to maximise interest earnings, paying suppliers and ensure compliance with legislation, and accounting standards.	
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 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 supports 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, by 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.	3,421
	3,534
	113
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 include 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.	
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.	3,545
	3,333
	(212)
Positive performance is driven through learning and development programs while promoting positive organisational values and behaviours, change management and human resources.	
Staff health and wellbeing is managed with the implementation of occupational health and safety programs, 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.	8,472
	10,061
	1,589
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.	

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

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	2021 result	2021 commentary
Efficiency					
Average residential rate per residential property assessment	$1,647.32	$1,658.43	1,679.09	**1,668.52**	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	**2,599.91**	The result is within the range expected by Council.
Resignations and terminations compared to average staff	8.7%	9.4%	12.5%	**12.9%**	Council has seen a slight increase in staff turnover in 2020-2021 when compared to 2019-2020. The main driver impacting this has been the recruitment of temporary contracted staff through the Working for Victoria Program. This result remains in the range expected by Council.
Liquidity					
Current assets compared to current liabilities	234.55%	161.79%	182.94	**172.38%**	The current and forecasted figures have decreased due to reduced cash balances held for carry forward capital works.
Unrestricted cash compared to current liabilities	75.01%	41.46%	50.16%	**62.32%**	The 2020-2021 result reflects the increased cash balances due to borrowings to fund capital works to be completed in future years.
Obligations					
Asset renewal compared to depreciation	57.54%	66.43%	70.30%	**Retired in 2020**	This measure was replaced by asset renewal and upgrade compared to depreciation in 1 July 2019.
Asset renewal and upgrade compared to depreciation	New in 2020	New in 2020	103.26%	**106.99%**	The increase reflects the increased expenditure on renewal and upgrade to capital works in 2021-2022.
Loans and borrowings compared to rates	42.08%	39.60%	39.50%	**54.25%**	The 2020-2021 result has increased due to the borrowing of $33 million to fund capital works. The forecasted figures are projected to reduce with the repayments of the loans.
Loans and borrowings repayments compared to rates	2.98%	2.90%	21.30%	**4.93%**	The previous year reflects the payout of an interest only loan that was due in 2019-2020 and refinanced in the same year. The 2020-2021 and forecasted figures reflect increase repayments due to the new loan of $33 million in 2020-2021.
Non-current liabilities compared to own source revenue	40.00%	20.75%	39.05%	**52.11%**	The 2020-2021 result has increased due to the borrowing of $33 million to fund capital works. The forecasted figures are projected to reduce with the repayments of the loans.
Operating Position					
Adjusted underlying surplus (or deficit)	6.15%	9.60%	2.22%	**2.84%**	The decrease in the forecast results reflects the effect of COVID-19 on user fee income in the short term and the increase of material and employee expenditure requirements.

(continued)

Performance (continued)

Service performance indicators (continued)

Service indicator	2018 result	2019 result	2020 result	2021 result	2021 commentary
Stability					
Rates compared to adjusted underlying revenue	73.49%	72.79%	76.41%	**78.38%**	The increase in the prior year 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%	**0.33%**	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%	**2.23%**	Brimbank City Council made 219 of its 224 resolutions at meetings open to the public. A very small proportion of Council's resolutions were made at meetings closed to the public in accordance with the requirements of Section 3(1) of the *Local Government Act 2020*. These decisions included land use planning, contractual, and legal and personnel matters. Two confidential resolutions were subsequently made public. This result remains in the range set by Council.
Councillor attendance at Council Meetings	93.75%	89.09%	89.55%	**100.00%**	Council continues to demonstrate a high attendance of Councillors attending Council Meetings. This improved result remains within the range expected by Council.
Cost of elected representation	$60,981.70	$58,922.73	$53,227.45	**$68,049.96**	The cost of governance per Councillor has risen in the last financial year due to an increase in the expenses directly related to the activities of elected Councillors, and the cost of the Councillor Induction Training Program. The Councillor induction training included in the Councillor Induction Program is a statutory requirement under the *Local Government Act 2020*. The training must be completed within six months after Councillors take the oath or affirmation of office, and will therefore not represent an ongoing cost to Council. This result remains within the range expected by Council.

04

Governance and Management and other information

Governance and Management

Representative Governance

Following a municipal general election held on 24 October 2020, 11 Councillors were sworn in on 10 November 2020, to form the new Brimbank City Council.

Governance framework

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

Council Meetings

Council makes its decisions at meetings open to the public.

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

On 15 December 2020, Council adopted its Schedule for Council Meetings for 2021, comprising monthly meetings. The meetings were generally held on the third Tuesday of the month.

In 2020-2021, due to the COVID-19 pandemic and in compliance with public health directions, seven Council Meetings were held at the Brimbank Community and Civic Centre and eight Council Meetings were conducted by electronic means where Councillors attended remotely. All Council Meetings were live streamed through a link published on Council's website.

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

Council conducted five additional Council Meetings in 2020-2021.

1. To swear in Councillors for the term 2020-2024
2. To elect the Mayor and Deputy Mayor
3. To consider a planning matter and to appoint Councillor representatives to the Municipal Association of Victoria
4. To consider a contract matter
5. To consider the report 'Transforming Brimbank – Sunshine Priority Precinct Vision 2050 - Leading with Vision: A City Ready to Shine' and motions for submission to the State Council Meeting of the Municipal Association of Victoria

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 four days prior to a council meeting.

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 preceding 12 month period).

Questions to Council

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

Members of the public were also able to petition Council, in accordance with the Governance (Meeting Procedure) Local Law No. 1 2015 and the Governance Rules 2020.

In 2020-2021, six petitions were presented to the Council for receipt and response. 159 questions were put to the Council and answered at the meeting, and/or responded to in writing.

Councillors' allowances and expenses

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. Workloads continue to increase in line with the city's growth and the provision of suitable allowances enables those committed to civic leadership to better inform their choices about public service, their careers and financial future whilst balancing family and public life.

Section 39 of the Act provides for payment of annual allowances to mayors, deputy mayors and councillors in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019. Until the Tribunal makes a determination, Councils set allowances within the category ranges set by the State Government.

Victorian councils are divided into three categories, based on budget and population. Brimbank is determined to be a Category 3 Council. Allowance levels are subject to annual adjustments by the Minister for Local Government. The 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). The Minister has conducted his review under section 73B of the 1989 Act and determined that no adjustment to allowances will be made this financial year.

At the Council Meeting on 15 June 2021, Council resolved to set the Mayoral allowance at $100,434 per annum and the Councillor allowance at $31,444 per annum (plus an amount equivalent to the superannuation guarantee contribution, currently 10 per cent).

Expenses incurred by the Councillors in undertaking their duties for Brimbank are reported quarterly in a Governance Report presented at a Council Meeting, in accordance with the Councillor Support Major Policy 2020. The total expenses reported for travel, communications and other support expenses for 2020-2021 was $65,804.27.

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 Councillor Code of Conduct is intended to set a high standard of conduct in order to ensure good governance and maintain public trust in Council. As custodians of a major metropolitan city, the Mayor, Deputy Mayor and Councillors, hold important leadership roles.

The Local Government (Governance and Integrity) Regulations 2020 set out standards of conduct for Councillors. Section 139 of the Act requires a council to have a Code of Conduct for Councillors. The Act also requires a Councillor to make a written declaration they will abide by the Councillor Code of Conduct, witnessed by the Chief Executive Officer.

Each Councillor was required to sign the Councillor Code of Conduct adopted by Brimbank City Council on 21 April 2020. Councillors reviewed the Code of Conduct and adopted a new Code of Conduct by resolution on 16 February 2021.This Code was developed in accordance with Section 139 of the Act. Our Councillors have signed the Code, are committed to working together to govern Brimbank effectively, and adhere to the principles of good governance.

Governance and Management (continued)

Local laws

Brimbank has two local laws: the *General Local Law 2018* (Local Law), which came into effect on 1 January 2018 and the *Governance (Major Policy Consultation) Local Law No. 3* which came into effect on 18 July 2014.

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

General Local Law 2018

Brimbank's Local Law was made on 21 November 2017, and became operational on 1 January 2018. The objectives of the Local Law are to provide for the:

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

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

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

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

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

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

No policies were made, amended or revoked as major policies in 2020-2021.

.

Attendance at Council Meetings by Councillors

1 July 2020 - 31 December 2020 (Councillors Term 2016-2020)	
Name	**Council Meetings**
Cr Daniel Allan	4
Cr Janev Aziz	4
Cr Victoria Borg	4
Cr Sam David JP	4
Cr Margaret Giudice	4
Cr John Hedditch	3
Cr Bruce Lancashire	4
Cr Georgina Papafotiou	4
Cr Duyen Anh Pham	4
Cr Virginia Tachos	3
Cr Kim Thien Truong	4
Cr Kim Thien Truong	11

1 January 2021 - 30 June 2021 (Councillors Term 2020-2024)	
Name	**Council Meetings**
Cr Victoria Borg	9
Cr Sarah Branton	10
Cr Thuy Dang	10
Cr Sam David	11
Cr Maria Kerr	11
Cr Bruce Lancashire	10
Cr Trung Luu	10
Cr Jasmine Nguyen	11
Cr Jae Papalia	11
Cr Ranka Rasic	11
Cr Virginia Tachos	11
Cr Kim Thien Truong	11

Non-attendance at Council Meetings included formal Leaves of Absence and/or apologies.

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. Following the election of the Council in 2020, newly elected Councillors were appointed to portfolio roles for a two year term. Councillors decided to reduce the number of representatives on the #ResilientBrimbank Portfolio to one (from two) and to introduce a new portfolio named #Brimbank COVID-19 Response and Recovery Portfolio. This means there are now 11 portfolios.

Councillors also agreed to allow two Councillors to share two portfolios. The #BrimbankInnovation and #ProsperousBrimbank portfolios are shared by Cr Lancashire and Cr Nguyen.

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 Wrap, commenced in mid-2019. This creates an additional platform for more formalised information sharing between Councillors.

Portfolio meetings continue to be held by the video conferencing platform Zoom, to meet social distancing requirements as a result of the COVID-19 pandemic.

During the period 1 July 2020 to 30 June 2021, 46 portfolio meetings were held and 246 presentations or updates were delivered to Brimbank City Councillors through the portfolio program. The decrease in portfolio meetings in the reporting period was due to no portfolio meetings scheduled during the caretaker period which commenced in September 2020 prior to council elections. Newly elected Councillors were appointed to portfolio positions in February 2021 and meetings resumed. Although fewer meetings were held in 2020-2021 there was an increased number of presentations and updates to Councillors through the portfolio program.

Governance and Management (continued)

Portfolio	Positions	Portfolio Councillor	Areas of responsibility
#ResilientBrimbank	1 (Always includes current Mayor)	Cr Rasic Previous: Cr Papafotiou Cr Tachos	High-level advocacy (including Melbourne Airport Rail Link/Sunshine Super Hub, St Albans Health and Wellbeing Hub, Fix The Calder Campaign)
#BrimbankInnovation	2	Cr Lancashire Cr Nguyen Previous: Cr Giudice	Custodianship, innovation, assets and financial sustainability
#BrimbankPeople	1	Cr Borg Previous: Cr Borg	Life stage planning, lifelong learning, job readiness
#BrimbankProud	1	Cr Kerr Previous: Cr Allan	Branding, tourism, marketing, communication, community engagement
#ConnectingBrimbank	1	Cr Luu Previous: Cr David	Public transport, car parking, bike paths, footpaths, freight, roads, walking
#BrimbankCOVID-19 ResponseAndRecovery	1	Cr Tachos	Building community resilience, social & economic wellbeing, corporate & statutory obligations, relief & recovery, community led recovery initiatives
#HealthyBrimbank	1	Cr Branton Previous: Cr Aziz	Mental health, sport, recreation, physical activity, meeting places, disability, ageing and inclusion
#LiveableBrimbank	1	Cr David Previous: Cr Lancashire	Urban amenity, local laws, urban design, recreation and facilities
#ProsperousBrimbank	2	Cr Lancashire Cr Nguyen Previous: Cr Hedditch	Strategic planning, economic development, investment and job attraction
#SustainableBrimbank	1	Cr Papalia Previous: Cr Truong	Environment and waste
#VibrantBrimbank	1	Cr Dang Previous: Cr Pham	Arts, culture, heritage, events, Aboriginal and multicultural affairs

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 2020-2021, the representatives/delegates to Council committees were:

Council advisory committees	Role of committee	Councillor Representative 2020	Councillor Representative 2021
Audit and Risk Committee	Advisory Committee to Council established in accordance with section 53 of the *Local Government Act 2020*, to provide oversight of internal and external audit and strategic risk activities.	Cr Giudice Cr Hedditch Cr Tachos (substitute)	Cr Kerr Cr David Cr Branton (substitute)
Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee	To provide Council with advice on Aboriginal & 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 Rasic (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) Cr Tachos	Cr Dang (Chair) Cr Papalia Cr Branton (until May 2021) Cr Rasic (from May 2021)

(continued)

Governance and Management (continued)

Council advisory committees	Role of committee	Councillor Representative 2020	Councillor Representative 2021
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 Disability Network member) Cr Hedditch Cr Truong	Cr Branton (Co-Chair) (Co-Chair with Disability Network member) Cr Borg Cr Kerr
Brimbank Youth Council	To establish and maintain a formal communication channel between Brimbank City Council and a representative group of young people aged 12-25 who live, work, study or socialise in the Brimbank municipality.	Cr Pham (Co-Chair) Cr Borg	Cr Nguyen (Co-Chair) Cr Papalia
Brooklyn Industrial Precinct Strategy Committee	To provide advice and recommendations to Council on implementation of the Brooklyn Evolution Strategy in Brooklyn.	Cr David (Chair)	Cr Luu (Chair)
Chief Executive Officer Employment Matters Committee	To provide guidance on the role of the CEO performance and purpose of the CEO performance review.	Cr Papafotiou Cr Allan Cr David Cr Pham	Cr Rasic Cr Papalia Cr Borg Cr David
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 Tachos (Co-Chair) Cr Rasic (Co-Chair) Cr Dang
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	Committee ceased
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)
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 David (Chair)
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 Branton
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

External committees (Council delegates)	Role of committee	Councillor Delegate 2020	Councillor Delegate 2021
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 Tachos	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	Committee ceased
Brimbank Community Fund Committee	To provide guidance on the administration of the Brimbank Charitable Fund.	Cr Allan Cr Giudice (substitute)	Cr Dang Cr Nguyen (substitute)

(continued)

External committees (Council delegates)	Role of committee	Councillor Delegate 2020	Councillor Delegate 2021
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 Branton Cr David Cr Nguyen
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 Rasic
Cleanaway Community Benefit Fund – Review Panel	The Fund is intended to support local sustainability projects, which will benefit the community or local environment. The Fund will be available to not for profit organisations, charity groups, schools, volunteers and environmental groups in Caroline Springs, Deer Park and surrounding areas.	Cr Lancashire (as delegate of Melbourne Regional Landfill Community Reference Group)	Cr Lancashire (as delegate of Melbourne Regional Landfill Community Reference Group)
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 Rasic Cr Tachos (alternate)
LeadWest Special Committee (under section 86 of the 1989 Act)	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 Cr Giudice (proxy)	The LeadWest Special Committee ceased to be a special committee when the Special Committee provisions under the 1989 Act were repealed on 1 July 2019.
Local Government Working Group on Gambling	To support the local government sector to fulfil its various roles in relation to public health and wellbeing.		Cr Tachos Cr Nguyen
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 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
Metropolitan Transport Forum	Advocacy group for promotion of effective, efficient and equitable transport in metropolitan Melbourne.	Cr Lancashire	Cr Luu
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 Papafotiou Cr Tachos (alternate)	Cr Rasic Cr Nguyen (alternate)
Municipal Emergency Management Plan Committee	To ensure all agencies are involved in emergency planning for the municipality.	Cr Papafotiou Cr Giudice	Cr Tachos
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 Pham	Cr Kerr

Audit and Risk Committee

Role of the Audit and Risk Committe

The Audit and Risk Committee (the Committee) is an independent committee of Council. Its purpose is to support and advise Council in fulfilling its responsibilities related to external financial and performance reporting, maintenance of strong and effective governance and control frameworks, management of key risks and Council's compliance with legislation and regulation. The Committee has a prime responsibility in overseeing and monitoring Council's various audit processes.

The Committee's role is to report to Council on the outcomes of its work program and to provide advice and recommendations on matters relevant to its Charter. The Committee may also endorse key reports for consideration by Council

Independence

An independent Audit and Risk Committee is a fundamental component of a strong corporate governance culture. Council's Committee is independent of management and is not involved in any operational decisions. Committee members do not have any executive powers, management functions or delegated financial responsibilities.

Reporting period of this report

This report covers the activities of the Committee for the 15 months ended September 2021, during which time the Committee met on five occasions as per its Annual Work Plan (AWP). The Committee's previous Annual Activities Report was for the year ended 30 June 2020. As a result of the change of the reporting period from June to September necessitated by the *Local Government Act 2020* (LGA), one scheduled meeting was held in the three months from July to September 2020 that is included in this report. The Committee has four scheduled meetings in its regular annual meeting cycle.

This means that the report covers the Committee's work for the meetings held on 4 September and 18 December 2020, 19 February, 21 May and 3 September 2021, and aligns with the Committee's AWP.

Purpose of this report

This report has two purposes as follows:

1) It meets the reporting requirements to Council as mandated by section 54(5) of the LGA, whereby the Committee is required to biannually report to Council on its activities, findings and recommendations. The Committee also provided a mid year activity report to Council in March 2021; and
2) It meets Council's governance requirements whereby Council requires its various Committees to report on their activities at least annually.

Committee Charter

The Committee's Charter is set by Council and was last reviewed and adopted by Council on 18 August 2020 following changes necessitated by the new LGA. The revised Charter became effective on 1 September 2020.

Committee membership

Committee membership is comprised of five people appointed by Council, with two members being Councillors and three members being independent of Council. The independent members are required to have appropriate skill sets and experience as mandated in section 53 of the LGA. The LGA also requires that there must be a majority of independent members and that an independent member must be chairperson of the Committee. All members have full voting rights.

Councillors not appointed to the Committee are welcome to attend meetings but do not have any voting rights.

Committee members have been fully engaged in all meetings held during the reporting period and have made valuable contributions to the work of the Committee.

Meeting Attendance

Details of membership and meeting attendance for the reporting period are summarised in the table below:

Table 1 - Membership, meeting dates and attendance

		Meetings				
Attendee	Role	4 Sept 2020	18 Dec 2020	19 Feb 2021	21 May 2021	3 Sept 2021
Geoff Harry	Chair and Independent Member	Attended	Attended	Attended	Attended	Attended
Ben Dunlop	Independent Member	Attended	Attended	Attended	Attended	Attended
Mark Davies	Independent Member	Attended	Attended	Attended	Attended	Attended
Sam David	Councillor Member	Non-Member	Attended	Attended	Attended	Attended
Maria Kerr	Councillor Member	Non-Member	Apology	Attended	Attended	Attended
Sarah Branton (substitute)	Councillor Member		Attended			
Margaret Giudice		Attended		Non-Member		
John Hedditch		Apology		Non-Member		

Councillors Sam David and Maria Kerr were welcomed as new members to the Committee following the October 2020 local government elections.

Senior Management Team

The Committee has been strongly supported by Council's Chief Executive Officer and the Executive Management Team who have attended all meetings as required during the year.

External service providers

In addition, both the internal audit team and Rob Wernli (DFK Kidsons) who is the agent of the Victorian Auditor General's Office (VAGO) for the external audit have attended as required, and in fact have attended most meetings during the reporting period.

The Committee enjoys strong and professional working relationships with the entire support team, which is a critical element in ensuring the Committee delivers positive and insightful support and advice to Council.

Governance and Management (continued)

Committee business

The agendas for the five meetings in the reporting period have been driven by the Committee's Annual Work Plan (AWP) and all meetings have been fulsome. As with other such Committees in the local government sector in Victoria, the new LGA has added to the Committees workload and in the broader governance sense, expectations of stakeholders about the work of audit committees have never been higher.

Annual Work Plan

The Committee's activities are closely aligned with its AWP which reflects its key responsibilities as set out in the Committee Charter. Annually, the Committee confirms it has discharged its responsibilities in accordance with the Charter and develops its AWP for the following year. The AWP is reviewed at every meeting to ensure that it remains reflective of Council's business activities and ever-changing contextual environment.

The work of the Committee is summarised below in each of the key areas.

Financial and performance reporting

The Committee has two areas of focus here as follows:

1) The quality of the content and commentary in the periodic financial and performance reports provided to Council in terms of how Council is tracking against the approved Budget and Council Plan; and
2) The quality and content of the annual financial and performance reports that are included in Council's annual report. These reports have extensive and complex compliance considerations which the Committee considers in detail. This requires the Committee to engage with the external auditor when these reports are submitted to the Committee in August each year for endorsement to Council.

As this report covers a 15-month period, it includes information about two financial years as described below.

Year ended 30 June 2020

At the 4 September 2020 meeting the Committee considered the annual financial report and the annual performance statement of Council for the year ended 30 June 2020. As part of this process, the Committee received officer presentations and representations and reviewed the outcomes of the external audit. The Committee endorsed the annual financial report and the annual performance statement and recommended that Council sign these reports 'in principle' as required by the LGA.

Year ended 30 June 2021

At the 3 September 2021 meeting the Committee considered the annual financial report and the annual performance statement of Council for the year ended 30 June 2021. After Committee members reviewed the annual financial reports and performance reports, received officer presentations and representations and reviewed the outcomes of the external audits, the Committee endorsed the annual financial report and the annual performance statement and recommended that Council sign these reports 'in principle' as required by the LGA.

The Committee was satisfied with the reports for both financial years, assessing them as being of high quality, and noting that the matters raised by the external auditors at the conclusion of their work was not substantive in nature.

External audit

The Victorian Auditor General's Office (VAGO) appointed Rob Wernli (DFK Kidsons) as its agent to undertake the external audit of Council's annual financial report and annual performance statement for both financial years.

The Committee considered the external audit plan for 2020-2021 at the February 2021 meeting. VAGO's closing report on the outcomes of the audits of the annual financial report and the annual performance statement for 2019-2020 and 2020-2021 were considered at the September meetings in each year. The closing reports advised that VAGO would issue clear audit opinions on the annual financial reports and annual performance statements. The Committee noted the representations by management to VAGO in regard to the preparation of the annual financial report and the annual performance report and also noted that those representations contained no qualifications.

The final management letter issued by VAGO at the conclusion of both the 2019-2020 and 2020-2021 audit processes contained no matters of substance, although some minor recommendations were included. These recommendations related to control enhancements noted by VAGO whilst undertaking standard audit procedures and were provided to Council as opportunities for improvements.

In conclusion the Committee resolved that the external audit process had been thorough and was pleased with the outcomes of the audits for both years which indicated that the systems and controls related to the preparation of the annual financial report and the annual performance statement were efficient and effective.

Risk management

The Committee considered various risk management matters at all meetings with an ongoing focus on the assessment of strategic risks, related treatment plans and the effectiveness of the risk management framework. The risk management policy was also reviewed during the reporting period.

Business continuity planning was a key consideration throughout the reporting period due to the ongoing impact of the COVID-19 pandemic. The Committee noted the actions taken to address both the immediate and longer term impacts of the pandemic and felt that the response at all levels was appropriate and effective and supports the continued focus on the ongoing impacts.

Other key risk matters on which the Committee was briefed included the following:

1) Sunshine Landfill site
2) St Albans Leisure Centre development
3) Health, wellbeing and workplace safety matters
4) Cyber security, including the results of penetration testing
5) Fraud and corruption management and awareness
6) Assessment and mitigation of key operational risks
7) Risk management maturity
8) Risk appetite
9) Insurance program renewal and management of insurance claims

The Committee believes that Council has remained committed to management of strategic and operational risks throughout the reporting period and has performed well with regard to risk mitigation actions.

Internal audit

A key responsibility of the Committee is to monitor Council's internal audit program. The program is outsourced to an appropriately skilled service provider whose work is monitored by the Committee. A rolling three year strategic internal audit plan is developed by the service provider to ensure that systems and controls in the areas of higher risk are regularly reviewed. The Committee reviews the plan annually and monitors delivery of the plan at every Committee meeting.

Council's current internal auditor is Crowe, who was appointed in the reporting period following expiry of the previous contract with NTT during the year. The Committee was involved in the market tendering process that was undertaken by officers to appoint a new service provider. The new strategic internal audit plan with a three year outlook was considered and endorsed by the Committee as having an appropriate focus on and connection to Council's risk profile.

Governance and Management (continued)

The internal audit reports provided at the conclusion of each review contain audit findings and recommendations for control improvements, together with management responses, and are presented to the Committee for review at each meeting. The Committee monitors implementation of the recommendations by the agreed due dates.

The table below shows the reviews completed by the internal audit service provider in the reporting period and the overall rating of each review:

Reviews
Volunteer Management
Cyber Security
Rates
Development Contributions
Child Safety

Table 2 provides a summary of Council's performance in closing out internal audit recommendations during the reporting period.

It shows that Council effectively manages and completes internal audit recommendations. These recommendations are prioritised and those with the most immediate needs are monitored by the Committee at every meeting. The Committee has been pleased with Council's performance regarding completion of internal audit recommendations.

Internal control environment and compliance management

The Committee considered several reports on the review of policies, systems and controls during the reporting period, including reports on the following matters:

1) Compliance with the overarching governance principles
2) Management of matters related to freedom of information requests, complaints, Victorian Equal Opportunity and Human Rights Commission
3) Post implementation review of the 2019-20 Capital Works Program
4) Councillor delegations to senior officers
5) New LGA 2020 implementation plans
6) Compliance breaches
7) Councillors and delegated committee member expense reimbursements
8) Gifts, benefits and hospitality registers

In addition to these matters the Committee considered new or revised policies including the Councillor Gift Policy and the Councillor Expenses Policy.

Table 2 - Council's performance in closing out internal audit recommendations during the reporting period

	Total
Open internal audit actions at start of reporting period (June 2020)	12
Add new actions reported in the period	34
Less actions closed in the period	23
Open internal audit actions at end of reporting period (Sept 2021)	23

Investigations by state integrity agencies (VAGO, IBAC, Ombudsman Victoria)

The Committee monitors reports released by state based integrity agencies and receives officer briefings on any reports that may be relevant to Council. The Committee focusses on whether there are any learnings for Council arising from these reports and monitors implementation of such improvements. There have been several integrity agency reports issued in the reporting period which have relevance for Council, including reports on cyber security matters, corporate credit card management, managing supply chain risk, local government authority responses to ratepayers in financial hardship, managing access to data and maintaining local roads.

The VAGO report on a survey it undertook on sexual harassment in the Victorian local government sector was of particular interest to the Committee. The significance of the survey is that there were almost 10,000 respondents from over 75 (of 79) councils in Victoria. The survey indicated that 28 per cent of people working in the sector experience sexual harassment, 90 per cent of which occurs in day-to-day work. The Committee was pleased to note Council's positive response on this matter and will continue to monitor progress.

Assessment of the Committee's performance

The Committee annually assesses its performance based on a survey completed by Committee members and officers who interact regularly with the Committee. The most recent assessment was considered by the Committee in September 2021 and there were no significant areas of concern. In fact, the survey was strongly positive about the Committee's performance. The Committee uses these assessments as an opportunity to consider ways in which it can improve performance. The outcomes of the assessment were reported to Council.

Reporting to Council

After all meetings of the Committee, minutes are forwarded to the next ordinary meeting of Council, including any reports that may help to explain outcomes or actions of Committee meetings. In addition, half year and full year activity reports on Committee activities, findings and recommendations are provided to Council.

Officer support

The Committee fulfils its responsibilities outlined in the Committee Charter guided by its AWP. The success of its work requires significant commitment from many senior officers in developing meeting agendas, assembling reports and other information, preparing minutes of meetings and disseminating information to Committee members between meetings. The Committee acknowledges these efforts and the strong support it receives from the officers involved.

Conclusion

The Committee is satisfied that it has fully discharged its responsibilities as set out in the Charter. The Committee believes that Council has a strong control environment that continues to mature and has prudent financial management practices in place.

Governance and Management Checklist - 2020-2021

Local Government (Planning and Reporting) Regulations 2014

Governance and management item	Date	Related document
Community Engagement Policy	✓ 16/02/2021	The Brimbank Community Engagement Policy 2021 was adopted by Council on 16 February 2021. www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/community-engagement-policy
Community Engagement Guidelines	✓ 16/02/2021	The Community Engagement Policy includes Best Practice Guiding Principles and Council's deliberate engagement approach and was adopted by Council on 16 February 2021.
Financial Plan	✓ 15/06/2021	The 2021-2022 Annual Budget adopted at the Brimbank Council Meeting No. 590 on 15 June 2021 includes a Long Term Financial Plan 2021-2031 (as per legislated requirements). www.brimbank.vic.gov.au/council/council-meetings/2021-council-meeting-agendas-and-minutes
Annual Budget	✓ 15/06/2021	The Annual Budget was adopted by Council on the 15 June 2021. www.brimbank.vic.gov.au/council/council-meetings/2021-council-meeting-agendas-and-minutes
Asset Management Plans	✓ 21/03/2014	The Integrated Asset Management Strategy 2014-2024 was endorsed by Council on the 21 March 2014. www.brimbank.vic.gov.au/plans-policies-and-strategies/strategies/integrated-asset-management-strategy-2014-2024
Rating Strategy	✓ 15/06/2021	The Annual Budget incorporating the Revenue and Rating Plan 2021-2022 to 2025-2026 was adopted by Council on the 15 June 2021 www.brimbank.vic.gov.au/council/council-meetings/2021-council-meeting-agendas-and-minutes
Risk Policy	✓ 15/06/2021	The Risk Management Policy was adopted by Council on 15 June 2021. www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/risk-management-policy
Fraud Policy	✓ 10/12/2019	The Fraud Prevention Policy was adopted by Council on 10 December 2019. The *Public Interest Disclosures Act 2012* is referenced as per an amendment effective 1 January 2020. 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. www.brimbank.vic.gov.au/emergency-information
Procurement Policy	✓ 23/06/2020	The Procurement Policy was adopted by Council on the 23 June 2020. The Policy was subjected to an Annual Review on 23 June 2021. www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/procurement-policy
Business Continuity Plan	✓ 6/05/2020	The Business Continuity Plan and associated 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 ICT Governance on the 1 July 2018.
Risk Management Framework	✓ 19/02/2021	The Brimbank Risk Management Framework was approved by the Executive Management Team and endorsed by the Audit and Risk Committee on 19 February 2021.
Audit Committee	✓ 18/08/2020	Council's Audit and Risk Committee was first established on 25 February 1997, in accordance with the then *Local Government Act 1989*, and more recently in accordance with the *Local Government Act 2020*. The current Audit and Risk Committee Charter was last reviewed and adopted by Council on 18 August 2020 in accordance with Section 54 of the *Local Government Act 2020*.

(continued)

Governance and Management Checklist (continued)

Governance and management item	Date	Related document
Internal Audit	✓ 15/02/2021	Council's internal audit service provider is Crowe Australasia and were appointed on 15 February 2021.
Performance Reporting	✓ 04/09/2020 19/02/2021	The Performance Reporting Indicators (LGPRF Results) were reported to the Audit and Risk Committee on 4 September 2020 and 19 February 2021.
Council Plan Reporting	✓ 15/09/2020 16/03/2021 15/06/2021	Quarterly Council Plan Progress Reports were presented and noted by Council at the following Ordinary Council Meetings: • 15 September 2020 – (Year 3, Quarter 1) • 16 March 2021 – (Year 4, Quarter 2) • 15 June 2021 – (Year 4, Quarter 3)
Financial Reporting	✓ 15/12/2020 16/02/2021 18/05/2021	The Quarterly Budget Reports were presented and noted in the following Council Meetings: • 15th December 2020 – Period ending 30 September 2020 • 16th February 2021 – Period ending 31 December 2020 • 18th May 2021 – Period ending 31 March 2021
Risk Reporting: Audit and Risk Committee Activity and Performance Reports	✓ 15/09/2020 16/03/2021	Council received two six monthly reports in the reporting period. Ordinary Council Meeting No. 578 https://www.brimbank.vic.gov.au/council/council-meetings/2020-council-meeting-agenda-and-minutes Ordinary Council Meeting No. 586 www.brimbank.vic.gov.au/council/council-meetings/2021-council-meeting-agendas-and-minutes
Annual Report	✓ 15/12/2020	The 2019-2020 Annual Report was adopted by Council on 15 December 2020. www.brimbank.vic.gov.au/council/council-meetings/2020-council-meeting-agenda-and-minutes
Councillor Code of Conduct	✓ 16/02/2021	The Councillors' Code of Conduct was adopted by Council on 16 February 2021. www.brimbank.vic.gov.au/council/council-meetings/2021-council-meeting-agendas-and-minutes
Delegations	✓ 20/07/2021 21/05/2021	Council delegated certain powers to the Chief Executive Officer and other Council officers on 20 July 2021 and 21 May 2021. Council's CEO sub-delegated certain powers to officers on 27 May 2021. Brimbank City Council Instruments of Delegations and Financial Authority Limits outline Council's delegations of authority. Council's Delegations are available online: www.brimbank.vic.gov.au/council/governance/delegations
Meeting Procedures	✓ 01/09/2020	Brimbank Governance Rules adopted on 1 September 2020 include Meeting Procedures for Council Meetings, Delegated Committees and Community Asset Committees. Chapters 2, 3 and 4 of the Brimbank Governance Rules are known as the Meeting Procedure Local Law. This local law is made under section 111 of the *Local Government Act 1989*. www.brimbank.vic.gov.au/council/council-meetings/council-meeting-procedures-and-public-questions-council

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

Warren Roberts
Interim Chief Executive Officer
Date: 23 September 2021

Cr Ranka Rasic
Mayor
Date: 23 September 2021

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.

Continuous improvement

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 accordance with the overarching governance principles in the *Local Government Act 2020*, a council should pursue innovation and continuous improvement. The Act also includes service performance principles that guide planning and delivery of services. They include to continuously improve service delivery to the community to ensure services are responsive to diverse needs, accessible and in response to performance monitoring.

Organisational application of innovation and continuous improvement

To provide assurance that Brimbank City Council pursues innovation and continuous improvement, the following three service examples are provided to demonstrate organisational application that has resulted in improved services to the Brimbank community:

1. Library to Your Door

Library to Your Door was introduced in April 2020 to enable residents who could not attend the library due to COVID-19 restrictions to access library resources. In the first three months nearly 5,000 residents received non-contact deliveries. The Library to Your Door service allowed many residents who do not have access to technology at home to use the libraries online resources.

Due to the success of the Library to Your Door program, a model was developed to allow the program to be retained beyond COVID-19. The model has the following elements:

- Book delivery and pick up - volunteer delivers and collects library resources to the Home Library Service customer. This enables additional connection and interaction with community members as well as assisting people to access e-resources and technology.
- Book delivery service - where volunteers will drop off resources and the customer returns the items through any of the libraries return chutes. Resources can either be reserved by the customer or chosen by library staff.

2. Innovation award

In February 2021, Brimbank City Council won an LGPro 2021 Award for Excellence in the category of Innovative Management Initiative for optimising its waste collection process.

Council introduced digital mapping for waste collection to replace its outdated paper-based system in August 2018. The all-in-one digital solution not only replaced cumbersome paper-based mapping and procedures with GPS-like mapping, an event log and digital forms, it used technology to improve waste collection driver safety.

The project resulted in significant savings, improved efficiency and is helping reduce waste-stream contamination.

3. Community Impact Analysis

Since COVID-19 first began to cause disruption in March 2020, Council has worked to understand the local impact, and the effect on individuals, families and communities in Brimbank as this has changed throughout the pandemic.

The purpose of this work was to respond to urgent need as it emerged and to inform the longer-term planning, essential to support the community, as we recover and rebuild.

Each Community Impact Analysis was informed by businesses, service partners and the community. The resulting information was shared in a series of reports that consider economic and social disruption and identify effective and innovative responses that come out of service adaptation. Two reports were completed during 2020-2021 (August 2020 and February 2021). Each includes a mix of data, analysis and local observations to provide insights, not only into the impact but also the lived experience of COVID-19 in Brimbank.

Regular telephone surveys were conducted with more than 80 community organisations that provide services in Brimbank. This was supplemented by consultation with Council's service partners and social justice networks, and provoked discussion and provided insight into the effect of COVID-19 on particularly vulnerable client groups. Major questions of social policy were considered to guide Council's advocacy on issues such as housing and homelessness, mental health, gender equality, gambling harm and food insecurity. As a result, Council was informed about the most effective actions available to support the community.

Council's service teams shared what they learned through direct engagement with individuals, families and groups. Not only did this identify particularly vulnerable groups but teams also described new models of service collaboration and care that emerged in response to changed conditions, as services had to adapt and work together. Reports documented the work of teams who are close to community, adopting a flexible, problem-solving approach to meet the needs and expectations of Brimbank's diverse population.

The health and wellbeing of Brimbank residents was informed by surveys conducted between August and December 2020. Responses from 650 residents helped Council to understand the experience of COVID-19 and consider how Council can best support residents through both the immediate impact and the long-term recovery period.

Through the examination of challenges, Council learned a great deal about adaptation to provide better services that reach more people, even in difficult times. Unexpected opportunities have emerged, such as the increased capability in our use of technology, workforce flexibility, outreach services and strong local partnerships that reflect the strength of our community.

Statutory information (continued)

Freedom of Information Act 1982

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

Freedom of Information (FOI) applications annual report

35 FOI requests were received during 2020-2021.

Of those applications, nine were released in full, seven released in part, one exempt in full, three yielded no documents, two were withdrawn, ten were not yet finalised and three were outside the FOI Act.

One FOI request was appealed to the Office of the Victorian Information Commissioner, however this appeal was subsequently withdrawn by the applicant.

In order to assist the Commissioner to prepare the 2020-2021 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.

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 2020-2021, 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.
- Delivering the 2020 Brimbank State and Federal Budget Forum, which featured keynote presentations from the Hon. Wade Noonan (WoMEDA) and Emma King (VCOSS) and provided an opportunity to assess government budgets against Council and community priorities.
- Undertaking research and advocacy that responds to key social justice issues, including social and affordable housing, homelessness, income support and gambling harm prevention.
- Convening the Brimbank Community Resilience and Recovery Working Group to support service coordination, recovery and advocacy, and to provide a vital link to local services and the wider community in response to the COVID-19 crisis.
- 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 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

Key result areas noted under Section 38 of the *Victorian Disability Act 2006*, state that Council must address the following in its Disability Action Plan:

- Reducing barriers to persons with a disability accessing goods, services and facilities
- Reducing barriers to persons with a disability obtaining and maintaining employment
- Promoting inclusion and participation in the community of persons with a disability, and
- Achieving tangible changes in attitudes and practices that discriminate against persons with a disability

In accordance with the above legislation Council is committed to developing a revised Disability Action Plan 2021-2025 which is reflective of the community, its needs and aspirations with particular focus on including the voice of people with disability in the co-design of the Plan. During 2019-2020 Council formed a co-design team comprising of members with lived experience of disability and carers. A key focus of the next plan will be to explore what people with disability have seen and experienced this year with the COVID-19 pandemic, including being able to access services and the impacts on economic participation and social isolation.

Co-design has been a key part of the consultation process to realise potential in reaching different audiences and to support disability inclusion. Establishing the co-design team of eight people with lived experience of disability and carers has provided the development of the following consultation strategies and engagement tools:

- Finding better ways of designing engagement tools to be developed through Council's Your Say page and the Hive Platform
- Development of co-design team workshops to inform the external survey used in the community engagement on-line process
- Strengthening disability awareness and education through co-design team members sharing their story through video filming
- Development of Auslan interpretation on Council's Your Say web page
- Delivery of Council's Community Consultation workshop co-facilitated with co-design team members
- Delivering key consultation workshops to the Brimbank Disability Network group
- Delivering key consultation workshops to CALD groups and key eternal stakeholders through the National Disability Insurance Agency
- Continuation of delivering Council's key community networks online

Statutory information (continued)

Disability Advisory Committee

During 2019-2020 there were three Councillors newly nominated and nine community members active on the Brimbank Disability Advisory Committee.

Meetings during this period were facilitated via on-line platforms and the key functions included:

- The implementation of the Disability Action Plan detailing specific actions Council will undertake to meet the goals and actions of the Disability Action Plan
- The implementation plan will be reviewed on an annual basis with successes and challenges reported via a public report card
- Promotion, integrations and awareness of disability access and inclusion in core council business
- Advising council on a range of disability related matters and concerns to support being an inclusive community

Domestic Animal Management Plan

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

Council's DAMP was adopted in 2017. This program will be reviewed in 2021. The new plan will guide the Council's programs, services and strategies for the management of dogs and cats in Brimbank. The Plan will seek to balance the needs of pet owners, the community and animals that share their lives.

Council continued to offer subsidised desexing for residents' pets despite the restrictions due to the COVID-19 pandemic, the program is to assist in the reduction of unwanted litters and making the service more available to residents with financial constraints.

Council's Animal Management Officers are committed in delivering a first class animal service to the community and reinforcing the message of responsible pet ownership. They will continue to offer assistance and advice during this challenging period.

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 2020-2021.

Information privacy notifications

Council received one (1) privacy notification in 2020-2021.

The notification was raised by a staff member after they searched for a COVID-19 Risk Assessment. A document prepared by a staff member labelled as a COVID-19 Risk Assessment was opened with a view to study and replicate. The document contained personal information submitted to employer for work related purposes. The inadvertent access by the staff member was able to occur due to incorrect storage of document in an unsecure TRIM folder.

In this instance, the individual whose personal information was accessed was advised and an audit of all like documents was conducted. Other like documents were found to be unsecured, once discovered all documents were immediately stored in secure TRIM folders. A further audit was undertaken to determine if any inappropriate access had occurred to the other unsecured documents. No further inappropriate access was found.

Health Records Act 2001

The *Heath 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 2020-2021.

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.

In 2020-2021, following community consultation and endorsement by the Registrar of Geographic Names, Council made a final decision on naming the St Albans Leisure Centre replacement (90 Taylors Road, Keilor Downs) the Brimbank Aquatic and Wellness Centre.

Public Interest Disclosure Act 2012

The *Public Interest Disclosure Act 2012* (the Act) 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 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 2020-2021.

Statutory information (continued)

As required by the *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 no assessable disclosures 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.

Central complaints register

Council's Customer Service Charter, welcomes all expressions of discontent at the unsatisfactory action or inaction relating to a Council service (complaints) as an opportunity to improve services. 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.

During 2020-2021, Council received a total of 165 service complaints.

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 ICT Disaster Recovery Plan. These business continuity plans allow for a consistent prioritised approach for the identification and restoration of the critical services and required resources that need to be recovered in the event of loss of:

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

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

Building condition, capacity and functionality audit

Council commenced a comprehensive condition, capacity and functionality assessment of all Council owned buildings. This project is being delivered by Council officers utilising mobile tablets to record key information such as material condition, useful remaining life, room size, functional layout, and amenities, including photos.

This information will help Council officers develop detailed works programs to ensure that all Council facilities are maintained to standard, and meet community demand and expectations.

Capital Works Program Dashboard

Council officers have developed and deployed an interactive map-based tool that allows any member of the public to type in an address and see what works are underway within any given radius of their home or across the City of Brimbank.

The Capital Works Program Dashboard provides up-to-date information and shows at what stage of development the works are at such as design, construction and completion.

This tool also allows residents to filter by key projects such as Community Facilities, Road Works, Cycling and Shared Paths, Parks, and Reserves.

Municipal emergency management

In meeting statutory obligations under the *Emergency Management Legislation Amendment Act 2018* (EMLA Act), which took effect from 1 December 2020, Council established a newly formed Municipal Emergency Management Planning Committee (MEMPC).

The new committee exists separately and is no longer a committee of Council. The MEMPC 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 MEMPC is responsible for the development of a Municipal Emergency Management Plan (MEMP).

The MEMP is regularly updated and coordinated through the newly formed MEMPC. The MEMP is a multi-agency plan for the municipal district and not just a Council-specific plan. The MEMPC meets quarterly.

The broad objectives of the MEMPC are to:

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

To ensure major risks to the community are identified and planned for, the MEMPC is also required to develop and regularly update a Community Emergency Risk Assessment (CERA).

Brimbank's MEMP was formally audited and approved by the Victorian SES on 2 October 2020. The audit was designed to ensure that Council complies with legislative requirements regarding municipal emergency management.

The audit was the last under the current arrangements, with a self-assurance model now being implemented with the new emergency management planning reforms.

Infrastructure and development contributions

For the 2020-2021 year the following information about infrastructure and development contributions is disclosed.

Table 1: Total DCP levies received in 2020-2021 financial year

DCP name and year approved	Levies received in 2020-2021 financial year ($)*
Sunshine Town Centre DCP (2015)	378,607.00
Brimbank DCP (2018)	888,010.00
Total	**1,266,617.00**

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2020-2021 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)	2,542,709.00	$-	$-	2,542,709.00
Total	**2,542,709.00**	**$-**	**$-**	**2,542,709.00**

Table 4: Land, works, services or facilities delivered in 2020-21 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 ($)	Percentage of item delivered
Total			**$-**	**$-**	**$-**	**$-**	**$-**	

2021 Community Satisfaction Survey

Council participated in the 2021 Local Government Community Satisfaction Survey conducted by the Department of Jobs, Precincts and Regions. Council has participated in the survey since 2009.

As in previous years, the 2021 survey comprised a telephone survey of 400 Brimbank residents, regarding the importance of, and Council's performance across, a range of service areas. In 2021, the survey sample comprised 48 per cent English-only speaking participants and 52 per cent of those speaking a language other than English.

The results show that Council's performance scores on all core measures improved from the 2020 survey (see Table 1 below), recognising that an additional core measure ('Value for Money') was introduced in 2021 and had not been used previously.

Compared to 2020 results, Council's 2021 performance scores on the core measures were:

- Higher (statistically significant) for 'community consultation and engagement' and 'the condition of sealed local roads'.
- Higher (but not statistically significant) for 'overall performance'; 'making community decisions'; 'customer service'; 'waste management'; and 'overall Council direction'.

The service areas which had the highest performance scores in 2021 included: 'COVID-19 response'; 'arts centres and libraries'; 'recreational facilities'; 'emergency and disaster management' and 'waste management'. The service areas where Council had the lowest performance scores in 2021 were: 'lobbying on behalf of the community'; 'planning and building permits'; 'parking facilities'; and 'community consultation and engagement'.

Compared to the Melbourne Metro group, Brimbank's 2021 performance scores were significantly higher for the core measure of 'overall Council direction' and for five service areas: 'traffic management'; 'Council's general town planning'; 'planning and building permits'; 'planning for population growth'; and 'COVID-19 response'.

Compared to the Melbourne Metro group, Brimbank's 2021 performance scores were rated significantly lower for the core measures of 'condition of sealed local roads' and 'waste management', and significantly lower for two service areas: 'recreational facilities' and 'the appearance of public areas'.

Compared to the state-wide results, Brimbank's 2021 performance scores were significantly higher for the core measures of 'overall performance'; 'community consultation and engagement'; 'making community decisions'; 'condition of sealed local roads'; 'customer service'; 'value for money'; and 'overall Council direction'; and the seven service areas of 'traffic management'; 'condition of local streets and footpaths'; 'general town planning policy'; 'planning for population growth'; 'planning and building permits'; 'lobbying on behalf of the community'; and 'COVID-19 response'.

Compared to the state-wide results, Brimbank's 2021 performance scores were rated significantly lower for just one service area: 'the appearance of public areas'.

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 and infrastructure.

Table 1: Key performance index scores

Core measures	Results								
	2016	2017	2018	2019	2020	2021	2020 to 2021	Melb. Metro 2021	State-wide 2021
Overall performance	61	60	65	63	64	**65**	nsd	67	61↓
Community consultation (community consultation and engagement)	54	55	56	58	54	**59**	↑	59	56↓
Making community decisions (decisions made in the interest of the community)	57	56	58	59	58	**61**	nsd	61	56↓
Sealed local roads (condition of sealed local roads)	58	58	63	63	60	**64**	↑	68	57↓
Customer service	73	70	72	74	73	**75**	nsd	74	70↓
Waste management	68	70	71	69	66	**69**	nsd	72↑	69
Value for money	n/a	n/a	n/a	n/a	n/a	**61**	n/a	62	54↓
Overall council direction	61	59	64	62	61	**62**	nsd	55↓	53↓

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

2021 Community Satisfaction Survey (continued)

Importance and performance summaries

2021 importance summary

2021 priority area importance	2021	2020	2019	2018	2017	2016
Waste management	85	84	83	83	80	83
Elderly support services	84	81	83	82	80	80
Local streets & footpaths	82	80	82	82	83	80
Emergency & disaster management	81	82	82	82	83	79
Community decisions	79	79	78	80	80	78
Condition of sealed local roads	79	79	79	82	81	80
Environmental sustainability	78	77	78	77	72	77
Family support services	78	78	80	79	77	76
COVID-19 response	78	n/a	n/a	n/a	n/a	n/a
Informing the community	78	79	76	78	76	77
Appearance of public areas	77	76	76	76	78	76
Disadvantaged support services	77	77	80	77	74	75
Recreational facilities	76	74	74	75	74	73
Enforcement of local laws	76	75	79	77	77	77
Population growth	75	76	76	78	78	74
Traffic management	74	78	79	78	79	78
Parking facilities	73	76	74	75	75	73
Planning & building permits	72	72	69	71	72	73
Consultation & engagement	72	71	70	69	71	73
Town planning policy	72	72	70	71	71	72
Arts centres & libraries	71	68	69	69	67	70
Lobbying	70	72	69	67	70	71
Community & cultural activities	66	65	64	64	63	65
Business/ community development and tourism	64	63	61	61	63	64

2021 performance summary

2021 priority area performance	2021	2020	2019	2018	2017	2016
COVID-19 response	76	n/a	n/a	n/a	n/a	n/a
Arts centres & libraries	72	75	73	75	72	68
Recreational facilities	71	65	63	66	64	63
Emergency & disaster management	71	64	67	71	65	64
Waste management	69	66	69	71	70	68
Family support services	67	65	66	66	62	65
Community & cultural activities	67	66	67	67	64	67
Appearance of public areas	67	64	65	62	61	61
Elderly support services	67	64	64	64	63	66
Enforcement of local laws	65	59	60	60	60	59
Disadvantaged support services	65	59	61	63	60	61
Condition of sealed local roads	64	60	63	63	58	58
Environmental sustainability	63	61	63	63	62	57
Traffic management	63	59	61	61	54	57
Local streets & footpaths	63	58	58	61	55	54
Informing the community	62	58	59	58	56	58
Business/ community development and tourism	61	55	57	58	58	57
Community decisions	61	58	59	58	56	57
Town planning policy	60	61	59	60	58	56
Population growth	60	55	54	53	52	55
Consultation & engagement	59	54	58	56	55	54
Parking facilities	59	56	57	59	55	57
Planning & building permits	59	60	58	62	60	59
Lobbying	58	55	57	57	54	57

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's 2020-2021 advocacy helped to secure close to $120 million in State and Federal Government investments for our community.

Council 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 will continue to advocate to both State and Federal Governments to advance our community and future priorities for Brimbank.

COVID-19

The Brimbank Coronavirus (COVID-19) Response and Recovery Strategy contained a dedicated advocacy and engagement response, 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.

In August 2020, Council adopted a new 19 Point Action Plan for COVID-19 Recovery and Response, providing government and non-government entities with a clear pathway to partner with Council to help address the health, wellbeing and economic consequences of a prolonged and evolving pandemic.

In March 2021, Council adopted the Stage 2 Brimbank Response and Recovery Strategy, which outlines how Council can assist our local businesses, residents and visitors to overcome obstacles and build on strengths as we continue to recover, rebuild and adjust to a COVID normal through five revised pillars.

This is a whole-of-council strategy that is designed to ensure that Council resources, programs and initiatives continue to assist in responding to the impacts of the COVID-19 pandemic. It works to mobilise the pride, diversity and support that exist in Brimbank to strengthen community recovery.

Transforming Brimbank 2050

In August 2020, Council endorsed an ambitious proposal to transform Brimbank into the powerhouse of Melbourne's west by 2050. Leading with Vision, Transforming Brimbank Future Priorities 2050 demonstrates a pathway for economic and social recovery from COVID-19 by articulating opportunities for future investment across the city. This includes leveraging major infrastructure projects, such as Melbourne Airport Rail, and generating unprecedented business, job, health, education and social opportunities.

After extensive consultation, including 2,100 community responses to the draft and more than 50 stakeholder meetings with more than 600 representatives, Council adopted the vision for this document in April 2021: Transforming Brimbank – Sunshine Priority Precinct Vision 2050 - Leading with Vision: A City Ready to Shine.

It outlines the potential for the Melbourne Airport Rail, Sunshine Super Hub and Albion Quarter to bring unprecedented investment into Sunshine that can shift generational disadvantage and deliver record jobs and education growth to Melbourne's west. The Sunshine Priority Precinct has the capacity to double the resident and job population by 2050. Planned collaboratively, the precinct can deliver sustainable opportunities and prosperity, which build on the unique character of Sunshine and the west – proud, welcoming and diverse.

This vision will drive Council advocacy to pursue the best community outcomes for the long term development of the Melbourne Airport Rail, the Sunshine Super Transport Hub and the Sunshine Priority Precinct.

Council has continued to invest significant time and resources in city design, economic analysis and advocacy, engaging with the State Government at a political and departmental level, as well as other major stakeholders including local residents, community groups, major landowners and developers, and the business community.

At the Council Meeting of June 15 2021, responding to the State Government announcement 'First Package of Works for Airport Rail out to Market' of 12 June 2021, Council expressed disappointment that the package released to market in relation to the rail component of the Melbourne Airport Rail project did not meet the standards and expectations of the community, particularly in relation to proposed design outcomes of the Sunshine Super Hub and the flyover in Albion.

While in Canberra for the 2021 National General Assembly (NGA) of the Australian Local Government Association (ALGA) on 20-23 June, Mayor Cr Ranka Rasic met with a number of federal parliamentarians to raise cross-party political awareness and seek support for Transforming Brimbank 2050.

Following Council's advocacy, the State Government announced the development of a draft Sunshine Station Masterplan as well as a Sunshine Transport Precinct Community Reference Group.

Council will continue to work to maximise community benefit of the Melbourne Airport Rail project and Sunshine Priority Precinct.

Fix the Calder

In April 2021, Brimbank Council launched a campaign and parliamentary petition calling on the state and federal governments to 'Fix the Calder', make it safe, get it moving and do it now.

The Calder Freeway has been identified as one Victoria's most dangerous stretches of road. Between 2015 and 2019, there have been 81 crashes and 220 people injured along the Calder Freeway.

Many Brimbank residents, businesses and households rely on the Freeway as a major transport thoroughfare for their daily commute to work and study. Significant growth in Melbourne's north and west means that without further investment, congestion along the Calder Freeway will increase substantially.

Council worked collaboratively with local community group the Calder Action Group and as a member of the Calder Highway Improvement Committee, comprised of councils along the entire length of the Calder.

In a significant win for the campaign, the State Government committed $50 million towards upgrading the Calder Freeway between Sunbury and the M80, in the 2021-2022 State Budget – matching the Federal Government's $50 million commitment.

The combined $100 million commitment is an essential first step towards fixing the Calder.

Council will continue to advocate and to work closely with partners to ensure the timely delivery and appropriate selection of major capital works.

Stop the Soil

In August 2020 Council launched Stop the Soil, a joint advocacy campaign between Melton and Brimbank City Councils. The campaign sought to prevent the delivery of approximately 1.5 million cubic meters of West Gate Tunnel Project soil to Melbourne Regional Landfill (MRL) located within Ravenhall.

In a win for the community and a positive outcome for the joint advocacy campaign, on 25 June 2021, builder John Holland CPB Joint Venture announced Hi-Quality's landfill site at Bulla, in Melbourne's north-west as the selected site for disposal of West Gate Tunnel Project spoil, not MRL at Ravenhall.

Advocacy, consultation and community engagement (continued)

Western Region Local Jobs and Skills Taskforce

In 2020, Council welcomed the Federal Government's decision to establish the Western Region Local Jobs and Skills Taskforce. Brimbank Council had advocated for the creation of the Taskforce for Melbourne's west to better coordinate and align regional job, skill and learning pathways.

In May 2021 Brimbank Council Officers presented to the Taskforce regarding Council's work to prepare the Local Jobs for Local People Program.

There is a strong need to attract jobs to the region and ensure that a skilled workforce exists as we begin to rebuild from the impacts of the COVID-19 pandemic.

With Melbourne's north-west the most heavily impacted during the pandemic in terms of employment and skills opportunities, the work of the Taskforce is more important than ever.

The Taskforce will aim to leverage major regional infrastructure projects and help support local businesses, workers and young people by giving them the job, skill and education pathways to respond to COVID-19.

The Taskforce membership includes representatives from local government, federal and state governments, employment, education, and social services from across the region.

Council looks forward to working with federal, state and regional partners to support and facilitate the rollout of the Taskforce's work, to help identify, create and deliver genuine employment pathways across Brimbank and the western region.

Gambling reform

Council has continued to work alongside the Alliance for Gambling Reform to advocate for evidence-based gambling harm prevention measures to help support our community as part of ongoing recovery efforts.

A key priority for Council has been to reduce harm arising from record electronic gaming machine (EGM) losses since gaming venues re-opened after extended COVID-19 restrictions. Between December 2020 and June 2021, $86.4 million has been lost at a rate of more than $460,000 per day. This represents a 21.5 per cent increase over the same period two years earlier. Long operating hours have fuelled these losses, with a majority of gaming venues in Brimbank open the maximum 20 hours per day.

In September 2020, the Mayor co-signed an open letter to the Premier (along with 12 other councils) calling on the Victorian Government to limit operating hours when gaming venues re-opened. Following record losses in December and January, the Mayor wrote directly to the Minister of Consumer Affairs, Gaming and Liquor Regulation and subsequently met to discuss how to reduce harm from gambling in Brimbank.

Through various motions and media coverage, Council has continued to advocate for reduced operating hours, as well as maximum $1 bets, lower in-venue cash withdrawal limits, and a 'sinking cap' policy to encourage a reduction in EGMs over time. Additionally, Council has supported the Alliance for Gambling Reform's ongoing efforts to limit gambling advertisements, including the recent campaign to 'End Gambling Ads on SBS'.

2020-2021 advocacy outcomes

Funding outcomes achieved during the 2020-2021 period include:

- State Government funding commitment towards upgrading the Calder Freeway between Sunbury and the M80 – **$50 million**
- Upgrading two intersections along Melton Highway, Sunshine Avenue and Old Calder Highway – State Government – **$16.8 million**
- Brimbank-Melton region and Goulburn will share in funding for trials of a new whole-of-family support model that focuses on vulnerable families with multiple health, justice or human service needs – **$17.8 million** (across both regions)
- State Government funding commitment to deliver an additional 10 beds and refurbish support areas at Westside Lodge Sunshine, in order to improve treatment services for mental health and those affected by alcohol and other drugs – **$9.4 million**
- State Government funding for Council to employ up to 165 people through the Working for Victoria Program – **$8 million**
- State Government funding commitment to upgrade St Albans East Primary School - **$7.9 million**
- Mitchell Institute at Victoria University funded by Paul Ramsay Foundation to deliver Pathways in Place program across Brimbank – **$5.5 million**
- State Government funding commitment for the 'More Trees for a Cooler, Greener Melbourne's West' initiative – **$5 million**
- More Park redevelopment, Stage 1 and 2, Ardeer – State Government funding through the Community Sport Infrastructure Stimulus Program – **$4 million**
- Brimbank pocket parks and dog park projects, including Leslie Street pocket park, St Albans ($1.14 million), Cary Street pocket park, Sunshine North ($1.12 million) – State Government funding – **$2.267 million**
- Federal Government COVID-19 Financial Assistance – Local Roads and Infrastructure Program ($6,262,774 for Round 2, with half to be received before 30 June 2021 and remainder by 31 December 21) – **$3.13 million**
- State Government funding commitment a new asphalt car park, multi-purpose cricket nets, irrigation upgrade for the oval and a new path network at Bon Thomas Reserve in Deer Park – **$1.586 million**
- State Government funding for the Jobs Victoria Advocates project to employ two advocates over two years to assist local job seekers prepare for and secure employment - **$660,000** (over two years)
- Keilor Park Synthetic Soccer Change Rooms – Local Sports Infrastructure Fund World Game Funding – **$500,000**
- Brimbank Local Business Outdoor Eating and Entertainment Support – State Government funding through Local Council Eating Program – **$500,000**
- COVID-19 CALD Multicultural Taskforce – Brimbank Partnership – State Government funding – **$300,000**
- Shared user path from Kings Road/Calder Freeway Interchange to Sydenham Park – State Government funding through the Park Revitalisation Grants Program – **$300,000**
- Upgrade to Keilor Park Recreation Reserve, Keilor Park – State Government funding through the Park Revitalisation Grants Program – **$300,000**
- Northumberland Road upgrades – State Government funding ($100,000 through Neighbourhood Activity Centre Renewal Program), ($100,000 through TAC Grant Program) – **$200,000**
- Glengala Road, Sunshine West activation, including street greening, shop front improvements, pop up parks and traffic calming road art – State Government funding – **$135,000**
- State Government funding to create an outdoor learning and recreation space at the Keilor Library - **$100,000**
- Support for St Albans Business Association ($50,000) and Sunshine Business Association ($50,000) – State Government funding through the COVID-19 Business Chambers Program – **$100,000**
- Funding from the Victorian Responsible Gambling Foundation to run a Libraries After Dark program - **$64,000** (over two years)

Advocacy, consultation and community engagement (continued)

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, adopted in February 2021, 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 committees and 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 '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.

At the end of 2020-2021, 348 people were registered as volunteers with Brimbank City Council – down from the 400-plus registered volunteers before COVID-19.

Many volunteers took a break during 2020, when volunteer programs were scaled back during COVID-19 for safety reasons. During the 2020 lockdown, a small number of volunteers in our Community Register Program continued to volunteer virtually (from home) checking in with over 300 vulnerable members of our community.

The number of active volunteers has continued to rise since lockdown eased in late 2020, as more people feel comfortable returning to their former roles and taking up new opportunities.

Our volunteers range in age from 17 to 88, 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

July 2020

National Awards for Excellence in Local Government - Susan Grace Benny Award for Women in Leadership programs

Brimbank First Nations Women's Leadership and the Brimbank Muslim Women's Leadership Program received these awards. The awards recognise leaders and initiatives in local government which support women in community decision making and management.

Council successfully delivered the two community leadership programs for women in partnership with Salt Studio Consultancy and SistrV8. Salt Studio Consultancy is a First Nation business providing cultural consultancy, cultural education, creative workshops and yarning circles. SistrV8 is a Muslim organisation that builds on women's capacity to participate in the broader community.

The two programs have provided opportunities for First Nation and Muslim women to strengthen their community leadership skills, connect with Brimbank's diverse community all while recognising women as emerging and current leaders.

October 2020

Brimbank Leisure Centres win three awards at the 2020 Aquatics and Recreation Victoria Awards

The awards won were the Sustainability Award, Customer Service and the prestigious Facility Management of the Year Award.

Council's leisure centres were also finalists in Swim School of the Year and Swim Teacher of the Year.

Brimbank Leisure Centres achieved some incredible results in 2020, despite some very significant challenges presented by COVID-19.

This includes 30,000 extra visits and an extra 300 members, the introduction of 24-hour gym access at Sunshine Leisure Centre and the completed design and planning of the exciting new Brimbank Aquatic and Wellness Centre, replacing the old St Albans Leisure Centre.

December 2020

The Victorian Multicultural Commission Highly Commended Award for Excellence

Brimbank City Council's Neighbourhood House programs received this award for highly innovative neighbourhood house programs that supported its culturally diverse community during the COVID-19 pandemic.

Projects highlighted by the awards included a digital radio and podcast project for young people, a youth mentoring program for children (11-17) with culturally diverse young people (18-30) for a mentoring relationship that supports their education and mental wellbeing during the COVID-19 pandemic

Awards (continued)

February 2021

Platinum Pool Award for Sunshine Leisure Centre

Brimbank's Sunshine Leisure Centre has been accredited with Life Saving Victoria's prized Platinum Pool Award – becoming one of just 40 pools across Victoria to achieve the award for outstanding safety levels.

Sunshine Leisure Centre undertook a rigorous series of assessments to ensure it met all of the Life Saving Victoria criteria for the accreditation.

February 2021

Sunshine Leisure Centre finalist Sustainability and Young Achiever categories at LGPro Awards for Excellence

The Sustainable Futures Project aimed to assess, review, plan and execute a range of environmental improvements at the Sunshine Leisure Centre. Outcomes included: a number of LED lighting replacement projects, pool energy monitoring, water recovery systems, waste reduction programs, automatic pool blankets, remote monitoring of energy consumption and a 99Kw Solar system integrated with the sites cogeneration plant.

A Council Officer from the Leisure and Community Facilities Team was nominated in the Young Achiever category.

February 2021

Optimising Waste Collection initiative wins LGPro Award for Excellence Innovative Management

Council introduced digital mapping for waste collection to replace its outdated paper-based system in August 2018.

The all-in-one digital solution not only replaced cumbersome paper-based mapping and procedures with GPS-like mapping, an event log and digital forms, it used technology to improve waste collection driver safety. The project resulted in significant savings, improved efficiency and is helping reduce waste-stream contamination.

Awards (continued)

March 2021

Innovation at Brimbank Pilot Program highly commended at the LG Pro Awards for Excellence 2021

The Innovation at Brimbank Pilot Program is believed to be unique within local government and has demonstrated how Council staff can progress their ideas into community-focused outcomes.

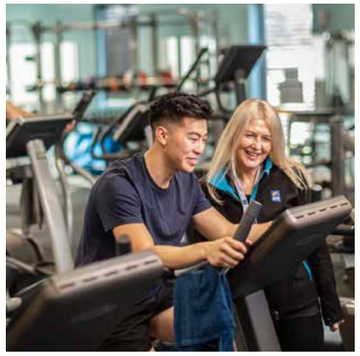
May 2021

Innovation at Brimbank Pilot Program highly commended at the MAV Technology Awards for Excellence

The Program was recognised in the collaboration or partnership category, which is believed to be unique in local government for its approach to increasing pockets of excellence and enhancing community experiences.

This is the second time the Pilot Program has been awarded having previously received a high commendation at the LG Pro Awards for Excellence in February 2021.

June 2021



Quality Accreditation by Fitness Australia for Council's Sunshine Leisure Centre

Sunshine Leisure Centre won this accreditation for excellence in five key categories: professionalism, safety, customer service, information and knowledge, and people and leadership.

This accreditation shows that Sunshine Leisure Centre is committed to industry best practices and principles. It is only one of 19 centres in Victoria to have received this accreditation.

The Quality Accreditation Program by Fitness Australia, the national peak fitness industry association, is designed to continuously build on the quality of a fitness service.

05

Performance Statement

For the Year Ended
30 June 2021

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 208,247 makes it one of the most populous municipality in Greater Melbourne.

Sustainable Capacity Indicators for the year ended 30 June 2021

	Indicator/measure	Results 2018	2019	2020	2021	Material Variations and Comments
	Population					
C1	**Expenses per head of municipal population** [Total expenses / Municipal population]	$918.98	$920.43	$970.77	$986.30	The result is within the range expected by Council.
C2	**Infrastructure per head of municipal population** [Value of infrastructure / Municipal population]	$7,860.64	$7,714.33	$7,823.67	$8,071.55	The result is within the range expected by Council.
C3	**Population density per length of road** [Municipal population / Kilometres of local roads]	229.29	229.61	230.50	230.11	Brimbank City Council has seen a minimal variance in population density per length of road when compared to the 2019/2020 financial year.
	Own-source revenue					
C4	**Own-source revenue per head of municipal population** [Own-source revenue / Municipal population]	$835.02	$879.81	$864.74	$863.39	The result is within the range expected by Council.
	Recurrent grants					
C5	**Recurrent grants per head of municipal population** [Recurrent grants / Municipal population]	$138.53	$132.07	$121.18	$124.30	The result is within the range expected by Council.
	Disadvantage					
C6	**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					
C7	**Percentage of staff turnover** [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.7%	9.4%	12.5%	12.9%	Brimbank City Council has seen a slight increase in staff turnover in 2020/2021 when compared to 2019/2020. The main driver impacting this has been the recruitment of temporary contracted staff through the Working for Victoria Program. This result remains in the range expected by Council.

Service Performance Indicators for the year ended 30 June 2021

	Service/indicator/measure	Results 2018	2019	2020	2021	Material Variations and Comments
	Aquatic Facilities					
	Utilisation					
AF6	**Utilisation of aquatic facilities** [Number of visits to aquatic facilities / Municipal population]	2.85	2.83	1.98	0.81	Brimbank City Council saw just over 170,000 visits to the Sunshine Leisure Centre throughout the 2020/2021 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 Brimbank Aquatic and Wellness Centre. COVID-19 restrictions saw the closure of Sunshine Leisure Centre throughout the reporting period, further impacting utilisation of facilities. Find out more about our Leisure Centres at https://www.brimbank.vic.gov.au/leisure-parks-and-facilities
	Animal Management					
	Health and safety					
AM7	**Animal management prosecutions** [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	100%	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 https://www.brimbank.vic.gov.au/pets-and-animals
	Food Safety					
	Health and safety					
FS4	**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 seeks to deliver an effective and cost efficient food safety service for our community. This result demonstrates the urgency with which all critical and major non-compliance notifications were followed up throughout 2020/21 reporting period. 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 food safety at https://www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety
	Governance					
	Satisfaction					
G5	**Satisfaction with council decisions** [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	58.00	59.00	58.00	61.00	This result is reported from the independent annual Community Satisfaction Survey. It shows a moderate increase in the rating with the result remaining within the range expected by Council. Find out more about the Annual Community Satisfaction Survey https://www.brimbank.vic.gov.au/council/about-brimbank-council-and-community/brimbank-community-profile

Service Performance Indicators for the year ended 30 June 2021

	Service/indicator/measure	Results 2018	2019	2020	2021	Comments
	Libraries					
	Participation					
LB4	**Active library members** [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	**12.55%**	**12.01%**	**20.27%**	**11.97%**	Brimbank City Council continues to see a steady demand for library services irrespective of the ongoing challenges the library service is confronted with throughout the COVID-19 pandemic. Despite service closures, residents have continued to access the library collection via alternative service models including, 'Libraries at Your Door' and Click and Collect. A technical error was identified from the 2019/2020 reporting and auditing period that overstated the number of active library borrowers. The actual result for this period was 12.09% highlighting a consistent result over the past 3 years that remains in the range expected by Council. Find out more about Brimbank Libraries at https://www.brimbanklibraries.vic.gov.au
	Maternal and Child Health (MCH)					
	Participation					
MC4	**Participation in the MCH service** [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	**71.50%**	**70.49%**	**68.92%**	**63.05%**	Brimbank City Council is committed to the delivery of well targeted Maternal and Child Health services. Our overall participation rate reduced over 2020/21 due to the impacts of the COVID-19 pandemic. These service adjustments included the need to prioritise newborn babies and Aboriginal children, increasing the length of appointment times to allow for infection control and providing additional support for families during this stressful time. Clients were provided with an initial tele-health appointment and follow up physical assessments. Due to this prioritisation, routine appointment times were limited for older children. However, children and families with additional or complex needs were able to access the service when required. The result remains in 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
MC5	**Participation in the MCH service by Aboriginal children** [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	**62.11%**	**55.26%**	**70.00%**	**71.72%**	Brimbank City Council continues to embed continuous improvement initiatives to engage indigenous families registered in the Maternal Child Health Service, including targeted engagement strategies. Throughout the COVID-19 pandemic Aboriginal children were prioritised, resulting in 71 of the 99 registered Aboriginal children participating in the service over the 2020/2021 financial year. This result is in 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 2018	2019	2020	2021	Comments
	Roads					
	Satisfaction					
R5	**Satisfaction with sealed local roads** [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	**63.00**	**63.00**	**60.00**	**64.00**	This result is reported from the independent annual Community Satisfaction Survey, with the result demonstrating significant improvement on the previous year. The result continues to remain within the range expected by Council. Find out more about the Annual Community Satisfaction Survey https://www.brimbank.vic.gov.au/council/about-brimbank-council-and-community/brimbank-community-profile
	Statutory Planning					
	Decision making					
SP4	**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	**66.67%**	**52.63%**	**55.56%**	**60.87%**	The number of decisions on 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. This result remains in the range expected by Council. Find out more about Brimbank's Statutory Planning Service at https://www.brimbank.vic.gov.au/building-and-planning/planning
	Waste Collection					
	Waste diversion					
WC5	**Kerbside collection waste diverted from landfill** [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	**39.27%**	**38.01%**	**41.41%**	**40.60%**	Brimbank City Council endeavours to deliver an effective, cost efficient kerbside recyclables collection service for our community, with Council's waste diversion rate from landfill decreasing slightly when compared to 2019/2020. This 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 2021

	Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
		2018	2019	2020	2021	2022	2023	2024	2025	
	Efficiency									
	Expenditure level									
E2	**Expenses per property assessment** [Total expenses / Number of property assessments]	$2,487.71	$2,462.90	$2,607.67	$2,599.91	$2,759.11	$2,928.58	$2,960.74	$3,009.31	The result is within the range expected by Council.
	Revenue level									
E4	**Average rate per property assessment** [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	$1,679.09	$1,668.52	$1,699.27	$1,719.79	$1,766.88	$1,792.85	Resident population is the main determinant of service demand and costs. The result is within the range expected by Council.
	Liquidity									
	Working capital									
L1	**Current assets compared to current liabilities** [Current assets / Current liabilities] x100	234.55%	161.79%	182.94%	174.23%	119.76%	110.41%	106.58%	82.95%	The current and forecasted figures have decreased due to reduced cash balances held for carry forward capital works.
	Unrestricted cash									
L2	**Unrestricted cash compared to current liabilities** [Unrestricted cash / Current liabilities] x100	75.01%	41.46%	50.16%	67.27%	0.00%	0.00%	0.00%	0.00%	The 2020/2021 result reflects the increased cash balances due to borrowings to fund capital works to be completed in future years.
	Obligations									
	Loans and borrowings									
02	**Loans and borrowings compared to rates** [Interest bearing loans and borrowings / Rate revenue] x100	42.08%	39.60%	39.50%	54.25%	53.87%	50.74%	46.11%	47.09%	The 2020/2021 result has increased due to the borrowing of $33m to fund capital works. The forecasted figures are projected to reduce with the repayments of the loans.
03	**Loans and borrowings repayments compared to rates** [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.98%	2.90%	21.30%	4.93%	6.84%	7.25%	6.13%	6.83%	The previous year reflects the payout of an interest only loan that was due in 2019/2020 and refinanced in the same year. The 2020/2021 and forecasted figures reflect increase repayments due to the new loan of $33m in the 2020/2021.
	Indebtedness									
04	**Non-current liabilities compared to own source revenue** [Non-current liabilities / Own source revenue] x100	40.00%	20.75%	39.05%	52.11%	47.84%	44.25%	39.60%	30.26%	The 2020/2021 result has increased due to the borrowing of $33m to fund capital works. The forecasted figures are projected to reduce with the repayments of the loans.
	Asset renewal and upgrade									
05	**Asset renewal and upgrade compared to depreciation** [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	103.26%	106.99%	100.53%	71.14%	80.47%	77.10%	The reduction in the forecast reflects the reduction of renewal capital works in 2021/2022.
	Operating Position									
	Adjusted underlying result									
OP1	**Adjusted underlying surplus (or deficit)** [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	6.15%	9.60%	2.22%	2.84%	-0.60%	-2.04%	0.18%	-0.49%	The decrease in the forecast results reflects the effect of COVID-19 on user fee income in the short term and the increase of material and employee expenditure requirements.
	Stability									
	Rates concentration									
S1	**Rates compared to adjusted underlying revenue** [Rate revenue / Adjusted underlying revenue] x100	73.49%	72.79%	76.41%	78.38%	77.51%	74.82%	76.84%	76.71%	The increase in the prior year and 2020/2021 results reflect decreases in statutory fees, user fees and other income due to the effects of COVID-19.
	Rates effort									
S2	**Rates compared to property values** [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.39%	0.31%	0.32%	0.33%	0.33%	0.33%	0.34%	0.34%	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.

Retired Indicators for the year ended 30 June 2021

	Service/indicator/measure	Results 2018	2019	2020		Comments
	Animal Management					
	Health and safety					
AM4	**Animal management prosecutions** [Number of successful animal management prosecutions]	**5**	**24**	**Retired in 2020**	**Retired in 2020**	This measure was replaced by AM7 from 1 July 2019.
	Efficiency					
	Revenue level					
E1	**Average residential rate per residential property assessment** [Residential rate revenue / Number of residential property assessments]	**$1,623.83**	**$1,658.43**	**Retired in 2020**	**Retired in 2020**	This measure was replaced by E4 from 1 July 2019.
	Obligations					
	Asset renewal					
O1	**Asset renewal compared to depreciation** [Asset renewal expense / Asset depreciation] x100	**78.60%**	**66.43%**	**Retired in 2020**	**Retired in 2020**	This measure was replaced by O5 in 1 July 2019.

Other Information for the year ended 30 June 2021

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* (as per the transitional provisions of the *Local Government Act 2020*).

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

The performance statement presents the actual results for the current year and 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 15 June 2021 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* (as per the transitional provisions of the *Local Government Act 2020*)

Andrew Brae CA
Principal Accounting Officer
Dated: 21 September 2021

In our opinion, the accompanying performance statement of the Brimbank City Council for the year ended 30 June 2021 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* (as per the transitional provisions of the *Local Government Act 2020*).

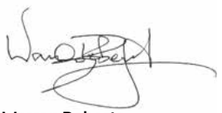
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

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

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

Sam David JP
Councillor
Dated: 21 September 2021

Maria Kerr
Councillor
Dated: 21 September 2021



Warren Roberts
Chief Executive Officer
Dated: 21 September 2021

Independent Auditor's Report

VAGO
Victorian Auditor-General's Office

To the Councillors of Brimbank City Council

Opinion	I have audited the accompanying performance statement of Brimbank City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants* (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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* 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.
Auditor's responsibilities for the audit of the performance statement	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

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
27 September 2021

Sanchu Chummar
as delegate for the Auditor-General of Victoria

2

06

Financial Report

For the Year Ended
30 June 2021

Contents

Financial Report

A Plain English Guide to the Annual Financial Report 96
Certification of the Financial Statements 99
Victorian Auditor-General's Office Audit Report 100

Financial Statements

Comprehensive Income Statement 102
Balance Sheet 103
Statement of Changes in Equity 104
Statement of Cash Flows 105
Statement of Capital Works 106

Notes to Financial Statements

Overview 107
Note 1 Performance against budget 109
1.1 Income and expenditure 109
1.2 Capital works 112
Note 2 Analysis of Council results by program 114
Note 3 Funding for the delivery of our services 115
3.1 Rates and charges 115
3.2 Statutory fees and fines 115
3.3 User fees 115
3.4 Funding from other levels of government 116
3.5 Contributions 118
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment 118
3.7 Other income 118
Note 4 The cost of delivering services 119
4.1 Employee costs 119
4.2 Materials and services 119
4.3 Depreciation 119
4.4 Amortisation - right of use assets 119
4.5 Bad and doubtful debts 120
4.6 Borrowing costs 120
4.7 Finance costs - leases 120
4.8 Other expenses 120
Note 5 Our financial position 121
5.1 Financial assets 121
5.2 Non-financial assets 123
5.3 Payables 123
5.4 Interest-bearing liabilities 124
5.5 Provisions 125
5.6 Financing arrangements 127
5.7 Commitments 127
5.8 Leases 129
Note 6 Assets we manage 132
6.1 Non-current assets classified as held for sale 132
6.2 Property infrastructure plant and equipment 132
Note 7 People and relationships 139
7.1 Council and key management remuneration 139
7.2 Related party disclosure 141
Note 8 Managing uncertainties 142
8.1 Contingent assets and liabilities 142
8.2 Change in accounting standards 143
8.3 Financial instruments 143
8.4 Fair value measurement 145
8.5 Events occurring after balance date 145
Note 9 Other matters 146
9.1 Reserves 146
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit) 149
9.3 Superannuation 150
Note 10 AASB's issued but not effective 152

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 2020-2021 financial year and the overall position at the end of the financial year (30 June 2021).

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* (as per the transitional provisions of the *Local Government Act 2020*).

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 expense.

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)
- AASB's issued but not effective (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 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 1989*, 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: 21 September 2021
Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of Brimbank City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that 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.

Sam David JP
Councillor
Date: 21 September 2021
Melbourne

Maria Kerr
Councillor
Date: 21 September 2021
Melbourne

Warren Roberts
Chief Executive Officer
Date: 21 September 2021
Melbourne

Independent Auditor's Report

Victorian Auditor-General's Office

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 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cashflows 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 statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors • conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
27 September 2021

Sanchu Chummar
as delegate for the Auditor-General of Victoria

2

Comprehensive Income Statement for the Year Ended 30 June 2021

	Note	2021 $'000	2020 $'000
Income			
Rates and charges	3.1	164,069	158,942
Statutory fees and fines	3.2	5,057	6,423
User fees	3.3	4,472	6,964
Grant - operating	3.4	30,467	25,708
Grant - capital	3.4	5,942	4,162
Contributions - monetary	3.5	4,365	2,943
Contributions - non-monetary	3.5	9,478	741
Net gain on disposal of property, infrastructure, plant and equipment	3.6	-	836
Other income	3.7	6,200	8,018
Total income		**230,050**	**214,737**
Expenses			
Employee costs	4.1	91,140	87,772
Materials and services	4.2	60,866	66,564
Depreciation	4.3	41,807	40,556
Amortisation - right of use assets	4.4	1,471	1,393
Bad and doubtful debts	4.5	685	1,166
Borrowing costs	4.6	1,920	1,826
Finance costs - leases	4.7	264	298
Net loss on disposal of property, infrastructure, plant and equipment	3.6	3,789	-
Other expenses	4.8	3,451	3,823
Total expenses		**205,393**	**203,398**
Surplus/(deficit) for the year		**24,657**	**11,339**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	(27,670)	-
Total comprehensive result		**(3,013)**	**11,339**

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

Balance Sheet as at 30 June 2021

	Note	2021 $'000	2020 $'000
Assets			
Current assets			
Cash and cash equivalents	5.1	96,388	75,243
Trade and other receivables	5.1	39,642	37,791
Inventories	5.2	110	60
Non-current assets classified as held for sale	6.1	450	-
Other assets	5.2	2,122	3,513
Total current assets		**138,712**	**116,607**
Non-current assets			
Trade and other receivables	5.1	115	135
Right-of-use assets	5.8	5,148	6,054
Property, infrastructure, plant and equipment	6.2	2,386,489	2,371,083
Total non-current assets		**2,391,752**	**2,377,272**
Total assets		**2,530,464**	**2,493,879**
Liabilities			
Current liabilities			
Trade and other payables	5.3	21,941	23,790
Trust funds and deposits	5.3	6,902	5,686
Unearned income	5.3	16,106	3,346
Provisions	5.5	24,298	23,272
Interest-bearing liabilities	5.4	8,841	5,407
Lease liabilities	5.8	1,525	1,464
Total current liabilities		**79,613**	**62,965**
Non-current liabilities			
Trust funds and deposits	5.3	6,905	6,699
Provisions	5.5	2,185	2,109
Interest-bearing liabilities	5.4	81,048	57,373
Lease liabilities	5.8	3,558	4,565
Total non-current liabilities		**93,696**	**70,746**
Total liabilities		**173,309**	**133,711**
Net assets		**2,357,155**	**2,360,168**
Equity			
Accumulated surplus		1,063,541	1,046,330
Reserves	9.1	1,293,614	1,313,838
Total equity		**2,357,155**	**2,360,168**

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

Statement of Changes in Equity for the Year Ended 30 June 2021

	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2021					
Balance at beginning of the financial year		2,360,168	1,046,330	1,295,908	17,930
Surplus/(deficit) for the year		24,657	24,657	-	-
Net asset revaluation increment/(decrement)	9.1	(27,670)	-	(27,670)	-
Transfers to other reserves	9.1	-	(7,446)	-	7,446
Transfers from other reserves	9.1	-	-	-	-
Balance at end of the financial year		**2,357,155**	**1,063,541**	**1,268,238**	**25,376**

	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	-	-	-	-
Transfer to other reserves	9.1	-	(5,910)	-	5,910
Transfers from other reserves	9.1	-	11,831	-	(11,831)
Balance at end of the financial year		**2,360,168**	**1,046,330**	**1,295,908**	**17,930**

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 2021

	Note	2021 Inflows/ (Outflows) $'000	2020 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		165,161	156,871
Statutory fees and fines		4,745	5,770
User fees		4,900	8,124
Grants - operating		31,816	28,401
Grants - capital		18,085	5,039
Contributions - monetary		3,919	4,880
Interest received		2,163	2,540
Trust funds and deposits taken		2,391	6,496
Other receipts		4,368	5,057
Net GST refund/(payment)		4,625	4,988
Employee costs		(90,058)	(89,256)
Materials and services		(69,299)	(68,038)
Trust funds and deposits repaid		(1,936)	(7,042)
Other payments		(3,489)	(4,002)
Net cash provided by/(used in) operating activities	9.2	**77,391**	**59,828**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(80,501)	(73,523)
Proceeds from sale of property, infrastructure, plant and equipment		857	2,163
Payments for investments		-	8,198
Net cash provided by/(used in) investing activities		**(79,644)**	**(63,162)**
Cash flows from financing activities			
Finance costs		(1,936)	(1,898)
Proceeds from borrowings		33,350	33,490
Repayment of borrowings		(6,241)	(31,960)
Interest paid - lease liability		(264)	(298)
Repayment of lease liabilities		(1,511)	(1,418)
Net cash provided by/(used in) financing activities		**23,398**	**(2,084)**
Net increase/(decrease) in cash and cash equivalents		21,145	(5,418)
Cash and cash equivalents at the beginning of the financial year		75,243	80,661
Cash and cash equivalents at the end of the financial year	5.1	**96,388**	**75,243**
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 2021

	2021 $'000	2020 $'000
Property		
Land	196	2,929
Buildings	36,225	11,614
Total property	**36,421**	**14,543**
Plant and equipment		
Plant, machinery and equipment	2,129	3,051
Computers and telecommunications	64	358
Library books	758	753
Total plant and equipment	**2,951**	**4,162**
Infrastructure		
Roads	25,843	32,671
Footpaths and cycleways	950	1,316
Drainage	1,160	851
Parks, open space and streetscapes	9,264	13,445
Recreational, leisure and community facilities	3,912	6,535
Total infrastructure	**41,129**	**54,818**
Total capital works expenditure	**80,501**	**73,523**
Represented by:		
New asset expenditure	35,773	31,645
Asset renewal expenditure	29,929	29,439
Asset upgrade expenditure	14,799	12,439
Total capital works expenditure	**80,501**	**73,523**

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 2021

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)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable (refer to Note 8.2)
- other areas requiring judgements

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

Significant accounting policies (continued)

(b) Impact of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

Additional revenue - Working for Victoria grant $4 million.

Revenue reductions -

- Closure of facilities - St Albans Community Centre, neighbourhood houses, libraries, community facilities, Keilor basketball stadium, sporting facilities, multi-deck carpark - $1.03 million;
- Leisure Centres - Loss of income due to closure - $1.02 million;
- Waivers and Refunds - Environmental Health registrations, Sport and Recreation annual community lease and licences - $361,000;
- Interest received (bank and investments) - $335,000;
- Building and Planning - Building fees - $110,000;
- Recovery of legal costs - $98,000;
- Animal Management - Registrations, Fines, Sales of Tags - $80,000;
- Home Care - Social and home support user fees - $57,000.

Revenue foregone -

- Parking and Compliance - decline in Parking and planning compliance infringements - $717,000.

Additional costs -

- Reallocation of resources from other Business Units - $305,892;
- Materials $108,751, Building Maintenance $49,416, Libraries $37,505, Refuse Transfer & Disposal $17,469;
- Additional Personal Protective Equipment - $29,053;
- Additional expenditure for Records Management - $38,835;
- IT Support $83,158 - Zoom licences $35,261 and minor assets $47,898;
- Media & Communications - Agency staff, Printing/Graphic Design, Courier Charges $9,795.

Expenses foregone -

- Security - building closures largely in Libraries, Arts & Cultural Development - $383,000;
- Fuel - reduced ability to travel (associated with lockdowns) - $300,000;
- Catering and Functions - increased number of meetings and events conducted online - $181,000;
- Training - courses either cancelled or conducted on line at cheaper rates - $171,000;
- Advertising - fewer campaigns - $152,000;
- Seminars and Conferences - $102,000;
- Stationery - fewer staff utilising office stationery - $54,000;
- Taxi Vouchers - fewer vouchers issued largely in Commonwealth Home Support Programs - $39,000;
- Travel - $22,000.

Asset valuations - No impact is noted on revaluations.

Notes to the Financial Report for the Year Ended 30 June 2021

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 18 August 2020. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2021 $'000	Actuals 2021 $'000	Variance 2021 $'000	Variance 2021 %	Ref
Income					
Rates and charges	163,749	164,069	320	0%	
Statutory fees and fines	5,709	5,057	(652)	-11%	1
User fees	5,842	4,472	(1,370)	-23%	2
Grant - operating	24,419	30,467	6,048	25%	3
Grant - capital	4,092	5,942	1,850	45%	4
Contributions - monetary	3,367	4,365	998	30%	5
Contributions - non-monetary	3,000	9,478	6,478	216%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	484	(3,789)	(4,273)	-883%	7
Other income	5,672	6,200	528	9%	
Total income	**216,334**	**226,261**	**9,927**	**5%**	
Expenses					
Employee costs	91,343	91,140	203	0%	
Materials and services	70,859	60,866	9,993	14%	8
Bad and doubtful debts	950	685	265	28%	9
Depreciation	43,779	41,807	1,972	5%	
Amortisation - right of use assets	1,394	1,471	(77)	-6%	
Borrowing costs	2,610	1,920	690	26%	10
Finance costs - leases	241	264	(23)	-10%	11
Other expenses	4,261	3,451	810	19%	12
Total expenses	**215,437**	**201,604**	**13,833**	**6%**	
Surplus/(deficit) for the year	**897**	**24,657**	**23,760**	**2649%**	

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 $0.65 million unfavourable against budget primarily due to: • Parking fine revenue having ended the year $0.57 million unfavourable to budget being adversely impacted by COVID-19 lockdowns throughout the year; • Planning permit revenue ended the year $0.14 million unfavourable to budget having being adversely impacted by COVID-19.
2	User fees	User Fees ended the year $1.37 million unfavourable to budget predominately due to: • Sunshine and St Albans Leisure Centres (combined) ended the year $0.65 million unfavourable mainly due to closures resulting from COVID-19 lockdowns; • Non Voter Infringements having ended $0.24 million unfavourable against budget where higher voter turnouts were reported by Victorian Electoral Commission across Victoria than in 2016; • Course Fee income and Facility hire in Neighbourhood houses ended $0.22 million unfavourable to budget due to closures resulting from COVID-19 lock-downs.
3	Grant - operating	Grants Operating ended the year $6.05 million favourable to budget mainly due to unbudgeted grant income associated with the State Governments COVID-19 funding initiative to stimulate the economy. These are some of the programs giving rise to this variance: • State Govt. Working for Victoria Program - $4.00 million (zero budget); • State Govt. Outdoor Dining Grant - $0.50 million (zero budget); • Commonwealth Home Support - $0.48 million.
4	Grant - capital	Grants Capital ended the year $1.85 million favourable to budget mainly due to the following projects: • Water Security Program - $0.66 million; • Road Rehabilitation Projects (various) - $0.65 million; • Delahey Reserve New Sports Pavilion - $0.34 million; • Medium Sized Activity Centres Place Upgrades (various) - $0.33 million; • Errington Reserve Sports Lighting Project - $0.23 million.
5	Contributions - monetary	Monetary contributions ended the year $1.00 million favourable to budget mainly due to a better than anticipated result against Public Open Space Contributions and Developer Contributions ($0.86 million), particularly in the wake of the downturn experienced in the latter part of the 2019-2020 year due to extended COVID-19 lock downs. This result has been spurred on by a easing of COVID-19 restrictions.
6	Contributions - non-monetary	Non-monetary Contributions relate to assets that arise out of new subdivisions within the municipality and are later vested to Council, normally in the following year. As a result Council has vested $9.47 million worth of assets in the 2020-2021 year.
7	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. An unfavourable variance to budget of $4.27 million has occurred primarily due to the write down in asset value of the St Albans Leisure Centre ($3.67 million).

Notes to the Financial Report for the Year Ended 30 June 2021

Note 1 Performance against budget (continued)

1.1 Income and expenditure (continued)

(i) Explanations of material variations (continued)

Variance Ref	Item	Explanation
8	Materials and services	Materials and services ended the year $10.21 million favourable against budget primarily due to: • Contract payments across the organisation favourable to budget by $3.52 in particular expenditure for Sunshine Energy Park resurface project which was under budget by $3.00 million; • Licences and certificates under budget by $1.21 million, driven by ICT program phasing out existing software and lower than anticipated implementation cost for Human Resource Information System software (HRIS); • Legal Fees favourable to budget by $797,000 due to reduced volume of legal cases; • ICT minor assets favourable to budget by $792,000 due to the impact of COVID-19 on delivery of computer equipment; • Water ended the period $477,000 favourable to budget due to a wetter than anticipated spring season and less usage of the sportsgrounds; • Gas and electricity expenditure ended favourable to budget by $365,000 due to closure of facilities during COVID-19 restrictions; • Business Transformation program expenditure favourable to budget by $344,000 due to unprecedented delays in commencement of the projects; • Fuel costs ended $296,000 favourable to budget due to reduction of vehicle usage as a result of COVID-19 restrictions.
9	Bad and doubtful debts	Bad and doubtful debts are debts which are determined to be uncollectable. Bad and doubtful debts ended the year $265,000 favourable against budget primarily due to decrease in infringement debts and related collectability issues.
10	Borrowing costs	Borrowing costs ended the year $690,000 favourable to budget due to lower than expected interest rate on loans taken out in 2019/20 and a new loan of $33.35 million being taken out later than anticipated (March 2021 instead of July 2020).
11	Finance costs - leases	As part of the new leasing accounting standard, 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. Finance costs - Leases ended with $23,000 unfavourable to budget due to additional lease items taken up during the financial year.
12	Other expenses	Other expenses ended the year $810,000 favourable to budget due to lower than expected uptake of COVID-19 rate waiver and relief option.

Note 1 Performance against budget (continued)

1.2 Capital works

	Budget 2021 $'000	Actuals 2021 $'000	Variance 2021 $'000	Variance 2021 %	Ref
Property					
Land	1,200	196	1,004	84%	13
Buildings	40,031	36,225	3,806	10%	14
Total property	**41,231**	**36,421**	**4,810**	**12%**	
Plant and equipment					
Plant, machinery and equipment	3,532	2,129	1,403	40%	15
Computers and telecommunications	796	64	732	92%	16
Library books	847	758	89	11%	17
Total plant and equipment	**5,175**	**2,951**	**2,224**	**43%**	
Infrastructure					
Roads	27,187	25,843	1,344	5%	
Footpaths and cycleways	2,186	950	1,236	57%	18
Drainage	1,698	1,160	538	32%	19
Parks, open space and streetscapes	10,258	9,264	994	10%	20
Recreational, leisure and community facilities	5,202	3,912	1,290	25%	21
Total infrastructure	**46,531**	**41,129**	**5,402**	**12%**	
Total capital works expenditure	**92,937**	**80,501**	**12,436**	**13%**	
Represented by:					
New asset expenditure	45,225	35,773	9,452	21%	
Asset renewal expenditure	30,780	29,929	851	3%	
Asset upgrade expenditure	16,932	14,799	2,133	13%	
Total capital works expenditure	**92,937**	**80,501**	**12,436**	**13%**	

Notes to the Financial Report for the Year Ended 30 June 2021

Note 1 Performance against budget (continued)

1.2 Capital works (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
13	Land	Expenditure on Land ended the year $1.00 million favourable to budget. The budget is based on historical trends. The actual spend relates to the purchase of land at 3A St Albans Rd, St Albans for $200,000.
14	Buildings	Expenditure on Buildings ended the year $3.81 million favourable to budget. Material variances to Budget include: • More Park Stage 1 - New Sports Pavilion and Car Park Upgrade $1.29 million favourable; • Sunshine Leisure Centre upgrade and renewal works $0.55 million favourable; • St. Albans Leisure Centre redevelopment $0.35 million favourable; • Electrical upgrade at the Operations Centre $0.29 million favourable.
15	Plant, machinery and equipment	Expenditure on Plant, machinery and equipment ended the year $1.40 million favourable to budget. Material Variances to Budget include: • Trucks, Tractors and other Machinery ended $0.92 million favourable; • Passenger & Light Commercial Vehicles ended $0.51 million favourable.
16	Computers and telecommunications	Expenditure on Computers and telecommunications ended the year $0.765 million favourable to budget. This was largely due to delays in the acquisition of the following items: • Data Domain $0.130 million; • Audio Visual Digital Display Systems $0.110 million; • ESX Servers $0.080 million; • OCE Printer $0.060 million; • Rolling replacement of RFID kiosks $0.053 million.
17	Library books	Library books ended the year $0.089 million favourable to budget due to COVID-19 lockdowns impacting the supply on materials.
18	Footpaths and cycleways	Expenditure on Footpaths and cycleways is under budget by $1.24 million due to the following project not yet completed and carried forward to 2021/22: • Kororoit Creek Recreational Trail, Kings Park - Isabella Williams Memorial Park to Shepherds Grove $779,000; • Sydenham Rail Corridor Bicycle Track $414,000.
19	Drainage	Expenditure on Drainage is under budget by $538,000 mainly due to the following projects not yet completed and carried forward to 2021/22: • Installation of water quality devices $414,000; • Installation of Gross Pollutant Traps $258,000.
20	Parks, open space and streetscapes	Expenditure on Parks, open space and streetscapes is under budget by $1.69 million mainly due to the following project not yet completed and carried forward to 2021/22: • St Albans Town Centre Car Park $700,000; • Errington Precinct Master Plan Stage 3, St. Albans- stage 2 of playground development $360,000; • Balmoral Reserve, Derrimut - suburban park upgrade $448,000; • Sunshine Town Centre - Dawson Street Precinct upgrade $350,000.
21	Recreational, leisure and community facilities	Expenditure on Recreational, leisure and community facilities is under budget by $1.41 million mainly due to the following projects not yet completed and carried forward to 2021/22: • New sportsground development program $1.52 million; • Female Sports Facilities Upgrade-Keilor Park Synthetics $470,000.

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
2021					
CEO & Executive Services	-	725	(725)	-	-
Advocacy, Partnerships & Community	179	12,038	(11,859)	58	-
Organisational Excellence	194,689	68,897	125,792	18,021	138,741
Infrastructure and City Services	9,399	65,880	(56,481)	5,952	2,296,998
City Development	12,157	22,493	(10,336)	1,589	-
Community Wellbeing	13,626	35,360	(21,734)	10,789	94,725
	230,050	**205,393**	**24,657**	**36,409**	**2,530,464**
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	117,329
Infrastructure and City Services	7,421	63,313	(55,892)	3,985	2,314,768
City Development	11,609	20,920	(9,311)	1,005	-
Community Wellbeing	15,449	40,494	(25,045)	9,866	61,792
	214,737	**203,398**	**11,339**	**29,870**	**2,493,879**

	2021 $'000	2020 $'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 2020/21 was $50.049 billion (2019/20 $48.789 billion).

General rates	124,961	124,299
Supplementary rates and rate adjustments	857	719
Municipal charge	5,995	5,951
Waste management charge	32,256	27,973
Total rates and charges	**164,069**	**158,942**

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 1 July 2020.

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	1,251	2,185
Court recoveries	45	282
Town planning fees	1,336	1,516
Permits	460	447
Land information certificates	114	83
Registration	1,579	1,647
Other	272	263
Total statutory fees and fines	**5,057**	**6,423**

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 and health services	474	744
Leisure centre and recreation	1,956	4,095
Statutory planning	435	385
Building services	438	276
Waste management services	7	3
Valuation/supplementary	58	66
Non voter infringements	92	30
Land clearance	112	165
Local laws	261	620
Other	639	580
Total user fees	**4,472**	**6,964**

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Notes to the Financial Report for the Year Ended 30 June 2021

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:

	2021 $'000	2020 $'000
Summary of grants		
Commonwealth funded grants	18,700	18,577
State funded grants	17,709	11,293
Total grants received	**36,409**	**29,870**
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants	14,021	14,426
General home care	1,145	1,963
Other	1,516	865
Recurrent - State Government		
Community health	164	91
School crossing supervisors	664	648
Maternal and child health	2,816	2,604
Aged care	1,253	712
Family and children	790	747
General home care	239	230
Libraries and learning	1,329	1,295
Recreation	638	620
Other	177	56
Total recurrent operating grants	**24,752**	**24,257**
Non-recurrent - Commonwealth Government		
Libraries and learning	10	190
Other	20	-
Non-recurrent - State Government		
Libraries and learning	277	257
Recreation	181	239
Family and children	483	260
Planning and development	591	158
Working for Victoria	4,000	-
Other	153	347
Total non-recurrent operating grants	**5,715**	**1,451**
Total operating grants	**30,467**	**25,708**

3.4 Funding from other levels of government (continued)

	2021 $'000	2020 $'000
(b) Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,133	1,133
Total recurrent capital grants	**1,133**	**1,133**
Non-recurrent - Commonwealth Government		
Roads	835	-
Recreational, leisure and community facilities	20	-
Non-recurrent - State Government		
Libraries	-	26
Roads	240	1,055
Buildings	279	507
Parks, open space and streetscapes	1,073	1,349
Recreational, leisure and community facilities	2,362	25
Other	-	67
Total non-recurrent capital grants	**4,809**	**3,029**
Total capital grants	**5,942**	**4,162**
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	7,469	7,538
Received during the financial year and remained unspent at balance date	7,276	7,469
Received in prior years and spent during the financial year	(7,469)	(7,538)
Balance at year end	**7,276**	**7,469**
Capital		
Balance at start of year	-	739
Received during the financial year and remained unspent at balance date	-	-
Received in prior years and spent during the financial year	-	(739)
Balance at year end	**-**	**-**

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

	2021 $'000	2020 $'000
Note 3 Funding for the delivery of our services (continued)		
3.5 Contributions		
Monetary	4,365	2,943
Non-monetary	9,478	741
Total contributions	**13,843**	**3,684**
Contributions of non-monetary assets were received in relation to the following asset classes:		
Land	3,216	710
Infrastructure	6,262	31
Total non-monetary contributions	**9,478**	**741**

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	857	2,122
Written down value of assets disposed	(4,646)	(1,286)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**(3,789)**	**836**

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	630	463
Insurance recovery	214	648
Subdivisional fees	235	248
Asset protection enforcement	37	102
Interest	2,163	2,540
Rent	1,343	1,428
Recovery	759	758
Rebates	63	234
Other	756	1,597
Total other income	**6,200**	**8,018**

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 2021

	2021 $'000	2020 $'000
Note 4 The cost of delivering services		
4.1 (a) Employee costs		
Wages and salaries	82,540	79,327
Workcover	1,062	995
Superannuation contributions (refer below)	7,319	7,184
Fringe benefits tax	219	266
Total employee costs	**91,140**	**87,772**
(b) Superannuation contributions		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	715	752
	715	**752**
Employer contributions payable at reporting date	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,647	3,946
Employer contributions - other funds	2,957	2,486
	6,604	**6,432**
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	28,196	28,617
General maintenance	5,729	5,639
Materials and services	12,489	14,353
Consultants	2,564	2,254
Information technology	2,507	2,134
Insurance	2,366	2,872
Utilities	4,692	5,804
Other	2,323	4,891
Total materials and services	**60,866**	**66,564**
4.3 Depreciation		
Property	3,457	3,349
Plant and equipment	3,758	3,925
Infrastructure	34,592	33,282
Total depreciation	**41,807**	**40,556**

Refer to Note 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - right of use assets		
Vehicles	1,471	1,393
Total amortisation - right of use assets	**1,471**	**1,393**

	2021 $'000	2020 $'000
Note 4 The cost of delivering services (continued)		
4.5 Bad and doubtful debts		
Parking fine debtors	283	736
Rate debtors	43	10
Other debtors	359	420
Total bad and doubtful debts	**685**	**1,166**
Movement in provisions for doubtful debts		
Parking infringements		
Balance at the beginning of the year	2,282	1,773
New provisions recognised during the year	193	509
Other debtors		
Balance at the beginning of the year	827	585
New provisions recognised during the year	256	242
Balance at end of year	**3,558**	**3,109**
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	1,920	1,826
Total borrowing costs	**1,920**	**1,826**
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	264	298
Total finance costs	**264**	**298**
4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	65	67
Auditors' remuneration - internal	84	66
Councillors' allowance	468	449
Bank fees and charges	508	571
Pensioner rebate	384	411
Environmental protection	501	574
Community grants	506	764
Business grants	320	-
Donations	-	310
Asset write down	-	198
Other	615	413
Total other expenses	**3,451**	**3,823**

	2021 $'000	2020 $'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	13	16
Cash at bank	8,171	2,556
Cash at call	25,204	28,543
Term deposits	63,000	44,128
Total cash and cash equivalents	**96,388**	**75,243**
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)	13,807	12,385
Other reserve funds - Developer Contributions (Note 9.1)	7,329	3,783
Total restricted funds	**21,136**	**16,168**
Total unrestricted cash and cash equivalents	**75,252**	**59,075**
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	14,418	18,383
Unexpended operating grants (Note 3.4)	7,276	7,469
Other reserve funds (excluding Developer Contributions) (Note 9.1)	18,047	14,147
Total funds subject to intended allocations	**39,741**	**39,999**
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months 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) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	25,516	23,649
Special rate assessment	3,132	3,048
Infringement debtors	5,067	4,818
Provision for doubtful debts - infringements	(2,473)	(2,281)
Net GST receivable	2,852	2,705
Non statutory receivables		
Other debtors	6,633	6,680
Provision for doubtful debts - other debtors	(1,085)	(828)
Total current trade and other receivables	**39,642**	**37,791**

	2021 $'000	2020 $'000
Note 5 Our financial position (continued)		
5.1 Financial assets (continued)		
(b) Trade and other receivables (continued)		
Non-current		
Non statutory receivables		
Other debtors	115	135
Total non-current trade and other receivables	**115**	**135**
Total trade and other receivables	**39,757**	**37,926**

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.

(c) 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)	2,047	1,628
Past due by up to 30 days	136	114
Past due between 31 and 180 days	792	928
Past due between 181 and 365 days	159	572
Past due by more than 1 year	3,614	3,573
Total trade and other receivables	**6,748**	**6,815**

(d) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of $1,850,000 (2020: $828,000) were impaired. The amount of the provision raised against these debtors was $1,085,000 (2020: $828,000). 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)	(1)	(2)
Past due by up to 30 days	(1)	(5)
Past due between 31 and 180 days	5	12
Past due between 181 and 365 days	20	61
Past due by more than 1 year	1,062	762
Total trade and other receivables	**1,085**	**828**

Notes to the Financial Report for the Year Ended 30 June 2021

	2021 $'000	2020 $'000
Note 5 Our financial position (continued)		
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	110	58
Inventories held for sale	-	2
Total inventories	**110**	**60**

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	1,799	1,220
Accrued income	308	2,277
Other	15	16
Total other assets	**2,122**	**3,513**

5.3 Payables

(a) Trade and other payables

Trade payables	14,424	18,557
Accrued expenses	7,517	5,233
Total trade and other payables	**21,941**	**23,790**

(b) Trust funds and deposits

Current		
Refundable deposits	1,043	930
Fire services levy	5,240	4,251
Retention amounts	32	54
Other refundable deposits	587	451
	6,902	**5,686**
Non-current		
Refundable deposits	6,905	6,699
	6,905	**6,699**
Aggregate amount of trust funds and deposits:		
Current	6,902	5,686
Non-current	6,905	6,699
Total trust funds and deposits	**13,807**	**12,385**

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.

	2021 $'000	2020 $'000
Note 5 Our financial position (continued)		
5.3 Payables (continued)		
(c) Unearned income		
Grants received in advance - operating	3,421	2,576
Grants received in advance - capital	12,685	770
Total unearned income	**16,106**	**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	8,841	5,407
	8,841	**5,407**
Non-current		
Borrowings - secured	81,048	57,373
	81,048	**57,373**
Total interest-bearing loans and borrowings	**89,889**	**62,780**
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	8,841	5,407
Later than one year and not later than five years	51,303	18,669
Later than five years	29,745	38,704
	89,889	**62,780**

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 2021

Note 5 Our financial position (continued)

5.5 Provisions

	Annual leave $'000	Sick leave (vesting) $'000	Long service leave $'000	Total $'000
2021				
Balance at beginning of the financial year	8,521	333	16,527	25,381
Additional provisions	6,200	7	2,071	8,278
Amounts used	(5,320)	(3)	(1,484)	(6,807)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	438	-	(807)	(369)
Balance at the end of the financial year	**9,839**	**337**	**16,307**	**26,483**
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**

	2021 $'000	2020 $'000
Note 5 Our financial position (continued)		
5.5 Provisions (continued)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	6,588	6,214
Sick leave	337	333
Long service leave	490	785
	7,415	**7,332**
Current provisions expected to be wholly settled after 12 months		
Annual leave	3,251	2,307
Long service leave	13,632	13,633
	16,883	**15,940**
Total current employee provisions	**24,298**	**23,272**
Non-current		
Long service leave	2,185	2,109
Total non-current employee provisions	**2,185**	**2,109**
Aggregate carrying amount of employee provisions:		
Current	24,298	23,272
Non-current	2,185	2,109
Total aggregate carrying amount of employee provisions	**26,483**	**25,381**

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.

	2021 %	2020 %
Key assumptions:		
- discount rate	0.881%	0.566%
- index rate	2.950%	4.250%

	2021 $'000	2020 $'000
Note 5 Our financial position (continued)		
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2021:		
Bank overdraft	3,000	3,000
Credit card facilities	1,000	1,000
Total facilities	**4,000**	**4,000**
Used facilities	(113)	(95)
Unused facilities	**3,887**	**3,905**

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
2021					
Operating					
Information systems and technology	1,697	516	547	-	2,760
Meals for delivery	320	-	-	-	320
Environmental services	32	-	-	-	32
Organic refuse collection	1,046	1,047	2,878	-	4,971
Hard waste collection	1,025	-	-	-	1,025
Internal audit services	75	75	50	-	200
Valuation services	103	51	-	-	154
Community health	3,332	950	950	-	5,232
Security services	338	243	37	-	618
Leisure services	83	18	54	57	212
Cleaning council facilities and built assets	3,047	2,177	2,802	308	8,334
Total	**11,098**	**5,077**	**7,318**	**365**	**23,858**
Capital					
Roads	4,164	315	76	-	4,555
Drainage	363	-	-	-	363
Open space	1,831	-	-	-	1,831
Buildings	39,379	198	105	-	39,682
Total	**45,737**	**513**	**181**	**-**	**46,431**

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
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 2021

Note 5 Our financial position (continued)

5.8 Leases

All contracts are reviewed to determine whether they contain any leasing arrangements. 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.

Note 5 Our financial position (continued)

5.8 Leases (continued)

	Vehicles $'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**
Balance at 1 July 2020	6,054	6,054
Additions	564	564
Amortisation charge	(1,470)	(1,470)
Balance at 30 June 2021	**5,148**	**5,148**

	2021 $'000	2020 $'000
Lease liabilities		
Maturity analysis - contractual undiscounted cash flows:		
Less than one year	1,728	1,705
One to five years	3,849	5,010
More than five years	28	-
Total undiscounted lease liabilities as at 30 June:	**5,605**	**6,715**
Lease liabilities included in the balance sheet at 30 June:		
Current	1,525	1,464
Non-current	3,558	4,565
Total lease liabilities	**5,083**	**6,029**

Notes to the Financial Report for the Year Ended 30 June 2021

Note 5 Our financial position (continued)

5.8 Leases (continued)

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.

	2021 $'000	2020 $'000
Expenses relating to:		
Short-term leases	60	17
Leases of low value assets	-	-
Total	**60**	**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	60	17
Later than one year but not later than five years	-	-
Total lease commitments	**60**	**17**

Note 6 Assets we manage

6.1 Non-current assets classified as held for sale

	2021 $'000	2020 $'000
Land /infrastructure held for sale	450	-
Total non-current assets classified as held for sale	**450**	**-**

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 2020 $'000	Additions $'000	Contributions $'000	Revaluation $'000	Depreciation $'000	Disposal $'000	Write-offs $'000	Transfers $'000	At Fair Value 30 June 2021 $'000
Summary of property, infrastructure, plant and equipment									
Property	914,795	1,149	3,216	(27,670)	(3,457)	(3,651)	-	(100)	884,282
Plant and equipment	21,557	3,867	-	-	(3,758)	(630)	-	259	21,295
Infrastructure	1,423,239	31,999	6,262	-	(34,592)	(365)	-	10,983	1,437,526
Work in progress	11,492	43,486	-	-	-	-	-	(11,592)	43,386
	2,371,083	**80,501**	**9,478**	**(27,670)**	**(41,807)**	**(4,646)**	**-**	**(450)***	**2,386,489**

* Represents land classified as land held for sale

	Opening WIP $'000	Additions $'000	Write-offs $'000	Transfers $'000	Closing WIP $'000
Summary of Work in Progress					
Property	3,069	31,237	-	(350)	33,956
Plant and equipment	159	100	-	(259)	-
Infrastructure	8,264	12,149	-	(10,983)	9,430
Total	**11,492**	**43,486**	**-**	**(11,592)**	**43,386**

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 2020	6,865	724,979	**731,844**	201,620	4,678	271	**206,569**	3,069	**941,482**
Accumulated depreciation at 1 July 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**
Movements in fair value									
Additions	-	200	**200**	949	-	-	**949**	31,237	**32,386**
Contributions	551	2,665	**3,216**	-	-	-	**-**	-	**3,216**
Revaluation	-	(29,747)	**(29,747)**	2,077	-	-	**2,077**	-	**(27,670)**
Disposal	-	-	**-**	(3,651)	-	-	**(3,651)**	-	**(3,651)**
Write-off	-	-	**-**	-	-	-	**-**	-	**-**
Transfers	-	(450)	**(450)**	350		-	**350**	(350)	**(450)**
Impairment losses recognised in operating result	-	-	**-**	-	-	-	**-**	-	**-**
	551	**(27,332)**	**(26,781)**	**(275)**	**-**	**-**	**(275)**	**30,887**	**3,831**
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	**-**	(3,387)	(65)	(5)	**(3,457)**	-	**(3,457)**
Accumulated depreciation of disposals	-	-	**-**	-	-	-	**-**	-	**-**
Impairment losses recognised in operating result	-	-	**-**	-	-	-	**-**	-	**-**
Transfers	-	-	**-**	-	-	-	**-**	-	**-**
	-	**-**	**-**	**(3,387)**	**(65)**	**(5)**	**(3,457)**	**-**	**(3,457)**
At fair value 30 June 2021	7,416	697,647	**705,063**	201,345	4,678	271	**206,294**	33,956	**945,313**
Accumulated depreciation at 30 June 2021	-	-	**-**	(26,409)	(632)	(34)	**(27,075)**	-	**(27,075)**
	7,416	**697,647**	**705,063**	**174,936**	**4,046**	**237**	**179,219**	**33,956**	**918,238**

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 2020	37,097	4,418	3,834	11,279	1,001	159	**57,788**
Accumulated depreciation at 1 July 2020	(22,452)	(3,771)	(1,792)	(8,057)	-	-	**(36,072)**
	14,645	**647**	**2,042**	**3,222**	**1,001**	**159**	**21,716**
Movements in fair value							
Additions	2,909	64	-	758	136	100	**3,967**
Contributions	-	-	-	-	-	-	**-**
Revaluation	-	-	-	-	-	-	**-**
Disposal	(628)	-	(2)	-	-	-	**(630)**
Write-off	-	-	-	-	-	-	**-**
Transfers	259	-	-	-	-	(259)	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	**-**
	2,540	**64**	**(2)**	**758**	**136**	**(159)**	**3,337**
Movements in accumulated depreciation							
Depreciation and amortisation	(2,413)	(237)	(299)	(809)	-	-	**(3,758)**
Accumulated depreciation of disposals	-	-	-	-	-	-	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	**-**
Transfers	-	-	-	-	-	-	**-**
	(2,413)	**(237)**	**(299)**	**(809)**	**-**	**-**	**(3,758)**
At fair value 30 June 2021	39,637	4,482	3,832	12,037	1,137	-	**61,125**
Accumulated depreciation at 30 June 2021	(24,865)	(4,008)	(2,091)	(8,866)	-	-	**(39,830)**
	14,772	**474**	**1,741**	**3,171**	**1,137**	**-**	**21,295**

Note 6 Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment (continued)

(c) Infrastructure

	Roads $'000	Bridges $'000	Footpath and cycleways $'000	Drainage $'000	Recreational, leisure and community $'000	Parks, open space and streetscapes $'000	Work in progress $'000	Total infrastructure $'000
At fair value 1 July 2020	1,039,246	25,112	146,158	280,964	71,112	66,189	8,264	**1,637,045**
Accumulated depreciation at 1 July 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**
Movements in fair value								
Additions	11,863	-	4,482	5,830	4,021	5,803	12,149	**44,148**
Contributions	3,100	120	587	2,404	-	51	-	**6,262**
Revaluation	-	-	-	-	-	-	-	**-**
Disposal	(135)	-	-	-	(1)	(229)	-	**(365)**
Write-off	-	-	-	-	-	-	-	**-**
Transfers	5,146	-	618	2,788	1,953	478	(10,983)	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	-	**-**
	19,974	**120**	**5,687**	**11,022**	**5,973**	**6,103**	**1,166**	**50,045**
Movements in accumulated depreciation								
Depreciation and amortisation	(19,488)	(309)	(3,699)	(5,227)	(2,826)	(3,043)	-	**(34,592)**
Accumulated depreciation of disposals	-	-	-	-	-	-	-	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	-	**-**
Transfers	-	-	-	-	-	-	-	**-**
	(19,488)	**(309)**	**(3,699)**	**(5,227)**	**(2,826)**	**(3,043)**	**-**	**(34,592)**
At fair value 30 June 2021	1,059,220	25,232	151,845	291,986	77,085	72,292	9,430	**1,687,090**
Accumulated depreciation at 30 June 2021	(132,596)	(2,984)	(26,834)	(36,940)	(22,868)	(17,912)	-	**(240,134)**
	926,624	**22,248**	**125,011**	**255,046**	**54,217**	**54,380**	**9,430**	**1,446,956**

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.

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
Property		
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	-	-
Infrastructure		
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 2021

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 2021 are as follows:

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Date of Valuation
Land	-	445,632	252,015	06/2021
Specialised land	-	-	7,416	06/2016
Buildings	-	-	175,173	06/2021
Total	**-**	**445,632**	**434,604**	

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 2021 are as follows:

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Date of Valuation
Roads	-	-	926,624	06/2019
Bridges	-	-	22,248	06/2019
Footpath and cycleways	-	-	125,011	06/2019
Drainage	-	-	255,046	06/2019
Recreational, leisure and community	-	-	54,217	06/2019
Parks, open space and streetscapes	-	-	54,380	06/2019
Total	**-**	**-**	**1,437,526**	

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.

	2021 $'000	2020 $'000
Reconciliation of specialised land:		
Land under roads	7,416	6,865
Total specialised land	**7,416**	**6,865**

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 Ranka Rasic (started 10/11/20, Mayor from 17/11/20)
	Councillor Jasmine Nguyen (started 10/11/20, Deputy Mayor from 17/11/20)
	Councillor Victoria Borg
	Councillor Sarah Branton (started 10/11/20)
	Councillor Thuy Dang (started 10/11/20)
	Councillor Sam David
	Councillor Maria Kerr (started 10/11/20)
	Councillor Bruce Lancashire
	Councillor Trung Luu (started 10/11/20)
	Councillor Jae Papalia (started 10/11/20)
	Councillor Virginia Tachos
	Councillor Georgina Papafotiou (Mayor from 06/11/19, last day 24/10/20)
	Councillor Kim Thien Truong (Deputy Mayor from 06/11/19, last day 24/10/20)
	Councillor Daniel Allan (last day 24/10/20)
	Councillor Janev Aziz (last day 24/10/20)
	Councillor Margaret Giudice (last day 24/10/20)
	Councillor John Hedditch (last day 24/10/20)
	Councillor Duyen Anh Pham (last day 24/10/20)
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

	2021 No.	2020 No.
Total number of Councillors	18	12
Total Chief Executive Officer and other key management personnel	6	6
Total key management personnel	**24**	**18**

Note 7 People and relationships (continued)

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

	2021 $'000	2020 $'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,135	2,070
Long-term benefits	229	224
Post employement benefits	-	-
Resignation benefits	-	5
Total	**2,364**	**2,299**

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

	2021 No.	2020 No.
$10,000 - $19,999	6	-
$20,000 - $29,999	6	-
$30,000 - $39,999	5	9
$40,000 - $49,999	-	1
$60,000 - $69,999	1	1
$80,000 - $89,999	-	1
$130,000 - $139,999	1	-
$200,000 - $209,999	-	1
$240,000 - $249,999	-	1
$250,000 - $259,999	-	2
$270,000 - $279,999	2	-
$290,000 - $299,999	1	-
$300,000 - $309,999	1	1
$370,000 - $379,999	-	1
$400,000 - $409,999	1	-
	24	**18**

Notes to the Financial Report for the Year Ended 30 June 2021

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:

	2021 No.	2020 No.
Income Range		
<$151,000	4	7
$151,000 - $159,999	1	4
$160,000 - $169,999	4	4
$170,000 - $179,999	8	8
$180,000 - $189,999	6	3
$190,000 - $199,999	4	1
$200,000 - $209,999	2	-
	29	**27**

	2021 $'000	2020 $'000
Total remuneration for the reporting year for senior officers included above, amounted to:	4,620	4,179

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

	2021 $'000	2020 $'000
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:		
River Valley Estate (stage 7A)	-	3,200
	-	**3,200**

(b) Contingent 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.

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 2021

Note 8 Managing uncertainties (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

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.

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 collaterall.

(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 3.3%.

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 2021

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

The COVID-19 pandemic continues to create a level of economic uncertainty. Actual economic events and conditions in the future may be materially different from those estimated by the City of Brimbank at the reporting date. This event does not affect amounts recognised in the 2020-21 financial statements. Council continues to monitor and review the financial impacts of COVID-19 on its operating budget. No other matters or circumstances have arisen since the end of the financial year which significantly affected or may affect the operations of the City of Brimbank, the results of the operations or the state of affairs of the City of Brimbank in future financial years.

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves	Balance at beginning of reporting period $'000	Increment (decrement) $'000	Balance at end of reporting period $'000
2021			
Property			
Land	590,998	(29,747)	**561,251**
Buildings	31,104	2,077	**33,181**
	622,102	**(27,670)**	**594,432**
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**	**(27,670)**	**1,268,238**

Notes to the Financial Report for the Year Ended 30 June 2021

Note 9 Other matters (continued)

9.1 Reserves (continued)

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

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 2021

Note 9 Other matters (continued)

9.1 Reserves (continued)

(b) Other reserves	Balance at beginning of reporting period $'000	Transfer from accumulated surplus $'000	Transfer to accumulated surplus $'000	Balance at end of reporting period $'000
2021				
Other reserves				
Developer contribution - open space	2,093	2,279	-	**4,372**
Developer contribution plan - Brimbank and Sunshine	1,690	1,267	-	**2,957**
Discretionary loan repayment	5,600	2,900	-	**8,500**
Major capital works projects	8,547	1,000	-	**9,547**
Total other reserves	**17,930**	**7,446**	**-**	**25,376**
2020				
Other reserves				
Developer contribution - open space	4,661	1,263	(3,831)	**2,093**
Developer contribution plan - Brimbank and Sunshine	943	747	-	**1,690**
Discretionary loan repayment	10,700	2,900	(8,000)	**5,600**
Major capital works projects	7,547	1,000	-	**8,547**
Total other reserves	**23,851**	**5,910**	**(11,831)**	**17,930**

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.

Developer contribution plan - Brimbank and Sunshine

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

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.

Notes to the Financial Report for the Year Ended 30 June 2021

Note 9 Other matters (continued)

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

	2021 $'000	2020 $'000
Surplus/(deficit) for the year	24,657	11,339
Depreciation/amortisation	43,278	41,949
Profit/(loss) on disposal of property, infrastructure, plant and equipment	3,789	(877)
Contributions - non-monetary assets	(9,478)	(741)
Finance costs	2,200	2,196
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,831)	(4,170)
(Increase)/decrease in prepayments	(579)	(164)
(Increase)/decrease in accrued income	1,969	141
(Increase)/decrease in other assets	1	21
(Increase)/decrease in inventories	(50)	28
Increase/(decrease) in trade and other payables	(1,849)	3,034
Increase/(decrease) in trust funds and deposits	1,422	2,899
Increase/(decrease) in unearned income	12,760	3,346
Increase/(decrease) in provisions	1,102	827
Net cash provided by/(used in) operating activities	**77,391**	**59,828**

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 Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper / Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, 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 for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBIs were:

Net investment returns	5.6% pa
Salary information	2.5% pa for two years and 2.75%pa thereafter
Price inflation (CPI)	2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.8% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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 2020 triennial 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 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.

Notes to the Financial Report for the Year Ended 30 June 2021

Note 9 Other matters (continued)

9.3 Superannuation (continued)

Funding calls

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

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

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

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

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

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

The 2020 triennial 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. A full investigation was conducted as at 30 June 2020.

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

	2020 (Triennial) $m	2019 (Interim) $m
A VBI surplus	100.0	151.3
A total service liability surplus	200.0	233.4
A discounted accrued benefits surplus	217.8	256.7

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 2020.

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 2020.

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 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 $'000	2020 $'000
Vision Super	Defined benefits	9.5%	715	752
Vision Super	Accumulation	9.5%	3,647	3,946
Other funds	Various	9.5%	2,957	2,486

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is $644,043.

Notes to the Financial Report for the Year Ended 30 June 2021

Note 10 AASB's issued but not effective

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

AASB 1059 Service Concession Arrangements: Grantors, came in to effect from 1 July 2020. This Standard 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.

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

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, came in to effect from 1 July 2020. The Standard principally amends AASB 101 and AASB 108. The amendments refine the definition of material in AASB 101.

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

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework came in to effect from 1 July 2020. 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.

It is not expected that these standards will have any significant impact on council.

Acronyms

ADCO	Australian Building Construction Company
ALGA	Australian Local Government Association National General Assembly
ATSI	Aboriginal and Torres Strait Islander
AWP	Annual Work Plan
BCMS	Business Continuity Management Systems
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CEO	Chief Executive Officer
CERA	Community Emergency Risk Assessment
CPI	Consumer Price Index
DAMP	Domestic Animal Management Plan
DCP	Development Contribution Plan
EBA	Enterprise Bargaining Agreement
EGM	Electronic Gaming Machine
FOI	Freedom of Information
FTE	Full-Time Equivalent
HR Act	Health Records Act
IBAC	Independent Broad-based Anti-corruption Commission
ICT	Information Communication Technology
JA	Job Advocate
JP	Justice of the Peace
JSA	Job Safety Analysis
LED	Light Emitting Diode
LGA	Local Government Act
MAV	Municipal Association of Victoria
MCH	Maternal and Child Health
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Plan Committee
MOU	Memorandum of Understanding
MRF	Melbourne Regional Landfill
MSS	Municipal Strategic Statement
NAIDOC	National Aboriginal Islander Day Observance Committee
NAMAF	National Asset Management Framework
NGA	National General Assembly
OHS	Occupational Health and Safety
PDP Act	Privacy and Data Protection Act
VAGO	Victorian Auditor General's Office
VCOSS	Victorian Council of Social Service
WoMEDA	West of Melbourne Economic Development Alliance

Index

A

Aboriginal - 7-8, 11, 23, 26, 37, 42, 45, 62

Ageing and inclusion - 62

Advocacy - 10, 13, 16-17, 20, 25, 28-32, 37-38, 51, 54-55, 60, 62, 64, 70-71, 77-79

Arts and culture - 8, 14, 23, 25-26, 28-29, 36, 51, 62

Asset management - 39, 46, 68

Awards - 13, 20, 70, 79, 80-82

B

Brimbank Community Plan - 20

Budget - 13, 17-18, 20, 34, 36-39, 44, 46, 50-51, 53, 55-56, 60, 66, 68-69, 71, 77, 109-113

C

Capital Works - 11, 17, 20, 39, 44, 46, 57, 60, 67, 73, 77, 89, 97, 106-107, 112-114, 121, 148

Children, youth and family services - 10, 12, 14, 20, 23-26, 28, 36-38, 41-42, 51, 54, 63, 70, 76, 78, 80

Code of Conduct - 32, 53, 55, 60, 69

Committees - 8, 10, 23-26, 37, 46, 53, 56, 62-69, 72-73, 77, 79

Community Centres - 7, 10, 12, 51

Community Grants - 17, 36, 38, 43, 49-51

Community Satisfaction Survey - 13, 36, 43, 50, 53, 75-76

Consultation - 34, 38, 50, 53, 55, 61, 71-72, 75-79

Councillors - 13, 22-26, 53, 58, 60-65, 67, 69

Council Meetings - 13, 21, 50, 55, 58, 60-61, 68-69, 72

Council minutes - 60, 67-69

Council Plan - 5, 9, 20, 34-36, 38, 43, 50, 53, 61, 66, 69

COVID-19 - 8, 10, 12-17, 21, 24-25, 32, 37, 40-43, 45, 47, 50, 52, 55, 57, 58, 60-62, 70-72, 75-80

E

Economic development - 12, 15, 52, 62

Election - 13, 17, 34, 53, 55, 60-61, 65

Engagement - 12-13, 15, 28-32, 34, 37-38, 41-42, 44, 46, 53, 62, 68, 70-71, 75-79

Environment - 9, 11, 14, 16, 20, 26, 29, 34-35, 39, 43, 46, 48, 54, 58, 62, 64, 76, 81

Environmental health - 29, 39

Equal Opportunity - 32, 67

F

Financial summary - 18-19

Financial Report - 66, 69, 94-152

First Nations - 37, 80

G

Governance - 20, 29, 34, 38, 53, 55, 58-70, 79

Governance and Management Checklist - 68-69

H

Health and wellbeing - 10, 14-15, 26, 37-39, 47, 54, 62-64, 70

Human rights - 9, 34, 67, 71

I

Indigenous - 10, 14, 38, 42, 63

Internal audit - 56, 65-67, 69

K

Kulin Nation - 7

L

Libraries - 8, 12, 20-21, 32, 36, 41, 50-52, 70, 75-76, 78, 79

Local Laws - 39, 43, 60-62, 69, 76

M

Meeting procedure - 60, 69

Municipal emergency management - 25, 46, 64, 68, 73

O

Occupational health and safety - 32, 56

Organisation structure - 29

P

Parks - 7, 11, 16-17, 20, 26, 40, 44-46, 54, 73, 78

Performance Statement - 18, 34, 66, 83-93

Population - 7-9, 11, 14, 17, 26, 35, 41, 43, 47, 49, 52, 57, 60, 75-77

R

Recycling - 11, 37, 44, 46, 48

Risk management - 66, 68

S

Safety - 10, 14, 23-24, 32, 38, 40, 44, 47, 56, 63, 66, 70, 73, 79, 81-82

Social Justice Charter - 10, 34, 71

Staff - 8-9, 13, 16, 21, 30-32, 35, 37, 53, 56-57, 71-73, 82

Sustainability - 9, 18, 20, 24, 34, 43, 62, 64, 76, 80-81

V

Values - 7, 9, 32, 56, 58, 60

Volunteering - 23, 25, 51, 79, 81

Vision - 9, 11, 16-17, 20, 34-35, 38, 50, 54, 60, 63, 70, 77

W

Waste - 11, 20, 26, 37, 43-44, 46, 48, 62, 64, 70, 75-76, 81

Wurundjeri People - 7-8, 14

Y

Youth - 10, 12, 23-24, 26, 37-38, 51, 63, 80

Youth services - 10, 28, 37-38

Brimbank City Council

Telephone 9249 4000
Email info@brimbank.vic.gov.au
Post PO Box 70, Sunshine, VIC 3020

Hearing or speech impaired?

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

Find us on Facebook, Twitter and YouTube

www.facebook.com/brimbankcouncil

www.twitter.com/brimbankcouncil

www.youtube.com/brimbankcitycouncil

Interpreter **131 450**
Local call costs apply

Use Brimby, the online virtual assistant
brimbank.vic.gov.au

www.brimbank.vic.gov.au

336 - 0921