



Brimbank
City Council

Annual Report

2021/2022

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Brimbank City Council respectfully acknowledges and recognises the Wurundjeri and Bunurong peoples as the Traditional Custodians of this land and pays respect to their Elders past, present and future.

How to read this report

WELCOME #WeAreBrimbank

Brimbank City Council is proud to present this 2021-2022 Annual Report to our community, ratepayers, residents and stakeholders.

This report provides a comprehensive summary of our operations and performance for the 2021-2022 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 2021-2025, as well as important detail on finances, governance and our organisation.

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

The Brimbank City Council Annual Report 2021-2022 aims to fulfil Council's statutory responsibilities under the *Local Government Act 2020* and *Information Privacy Act 2000*.

It has also been prepared in accordance with the Local Government (Planning and Reporting) Regulations 2014, and the Council Plan 2021-2025.

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 2022-2023.

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 about 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 2022-2023, our recovery from COVID-19, and what matters to Brimbank 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

Detail on how we are delivering our vision for Brimbank through meeting our Council Plan 2021-2025 key strategic objectives of: Wellbeing and Belonging; Pride and Participation; Liveable and Connected; Sustainable and Green; Growing and Transforming; Earning and Learning.

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 2021-2022 financial year.

Message from the Mayor

Over the last year Council has worked hard to realise the vision of a transformed Brimbank that is beautiful, thriving, healthy and connected.

As Mayor, I am committed to working for a brighter future for our community, and my fellow Councillors share this commitment.

As Brimbank's youngest Mayor, I've strongly encouraged our young people to take an active role in community life, and been proud to see their ideas for a better Brimbank.

Guided by the 'Together We are Brimbank' plan, Council's focus has been on four key areas:

- **People and Community**
- **Places and Spaces**
- **Opportunity and Prosperity**
- **Leadership and Governance**
- **People and Community**

Council made strong progress to ensure Brimbank is a welcoming, inclusive and safe place that supports wellbeing, belonging, participation and community pride.

I am particularly proud that Council developed and started implementing a Mental Wellbeing Plan that outlines local strategies to improve community mental health and wellbeing.

Another highlight was co-designing a Brimbank Disability Action Plan alongside people with disability. This whole-of-community approach will help change the lives of many people.

Places and Spaces

Council continued to work to support liveable and connected neighbourhoods that support healthy and sustainable futures for our community.

Despite the ongoing impact of COVID-19, we progressed the construction of the Brimbank Aquatic and Wellness Centre, ensuring the project was on track for completion later in 2022. This unique health and wellbeing hub will help transform the lives of our community and the people in Melbourne's west.

Council also continued working for a sustainable future, guided by our Climate Emergency Plan. This included launching a Climate Emergency Community Grants Stream and '100% Renewable Brimbank' - an energy support service and campaign. Tree planting and other greening activities are also enhancing our city.

Opportunity and Prosperity

Much effort went into working towards a future focused, transforming city where we all have opportunities to learn and earn.

'Enjoy Local' activations and a 'Think. Shop. Buy Local' campaign attracted residents to enjoy local precincts and support local businesses.

Council continued to support more jobs for young people and the wider community, through our Youth Jobs Strategy actions, the Victorian Jobs Advocate program, and through a 'Local Jobs for Local People' program.

Leadership and Governance

Council continued to offer new opportunities for our community to engage with Council, ask questions and share ideas.

In April 2022, Council hosted the pop-up 'Let's Talk Brimbank' events in all four wards, to give the community an opportunity to meet their local Councillors and ask questions. This was a great opportunity to reconnect after COVID-19 had earlier limited our ability to hold face-to-face events.

Council also continued ongoing COVID-19 service delivery, built into the 'Together We Are Brimbank' Council Plan; this ensured we continued to support the community through recovery from the pandemic.

Advocating for our community

Ongoing advocacy to State and Federal governments to advance our future priorities for Brimbank helped secure tens-of-millions of dollars of investment for our community

Our 'Transforming Brimbank, Let's Build It Better Together' campaign, sought to leverage the existing funding and commitments of the Melbourne Airport Rail project, with the campaign leading to some big wins. This included the State Government's Sunshine Precinct Opportunity Statement, which set out a vision for the Sunshine Precinct, with Sunshine as the centre of Melbourne's booming west. The State Government also announced that Sunshine Station will be expanded to include a new regional platform.

In March 2022, Council adopted the Brimbank Advocacy Plan to guide Council advocacy on key matters for our city.

Council made a submission opposing the proposed Melbourne Airport third runway due to the health impacts this would have on our community. Council also raised the matter at the 28th National General Assembly of the Australian Local Government Association held in Canberra in June 2022. Council will continue to advocate on this important matter to ensure health impacts are a primary consideration for key decision-makers.

Future priorities

Our key priority is to achieve a beautiful, thriving, healthy and connected Brimbank.

We will do this by supporting mental wellbeing, improving our city, and leveraging every opportunity for our community and our city.

Council will also continue to lobby hard and work with all governments to build a better future for Brimbank.

Thank you

I would like to take this opportunity to thank Interim CEO Warren Roberts who served from 6 July 2021 for six months, as well as the CEO Fiona Blair who has led the organisation since 26 January 2022. I also thank Council staff for supporting Brimbank Councillors in their work for Brimbank.

Thank you also to my fellow Councillors for their shared commitment to our city, and to our community for its passion and ideas for our city.

Cr Jasmine Nguyen
Mayor, Brimbank City Council

Chief Executive Officer's Message

This is my first year as the CEO of Brimbank City Council and my first Annual Report here.

I'd like to acknowledge the work done by Interim CEO, Warren Roberts, who guided the organisation from July 2021 until I came on board in January 2022.

The past year has been both challenging and rewarding for Brimbank, and I'd like to touch on some of the challenges faced, and the wins achieved for our community.

Over the year, guided by the 'Together We are Brimbank' Council Plan, we worked to support the transformation of Brimbank into a beautiful, thriving, healthy and connected city.

Supporting our community

I'd like to recognise the exceptional commitment shown by Council staff in supporting the community through the challenges that continued to face our city during the year.

As the COVID-19 pandemic continued to impact our community, our staff continued to work hard to support residents and local businesses. This was done through the sharing of important health information, keeping services running, and advocating for better support.

Council COVID-19 initiatives included promoting and supporting the vaccination drive to help boost vaccination numbers in Brimbank through outreach support services at Brimbank libraries, local shopping centres and school pop-ups.

In partnership with Western Health, Council coordinated the distribution and delivery of Rapid Antigen Test kits to community organisations. We also continued to deliver the Community Connector program to support residents even though government funding for this ended on 30 June 2021.

In November 2021, following the extreme weather Melbourne experienced on 29 October, Council maintenance crews worked around the clock, to clean up high risk fallen trees and branches to keep the community safe. Staff responded to more than 1300 service requests - a mammoth task that was amplified by a lack of contractor and casual staff availability, which was a problem experienced by municipalities across Victoria. I'm proud of all the staff who worked together to get the job done.

Organisational performance

From an operational perspective, Council continued to manage the daily challenges of running the organisation and maintaining the city's infrastructure and services to a high standard and our work is guided by [Together We are Brimbank Plan](#) that incorporates the Community Vision 2040, Council Plan 2021-2025 and Municipal Public Health and Wellbeing Plan.

The Annual Budget for 2021-2022 directed spending to a brighter future, and reflected the aspirations of our community.

Council has worked to boost community health and wellbeing, improve parks, roads and sporting facilities, address the climate emergency, and support businesses through initiatives that promote economic recovery from COVID-19.

A key highlight was delivery of a strong \$82.238 million capital works program that enhanced Brimbank.

Council adopted Brimbank's first ever 10 Year Asset Plan following a period of deliberative community and stakeholder engagement, and this plan will guide Council in maintaining, renewing or upgrading public assets such as roads, parks and buildings.

Council also adopted a Transport Priorities Paper to outline its key transport priorities. The priorities respond to local and global challenges and also support the strategic objectives in the Council Plan, as well as other strategic Council documents such as the Climate Emergency Plan and the Sunshine Priority Precinct Vision 2050.

Council also continued to plan and advocate to both State and Federal governments to support transformational change for our city.

An important goal is to ensure healthy financial sustainability – this is challenging at a time when costs are increasing across the board and we are hampered by the constraints facing councils across Victoria. Rate capping has limited the amount that councils can increase rates and keep pace with rising construction and utility costs. This impacts on Council's ability to keep providing services, build new assets and keep existing assets maintained.

The organisation's financial position remains sound. Council achieved a surplus of \$36.46 million in 2021-2022. While this surplus compares favourably to the budgeted surplus of \$17.6 million, it is important to remember that the result is inclusive of grant funding received early. With increasing costs of construction and utilities being higher than the rate cap provided for in next year's budget, there will be increased pressure on Council's financial position and maintenance of assets. This will be a significant challenge to Council's Long Term Financial Plan to ensure a sound financial position.

The organisation also had a strong focus on enhancing staff health and safety, and worked to maintain a COVIDSafe workplace, as well as to understand and improve how we manage health and safety matters.

Thank you

I would like to thank the Brimbank Councillors for working so passionately alongside the organisation to achieve a better Brimbank. Their commitment and dedication to Brimbank and its community are important assets for Brimbank.

I too am passionate about the west, and it's been a real pleasure to work with staff and elected representatives that share my love for working in local government to improve the life of this diverse, proud and community-focused municipality.

Thank you to our staff, who collectively bring a wide array of skills, knowledge and commitment to the job of serving Brimbank.

And most importantly, to the community who call Brimbank home, volunteer or work here – thank you for doing your bit in making Brimbank a beautiful, interesting, unique, inclusive and proud community.

Fiona Blair
Chief Executive Officer, Brimbank City Council

Introduction

Welcome to the Report of Operations 2021-2022

Council is transparent and accountable in reporting to the community. The Report of Operations 2021-2022 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 196,712 in 2021 makes it the fifth most populous municipality in Greater Melbourne.

Where we came from

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

Brimbank City Council respectfully acknowledges the Traditional Custodians of this land, Wurundjeri and Bunurong People, and pays our respect to Elders past and present.

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

The Victorian Aboriginal Heritage Council announced that from 1 July 2021 under the Aboriginal Heritage Act 2006, the Country in which Brimbank is located is under the statutory care of its Traditional Owners, the Bunurong Land Council Aboriginal Corporation to the south, and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to the north of the municipality.

The north of Brimbank, about two thirds of the municipality, 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.

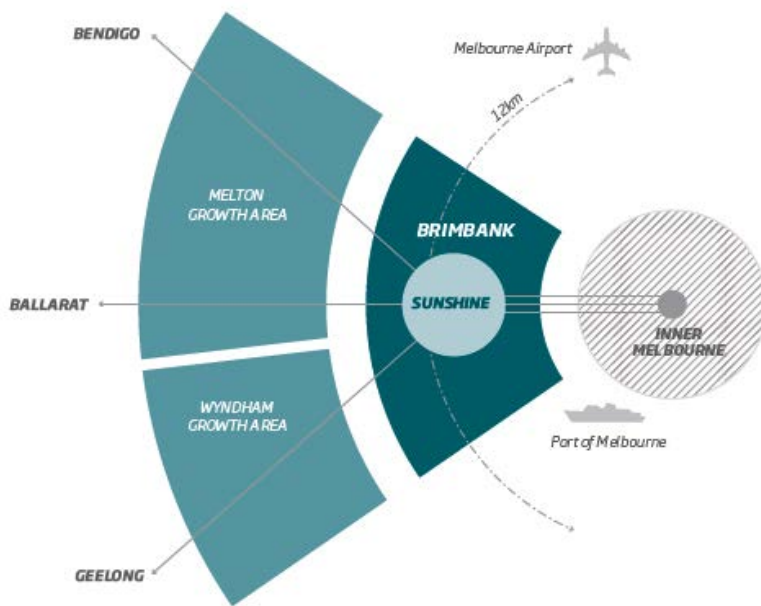
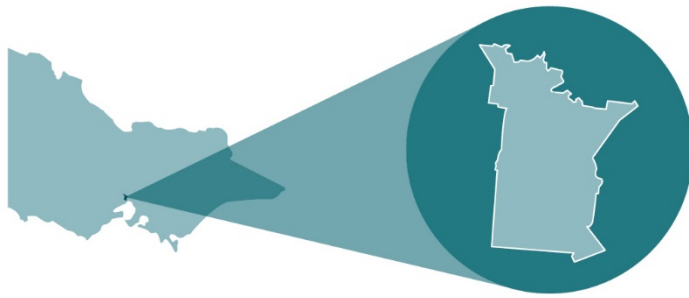
We also recognise the Aboriginal and Torres Strait Islander community's continuing spiritual connection to the land and renew our commitment to respect their beliefs, values and customs, as we learn to share our lives and build a future together.

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 more than 30,000 years old.

Our strategic position at the heart of Melbourne’s west has been cemented with major infrastructure commitments that continue to transform the region.

Brimbank and Melbourne’s west is about to see billions of dollars of development and infrastructure being delivered over the coming decade in a way that will transform our city. The Victorian and Commonwealth governments have committed up to \$5 billion each to deliver the Melbourne Airport Rail, which will connect Melbourne Airport with Sunshine via the new metro line. This will involve construction of the Sunshine Super Hub and will support the development of the Sunshine Priority Precinct and National Employment and Innovation Cluster.

The Victorian Government and Council share a vision for the Sunshine Priority Precinct to be the ‘centre of Melbourne’s booming west’, and a vibrant future CBD which may have up to 43,000 additional residents and an additional 29,000 jobs created by 2051.

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 were the custodians of the land in the Port Phillip Bay region, including two thirds of our current City of Brimbank, and one third belonging to the Bunurong people for more than 60,000 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 90 languages represented. The top 10 languages, other than English, are Vietnamese, Filipino/Tagalog, Greek, Punjabi, Arabic, Macedonian, Maltese, Cantonese, Italian 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 and Bunarong 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.

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 Peoples 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 Brimbank City 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.

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 neighbourhoods and aspirations for our communities.

Brimbank at a glance

- Area – 123 square kilometres
- Estimated resident population for 2021 is 196,712
- Males – 50.1%
- Females – 49.9%
- Residents aged under 18 years – 20.8%
- Residents aged between 18 and 59 years – 57.2%
- Residents aged 60 years and over – 22.0%
- Aboriginal and Torres Strait Islander population – 855 (0.4%)
- Residents who speak a language other than English at home – 61%
- Median house price for 2021 was \$712,187

Source of Data:

Australian Bureau of Statistics. Compiled and presented in profile.id by .id, the population experts - <http://www.id.com.au/brimbank>

The median house price was sourced from the Valuer-General Victoria.

<https://www.propertyandlandtitles.vic.gov.au/property-information/property-prices>

Together We are Brimbank - Vision, Strategic Directions, Strategic Objectives and Values

Brimbank's Council Plan 2021-2025 sets out Council's vision, strategic directions and strategic objectives as follows:

Community Vision

The Brimbank Community Vision 2040 describes the community's vision and priorities for the next 19 years. It establishes a shared framework for the community and partner organisations to work towards, under three themes:

- People
- Place
- Prosperity

By 2040, the Brimbank community will be healthy and safe and we will be united through a sense of belonging and pride. Our city will be inclusive, resilient, innovative and vibrant and our people will share equally in the City's prosperity and opportunity. The environment and heritage will be protected and enhanced and Brimbank's diverse neighbourhoods and housing will offer something for everyone.

Council Plan Vision

Our Council has developed a vision which captures the aspirations for the Brimbank community over the next four years. It is: **A transformed Brimbank that is beautiful, thriving, healthy and connected.**

Strategic Direction	Strategic Objective
<p>People and Community <i>A welcoming, safe and supported community - An inclusive place for all</i></p>	<p>Wellbeing and Belonging Responsive services that support mental and physical wellbeing</p> <p>Pride and Participation Community and cultural connections built through social and artistic expression</p>
<p>Places and Spaces <i>Liveable and connected neighbourhoods that support healthy and sustainable futures – a green place for all</i></p>	<p>Liveable and Connected Inviting and liveable spaces and facilities, connected so people can get around</p> <p>Sustainable and Green Protect natural environments for current and future generations</p>
<p>Opportunity and Prosperity <i>A future focused, transforming city where all have opportunities to learn and earn – a prosperous place for all</i></p>	<p>Growing and Transforming Optimise community opportunities through infrastructure innovation and investment</p> <p>Earning and Learning Everyone has access to education, training and lifelong learning to support their aspirations</p>
<p>Leadership and Governance <i>A high performing organisation that enacts the vision and decisions of Council through the delivery of quality and innovative services – A fairer place for all</i></p>	<p>Engaged and Responsive Community insights are valued to enhance connection and engagement with Council</p> <p>High Performing and Accountable Our workforce strive to enhance services and liveability for the Brimbank community</p>

Our 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.

<p>Strategic Direction: People and Community</p>	<p>Strategic Objectives:</p> <ul style="list-style-type: none"> • Wellbeing and Belonging - Responsive services that support mental and physical wellbeing • Pride and Participation - Community and cultural connections built through social and artistic expression
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Key Achievements

- Realising actions from several plans and strategies that aim to ensure Brimbank is a welcoming, inclusive and safe place that supports wellbeing, belonging, participation and community pride; including:
 - Brimbank Age Friendly City Plan– Year Four actions
 - Brimbank Children’s Strategy - Year Two actions
 - Brimbank Cultural Strategy 2018 – 2022 - Year Four actions
 - Brimbank Electronic Gambling Policy - Year Three actions
 - Brimbank Fairness, Equality and Respect Strategy - Year Three actions
 - Brimbank Physical Activity Strategy - Year Four actions
 - Brimbank Settlement Action Plan - Year Four actions
 - Brimbank Youth Strategy - Year Two actions
 - Brimbank Volunteer Strategy - Year Four actions
 - Reconciliation Action Plan - Year Three actions
- Endorsing a Mental Wellbeing Plan (2022-2024) that outlines local strategies to improve community mental health and wellbeing
- Delivering Youth and Teen Mental Health First Aid Training
- Activating the space outside the Visy Cares Hub (Sunshine) to encourage disengaged young people to use the location and the youth services located at the Hub
- Co-designing the Brimbank Disability Action Plan 2022–2026 with people with disability, enabling a whole of community approach to changing the lives of people with disability
- Delivering a Refugee Week community-led event, “Stories of Resilience and Healing,” highlighting sacrifices, challenges and achievements of refugees to build community understanding and support
- Facilitating the Growing Brimbank Collaboration which launched the World Food Garden at Westvale Community Centre
- Providing funding through In2Sport Brimbank to assist disadvantaged children to join a sports club
- Delivering a range of ‘Be Active Brimbank’ physical activity events across Brimbank. This included In2Active which resulted in many participants achieving a positive shift in pre-diabetic and obesity scores
- Developing a LGBTIQ+ Action Plan to ensure Council services are inclusive
- Collaborating with ‘Bulldog Pride’ to host an LGBTIQ+ inclusive pride pool party in celebration of the Midsumma Festival
- Completing and launching the Brimbank Youth Employment Project (BYEP) toolkit
- Preparing the ‘Invest in You’ Booklet which gives seniors and isolated community members ideas and options about activities that are free or low cost as an alternative to gambling
- Facilitating Art Activations across Brimbank

- Partnering with Western Edge Youth Arts, One Love Dance Vision, Midsumma and the Australian Ballet to develop and deliver art and culture projects in Brimbank
- Delivering Reconciliation Week and supporting 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

Future Initiatives

- Commence delivery of the Mental Wellbeing Implementation Plan, focusing awareness-raising, information provision and community partnerships
- Engage with State Government and other stakeholders to introduce local area mental health services and a proposed 'community collective model' to support community-led activity that promotes social connections and inclusion
- Undertake 'Resilient Youth Surveys' with Brimbank primary and high schools to gain data on resilience and presenting issues to underpin the delivery of tailored youth programs at individual schools
- Continue to work in partnership with other services to deliver the Women's Participation in Sport and Recreation in Melbourne's West Project Action Plan
- Support the ongoing implementation of 'Action for Equity: a sexual and reproductive health strategy for Melbourne's west 2018-2022' to improve sexual and reproductive health
- Evaluate the Brimbank Age Friendly City Plan (2018-2022) to inform development of the future Plan (2023-2027)
- Advance the LGBTIQ+ Action Plan and embed inclusive practices into Council services and programs
- Install lighting as part of public amenity in activity centres to improve perceptions of safety and to add to urban amenity
- Build community awareness of the drivers of gambling harm and build community capacity to take action to prevent and reduce harm
- Develop an updated Homelessness Implementation Plan that reflects the impact of the COVID-19 pandemic and other changing circumstances
- Undertake activities to encourage and support increased supply of social and affordable housing in Brimbank
- Support the Aboriginal community to scope options for an Aboriginal run community hub

Strategic Direction: Places and Spaces	Strategic Objectives: <ul style="list-style-type: none"> • Liveable and Connected - Inviting and liveable spaces and facilities, connected so people can get around • Sustainable and Green - Protect natural environments for current and future generations
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Key Achievements

- Adopting a Transport Priorities Paper to outline Council's key transport priorities, reflecting current Council, State and Federal commitments
- Successfully advocating for improved active and public transport in the form of a bus interchange, level crossing removal and new train station in Deer Park

- Implementing actions from car parking management plans for St Albans and Sunshine, including the rollout of changed parking conditions and ongoing advocacy for improved active and public transport
- Engaging with community and stakeholders in the development and activation of Alfrieda Street, St Albans
- Finalising design work in the construction of the Brimbank Aquatic and Wellness Centre Project (noting that works are well advanced considering the ongoing impact of COVID-19). The project is currently on budget and on track for completion in 2022
- Implementing the Brimbank Environmentally Sustainable Design (ESD) Framework which included compliant designs for proposed sports pavilions at Lloyd Reserve and Green Gully Reserve
- Improving a range of sports facilities in line with the Sports Facility Development Plan (2018)
- Implementing the 10 Year Water Sensitive Urban Design (WSUD) Asset Management Plan, including the Keilor Golf Course Stormwater Harvesting System renewal works and preliminary rectification works at four Cairnlea wetland sites
- Implementing the Revised Sustainable Water Management Strategy, including a detailed design for expansion of the stormwater harvesting system at Green Gully Reserve
- Adopting the Brimbank Tree Policy (2021) and Significant Tree Policy (2021) to guide tree management across Brimbank
- Delivering actions from Council's Climate Emergency Plan (2020-2025), including the launch of a Climate Emergency Community Grants Stream and '100% Renewable Brimbank' - an energy support service and campaign
- Converting almost all street lighting in the municipality (approx. 18,000 lights in total) to cost efficient LED technology with significant reductions achieved in electricity bills and greenhouse gas emissions
- Delivering the 2022 Calendar of Environment Events including World Environment Day (1000 plants planted) and a Reusable Good Drops Off Day
- Implementing the Brimbank Habitat Connectivity Plan (2018–2023) including restoration works in the Growling Grass Frog corridor at Sydenham Park and extending the Pollinator Garden Program
- Completing community consultation on a proposed 4-bin preferred waste collection model alongside an audit of Council's current waste and recycling collection services

Future Initiatives

- Continue implementing the Brimbank Cycling and Walking Strategy (2016) to provide a network that supports active transport
- Create attractive, integrated, accessible open space through Flagship, Suburban, Neighbourhood and Local Park upgrades
- Complete the path network to Sydenham Park to enable public access, as part of the Sydenham Park Master Plan (2020)
- Continue to conduct park and street tree planting programs to increase Brimbank's tree canopy coverage as per the Brimbank Urban Forest Strategy (2016–2046)
- Complete the 2022 revegetation program with 43,000 plants scheduled for planting

- Facilitate community capacity building initiatives that support the community to protect, enhance and connect with the environment
- Partner with local community organisations to facilitate solar and energy efficiency bulk buy programs for residents and businesses
- Develop and implement compliance initiatives to respond to reported illegal waste dumping including increased and improved surveillance mechanisms

Strategic Direction: Opportunity and Prosperity	Strategic Objectives <ul style="list-style-type: none"> • Growing and Transforming - Optimise community opportunities through infrastructure innovation and investment • Earning and Learning - Everyone has access to education, training and lifelong learning to support their aspirations
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Key Achievements

- Delivering year five of the Brimbank Economic Development Strategy, including hosting a sell-out first Business Breakfast since the COVID-19 pandemic
- Continuing delivery of the 'Enjoy Local' activation program including the establishment of semi-permanent outdoor activation precincts in the Sunshine and St Albans Town Centres
- Lodged submissions to the 2022 Draft Melbourne Airport Master Plan including a Health Risk Assessment commissioned by Council
- Promoting the Brimbank 'Think. Shop. Buy Local' campaign
- Developing position statement to inform Council's role with regards to social and affordable housing
- Implementing year four actions of the Youth Jobs Strategy (2018-2023), including a 'Hospitality Skills Mentoring' program with over 40 people trained
- Continuing the Victorian Job Advocate program which supported 632 job seekers in their career journeys
- Implementing the 'Local Jobs for Local People' Program
- Facilitating a library 'wayfinding' project which delivered a signage and technology solutions to improve accessibility of the Sunshine Library
- Implementing year two actions of the Neighbourhood House Strategy (2019–2024), including the 'B creative' intergenerational project that worked with South Sudanese, Pasifika and Aboriginal people
- Delivering year four of the Brimbank Lifelong Learning Strategy (2018-2023), including the 2022 Learning for Earning Festival
- Providing digital inclusion programs for vulnerable groups including personal computer, resume help and job e-help sessions

Future Initiatives

- Continue to deliver business support initiatives that promote economic recovery from the COVID-19 pandemic
- Continue to monitor and respond to the growth and development of Melbourne Airport, including the proposed third runway development
- Facilitate opportunities for young people, local business, educators, families and peers to connect and network
- Deliver programs and services at Brimbank Learning Futures that support re-engagement with education, training and employment
- Continue implementation of the Sunshine Rising and Go St Albans Action Plans (2019-2024)
- Build and promote a vibrant library collection and services that are shaped by local Aboriginal and Torres Strait Islander input
- Undertake strategic work to strengthen heritage provisions in the Brimbank Planning Scheme

Strategic Direction: Leadership and Governance	Strategic Objectives <ul style="list-style-type: none"> • Engaged and Responsive - Community insights are valued to enhance connection and engagement with Council • High Performing and Accountable - Our workforce strive to enhance services and liveability for the Brimbank community
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Key Achievements

- Hosting the 'Let's Talk Brimbank' events in all four Council wards, providing community members the opportunity to meet their local Councillors and ask questions
- Informing the community about 'Your Say Brimbank' and encouraging community members to provide feedback through this platform
- Establishing the new Municipal Emergency Management Planning Committee (MEMPC) to implement the State Government's Emergency Management Planning Reforms
- Completing stage two of the Brimbank Coronavirus (COVID-19) Response and Recovery Strategy and building ongoing COVID-19 service delivery into the 'Together we are Brimbank' (2021-2025) Council Plan
- Implementing a range of advocacy initiatives prioritised within the Brimbank Advocacy Plan (2022) and framework
- Adopting Council's 10 Year Asset Plan (2022-2032), following a period of deliberative community and stakeholder engagement
- Publishing the Local Government Performance Reporting Framework (LGPRF) results (2020/2021) on the Know your Council website
- Developing a Workplace Gender Equality Action Plan (2021-2025) as Council's plan for advancing gender equality in the workplace
- Delivering a Capital Works dashboard to report on progress of construction projects
- Competing the Parking Overstay Detection System (PODS)

- Continuing to offer multiple Customer Service Channels for community members enabling residents to seek service information, register and track requests, update information, and make payments at a time that suits them. This includes 'Brimby,' a virtual assistant, on Council's website which is accessible 24/7

Future Initiatives

- Maintain and support the Brimbank Youth Council and other youth forums enabling opportunities for young people to represent their peers on topics of importance and allow Council to better understand the lived experience of young people
- Continue investigations into the use of Smart Sensor devices as a way to improve the serviceability and performance of public infrastructure assets
- Advocate for the priorities and initiatives identified within the Brimbank Advocacy Plan (2022) that help improve community outcomes with respect to Brimbank's People, Places, and Prosperity
- Develop a mental health and wellbeing advocacy agenda
- Implement the Brimbank City Council Public Transparency Policy to improve community engagement and transparency in Council decision making processes in accordance with the public transparency principles set out in the *Local Government Act 2020*

What matters to Brimbank

Brimbank is evolving

Melbourne's Western Metropolitan Region is rapidly growing with Brimbank at the heart of this expansion. The population of the whole region is expected to more than double by 2051. In Brimbank, the population will increase more than 19 per cent by 2041, to over 240,000 people.

Brimbank's strategic position as the heart of Melbourne's West has been cemented with major infrastructure commitments and significant developments that continue to transform the region.

Cultural diversity

Brimbank is home to one of the most diverse communities in Australia and prides itself on its cultural diversity with more than 160 nationalities from around the globe living here. We have a rich Indigenous history, going back to when the Wurundjeri people first inhabited the region, thriving in the Maribyrnong Valley. Diversity is central to our identity – we are proudly multicultural, embracing people from around the world and weaving their stories into our own.

Social justice

Social justice is an underlying prerequisite for peaceful and prosperous communities.

Brimbank's social, economic and cultural diversity means we need to understand the needs of different cultures and lifestyles. By upholding the principles of social justice we will work with community and partners, to remove barriers that lead to people facing disadvantage based on their gender, age, race, ethnicity, religion, culture or disability.

Brimbank is transforming

Brimbank and Melbourne's west is about to see billions of dollars of development and infrastructure being delivered over the coming decade in a way that will transform our city.

The majority of investment and transformational change is planned to occur in the Sunshine Precinct, which may have up to 43,000 additional residents and an additional 29,000 jobs created by 2051.

Central to this development is the Melbourne Airport Rail (MAR) project. In September 2021, Council endorsed a new campaign – 'Transforming Brimbank, Let's Build it Better together' which aims to leverage the existing funding and commitments of the MAR project to deliver meaningful and generational change for our community. Brimbank aims to do this by working closely with key stakeholders as well as the community, to ensure that investment will invest in people and place and not only projects.

The 'Together We Are Brimbank' Council Plan 2021-2025 identifies Transforming Brimbank as a key opportunity to deliver outcomes of a significant scale the in our Social Justice and Climate Emergency priorities.

Brimbank Aquatic and Wellness Centre

The new Brimbank Aquatic and Wellness Centre will open its doors in 2022. It will offer first class aquatic and leisure centre facilities, and preventative health, education and social services.

It will also make waves on the environmental front as it will contain the first all-electric aquatic centre in Australia, cutting energy use by up to 80 per cent. What makes the centre unique is that it's been designed as a place where the community can exercise, be healthy and have fun while also accessing health and wellbeing services, all under the one roof. It's all about making real improvements to the health and lives of the community.

Brimbank is resilient

Resilience is our ability to 'bounce back' from shocks and stresses that affect us. Resilient communities have strong connections and look after each other in good times and through more challenging times. Council continues to embed resilience strengthening activities and projects into the way we work to enhance the resilience of the Brimbank community.

COVID-19 pandemic

The COVID-19 pandemic continues, disproportionately impacting Brimbank residents who are marginalised and already experiencing disadvantage and vulnerability. The ongoing health, wellbeing and economic welfare of our residents and staff is important to Council and we will continue to assist our local businesses and residents during the pandemic and as we recover and rebuild.

Mental health and wellbeing

Mental wellbeing has been identified as a significant issue in Brimbank, with residents reporting lower levels of wellbeing than the Victorian average. Our research has identified better ways we can support people with mental health needs to access the services they need to live happy, healthy and productive lives.

Council has developed and commenced implementation of the Mental Wellbeing Plan (2022-2024) which recognises Council's role in advocating, facilitating and enabling the delivery of mental health services. Actions in this plan seek to respond to the immediate mental wellbeing needs in the community, while also working to address broad systemic issues.

Climate emergency

Addressing climate change is a key responsibility of Local Government under Victorian legislation. In recognition of the real threat posed by climate change, Brimbank Council is working at speed, with community and our partners, to take necessary action. In Brimbank, health, equity, energy, infrastructure, the natural environment, and the material economy are all core areas that will be affected by climate change moving forward. Council's continued commitment to addressing the climate emergency is prioritised through clear actions outlined in our 'Together We are Brimbank' Council Plan 2021-2025.

Melbourne Airport – third runway

Council has lodged a submission formally opposing the Melbourne Airport Masterplan and Draft Major Development Plan for the third runway, because of the unreasonable and unacceptable health risks posed to the Brimbank community.

Key community concerns about the third runway include poor air quality, environmental impacts, limited consultation, poor stakeholder engagement and limited planning regarding transport and access to the airport. Council is asking that the Federal Government progress a range of changes to minimise the harm to human health from aircraft noise, and improve airport planning and community consultation.

COVID relief and recovery snapshot

In response to the COVID-19 global pandemic, Brimbank Council endorsed a Coronavirus (COVID-19) Response and Recovery Strategy in April 2020.

By 2021, the substantial health, economic and social impacts of the pandemic on the Brimbank municipality required ongoing service innovation and adaptation encompassed within the Stage 2 - Coronavirus (COVID-19) Response and Recovery Strategy.

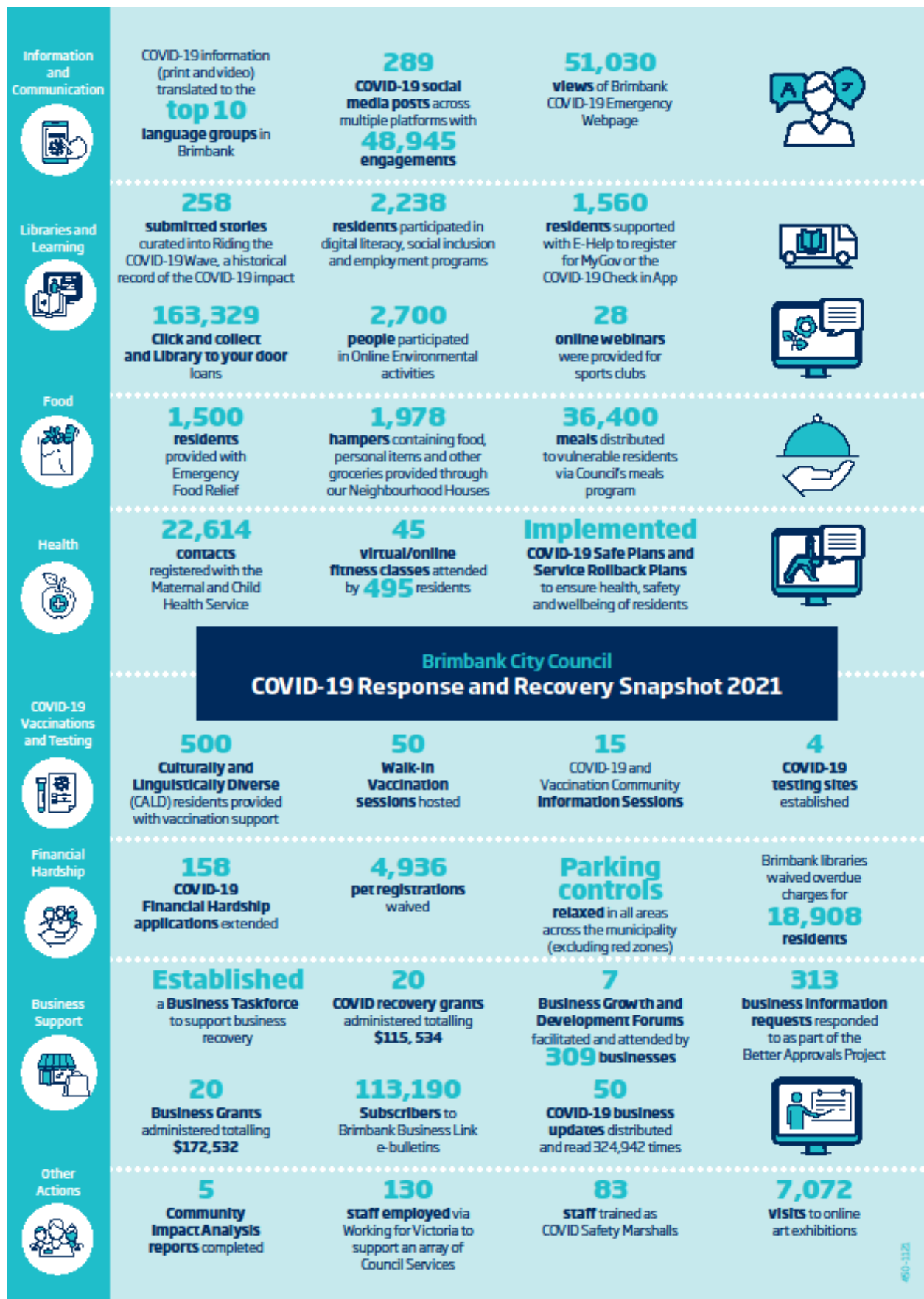
The strategy included five objectives and 51 actions highlighting Council's commitment to supporting COVID-19 response and community recovery efforts through:

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

COVID-19 Stage Two Response and Recovery Strategy 2021 Report Card summarises the work that occurred across Council throughout the lifespan of the strategy in response to the pandemic, highlighting both key achievements and community reach.

Following the implementation of the Stage Two Strategy, Council's COVID Response and Recovery efforts transitioned to business as usual service responses.

These were integrated with Brimbank's Council Plan and Municipal Public Health and Wellbeing Plan, 'Together We are Brimbank'.



Financial summary

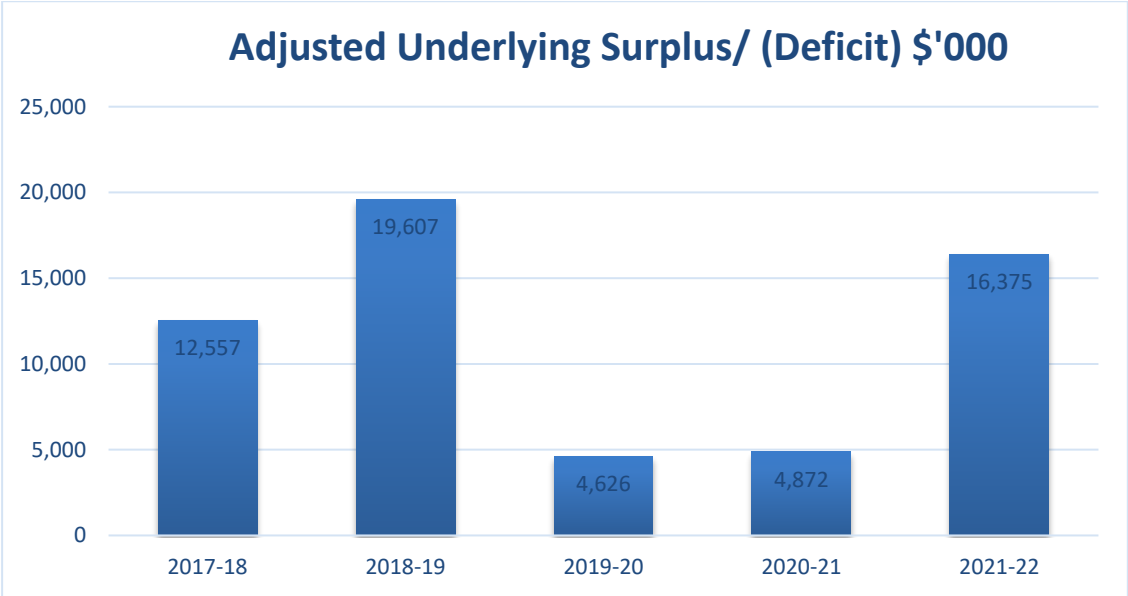
The 2021-2022 financial year results reflect Council's ongoing commitment to financial and infrastructure sustainability as outlined in Council's Long Term Financial Plan.

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 \$2.65 billion dollars in assets. These comprise land, building and other infrastructure assets such as roads, footpaths, bike paths and drainage.

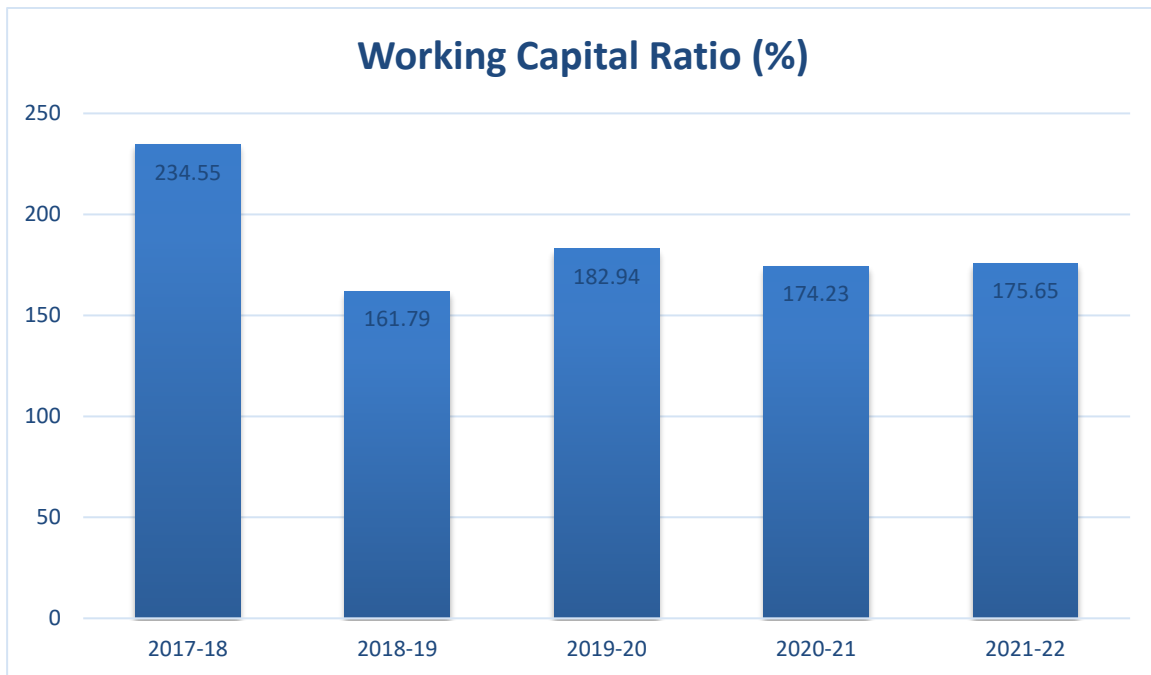
Operating position

Council achieved a surplus of \$36.46 million in 2021-2022. This surplus compares favourably to the budgeted surplus of \$17.6 million. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is \$16.3 million. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$2.65 billion of community assets under Council's control, and build new infrastructure to meet the expectations of our growing community.



Liquidity

The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 175.65 per cent is an indicator of satisfactory financial position, and is in line with the expected target band of 100 per cent to 400 per cent.

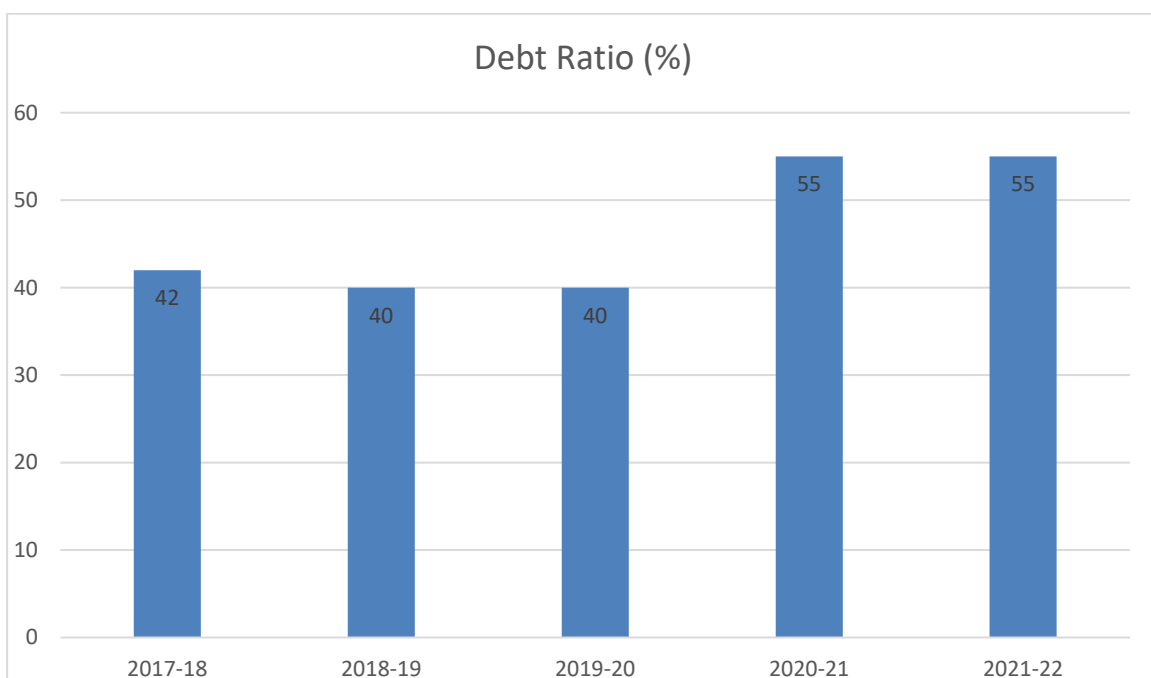


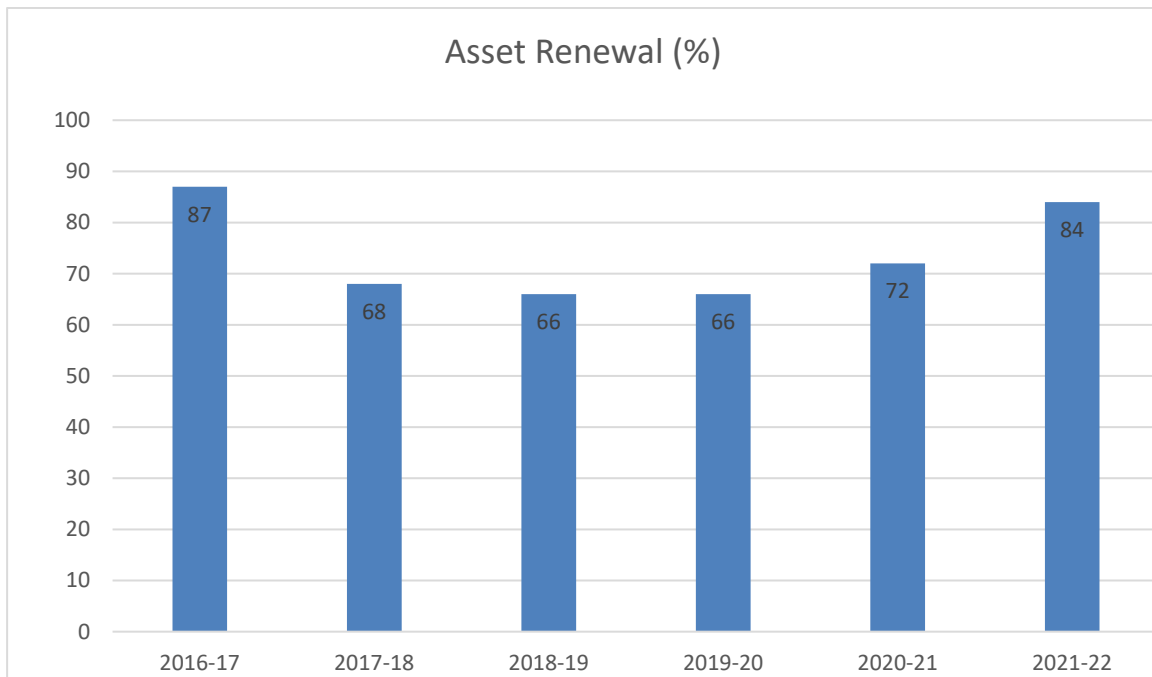
Obligations

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

At the end of the 2021-2022 year Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 55 per cent. The 2021-2022 result is in line with last year as borrowings have been similar to repayments, which was within the expected target band of 20-60 per cent.

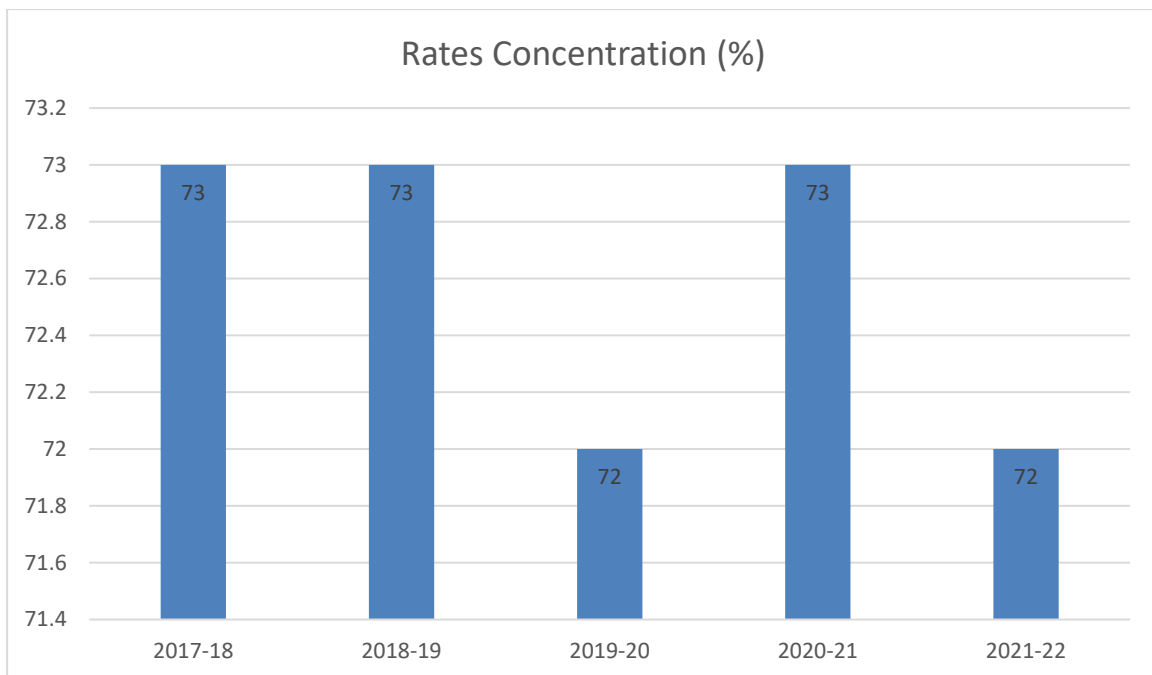
Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 84.14 per cent, which was above the expected target band of 90-110 per cent.





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 72 per cent for the 2021-2022 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 \$1,258, which compares favourably to similar Councils in the outer metropolitan area.



Economic factors

Rate capping

The State Government imposed a rate cap on all Victorian councils of 1.5 per cent for the 2021-2022 year.

State Government landfill levy

The State Government landfill levy increased by 61 per cent in 2021-2022.

Labour cost increases

Wage inflation rates for the 2021-2022 year were as per Council Enterprise Bargaining Agreement (EBA 8).

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 2021-2022 focused on delivering value to the community in a rate-capped environment.

It was designed as a financially responsible budget 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 2021-2025 outlines Council's strategic directions, which are supported by a number of other Council strategies, plans and policies. This includes the Annual Budget 2021-2022, 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 2021-2022, Council delivered a \$82.238 million capital works program (including \$14.418 million carried forward from 2020-2021). Major capital works projects included:

Roads, footpaths and pedestrian facilities and traffic management works

Council delivered a \$19.702 million road works and \$1.539 million traffic management program, which continued the implementation of the Road 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 (\$12.376 million)
- Road pavement asphalt overlay projects – various locations (\$3.754 million)

- Footpath rehabilitation program – various locations (\$3.212 million)
- Sydenham Road commuter car parking construction works (\$1.024 million)
- Kerb replacement for property access (\$278,275)
- Construction/modification of roundabouts - various locations (\$544,081)
- Traffic Signals - various locations (\$543,588)

Town centre works

Council progressed a range of works to the value of \$776,162 to improve amenity, connectivity and ambience in town centres. These projects included:

- Medium-sized activity centres - place upgrades (\$435,677)
- Pedestrian accessibility improvements (\$253,455)

Sports facilities

Council continued to invest \$41.425 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:

- More Park stage one - new sports pavilion and car park upgrade (\$2.239 million)
- Bon Thomas Reserve Pavilion (\$772,490)
- Delahey Reserve new sports pavilion - Delahey (\$2.167 million)
- Sports reserve lighting upgrade program (\$365,644)
- Sunshine Leisure Centre, Sunshine - upgrade and renewal works (\$446,678)
- Tennis Court resurfacing program (\$318,026)
- More Park stage two Sports Facility Upgrades (\$2.141 million)
- Female Sports Facilities Upgrade-Keilor Park synthetic pitch (\$982,592)
- New sportsground development program (\$183,339)
- Sports netting replacement program (\$211,746)

The Brimbank Aquatic and Wellness Centre, Keilor Downs - redevelopment (\$30.746 million) was also on track for completion early in 2022-2023.

Parks, playground and open space upgrades

Council spent \$4.436 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 (\$122,994)
- Neighbourhood Park upgrade program (\$197,678)
- Errington Precinct Master Plan Stage 3, St Albans- stage two of playground development (\$468,196)
- State Government Local Parks Program - various sites (\$1.151 million)
- Public toilets (\$250,000)
- Replace existing shared trails segments identified as poor condition from inspection audits and community feedback (\$345,961)
- Park playground renewal program (\$211,566)
- Skate Facilities Upgrade Program (\$919,795)
- Park and Street Furniture Response Program (\$116,877)
- Local reserves upgrade program (\$71,855)

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 \$1.788 million in sustainability programs including:

- Water security program (\$1.163 million)

- Sunshine Energy Park, Albion and Carrington Drive Reserve, Albion (\$435,126)

Bike paths and shared paths

Council completed a range of bike paths and shared paths projects worth \$3.322 million to connect Brimbank, including the following:

- Kororoit Creek Recreational Trail, Kings Park - Isabella Williams Memorial Park to Shepherds Grove (\$775,522)
- Sunshine Transport Precinct Activation Program - Various sites (\$823,458)
- Sunshine Transport Precinct Activation Program - Mathews Hill Reserve, Sunshine (\$456,892)
- Suburban Park upgrade program - works include path upgrade, new playground, new BBQ and park furniture and extensive tree planting (\$949,617)

Community facilities

Council invested \$2.438 million in improvements to community facilities, such as neighbourhood houses, libraries and children's centres, to provide suitable spaces for community activities. This include improvements to kitchens, heating/cooling systems, storage, flooring and playgrounds. These projects included:

- Deer Park West Kindergarten modular extension (\$1.220 million)
- Bocce Club upgrade (\$489,655)

Drainage rehabilitation

Council spent \$457,879 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 meant Council had to work differently to continue providing services to the community.

When required to do so, Council office staff worked remotely from home, while staff delivering essential services continued to do so in a safe and permitted manner.

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.

Appointment of new CEO

Following a Special Council Meeting on 6 July 2021 Warren Roberts was appointed the interim CEO. He replaced former CEO Helen Morrissey who retired as Council CEO effective 15 July 2021.

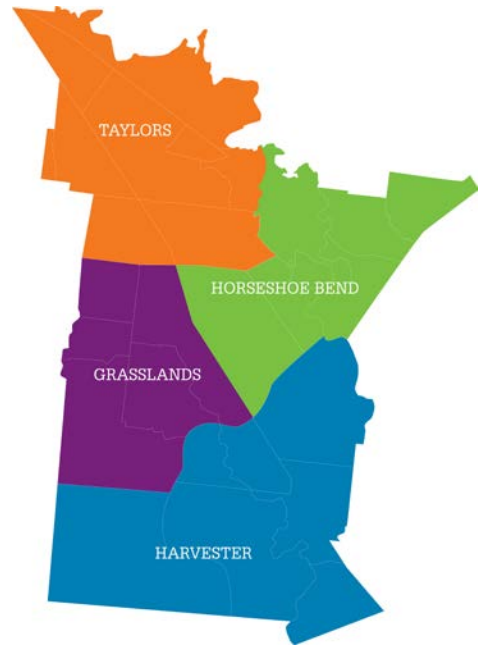
On 26 January 2022 Fiona Blair commenced as the Council CEO.

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 livestreamed 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 below.



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 Disability Advisory Committee
- Chief Executive Officer Employment Matters Committee
- Safety Roundtable
- Brimbank Community Fund Advisory Committee

Portfolio

#People Brimbank

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 supports, 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 supports in multiple languages.

Committees

- Brimbank Aboriginal & Torres Strait Islander Reconciliation Action Plan Consultative Committee (Co-Chair)
- Brimbank Disability Advisory Committee (Co-Chair)
- Brimbank Youth Council
- Local Government Working Group on Gambling

Portfolio

#Healthy Brimbank

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

- LeadWest Committee
- Brimbank Arts Advisory Committee
- Municipal Association of Victoria (MAV) State Council

Portfolio

#Vibrant Brimbank

E CrDang@brimbank.vic.gov.au

M 0437 744 803

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 of several community groups. He believes Brimbank's greatest strength is its rich diversity. Cr David is concerned about housing availability, affordability and employment; and is committed to assisting senior citizens groups and supporting young people to get involved in sport.

Committees

- Brooklyn Industrial Precinct Strategy Committee (Chair)
- Chief Executive Officer Employment Matters Committee
- Brooklyn Community Representative Group

Portfolio

#Liveable Brimbank

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 the 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 level of governments. He believes in standing up to overcome the hurdle, and be part of the solution not the problem. Cr Luu loves calling Brimbank 'home'.

Committees

- Brimbank Arts Advisory Committee
- Sunshine Town Centre Partnership Group

Portfolio

#Connecting Brimbank

E CrLuu@brimbank.vic.gov.au

M 0437 826 450

Cr Jasmine Nguyen

Date elected: 6 November 2020

(Mayor elected on 17 November 2021-30 June 2022)

(Deputy Mayor 1 July 2021-16 November 2021)

Cr Nguyen was born and bred in Brimbank and has lived, worked, and volunteered there 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 CALD communities, and to drive better sustainable outcomes for future generations of Brimbank.

Committees

- Brimbank Youth Council (Co-Chair)
- Chief Executive Officer Employment Matters Committee
- Social Justice Coalition – Strategic Implementation Group (Chair)
- Municipal Association of Victoria (MAV) (State Council)

Portfolio

#Resilient Brimbank

E CrNguyen@brimbank.vic.gov.au

M 0437 740 042

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

- Chief Executive Officer Employment Matters Committee
- Social Justice Coalition – Strategic Implementation Group
- St Albans Town Centre Partnership Group
- Metropolitan Local Government Waste Forum
- Metropolitan Transport Forum

Portfolio

#Sustainable Brimbank

E CrPapalia@brimbank.vic.gov.au

M [0437 838 710](tel:0437838710)

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

- LeadWest Committee
- Chief Executive Officer Employment Matters Committee
- St Albans Town Centre Partnership Group
- Brimbank Community Fund Advisory Committee

Portfolio

#Brimbank COVID-19 Response and Recovery

E CrTachos@brimbank.vic.gov.au

M [0428 915 671](tel:0428915671)

Taylors Ward

Cr Ranka Rasic

Date elected: 6 November 2020

(Mayor 6 November 2020-30 June 2021)

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

- Audit and Risk Committee
- Brimbank Aboriginal and Torres Strait Islander Reconciliation Action Plan Consultative Committee (Co-Chair)
- Brimbank Arts Advisory Committee (Chair)
- Chief Executive Officer Employment Matters Committee
- Calder Highway Improvement Committee

Portfolio

#Innovation Brimbank and Prosperous Brimbank

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
- Safety Roundtable (Chair)
- Western Melbourne Tourism Committee

Portfolio

#Proud Brimbank

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

- Audit and Risk Committee
- Chief Executive Officer Employment Matters Committee
- Heritage Advisory Committee (Chair)
- St Albans Town Centre Partnership Group
- Calder Highway Improvement Committee
- Metropolitan Local Government Waste Management Forum
- Metropolitan Regional Landfill Community Reference Group

Portfolio

Prosperous Brimbank & Innovation Brimbank

E CrLancashire@brimbank.vic.gov.au

M 0429 637 689

Our People

Executive Management Team at 30 June 2022

Fiona Blair

CEO

Fiona is a highly regarded leader in local and state government, with extensive experience as a senior executive. She was recognised for her leadership in the inaugural Top 50 Public Sector Women award in 2017.

Fiona holds qualifications in Business (Masters of Business Administration), is an Australian and New Zealand School of Government Executive Fellows program graduate, and has completed the Australian Institute of Company Directors course.

Her skills and experience span across all areas of Council service planning and delivery. Fiona is committed to making a difference by working with the community, councillors and staff to continue to deliver high-quality services and infrastructure across the city, and is passionate about building a customer-focused culture that will serve the Brimbank community well, now and into the future

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, Graduate of the Australian Institute of Company Directors.

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 appointed 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 is an experienced director with over 30 years' experience in both the public and private sector. Shane has experience leading in a number of areas including finance, governance, human resource and information technology.

He joined Brimbank City Council in 2014, and in his current role leads Council's Business Support, Finance, People and Performance, and Projects and Innovation teams.

Shane previously worked as General Manager Corporate Services at Moorabool Shire Council.

Bachelor of Business, Graduate Diploma in Accounting, CPA, GAICD.

Rebecca Solomon
Acting Director Advocacy, Partnerships and Community Engagement

Rebecca is a highly regarded senior leader with extensive experience and a record of success across strategy development and delivery, business transformation, ICT, customer experience, advocacy, events and communications and community engagement.

At Brimbank, Rebecca has delivered significant innovation and service improvements including moving a range of services and payments online and increasing community participation in decision making.

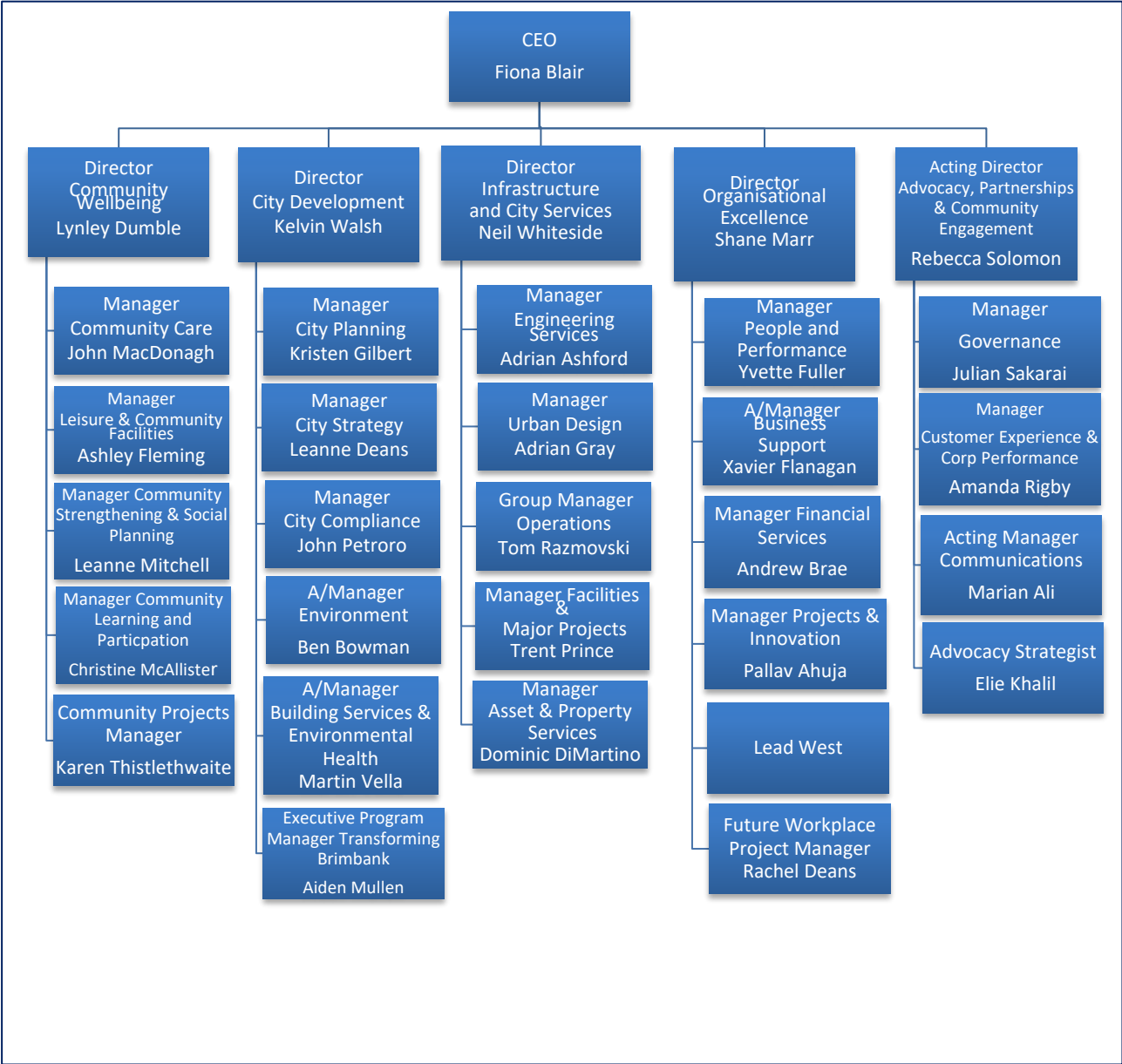
An excellent communicator, Rebecca is a trusted adviser, has exceptional issues management skills and leads high-performing teams.

Consistently delivering positive community outcomes, Rebecca is driven by her values and seeks to always consider how things can be made better.

Rebecca has qualifications in Journalism and Marketing and over 20 years' experience in local and state government and the private sector.

Bachelor of Arts (Journalism), Graduate Diploma Business (Marketing), Certificate IV Business (Public Relations)

Organisation Structure at 30 June 2022



Workforce profile

As at 30 June 2022, Council employed 1,241 people (817 full-time equivalent or FTE), which is a slight increase in FTE staff from 2020-2021.

There has been stability in workforce numbers this financial year after a 14 per cent decrease last financial year due to the COVID-19 pandemic. Headcount has remained almost the same with FTE figures only increasing by five overall. Fifty-five per cent of Council's workforce is over the age of 45, with the average being 46.01 years-old.

Age groups

Age Group	Female	Male	Total 2021
< 21	9	10	19
21 - 25	53	58	111
26 - 30	41	35	76
31 - 35	66	39	105
36 - 40	75	43	118
41 - 45	73	62	135
46 - 50	66	61	127
51 - 55	85	60	145
56 - 60	76	57	133
≥ 61	136	136	272
Total	680	561	1241

Brimbank total employment status

Status	2021-2022
Casual	260
Full-time	581
Part-time	400
Total	1241

Employees by division and employment status

Division	Status	Female	Male	Total
CEO & Councillors	Full-Time	2	0	2
	Part-Time	0	0	0
	Casual	0	0	0
Advocacy, Partnerships & Community	Full-Time	24	5	29
	Part-Time	28	5	33
	Casual	1	0	1
Infrastructure & City Services	Full-Time	27	232	259
	Part-Time	10	1	11
	Casual	0	0	0
City Development	Full-Time	44	42	86

Division	Status	Female	Male	Total
	Part-Time	62	60	122
	Casual	7	12	19
Community Wellbeing	Full-Time	110	42	152
	Part-Time	188	38	226
	Casual	137	102	239
Organisation Excellence	Full-Time	31	22	53
	Part-Time	7	1	8
	Casual	1	0	1
Brimbank Total		679	562	1241

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	F	0.2	24	20	44.2
	M	0	5	5	10
CEO & Councillors	F	0	2	0	2
City Development	F	1	44	22	67
	M	2	42	14	58
Community Wellbeing	F	19	109	104	234
	M	13	42	20	75
Organisation Excellence	F	0	31	7	38
	M	0	21.3	0.8	25
Infrastructure & City Services	F	0	27	8	35
	M	0	232	0	232
Total		36	579	185	8172

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

Employment classification (Band)	Female FTE	Male FTE	Total
Band 1	11	13	24
Band 2	16	19	35
Band 3	17	92	109
Band 4	58	60	118
Band 5	89	62	151
Band 6	98	42	140

Employment classification (Band)	Female FTE	Male FTE	Total
Band 7	66	52	118
Band 8	41	26	67
Other	23	32	55
Total	419	398	817

Gender Equality and the Prevention of Violence against Women

Council delivered the Year Three 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:

- Council was successful in obtaining a grant of \$212,500 through the Free From Violence Local Government Grant Program 2022-2025. The funding is to support the implementation of The Local Government Guide for Preventing Family Violence and All Forms of Violence Against Women. The funding will support Council staff to understand how to embed primary prevention of family violence and all forms of violence against women at Council and via the services Council offers.
- Council was successful in receiving a 'Change Our Game' Scholarship Grant to deliver a Women Leaders In Sport and Recreation Facilities program. Sunshine Leisure Centre ran two sessions with 24 leisure centre staff. The sessions were focused on actions in the workplace that promote women in leadership and what Council can do to better support this.
- Council hosted an International Women's Day live panel discussion with local women leaders and music from a local performing artist. The event included a keynote presentation on 'Gender-based biases and how to break them' from Louise Falconer of GenWest, and a panel discussion with CEO Fiona Blair, Mayor Cr Nguyen, Brimbank Young Citizen of the Year Devika Chaudhary, and CEO of CommUnity Plus Tracey Gaudry.
- Council undertook a workplace gender audit and developed a four-year workplace gender Equality Action Plan. Through the plan, Council will strengthen and support an organisational culture that values and promotes gender equality, diversity and inclusion and where people of all genders can develop to their full potential.

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.

Due to the COVID-19 pandemic restrictions, the majority of training (64 per cent) was delivered via Zoom while the remaining 36 per cent was delivered face-to-face, with COVID safety measures in place.

Usually training is delivered in both face-to-face and self-paced modes or via Brimbank's own e-learning platform tool branded as bTrain. bTrain modules are made available to staff to learn at their own pace and convenience. Modules include COVID-19 Safety, Phishing, Privacy, Family Violence, Equal Opportunity, Fraud and Corruption Awareness, Code of Conduct, Procurement, Risk Management and Occupational Health and Safety (OHS).

Led by Brimbank City Council, a network of 22 metropolitan and regional local governments from across Victoria co-designed a new bTrain Child Safe Standards module. This compulsory module was designed specifically for Council employees and volunteers, and is part of Council's commitment to protecting children and young people within our community and keeping them safe from harm and abuse.

Overall a total of 172 training sessions were coordinated in 2021-2022 with a total of 1,903 participants attending programs. In addition, 15 online training modules were completed by 4,409 staff members.

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

Occupational Health and Safety

In 2021-2022, we focused on maintaining a COVID safe workplace and gaining a better understanding of, and improving our management of, health and safety risks.

Our key achievements in 2021-2022 include:

- Implementation of a new monthly executive OHS performance report. The report focuses on trend analysis and corrective actions, and explores both the internal and external safety environments.
- Completion of a plant and equipment safety audit
- Completion of an OHS skills, knowledge and culture audit
- Review and development of Safe Work Method Statements for high risk construction activities
- Continuous improvement and expansion of the online Job Safety Analysis tool, to support our higher risk services to identify and control hazards and risks prior to commencing work
- Ongoing review of the OHS Management System to ensure it remained responsive to the needs of the organisation and aligned with our compliance obligations
- Development and review of a number of safe working procedures across the organisation
- Occupational Noise Assessments and audiometric testing of our employees were completed in accordance with legislative requirements
- Provision of health and safety support as services continued to adapt and respond to the changing COVID environment e.g. risk assessments, safe work procedures etc.
- Personal Protective Equipment fit testing programs were undertaken for all staff required to wear P2/N95 respirators as part of their COVID response protocols.
- Consultation and implementation of an employee COVID-19 Mandatory Vaccination Policy.

Key performance indicators and workers' compensation

Year	Lost time injuries	WorkCover claims	Days lost due to workplace injury
2021-2022	19	9	381
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	0
Community Wellbeing	42
Infrastructure & City Services	339
Advocacy, Partnerships & Community	0
Organisational Excellence	0
Total days lost	381

Our Performance

Legislative Requirements

Requirements for Councils to have both a Community Vision and Council Plan are determined by the *Local Government Act 2020*. This plan addresses the legislative requirements of the *Local Government Act 2020* and the Public Health and Wellbeing Act 2008.

Community Vision

A Community Vision must describe the municipal community's aspirations for the future of the municipality, for a period of at least 10 years. This sees Council develop or review the Community Vision in accordance with its deliberative engagement practices and adopt the Community Vision by 31 October in the year following a general election.

Council Plan

The Council Plan is a medium-term strategic plan that sets out our strategic direction and priorities for the four-year Council term. Under the *Local Government Act 2020*, a Council Plan must be prepared every four years after a general election, guided by deliberative engagement and adopted by the 31 October in the year following the election. The Council Plan shapes the strategic direction and associated program of work the elected Council will lead throughout their four year term.

Municipal Public Health and Wellbeing Plan

The *Public Health and Wellbeing Act 2008* requires Councils to produce a Municipal Public Health and Wellbeing Plan. Integrated within this document, the Plan outlines strategies to reduce risk factors and increase protective factors to enable residents to achieve optimal

health and wellbeing. This is the primary mechanism for planning, coordinating and delivering services and initiatives to improve local public health and wellbeing by councils and partner organisations. Flagship health and wellbeing actions will be identified in Together We Are Brimbank annual action plans, while other actions will be situated in a number of key Council strategies and policies.

Brimbank’s integrated planning approach – Bringing Together Council and Community Planning

Council and community planning is about envisioning and making choices that will shape the future. The role of local government is not only one of leadership, but also planning, advocacy and facilitating community participation. Together We are Brimbank describes the Brimbank Community Vision 2040, Brimbank Council Plan 2021-2025 and the Municipal Public Health and Wellbeing Plan.

Our Council has developed a vision which captures aspirations for the Brimbank community over the next four years.

“A transformed Brimbank that is beautiful, thriving, healthy and connected”.

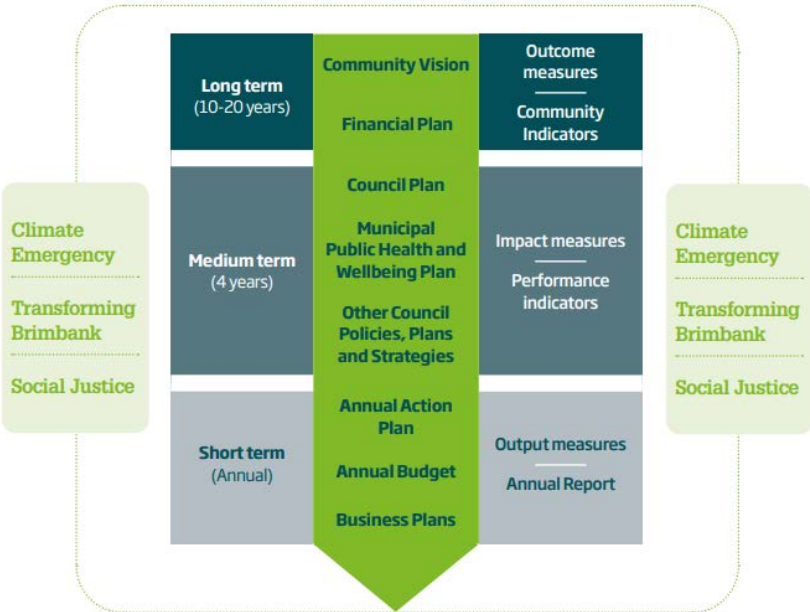
This vision is supported by four key Strategic Directions:

- People and Community – a welcoming, safe and supported community
- Places and Spaces – Liveable and connected neighbourhoods that support healthy and sustainable futures
- Opportunity and Prosperity – A future focused, transforming city where all have opportunities to learn and earn
- Leadership and Governance – a high performing organisation that enacts the vision and decision of Council through quality and innovative services.

These Strategic Directions will guide our work over the next four years.

Council’s focus will be directed on projects and services that support mental and physical health, inclusion, protecting the local the environment, education and employment.

Our Integrated Approach



Community engagement and consultation

Shaping Brimbank

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 community to be involved and inform decision making processes.

Our community were invited to share their hopes and priorities for Brimbank through the Shaping Brimbank Community Vision 2040, Council Plan 2021-2025 and Municipal Public Health and Wellbeing Plan engagement process. Through Shaping Brimbank we heard from 308 community members. We were able to test whether the Community Vision 2040 continued to reflect their long term aspirations for Brimbank, of which there was broad support for the Community Vision 2040, with one suggested change, inclusion of the word 'heritage' which has now been added.

We also heard valuable information about priorities and areas of focus. This information has been woven together, with information from our many other recent engagement activities, to provide a clear and comprehensive outline of what is important to our community

'Together We are Brimbank' - Strategic Direction and Objectives

'Together We are Brimbank' identifies a series of strategic directions and objectives that describe what Council is aiming for in order to achieve the vision for Brimbank.

Strategic Direction	Strategic Objective
<p>People and Community <i>A welcoming, safe and supported community - An inclusive place for all</i></p>	<p>Wellbeing and belonging Responsive services that support mental and physical wellbeing</p> <p>Pride and participation Community and cultural connections built through social and artistic expression</p>
<p>Strategic Direction : Places and Spaces <i>Liveable and connected neighbourhoods that support healthy and sustainable futures – a green place for all</i></p>	<p>Liveable and Connected Inviting and liveable spaces and facilities, connected so people can get around</p> <p>Sustainable and Green Protect natural environments for current and future generations</p>
<p>Strategic Direction: Opportunity and Prosperity <i>A future focused, transforming city where all have opportunities to learn and earn – a prosperous place for all</i></p>	<p>Growing and Transforming Optimise community opportunities through infrastructure innovation and investment</p> <p>Earning and Learning Everyone has access to education, training and lifelong learning to support their aspirations</p>
<p>Leadership and Governance <i>A high performing organisation that enacts the vision and decisions of Council through the delivery of quality and innovative services – A fairer place for all</i></p>	<p>Engaged and Responsive Community insights are valued to enhance connection and engagement with Council</p> <p>High Performing and Accountable Our workforce strive to enhance services and liveability for the Brimbank community</p>

Performance

Council's performance for the 2021-2022 year has been reported against each goal to demonstrate how Council is performing in achieving the Council Plan 2021-2025.

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.

Strategic Direction – People and Community

A welcoming, safe and supported community - An inclusive place for all

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.

Strategy	Indicators	Result	Commentary
Support improved mental well-being	Percentage of adults with high or very high psychological distress	25.3%	Just over one quarter of Brimbank residents (25.3 percent) experienced high or very high psychological distress in 2020. This is slightly higher than corresponding levels for the Western Region (23.4 percent) and state-wide at 23.5 percent. The Victorian Population Health Survey is repeated every two years. Council will be able to monitor trends from this data set.
Increase healthy eating, active living and physical activity	Utilisation of Aquatic facilities	1.48	Brimbank City Council saw almost 300,000 visits to Sunshine Leisure Centre throughout 2021/2022. This is an increase in visits compared to 2020/2021 due to the impact of COVID-19 lockdowns. Despite COVID-19 closures from July to October 2021 of indoor facilities, there was some usage of the outdoor pool before a full Centre re-opening at the start of November. Swim school returned to pre-lockdown numbers by February 2022 and, in April 2022, the Centre recorded high rates of swim school enrolments. This result remains within the range expected by Council. Find out more about our leisure centres at https://www.brimbank.vic.gov.au/leisure-parks-and-facilities
	Percentage of adults rating their health as 'Excellent' or 'Very Good'	29%	Almost one-third of Brimbank residents (29 percent) rated their health as 'Excellent' or 'Very Good' in 2020. This is lower than corresponding levels for the Western Region (38.9 percent) and state-wide at 40.5 percent. The Victorian Population Health Survey is repeated every two years.

Strategy	Indicators	Result	Commentary
			Council will be able to monitor trends from this data set.
	Resident perception of performance in providing recreational facilities	67	The 2022 Community Satisfaction Survey result is 4 points lower than the score in 2021, lower by 6 points than the Metro region and two points lower than the state average.
Support increased gender equality and reduce gender based violence	Number of family violence incidents per 100,000 residents	1,396	There was 1,396 family violence incidents (per 100,000 residents) in Brimbank in the year leading up to March 2022. This is a decrease of 6.1 percent from the previous year. This rate is higher than the Victorian average of 1,360. Crime statistics are updated quarterly and Council will be able to monitor trends from this data set.
Provide community health and wellbeing services across the lifespan	Resident perception of Council's performance in delivering family support services	65	The 2022 Community Satisfaction Survey result is 2 points lower than the score in 2021, lower by 1 point than the Metro region and equal to the state average.
	Resident perception of Council's performance in delivering elderly support services	63	The 2022 Community Satisfaction Survey result is 4 points lower than the score in 2021, lower by 2 points than the Metro region and 4 points lower than the state average.
	Participation in first Maternal Child Health home visit	98.11%	Brimbank City Council recorded an attendance rate of 98.11% for infants at the 4-week Key Age and Stage Visit in the 2021/2022 financial year. This result sees a continuation of small increases when compared to both 2020/2021 and 2020/2019 financial years. This result 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 Maternal Child Health service	101.18%	Brimbank City Council has continued to achieve more than 100% infant enrolments in the Maternal Child Health Service, highlighting highly effective engagement over a six year period. This result remains within the range expected by Council. More information about the Maternal Child Health Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health

Strategy	Indicators	Result	Commentary
	Participation in the Maternal Child Health service by Aboriginal children	76.76	Brimbank City Council is committed to providing high quality Maternal and Child Health (MCH) services. The number of Aboriginal and Torres Strait Islander (ATSI) clients increased in 2021/2022. This can be attributed to a Best Start initiative which improved identification and recording of ATSI clients in our data base. With improved identification, MCH staff were able to prioritise service delivery to these clients. This result remains in the range set by Council. More information about the Maternal Child Health Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
Support safe and inclusive communities	Percentage of adults who feel safe walking alone down their street after dark	n/a	The Victorian Population Health Survey no longer collects data about the percentage of adults who feel safe walking alone down their street after dark. <i>As this data is no longer available for Brimbank as a whole, Council will review this indicator and develop a new measure for the 2022-2023 Annual Report.</i> For this report, however, there is one localized indicator which can provide an indication about perceptions of community safety. In 2021, Council received funding for a redesign and space activation project in central Sunshine. Consultants conducted pre and post activation surveys which included a measurement of perceptions of safety in the area. One hundred and twenty-four people were surveyed. Prior to the project only 7 percent of respondents said they felt safe at night in that location. This increased to 31 percent after redesign and space activation work.
	Resident perception of Council's performance in enforcement of local laws	62	The 2022 Community Satisfaction Survey result is 3 points lower than the score in 2021, lower by 3 points than the Metro region and 1 point lower than the state average.
Support and advocate to reduce risk factors impacting vulnerable communities	Resident perception of Council's performance in delivering disadvantaged support services	64	The 2022 Community Satisfaction Survey result is 1 point higher than the score in 2021, lower by 2 points than the Metro region and 2 points higher than the state average.

Strategy	Indicators	Result	Commentary
	Number of community grants distributed	145	<p>During 2021-2022, Council offered Brimbank Community Recovery Grants to assist the community to implement local recovery solutions needed to respond to unique COVID-19 challenges and strengthen community resilience.</p> <p>Grants were allocated across categories: Community Recovery and Establishment; Festivals and Events; Youth Support and; Seniors Operational Grants.</p>
Enable social, cultural and artistic expression	Resident perception of Council's performance in providing art centres and libraries	70	The 2022 Community Satisfaction Survey result is 2 points lower than the score in 2021, lower by 1 point for both the Metro region and the state average.
	Number of attendees at arts and cultural activities	345,261	345,261 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.
Continue our commitment to respecting and recognising Aboriginal and Torres Strait Islander peoples' and culture	Number of known sites of Aboriginal Cultural Heritage	413	The Brimbank municipality contains 413 known sites of cultural heritage significance. These are listed on the Aboriginal Cultural Heritage Register and Information System.
Deliver a range of initiatives that celebrate diversity and intercultural sharing	Resident satisfaction with community and cultural activities	67	The 2022 Community Satisfaction Survey result is 2 points higher than the score in 2021, and higher by 3 points for both the Metro region and the state average.
Encourage vibrant community events and activities	Resident perception of Council's performance in delivering community and cultural activities	62	The 2022 Community Satisfaction Survey result is 5 points lower than the score in 2021, and lower by 3 points for both the Metro region and the state average.

People and Community: Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021-2022 Budget for the year.

Major Initiatives	Progress
<p>Create participation opportunities for disadvantaged children in sport via the In2Sport Brimbank program.</p>	<p>In2Sport created opportunities for 249 disadvantaged children and young people, aged between 6 and 18, to join a sports club through the provision of individual grants which funds 75 percent - or up to \$200 – of membership fees.</p>
<p>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</p>	<p>Council facilitated the delivery of Mental Health First Aid programs to youth support and advocacy service staff in 2022. Planning is underway for Council's youth counsellors to deliver the program in secondary schools later in 2022.</p>
<p>Support the development of youth friendly spaces that support an increase of the delivery of services for young people.</p>	<p>Place activation works were completed in April 2022 outside the Visy Care Hub Youth Services in Harvester Road, Sunshine. The works included seating, planter boxes and luminous paving to encourage young people to access the area and connect with services. Council partnered with Youth Junction Inc. to deliver four tailored activation events across April and May 2022. An evaluation noted outcomes for members including increased Council awareness of the perspectives of young people and increased confidence and sense of belonging for the young people involved.</p>
<p>Facilitate the Brimbank Youth Council providing opportunities for youth to represent their peers on topics of importance allowing Council to better understand the lived experience of young people.</p>	<p>2021/2022 saw major change in the Brimbank Youth Council. Twenty-five young people finished their year as members of the Youth Council and fourteen new members were recruited at the beginning of 2022. Youth Council members receive advocacy and governance training and then select a project they will work on as a group for the year.</p>
<p>Continue to facilitate the Brimbank Collective Action Committee to lead and initiate Impact Brimbank to close health and social outcome gaps for the Brimbank community.</p>	<p>Impact Brimbank is a group of community members working with Council and the community to improve health and well-being. Impact Brimbank delivered a series of events and initiatives over the first half of 2022 as communities began to reconnect following COVID-19 lockdowns. These include walking groups reaching out to isolated people, family days, healthy eating and community connection and a Sports Activity Day attended by more than 100 people in St Albans.</p>
<p>Map and analyse gaps in Council's responses to loneliness and</p>	<p>Council completed a project which investigated and described the role of Council in responding</p>

Major Initiatives	Progress
<p>isolation as an escalating mental health challenge.</p>	<p>to the issues of loneliness and isolation as a mental health challenge in the Brimbank community. A Mental Wellbeing Implementation Plan will focus on a range of primary prevention activities including awareness-raising, information provision and community partnerships.</p>
<p>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:</p> <ul style="list-style-type: none"> • Design of Keilor Park Oval 2 • Upgrade of Keilor Park Synthetic Change rooms. 	<p>The Keilor Park Synthetic Change rooms were completed in November 2021. A detailed design for new change rooms at Keilor Park Oval 2 was completed in March 2022. Council supports the strong focus on encouraging female involvement in sport. Significant growth in female football participation means facilities need to be suitable including appropriate change rooms.</p>
<p>Finalise building works and commission the new St Albans Health and Wellbeing Hub.</p>	<p>The new Brimbank Aquatic and Wellness Centre is finalised with the public opening planned for September 2022. The Centre replaced the dated St Albans Leisure Centre and provides the community with an innovative multi-generational health and wellbeing hub.</p> <p>The Centre offers an Olympic-sized swimming pool, two large water slides, a children's splash park, warm water exercise area with spa, steam room and sauna. A 24/7 Health Club spans the two levels and a range of group fitness classes are on offer. Six suites in the Wellness Centre will be leased to allied health professionals and three tenant partners will deliver specialist services including NDIS service provision, family and legal services, adult education and community programs. The Centre is completed by a fresh food café with indoor and outdoor dining areas.</p>

People and Community: Services

The following statement provides information in relation to the services funded in the 2021-2022 Budget and the persons or sections of the community who are provided the service.

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
Community Strengthening and Social Planning	
<p>Connected Communities coordinates community leadership and governance training, and community grants. They promote social inclusion of our Aboriginal and Torres Strait Islander peoples, cultural and linguistically diverse, refugee and asylum seeker communities through language services and a range of other cultural awareness programs and activities.</p> <p>Strengthening Communities coordinates and implements specific strategies and actions relating to children, disability, volunteers, seniors, carers and emergency management.</p> <p>Social Planning & Research works to address key issues such as social justice, safety, gambling harm and housing stress, men's violence against women and gender equity. This is achieved by developing policies, strategies, projects and partnerships that improve health and wellbeing and undertaking evaluation, research and data analysis.</p>	<p>3,884 3,309 575</p>
Community Projects	
<p>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.</p>	<p>502 485 17</p>
Community Care	
<p>Community Care provides a range of services that support older people, people living with a disability, children, families and youth.</p> <p>Ageing & Inclusion supports older people and people with disability, to maintain and enhance their physical, social and emotional well-being. Services such as in-home care services, social support and planned activity groups, delivered meals, community transport and home maintenance aim to help residents live a fulfilling and independent life.</p> <p>Families & Early Years provides a range of services for children and families in the community including Maternal and Child Health Services in eight locations, information and community access, supported playgroups and kindergarten registration.</p> <p>Youth Services offers a number of services to guide young people through their personal development and encourages them to participate positively in community life through</p>	<p>9,990 15,924 (5,934)</p>

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
support, counselling and youth programs that strengthen and build resilience.	
Leisure and Community Facilities	
<p>Leisure and Community Facilities is comprised of Sport and Recreation, Community Facilities, Leisure and Community Facilities Planning and Major Leisure Facilities including the Brimbank Aquatic and Wellness Centre, the Sunshine Leisure Centre, the Keilor Basketball and Netball Stadium and Keilor Public Golf Course.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>6,212</p> <p>4,365</p> <p>1,847</p>
Facilities & Major Projects	
<p>Facilities & 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.</p>	<p>13,727</p> <p>11,797</p> <p>1,930</p>
Building Services and Environmental Health	
<p>Building Services and Environmental Health implement legislation through education, advice and enforcement to</p>	<p>1,855</p> <p>1,027</p>

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
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.	828
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.	3,746 699 3,047

People and Community: 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	2022 Result	Commentary
Cost of indoor aquatic facilities	\$3.55	\$3.32	\$9.49	\$10.11	\$8.22	Brimbank City Council continues to place a high emphasis on delivering services in a cost efficient manner and achieved a reduction in the cost of aquatic facilities in 2021/2022. This occurred despite the impact of COVID-19 closures over the year. This result remains within the range expected by

						<p>Council. Find out more about our leisure centres at https://www.brimbank.vic.gov.au/leisure-parks-and-facilities</p>
Utilisation of aquatic facilities	2.85	2.83	1.98	0.81	1.48	<p>Brimbank City Council saw almost 300,000 visits to Sunshine Leisure Centre throughout 2021/2022. This is an increase in visits compared to 2020/2021 due to the impact of COVID-19 lockdowns. Despite COVID-19 closures from July to October 2021 of indoor facilities, there was some usage of the outdoor pool before a full centre re-opening at the start of November. Swim school returned to pre-lockdown numbers by February 2022 and, in April 2022, the Centre recorded high rates of swim school enrolments. This result remains within the range</p>

						<p>expected by Council. Find out more about our leisure centres at https://www.brimbank.vic.gov.au/leisure-parks-and-facilities</p>
Time taken to action food complaints	1.36	1.13	1.14	1.15	1.20	<p>Brimbank City Council places a strong emphasis on Food Safety and Public Health. Reports of food complaints and related requests are promptly responded to, with the majority of complaints investigated within one to two days of receipt. This ensures a high level of food safety monitoring and customer satisfaction. The result remains within 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</p>
Food safety assessments	100%	101.07%	100.45%	101.19%	103.6%	<p>Brimbank City Council seeks to deliver an effective and</p>

						cost efficient food safety service for our community. Throughout the 2021/2022 reporting period some premises received an additional assessment as a means to assist and educate new proprietors regarding the preparation and sale of safe food. This result remains within 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
Cost of food safety service	\$239.12	\$253.93	\$241.26	\$260.90	\$271	Brimbank City Council seeks to deliver an effective and cost efficient food safety service for our community. The 2021/2022 cost of service result was slightly increased due to the financial impacts of the ongoing COVID-19 pandemic and some premises closing down. Despite these challenges this result continues

						to exceed 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
Critical and major non-compliance outcome notifications	100%	100%	100%	100%	100%	Brimbank City Council delivers a cost efficient food safety service with results demonstrating the speed by which all critical and major non-compliance notifications were actioned in the 2021/2022 reporting period. 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
Library collection usage	5.84	5.48	3.90	3.75	3.42	The Brimbank City Council library collection is utilised by community with members accessing both printed and digital materials at our five library branches and via the home library service. A slight decrease in borrowing has

						<p>occurred due to COVID-19 pandemic closures. This result remains within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au</p>
Standard of library collection	58.63%	64.38%	67.66%	78.54	79.42 %	<p>Brimbank City Council's library collection continues to be reflective of community needs and demands with almost 80% of the collection under five years of age. This result remains in the range expected by Council and is reflective of the continuous improvement of resource management, purchasing and maintenance practices. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au</p>
Cost of library service per population	\$35.69	\$36.00	\$34.36	\$33.38	\$37.72	<p>Brimbank City Council places a strong emphasis on delivering services in a cost efficient manner. Council maintained a stable library service cost across 2021/2022 whilst continuing to adapt to community needs from the ongoing COVID-19 pandemic and general community unease about accessing public facilities. This has resulted in a greater on-line library presence and</p>

						continuation of home library service options. This result remains well 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%	11.69 %	Brimbank City Council remains committed to the delivery of accessible library services. The relatively low number of active borrowers in 2021/2022 can be attributed to continued community fear and uncertainty about returning to public facilities due to the ongoing COVID-19 pandemic. Council continues to provide the library collection via alternative service models and has noticed an increase in residents taking up digital access options. This result remains within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au
Participation in first MCH home visit	107.31%	99.55%	97.27%	98.04%	98.11 %	Brimbank City Council recorded an attendance rate of 98.11% for infants at the 4-week Key Age and Stage Visit in the 2021/2022 financial year. This result sees a continuation of small increases when compared to both 2020/2021 and 2020/2019

						financial years. This result 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 %	101.18 %	Brimbank City Council has continued to achieve more than 100% infant enrolments in the Maternal Child Health Service, highlighting highly effective engagement over a six year period. This result remains within the range expected by Council. More information about the Maternal Child Health Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health
Cost of the MCH service	\$80.53	\$81.10	\$82.24	\$74.04	\$77.45	Brimbank City Council places a strong emphasis on delivering services in a cost efficient manner. The 2021/2022 cost of service result highlights Council's continued commitment to delivering the Maternal Child Health Service within the expected budget and requirements. This result remains within range set by

						<p>Council. More information about the Maternal Child Health Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health</p>
Participation in the MCH service	71.5%	70.49%	68.92%	63.05%	61.37%	<p>Brimbank City Council is committed to providing high quality Maternal and Child Health (MCH) services. This 2021/2022 result is lower than the expected range due to the impacts of COVID-19 on the MCH workforce. Council provided MCH staff to support the State Government Stage 4 – Code Brown surge at Western Health for six weeks as well as supporting Melton City Council when high birth rates and critical staff shortages. This reduced the number of locally available appointments within our own MCH service and saw available appointments prioritised to Aboriginal and Torres Strait Islander clients and clients identified as vulnerable. More information about the Maternal Child Health Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health</p>

						family-and-support/maternal-and-child-health
Participation in the MCH service by Aboriginal children	62.11%	55.26%	70.00%	71.72%	76.76%	Brimbank City Council is committed to providing high quality Maternal and Child Health (MCH) services. The number of Aboriginal and Torres Strait Islander (ATSI) clients increased in 2021/2022. This can be attributed to a Best Start initiative which improved identification and recording of ATSI clients in our data base. With improved identification, MCH staff were able to prioritise service delivery to these clients. This result remains in the range set by Council. More information about the Maternal Child Health Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health

Strategic Direction: Places and Spaces

Liveable and connected neighbourhoods that support healthy and sustainable futures – a green place for all

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.

Strategy	Indicators	Result	Commentary
Contribute to the transformation of the transport network to be active, sustainable, connected and equitable	Kilometres of walking and cycling trails	1,865 km	1,865 kilometres is the baseline estimate for walking and cycling trails in July 2022. Since 2008 Council has spent \$24m and installed around 24 kilometres of on-road lanes and 38 kilometres of Shared User Paths
	Resident perception of Council's performance in managing condition of local streets and footpaths	59	The 2022 Community Satisfaction Survey result is 4 points lower than the score in 2021, lower by 4 points for the Metro region and higher by 2 points than the state average.
	Percentage of households living within 400m of a bus stop or 800m of a train station	93.7% (bus stops) 13.6% (train stations)	These are the baseline estimates for July 2022. Using Council's Property Base information, 93.7% of all Brimbank residents (Usual Place of Residence) are percentage of households living within 400 metres of a bus stop or 800 metres of a train station.
	Resident perception of importance and Council's performance in traffic management	65	The 2022 Community Satisfaction Survey result is 2 points higher than the score in 2021, and higher by 7 points for both the Metro region and the state average.
	Number of sealed local road requests	53.48	Brimbank City Council responds to all requests for sealed local roads within the approved requirements of the Road Management Plan. Council's continued investment in the road network has resulted a reduced number of requests in 2021/2022. The result remains within the range expected by Council.
	Sealed local roads maintained to condition standards	92.82%	Brimbank City Council is committed to maintenance of the local road network and investment in road rehabilitation to ensure the road network does not deteriorate. This result remains within the range expected by Council.
	Resident perception of Council's performance in managing the condition of sealed local roads	62	The 2022 Community Satisfaction Survey result is 2 points lower than the score in 2021, lower by 3 points for the Metro region and higher by 9 points than the state average.

Strategy	Indicators	Result	Commentary
Showcase and provide quality public spaces and streetscapes where people can connect and recreate	Resident perception of Council's performance in managing the appearance of public areas	63	The 2022 Community Satisfaction Survey result is 4 points lower than the score in 2021, lower by 9 points for the Metro region and lower by 8 points than the state average.
	Percentage of people living within 500m of open space	98.90%	Using the ABS Census of Population and Housing (2016), and all registered public open spaces and public reserves within the City of Brimbank, 98.90% of all Brimbank residents (Usual Place of Residence) are within 500 lineal meters of proximity to a public open space area within the Municipality. This is a baseline estimate for July 2022.
Provide community facilities that are responsive and adaptable to community needs	Community satisfaction with the performance of Council in maintaining local infrastructure.	61	The 2022 Community Satisfaction Survey result is 1 point lower than the score in 2021, lower by 1 point for the Metro region and higher by 7 points than the state average.
Maximise urban greening through increased tree canopy cover and integrated water management	Percentage of tree canopy cover (public and private trees) in Brimbank	7.1%	This is the baseline estimate of the percentage of tree canopy (7.1%) for July 2022. Using Council's automated image classification software, total area of tree coverage is digitized automatically from current aerial photography.
Take action on climate emergency by working towards a carbon neutral Brimbank	Resident perception of Council's performance in environmental sustainability	62	The 2022 Community Satisfaction Survey result is 1 point lower than the score in 2021, lower by 1 point for the Metro region and higher by 1 point than the state average.
	Reduction in greenhouse gas emissions from Council operations - Tonnes of CO2 (Carbon Dioxide) emitted	4,692 t CO2-e,	Greenhouse gas emissions from Council operations have been reduced by 82% since 2011.
Collaborate with	Number of participants in	684	In 2021-2022, 684 people participated in Council led conservation activities. Activities

Strategy	Indicators	Result	Commentary
community in addressing Climate Change and its impacts on health	Council led conservation activities		included Clean Up Australia Day, community planting days (more than 2,300 plants) and working bees on conservation sites.
Increase the extent and condition of natural habitats through restoration and prevention of threats	Re-introduction of grassland species into Council grassland reserves	30 different grassland species	In 2021-2022, twelve sites had different grassland species planted as part of a restoration program. Kangaroo Grass (the backbone species) and 29 different species wildflowers and herbs were planted into conservation sites across the municipality. A total of 4,900 native grasses and 8,113 native wildflowers were planted.
	High threat invasive species managed in conservation reserves	46 conservation assets managed	In 2021-2022, high threat weeds were controlled in all of Council's 46 conservation assets. Monitoring and survey of rabbits indicated a drop in numbers at several sites. An integrated approach of multiple control techniques has proven successful.
	Re-introduce structural elements to increase habitat values along Kororoit Creek and within conservation reserves.	Structural elements introduced in 2 key locations.	In 2021-2022, rocks and logs were introduced along the waterway in areas adjacent to Millbank Drive, Deer Park. These provide refuge and habitat for lizards and skinks in the area. Logs were introduced behind Warmington Road, Sunshine West. These have a dual purpose to halt erosion and to create habitat and refuge for lizards and frogs.
Invest in circular economy and improve waste management systems to increase recycling and reduce waste to landfill	Resident perception of Council's performance in waste management	68	The 2022 Community Satisfaction Survey result is 1 point higher than the score in 2021, lower by 2 points for the Metro region and the same as the state average.
	Kerbside bin collection requests	148.70	Brimbank City Council continues 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 is in the range set by Council. Find out more about Waste Services at Brimbank https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
	Kerbside collection bins missed	11.31	Brimbank City Council seeks to deliver an effective and efficient kerbside collection service for the community and has seen a negligible increase in the numbers of

Strategy	Indicators	Result	Commentary
			kerbside collection bins missed. This result is in the range set by Council. Find out more about Waste Services at Brimbank https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
	Kerbside collection waste diverted from landfill	41.46%	Brimbank City Council continues to provide an efficient kerbside recyclables collection service for our community, with Council's waste diversion rate from landfill increasing slightly when compared to last year's figure. 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

Places and Spaces: Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021-2022 Budget for the year.

Major Initiatives	Progress
Review and refresh the Brimbank Transport Priorities Paper to reflect current Council, State and Federal commitments, and outline Council's key transport priorities.	Council's refreshed Transport Priorities Paper (TPP) 2022 was adopted at the Ordinary Council Meeting on 19 April 2022. The TPP is a guide for Council's transport services advocacy and infrastructure provision in Brimbank and the western metropolitan region. It also identifies issues with the current transport network and proposes service solutions and infrastructure projects that will improve connectivity in and around Melbourne's western suburbs.
Work in partnership to research and design options that use plastic and glass waste for construction of roads.	A research project was conducted to develop an asphalt mix that incorporates a higher than average level of crushed recycled glass. The asphalt was laid on two roads in February 2022. Council is working with the Australian Road Research Board (ARRB) to monitor the performance of the asphalt mix over the next two years.
Develop and implement compliance initiatives to respond to reported illegal waste dumping.	The implementation of Council's Litter Enforcement Program continued over 2021/2022. Council investigated reports of dumping, proactively targeted high dumping areas and progressed litter investigations and prosecutions. Specific programs included: <ul style="list-style-type: none"> Developing educational material for estate agents, tenants and home

Major Initiatives	Progress
	<p>owners regarding Council's hard waste collection service</p> <ul style="list-style-type: none"> • Holding a Reusable Goods Drop Off Day • Delivering Living In Your Neighbourhood and CALD community educational sessions • Creating social media posts on illegal dumping, outcomes and penalties.
<p>Implementation of Climate Emergency Action Plan:</p> <ul style="list-style-type: none"> • 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 • Continue to support home composting and other measures that reduce waste to landfill • Advocate and engage with the Federal Government, State Government, and relevant stakeholders around advancing climate change, sustainability and conservation objectives • Investigate opportunities for community renewable energy projects such as 'solar gardens' on Council owned sites and collaborate with the Victorian Government to promote community energy. 	<p>Council is actively delivering on its Climate Emergency Action Plan. Achievements towards a sustainable Brimbank include:</p> <ul style="list-style-type: none"> • Signing a 10-year contract to provide 100% renewable electricity to Council's buildings and facilities • Working with the All-Electric Councils Working Group to investigate the viability and pathways to achieve an electrified local government sector in Victoria by 2030 • Launching 100% Renewable Brimbank - an energy support service and campaign • Delivering 'oasis' parks and tree plantings to create greener and cooler public spaces • Hosting a Community Reusable Goods Pop-up event program with the most recent event held in June 2022 • A successful home composting program.
<p>Commence the Water Sensitive Urban Design (WSUD) Asset Rectification Plan.</p>	<p>Council completed the 10 Year Water Sensitive Urban Design Asset Rectification Plan which describes the required work to maintain and review Brimbank's WSUD assets. Work includes the Keilor Golf Course Stormwater Harvesting System renewal works and preliminary rectification works at four Cairnlea wetland sites.</p>
<p>Continue developing a new Creating Better Streets Strategy to guide transforming streets by increasing canopy cover using stormwater, creating a greener, cooler street that supports walking and cycling, and a positive sense of place for the community.</p>	<p>Council officers completed community and stakeholder engagement late 2021 to inform the development of Creating Streets For People. Council endorsed the draft Creating Streets for People for community consultation for four weeks, at the Council Meeting on 19 April 2022. Community consultation in took place across May and June 2022. The outcomes of the community consultation and a final draft Creating Streets for People, were presented to Council in August 2022.</p>

Major Initiatives	Progress
Implement Sydenham Park Master Plan: <ul style="list-style-type: none"> Complete Robertson's Homestead Site Feasibility Study Commence Sydenham Park Conservation Restoration. 	Council continued the implementation of the Sydenham Park Master Plan across 2021 and 2022 including conservation works in Sydenham Park. The Robertson's Homestead Site Feasibility Study was completed in early 2021.
Continue to conduct street tree planting programs to increase Brimbank's tree canopy coverage as per the Urban Forest Strategy (2016 – 2046).	Council's tree planting program continued throughout 2021 and 2022.

Places and Spaces: Services

The following statement provides information in relation to the services funded in the 2021-2022 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 work to ensure that Brimbank is a safe, liveable and attractive place to live and work. This is achieved through planning, design, construction, maintenance and renewal/disposal of local roads, drainage systems and other vital infrastructure and transport planning. It coordinates the preparation of Council's 10 year Capital Works Program and manages and reviews the annual Capital Works Program reporting.	6,982 5,853 1,128
Environment	
Environment engages with Council and the community to work towards an environmentally sustainable city. We coordinate a whole of Council response to the declaration of a climate emergency, and engage with and encourage the community to value Brimbank's outstanding and unique natural areas. The team 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.	6,345 5,364 981
Asset and Property Services	

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
<p>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).</p>	<p>860 541 319</p>
Urban Design	
<p>Urban Design provides a landscape, architectural and urban design service—that creates attractive, safe, connected and sustainable urban places to support community wellbeing, social connectedness and foster civic pride.</p>	<p>3,625 2,953 672</p>
Operations	
<p>The Operations Group is responsible for the collection and disposal of residential waste and recycling and maintaining the local road network, town centres, urban villages, parks and streetscapes. Waste Services manage weekly kerbside waste collection and fortnightly recycling and green waste collections. The team also deliver Council’s Resource Recovery Centre and the At Call Hard Waste Collection Service.</p> <p>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.</p> <p>Parks, sportsgrounds and the outdoor spaces surrounding Council-owned facilities are maintained by Parks Services.</p> <p>The Pedestrian Facilities program implements Council's annual footpath and concrete works rehabilitation program in accordance with Council's Road Management Plan.</p> <p>Truck, plant and vehicle fleets are purchased responsibly and maintained through Fleet Services, which ensures they are compliant with all legislative requirements.</p> <p>The team also coordinates Emergency Management and the use of Council resources for emergency response and recovery in accordance with Emergency Management Act 1986 & 2013, including coordination of a Municipal Emergency Management Planning Committee and development and maintenance of the Municipal Emergency Management Plan..</p>	<p>58,878 46,559 12,319</p>
City Planning and Planning Compliance	
<p>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.</p>	<p>(3,055) (932) (2,124)</p>

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
Planning Compliance is responsible for enforcing planning regulations and permit conditions and responding to customer requests relating to planning matters.	

Places and Spaces: 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	2022 Result	Commentary
Time taken to action animal management requests	1.57 days	1.32 days	0.88 days	1.39 days	2.07 days	Brimbank City Council places a strong emphasis on responsible pet ownership and community safety, with the majority of animal requests followed up within two days from receipt of request. This indicator has seen a slight increase in time taken to respond due to COVID-19 impacts on staff in the Animal Management team in 2022. This result remains within the range expected by Council. Find out more about animal management at Brimbank www.brimbank.vic.gov.au/pets-and-animals

Animals reclaimed	22.64%	22.11%	64.10%	33.61%	29.20%	Brimbank City Council places as strong emphasis on responsible pet ownership and community safety, with a primary objective of the Brimbank Domestic Animal Plan to reduce the euthanasia rate of domestic pets. The Animal Management Service continues to see a reduction in animals reclaimed due to the longer term financial impact of the COVID-19 pandemic including paying the costs associated with animal collection. In sharp contrast, there has been a significant increase in animals rehomed. This result remains within the range expected by Council. Find out more about animal management at Brimbank www.brimbank.vic.gov.au/pets-and-animals
Cost of animal management service per population	\$7.88	\$8.36	\$6.99	\$7.88	\$9.08	Brimbank City Council continues to prioritise the delivery of services in a cost efficient manner. The

						2021/2022 cost of Animal Management service remains in the range set by Council. Find out more about animal management at Brimbank www.brimbank.vic.gov.au/pets-and-animals
Animal management prosecutions	5.00	24.00	8.00	3.00	4.00	Brimbank City Council investigates all issues under the Domestic Animals Act (1994) and, where supportive evidence is available, actively prosecutes these matters. Due to unforeseen personal circumstances Council withdrew one of four prosecutions. This result remains within the range expected by Council. Find out more about animal management at Brimbank www.brimbank.vic.gov.au/pets-and-animals
Sealed local road requests	68.89	51.70	60.84	58.56	53.48	Brimbank City Council responds to all requests for sealed local roads within the approved

						requirements of the Road Management Plan. Council's continued investment in the road network has resulted a reduced number of requests in 2021/2022. This result remains within the range expected by Council.
Sealed local roads maintained to condition standards	84.87%	87.75%	89.22%	91.49%	92.82%	Brimbank City Council is committed to maintenance of the local road network and investment in road rehabilitation to ensure the road network does not deteriorate. This result remains within the range expected by Council.
Cost of sealed local road reconstruction	\$83.70	\$100.17	\$92.80	\$106.32	\$96.87	Brimbank City Council places a strong emphasis on delivering services in a cost efficient manner. Road reconstruction projects are awarded through

						external contracts with the design completed by an internal design team. A new, innovative design approach has resulted in cost savings from the previous year. This result remains in the range set by Council.
Cost of sealed local road resealing	\$27.40	\$25.31	\$19.80	\$25.16	\$23.98	Brimbank City Council undertakes the road resealing program to increase the surface durability of our roads providing a safer driving experience. All resurfacing resealing works are done via contracts, which are awarded following a competitive public tender process. Undertaking a number of large scale projects during the 2021/2022 financial year resulted in reduced costs per square metre due to

						economies of scale. This result remains in the range set by Council.
Kerbside bin collection requests	169.66	129.24	135.88	135.16	148.70	Brimbank City Council continues 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 is in the range set by Council. Find out more about Waste Services at Brimbank https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Kerbside collection bins missed	10.64	10.53	11.50	11.07	11.31	Brimbank City Council seeks to deliver an effective and efficient kerbside collection service for the community and has seen a negligible increase in the numbers of

						kerbside collection bins missed. This result is in the range set by Council. Find out more about Waste Services at Brimbank https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Cost of kerbside garbage bin collection service	\$115.25	\$112.34	\$115.75	\$111.46	\$123.74	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 Brimbank https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Cost of kerbside recyclables collection service	\$23.98	\$42.36	\$49.50	\$43.43	\$55.12	Brimbank City Council seeks to deliver an effective and efficient kerbside recyclables collection service. Council is party to a recycling services contract with Cleanaway, which is extended until

						<p>1 July 2023. Council will be exploring alternative options to reduce recyclables collection processing costs, including discussions with other metropolitan Councils regarding a potential collective approach. This result remains in the range set by Council. Find out more about Waste Services at Brimbank https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste</p>
Kerbside collection waste diverted from landfill	39.27%	38.01%	41.41%	40.60%	41.46%	<p>Brimbank City Council continues to provide an efficient kerbside recyclables collection service for our community, with Council's waste diversion rate from landfill increasing slightly when compared to last year's figure. This result remains in the range expected by Council. Find out more about Waste Services at Brimbank</p>

						https://www.brimbank.vic.gov.au/rubbish-recycling-and-waste
Time taken to decide planning applications	123 days	120 days	126 days	91.5 days	99.5 days	Brimbank City Council places a 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. Whilst the median number of days for processing applications has increased slightly since the 2020/2021 result, this remains a significant improvement over results from previous years. This result remains in the range set by Council. Find out more about Brimbank's Statutory Planning Service at

						https://www.brimbank.vic.gov.au/building-and-planning/planning
Planning applications decided within 60 days	52.82%	61.77%	64.97%	70.55%	70.92%	Brimbank City Council is committed to working with applicants and objectors to achieve good outcomes in planning determinations, hence additional time may be taken in negotiating land use and development issues. This result is a slight improvement on the result achieved last year and falls within the range set by Council. Find out more about Brimbank's Statutory Planning Service at https://www.brimbank.vic.gov.au/building-and-planning/planning
Cost of statutory planning service	\$3,072.92	\$2808.12	\$2882.36	\$2,642.31	\$2,738.14	Brimbank City Council places a strong emphasis on delivering services in a cost efficient manner. This result has

						seen costs of planning applications increase by 3.6% when compared to the 2020/2021 reporting period, primarily due to the reduction in the number of applications received during this period. This result continues to remain within the range set by Council. Find out more about Brimbank's Statutory Planning Service at https://www.brimbank.vic.gov.au/building-and-planning/planning
Council planning decisions upheld at VCAT	66.67%	52.63%	55.56%	60.87%	50%	Brimbank City Council is committed to providing an efficient and effective statutory planning service. The percentage of application decisions upheld at VCAT were less than previous years, however Council has a very low number of

						VCAT appeals each year due to the work that we do in resolving issues when assessing applications. In 2021/2022 only 20 planning applications were considered at VCAT, of which eight resulted in consent orders, six Council decisions were upheld and six were overturned. 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
Expenses per head of municipal population	\$918.98	\$920.43	\$970.77	\$986.30	\$1,026.73	Brimbank City Council is committed to minimising expenses where possible while ensuring essential services are available. The result is in line with previous years and

						remains in the range set by Council.
Infrastructure per head of municipal population	\$7,411.23	\$7,714.16	\$7,823.67	\$8,071.55	\$8,525.37	Brimbank City Council endeavours to deliver efficient and effective financial management. The expenditure on infrastructure has increased with the construction of major projects such as the new Brimbank Aquatic and Wellness Centre. The result is in the range expected by Council.
Own-source revenue per head of municipal population	\$835.02	\$879.81	\$864.74	\$863.39	\$921.85	Brimbank City Council is committed to high quality revenue management. The increased result in 2021/2022 reflects a return to delivering income generating activities such as leisure centres (which were frequently impacted by COVID-19 lockdowns over the past two years). This result remains in the range expected by Council.

Recurrent grants per head of municipal population	\$138.53	\$132.07	\$121.18	\$124.30	\$151.92	Brimbank City Council places a strong emphasis on the delivery of grants to the community. 2021/2022 saw an increase in grants due to the Commonwealth Government bringing forward approximately 75% of the 2022-23 financial assistance grant payments to the 2021-22 financial year. This result remains in the range expected by Council.
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Strategic Direction: Opportunity and Prosperity

A future focused, transforming city where all have opportunities to learn and earn – a prosperous place for all

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.

Strategy	Indicators	Result	Commentary
Grow and diversify industry, and support existing and new businesses	Number of GST registered businesses in Brimbank	25,990	There were 25,990 active and registered for GST businesses in Brimbank at end March 2022, across all industries. This is an increase of 4,252 from the number at end March 2021 (21,738).
Enhance community opportunities as a result of major developments and infrastructure investment	Percentage of jobs located in Brimbank	3.24%	There were 86,694 jobs located in Brimbank at end June 2021, comprising 3.24 percent of all Greater Melbourne jobs. There was a decrease of 4.43 percent in the number of jobs located in Brimbank between 2020 and 2021.
Promote Brimbank as a destination to build the visitor economy and tourism	Increase in the number of visitors coming to Brimbank	10.4% increase (from 2020/2021)	In 2021/2022, 366,899 people were visitors in Brimbank. This includes domestic overnight trips, day trips and international visits. This is an increase of 34,682 visitors from 2020/2021 (10.4%).
	Number of heritage places and objects of State heritage significance	94	The Heritage Council of Victoria notes that the Brimbank municipality contains 94 heritage places and objects of State heritage significance.
Facilitate housing diversity, population growth and development through planning and assessment processes	Percentage of separate housing, medium density and high density dwelling types	80.3% separate houses 18.6% medium density 0.7% high density	In 2021-2022, there were 71,805 private dwellings in Brimbank. Of these, the majority (80.3 percent) were separate houses, 18.6 percent were designated medium density and 0.7 percent high density. 0.1 percent were caravans or cabins and 0.3 percent were another form of private dwelling. In Brimbank, 19.3 percent of the dwellings were medium or high density, compared to 34 percent in Greater Melbourne.

Strategy	Indicators	Result	Commentary
	Tenure of occupied private dwellings	34.4% fully owned 31.6% mortgage 25.5% renting 1.6% other tenure type	In Brimbank 2021-2022, 34.4 percent of private dwellings were fully owned and 31.6 percent mortgaged. Of the 25.5 percent that are rented, 22.9 percent are private rentals while 2.4 percent are rented social housing. Note 6.9 percent were 'not stated.'
	Housing costs that represent 30 per cent or more of household gross income	23.6% – 31%	In 2021-2022, mortgage paying Brimbank households spent an average 31 percent of household gross income on housing costs. Rental paying Brimbank households spent an average 23.6 percent of household gross income on housing costs.
Support economic and social inclusion	Percentage of residents aged 15 years and over who are employed	93.1%	As of March 2022, Brimbank's unemployment rate was 6.9 percent which means 93.1% of the labour force was employed.
Support community access to education and jobs	Percentage of adult population attending University or TAFE	7.2%	In 2021, 9,148 people in Brimbank were attending university. This represents 4.7% of the population, compared to 5.8% in Greater Melbourne. In Brimbank 4,945 people attended TAFE representing 2.5% of the population, the same percentage as Greater Melbourne (2.5%).
Promote the importance of education and encourage life-long learning across generations	Number of attendees participating in learning and skills programs offered by Community Learning and Participation	52,881	In 2021-2022, 52,881 people participated in learning and skill development programs provided by Council. Of these, 24,510 took part in programs provided by libraries with a focus on foundational literacy and digital skills. 28,371 people accessed programs delivered in Council's Neighbourhood Houses. These programs increased the confidence of participants and provided the skills and motivation to pursue further education and/or employment.
	Resident perception of Council's performance in providing art centres and libraries	70	The 2022 Community Satisfaction Survey result is 2 points lower than the score in 2021, lower by 3 points for both the Metro region and the state average.

Strategy	Indicators	Result	Commentary
	Library collection usage	3.42	<p>The Brimbank City Council library collection is utilised by community with members accessing both printed and digital materials at our five library branches and via the home library service. A slight decrease in borrowing has occurred due to COVID-19 pandemic closures. This result remains within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au</p>
	Active library members	11.69%	<p>Brimbank City Council remains committed to the delivery of accessible library services. The relatively low number of active borrowers in 2021/2022 can be attributed to continued community fear and uncertainty about returning to public facilities due to the ongoing COVID-19 pandemic. Council continues to provide the library collection via alternative service models and has noticed an increase in residents taking up digital access options. This result remains within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au</p>
	Percentage of children enrolled in kindergarten	83.5%	<p>Kindergarten is an important step for young children. Research shows that kindergarten improves children's health and wellbeing, helps them to develop strong social skills and encourages a love of learning. In 2021, 83.5% of all eligible children in Brimbank were enrolled in kindergarten. This is less than the Victorian average of 93%.</p> <p><i>Note: The actual size of the 4YO population is considerably lower than the population forecast on which the participation rate is calculated. This leads to underestimation of the participation rate in Brimbank</i></p>

Strategy	Indicators	Result	Commentary
			<i>and the differences in the rate (to Victoria) for the current year.</i>
	Percentage of people who hold a qualification (bachelor degree or higher, diploma, vocational)	16%	2021 Census data pertaining to this metric was unavailable at time of publishing this report. In 2016, 16.0% of people in City of Brimbank had a Bachelor or Higher degree qualification. 2021 data will be utilised to update this metric next year.
Work towards improving digital access and inclusion	Percentage of dwellings with internet connection	n/a	The Census no longer collects data about the percentage of dwellings with internet connection, given increased mobile internet usage on personal devices both in and outside the home. The most recent data is from 2016. At that time 16.6 percent of Brimbank households did not have an internet connection. <i>As this data is no longer available, Council will review this indicator and develop a new measurement for the 2022-2023 Annual Report.</i>

Opportunity and Prosperity: Major Initiatives

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

Major Initiatives	Progress
Prioritise digital inclusion strategies for vulnerable groups through targeted engagement and training programs to improve skills and enhance wellbeing.	<p>Council provided a range of digital inclusion opportunities for vulnerable groups across 2021/2022. This included the following offerings from our libraries:</p> <ul style="list-style-type: none"> • 25 sessions of the Digital Skills for Employment program • More than 50 PC, Excel basics, iPad/digital device support and Gmail sessions • Partnering with Jesuit Social Services to deliver 7 sessions of 'Be Connected' Introduction to Computers program • 4 seniors' sessions through the Lively.org intergenerational digital skills program • 51 job e-help sessions • An iPad learning group where participants were able to loan an iPad to continue their learning at home between sessions <p>The Neighbourhood House Unit facilitated a number of online workshops for community groups who experience limited English and digital literacy skills.</p>

Major Initiatives	Progress
	The workshops covered navigating Zoom and Teams, interviewing on Zoom and what support is available via the Services Victoria app.
Implement and evaluate the Victorian Job Advocates program to support young people and others facing barriers to gain access to training and employment opportunities.	Council employed three job advocates in 2021-2022. The advocates helped 870 job seekers in their career journeys by providing personalised information and support. Job seekers were enabled to access employment opportunities, training and education. Job seekers included people from Afghani, Burmese, Ethiopian and South Sudanese communities.
Develop and commence implementation of the Local Jobs for Local People Program	Local Jobs for Local People Program is a Council initiative which aims to support, encourage and influence better local employment outcomes in Brimbank. In 2021/2022 the program delivered a range of initiatives including: <ul style="list-style-type: none"> • Promotion of Brimbank Joblink • A pilot training program tailored to Brimbank industry requirements at Victoria University. The program includes training and employment opportunities for jobseekers in manufacturing • Workshops: Careers in Warehousing and Logistics; Careers for contractors providing services at Melbourne Airport
Support and promote localised products and services via Brimbank Localised, a business-to-business platform.	Brimbank Localised was a 'digital community' for business leaders across Brimbank to promote their businesses, their products, their people and services. Council convened three networking sessions attended which attracted 148 business registrations. In May 2022, the Localised platform was disbanded by its operators and Council officers successfully negotiated with the CRMS operator to design and implement a public facing business directory to replace the localised platform in 2022/2023.
Undertake a peer review of the Health Impact Assessment for the Melbourne Airport Third Runway.	Council engaged consultants to undertake a Health Impact Assessment. This included targeted engagement with community and other stakeholders. The Health Impact Assessment was part of the submission formally lodged opposing the Melbourne Airport Masterplan and Draft Major Development Plan for the third runway.

Opportunity and Prosperity: Services

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

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
Community Learning & Community Participation	
<p>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.</p> <p>Library services provide quality collections and access to computer and wireless internet. Staff 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.</p> <p>Council's seven Neighbourhood Houses provide community strengthening activities and programs that meet the needs and aspirations of the local community. They bring people together to connect, learn, create and contribute to their local community. They offer rooms for hire, capacity building activities such as volunteering as well as deliver short courses and workshops. They coordinate the Brimbank Neighbourhood Houses Strategic Partnership Agreement and enter into Collaborative Partnership Agreements with community groups and organisations to deliver programs and services to the community. The Neighbourhood Houses Unit also oversees Brimbank Learning Futures which facilitates pathways for young people and others into training or employment.</p> <p>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. Arts and Culture Unit works within a community cultural development framework to engage with vulnerable community members through arts and cultural based activities.</p>	<p>12,902 12,916 (13)</p>
City Strategy	
<p>City Strategy is responsible for strategic planning, economic development, and place management.</p> <p>Strategic Planning prepare strategies for land use planning and development including Housing, Heritage, Activity Centres and Industrial Precincts. The Strategic Planning Unit is also responsible for maintaining and amendments to the Brimbank Planning Scheme.</p>	<p>3,755 3,465 290</p>

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
<p>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 Co-working 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.</p> <p>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.</p>	

Opportunity and Prosperity: 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	2022 Result	Commentary
Library collection usage	5.84	5.48	3.90	3.75	3.42	The Brimbank City Council library collection is utilised by community with members accessing both printed and digital materials at our five library branches and via the home library service. A slight decrease in borrowing has occurred due to COVID-19 pandemic

						<p>closures. This result remains within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au</p>
Standard of library collection	58.63%	64.38%	67.66%	78.54%	79.42%	<p>Brimbank City Council's library collection continues to be reflective of community needs and demands with almost 80% of the collection under five years of age. This result remains in the range expected by Council and is reflective of the continuous improvement of resource management, purchasing and maintenance practices. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au</p>
Cost of library service per population	\$35.69	\$36.00	\$34.36	\$33.38	\$37.72	<p>Brimbank City Council places a strong emphasis on</p>

						<p>delivering services in a cost efficient manner. Council maintained a stable library service cost across 2021/2022 whilst continuing to adapt to community needs from the ongoing COVID-19 pandemic and general community unease about accessing public facilities. This has resulted in a greater on-line library presence and continuation of home library service options. This result remains well within the result set by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au</p>
Active library members	12.55%	12.01%	20.27%	11.97%	11.69%	<p>Brimbank City Council remains committed to the delivery of accessible library services. The relatively low number of active</p>

borrowers in 2021/2022 can be attributed to continued community fear and uncertainty about returning to public facilities due to the ongoing COVID-19 pandemic. Council continues to provide the library collection via alternative service models and has noticed an increase in residents taking up digital access options. This result remains within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au

Strategic Direction: Leadership and Governance

A high performing organisation that enacts the vision and decisions of Council through the delivery of quality and innovative services – A fairer place for all

Leadership and Governance: 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.

Strategy	Indicators	Result	Commentary
Value community input through deliberative engagement and co-design	Your Say Brimbank online engagement platform analytics	1036 online contributions through the Your Say website	Council is committed to engaging with our community in a meaningful and collaborative way. In 2021/2022 we engaged with our community on 22 projects via the Your Say Brimbank website and received 1036 online contributions from the community.
Support community resilience and continue emergency management planning to be prepared for any future incidents or shocks	Resident perception of Council's performance on 'Emergency and disaster management'	64	The 2022 Community Satisfaction Survey result is 7 points lower than the score in 2021, lower by 3 points for the Metro region and lower by 2 points than the state average.
Partner across multiple sectors for equal access and social & environmental justice	Resident perception of Council's performance in lobbying on behalf of the community	58	The 2022 Community Satisfaction Survey result is the same as the score in 2021, higher by 3 points for the Metro region and higher by 5 points than the state average.
Support the Brimbank Community to engage in transparent democratic processes	Resident perception of Council's overall performance	64	The 2022 Community Satisfaction Survey result is 1 point lower than the score in 2021, lower by 1 point for the Metro region and higher by 5 points than the state average.
	Resident perception of Council's overall direction	60	The 2022 Community Satisfaction Survey result is 2 points lower than the score in 2021, higher by 7 points for the Metro region and higher by 10 points than the state average.

Strategy	Indicators	Result	Commentary
	Resident perception of Council's performance regarding decisions made in the interest of the community	59	The 2022 Community Satisfaction Survey result is 2 points lower than the score in 2021, the same as the Metro region and higher by 5 points than the state average.
	Council decisions made at meetings closed to the public	2.45%	Brimbank City Council made 239 of its 245 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 related to Council business information, personal information and private commercial information. Three confidential resolutions were subsequently made public. This result remains in the range set by Council.
	Councillor attendance at council meetings	92.61%	Brimbank City Council continues to demonstrate high attendance of Councillors to Council Meetings. This result remains within the range expected by Council.
	Cost of elected representation	\$57,655.55	The cost of governance per Councillor has decreased in the last financial year primarily because there were no further costs associated with the Councillor induction programme that fell within 2021. This result remains within the range expected by Council.

Strategy	Indicators	Result	Commentary
Reward a culture of high performance that demonstrates commitment to community	Resignations and terminations compared to average staff	13.81%	Brimbank City Council saw a slight increase in staff turnover during the 2021-2022 financial year. The result is in the range expected by Council.
Continue to model a safe, healthy, diverse and equitable organisation	Level of workforce diversity		Fifty percent of Council staff were born in Australia. Twenty-five percent report they were born in a country other than Australia. 'Place of birth' was not identified for further twenty-five percent of staff. The gender composition of the organisation is 55% female and 45% male (non-binary was not identified for any staff).
	Number of women in the Brimbank leadership team	38%	Brimbank Council's Leadership Team comprises twenty-nine leaders. Of these, eleven (38%) are women.
Enhance organisational performance management and reporting	Resident perception of Council's performance in customer service	73	The 2022 Community Satisfaction Survey result is 2 points lower than the score in 2021, higher by 1 point for the Metro region and higher by 5 points than the state average.
Continue to manage our assets and finances sustainably and responsibly	Average residential rate per residential property assessment	\$1,703	Brimbank City Council continues to provide an efficient property assessment service. The minimal rate increase this year is within the Victorian Government Rate Cap and the range expected by Council.
	Expenses per property assessment	\$2,621	Brimbank City Council continues to provide an efficient property assessment service. The result has increased slightly in 2021/2022, however it remains in line with previous years and the range expected by Council.

Strategy	Indicators	Result	Commentary
	Current assets compared to current liabilities	175.65%	Brimbank City Council places high value on the effective management of Council's assets and liabilities. The current assets and working capital ratio are similar to previous years. It is anticipated these figures will reduce as our carry forward capital works will be lower in future years. The result is in the range expected by Council.
	Unrestricted cash compared to current liabilities	37.63%	Brimbank City Council places high value on effective management of Council assets and liabilities. The 2021/2022 cash balance has decreased since the last financial year. This is due to the prior year including the drawdown of a \$33m loan towards the end of the year to fund capital works across. The result is in the range expected by Council.
	Non-current liabilities compared to own source revenue	50.93%	Brimbank City Council places strong emphasis on efficient and effective financial management. There was a slight decrease in this measure in 2021/2022, however this is still within the range expected by Council.
	Adjusted underlying surplus (or deficit)	8.49%	Brimbank City Council is in a strong position to continue to meet its financial obligations. This result has improved due to operating grants and fees charges from the previous financial year. It is projected this result may decrease as forecast figures see increases in employee and materials costs. The result is in the

Strategy	Indicators	Result	Commentary
			range expected by Council.
Embrace technology and innovation to deliver continuous improvement opportunities	Increase in the number of community members who report satisfaction with accessing Council's online services	86%	Council conducts customer satisfaction surveys which ask customers about their ease of reporting a service request. This includes customers who report on-line. 889 people who used the on-line 'Report it' platform responded to the survey. Of these, 86% percent found the experience somewhat or extremely easy.

Leadership and Governance: Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021 – 2022 Budget for the year.

Major Initiatives	Progress
Introduce flexible methods and practices that enable residents to engage with Council via innovative customer channels.	<p>Council offers multiple Customer Service Channels for residents to access information and services and report issues. These channels include face to face Customer Service Centres at Keilor and Sunshine, phone, email (info@brimbank), Live Chat, the 'Brimby' Virtual Assistant and the 'Report it' portal on Council's website which raises a service request.</p> <p>Across 2021/2022:</p> <ul style="list-style-type: none"> • 119,911 phone enquiries and 13,273 emails were responded to • 67,697 service requests were actioned • Customer service staff provided assistance through LiveChat 4,731 times • The 'Brimby' Virtual Assistant was accessed 4,338 times
Continue ongoing strategic advocacy and engagement initiatives that help improve community outcomes with respect to Brimbank's People, Places, and Prosperity.	<p>Council implemented a range of strategic advocacy and engagement initiatives in 2021/2022. Outcomes from this work included:</p> <ul style="list-style-type: none"> • Funding of \$1.53m for an integrated energy system at the Brimbank Aquatic and Wellness Centre • An announcement to remove the level crossing at Calder Park Drive • A business case for the construction of a diamond interchange at Calder Park Drive

Major Initiatives	Progress
	<ul style="list-style-type: none"> • Release of the Sunshine Precinct Opportunity Statement • Funding of \$2.5m for a new Ambulance Station in Taylors Lakes • Plans for the expansion of Sunshine train station with a new regional platform • An announcement of funding (\$8m) for a new bus interchange at Deer Park Station • Release of the Draft Sunshine Station Masterplan with the 9 key project ideas • Announcement of a one-stop Mental Health Hub for Children and Families in the Brimbank-Melton region • Adoption of Council's Advocacy Plan 2022 • Funding for St Albans Heights Primary School • Funding (\$2.99m) for multi-purpose car parks and nets at Bon Thomas Reserve.
Continue to execute the Implementation Plan for Local Government Act 2020 amendments.	The Local Government Act 2020 provides a framework for the establishment and operation of Victoria's 79 councils, including Brimbank. Council has continued to implement Local Government Act 2020 amendments across 2021/2022 including adoption of the 'Together we are Brimbank' Council Plan 2021-2025 and Council's 10 Year Asset Plan 2022.
<p>Implementation of ICT Strategy work packages:</p> <ul style="list-style-type: none"> • Microsoft 365 • Enterprise Architecture Software/Tools • Multi Factor Authentication and Privileged Access Management • Meeting Rooms for Flexible working environment. 	Implementation of the ICT Strategy commenced over 2021/2022. Microsoft 365 is a three year project and will continue in 2022/2023. The Enterprise Architecture Software/Tools and Multi Factor Authentication and Privileged Access Management are two year projects that will also continue into 2022/2023. The Meeting Rooms upgrade is 80 percent complete with delays due to material shortages in marketplace.
Implement Emergency Management Planning Reform at Municipal level.	Council has continued to work with the established Municipal Emergency Management Planning Committee (MEMPC) to implement Emergency Management Planning Reform at Municipal level.

Leadership and Governance: Services

The following statement provides information in relation to the services funded in the 2021-2022 Budget and the persons or sections of the community who are provided the service.

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
Governance	
<p>Governance supports Council's formal decision making processes and structures, including by:</p> <ul style="list-style-type: none"> • 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 	<p>7,250 6,075 1,174</p>
Media and Communications	
<p>Media and Communications leads communication with the community on behalf of Council. The department provides an end to end central service for Council in the planning and execution of communication supporting Council's programs, services and advocacy. Communication with the community occurs via a variety of methods and channels.</p> <p>These channels include, mainstream and local media, corporate publications and posters, advice and consultation, website and social media, advertising, speeches and events.</p>	<p>3,522 2,818 703</p>

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
By promoting Brimbank through these channels, the community is kept up to date with relevant information relating to where they live, work and socialise.	
Financial Services	
<p>Financial Services provides a fully integrated financial service and support function across Council. It is supported by two core units - Finance and Business Support.</p> <p>Finance is responsible for calculating and collecting annual rates and charges as well as valuing every property within the municipality; and for coordinating the preparation of the annual financial statements, monitoring Council's cash and investments to maximise interest earnings, paying suppliers and ensure compliance with legislation, and accounting standards.</p> <p>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 facilitating Council's internal audit function and supports the Audit and Risk Committee.</p> <p>Business Support coordinates the Annual Budget and Financial Plan. It also provides financial analysis of Council's business to help support decisions, maintains and support Council's financial systems and provides training to staff. In addition, Business Support is responsible for the management of strategic policies, procedures and guidelines for Council's purchases of goods and services, providing a centralised process for all public tenders, and assistance with procurement matters across all service units providing procurement advice, governance on procurement activities and where required conduct procurement activities on behalf of Council.</p>	<p>7,260 6,364 895</p>
Customer Support	
<p>Customer Support is our front-line point of contact with the community providing professional services over the phone, live 'on-line' chat, face-to-face and through written communications. The team also monitors and analyses customer feedback to better understand the customer experience and to drive service delivery improvement programs.</p>	<p>3,378 3,597 (219)</p>

Service / Description	Net Cost Actual Budget Favourable/ (Unfavourable) \$000
<p>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.</p> <p>All service processes are designed around optimal use of digital practices and consideration of technological opportunities.</p>	
People and Performance	
<p>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.</p> <p>Positive performance is driven through learning and development programs while promoting positive organisational values and behaviours, change management and human resources.</p> <p>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.</p>	<p>4,357 4,396 (39)</p>
Projects and Innovation	
<p>Information Communication Technology (ICT) provides fit-for-purpose, secure, and integrated ICT services, solutions and systems that enables and supports 'community first' service delivery.</p> <p>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.</p>	<p>11,655 11,918 (263)</p>

Leadership and Governance: 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	2022 Result	Commentary
Efficiency						
Average residential rate per residential property assessment	\$1,647.32	\$1,658.43	1,679.09	1,668.52	\$1,703.13	Brimbank City Council continues to provide an efficient property assessment service. The minimal rate increase is within the Victorian Government Rate Cap and the range expected by Council.
Expenses per property assessment	\$2,487.71	\$2,462.90	2,607.67	2,599.91	\$2,621.14	Brimbank City Council continues to provide an efficient property assessment service. The result has increased slightly in 2021/2022, however it remains in line with previous years and the range expected by Council.
Resignations and terminations compared to average staff	8.7%	9.4%	12.5%	12.9%	13.81%	Brimbank City Council saw a slight increase in staff turnover during the 2021-2022 financial year. The result is

						in the range expected by Council.
Liquidity						
Current assets compared to current liabilities	234.55%	161.79%	182.94	172.38%	175.65%	Brimbank City Council places high value on the effective management of Council's assets and liabilities. The current assets and working capital ratio are similar to previous years. It is anticipated these figures will reduce as our carry forward capital works will be lower in future years. The result is in the range expected by Council.
Unrestricted cash compared to current liabilities	75.01%	41.46%	50.16%	62.32%	\$37.63%	Brimbank City Council places high value on effective management of Council assets and liabilities. The 2021/2022 cash balance has decreased since the last financial year. This is due to the prior year including the drawdown of a \$33m loan towards the end of the year to fund capital works across. The result is in the

						range expected by Council.
Obligations						
Asset renewal and upgrade compared to depreciation	New in 2020	New in 2020	103.26%	106.99%	100.03%	Brimbank City Council places strong emphasis on the ongoing renewal and upgrade of assets and has obtained resourcing for a number asset renewal projects over the past few years. The reduction in the forecast 2021/2022 reflects a slight reduction in the number of asset renewals next year. The result is in the range expected by Council.
Loans and borrowings compared to rates	42.08%	39.60%	39.50%	54.25%	54.52%	Brimbank City Council places strong emphasis on efficient and effective financial management, including management of loans and borrowings. The 2021/2022 result is in line with last year as borrowings have been similar to repayments. The result is

						in the range expected by Council.
Loans and borrowings repayments compared to rates	2.98%	2.90%	21.30%	4.93%	6.59%	Brimbank City Council places strong emphasis on efficient and effective financial management, including management loans and borrowings. The repayments figure increased in 2021/2022, reflecting an increase in repayments of loans to fund capital works. This result remains in the range set by Council.
Non-current liabilities compared to own source revenue	40.00%	20.75%	39.05%	52.11%	50.93%	Brimbank City Council places strong emphasis on efficient and effective financial management. There was a slight decrease in this measure in 2021/2022, however this is still within the range expected by Council.
Operating Position						
Adjusted underlying surplus (or deficit)	6.15%	9.60%	2.22%	2.84%	8.49%	Brimbank City Council is in a strong position to continue to

meet its financial obligations. This result has improved due to operating grants and fees charges from the previous financial year. It is projected this result may decrease as forecast figures see increases in employee and materials costs. The result is in the range expected by Council.

Stability						
Rates compared to adjusted underlying revenue	73.49%	72.79%	76.41%	78.38%	73.80%	Brimbank City Council endeavours to manage revenue and rates efficiently. The 2021/2022 financial year saw a decrease in rates compared to revenue, reflecting increases in grant, fees and charges income. The result is in the range expected by Council.
Rates compared to property values	0.39%	0.31%	0.32%	0.33%	0.32%	Brimbank City Council continues to ensure rating levels are

						based on the community's capacity to pay and within the State Government rate cap limits. Rates, as a whole, includes general rates and municipal and environmental charges. This result remains in the range set by Council.
Council decisions made at meetings closed to the public	3.96%	2.93%	7.50%	2.23%	2.45%	Brimbank City Council made 239 of its 245 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 related to Council business information, personal information and private commercial information. Three 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%	92.61%	Brimbank City Council continues to demonstrate high attendance of Councillors to Council Meetings. This result remains within the range expected by Council.
Cost of elected representation	\$60,981.70	\$58,922.73	\$53,227.45	\$68,049.96	\$57,655.55	The cost of governance per Councillor has decreased in the last financial year primarily because there were no further costs associated with the Councillor induction programme that fell within 2021. This result remains within the range expected by Council.

Governance and management and other information

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 *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 14 December 2021, Council adopted its schedule for Council Meetings for 2022, comprising monthly meetings. The meetings were generally held on the third Tuesday of the month.

In 2021-2022, due to the COVID-19 Pandemic and in compliance with public health directions, seven Council Meetings were held at Brimbank Community and Civic Centre and nine Council Meetings were conducted by electronic means where Councillors attended remotely. All Council Meetings were livestreamed 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 2021-2022:

1. To appoint the Interim Chief Executive Officer
2. To elect the Mayor and Deputy Mayor
3. To appoint the Chief Executive Officer
4. To consider a property matter
5. To consider a personnel matter.

Council agendas

The business to be considered by Council is set out in the council meeting agenda. The agenda was available on Council's website 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 Rules 2020*.

In 2021-2022, four petitions were presented to the Council for receipt and response, and 223 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*.

On 7 March 2022, the Tribunal made the *Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2022* (Determination).

The Determination sees an increase to mayoral and councillor allowances, to be phased in over five years (for mayors and deputy mayors) and three years (for councillors).

A separate allowance has been established for deputy mayors.

The new allowances apply retrospectively from 18 December 2021, and councils must pay their council members in accordance with the Tribunal's Determination.

The values of the base allowances from 18 December 2021 to 17 December 2022 for Category 3 councils are:

- \$119,316 per annum for the Mayoral allowance
- \$59,658 per annum for the Deputy Mayoral allowance
- \$35,972 per annum for the Councillor allowance.

The values of the new allowances are inclusive of any Superannuation Guarantee Contribution amount, or equivalent, that may be payable.

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 \$53,709.92.

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 Local Government Act 2020*. Our Councillors have signed the Code, are committed to working together to govern Brimbank effectively, and adhere to the principles of good governance.

Local laws

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

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

The Community Services and Infrastructure Planning (Major Policy) was amended and adopted by resolution of Council on 14 December 2021.

No other policies were made, amended or revoked as major policies in 2021/2022.

Attendance at Council Meetings by Councillors

1 July 2021-30 June 2022	
Name	Council Meetings
Cr Victoria Borg	15
Cr Sarah Branton	11
Cr Thuy Dang	16
Cr Sam David	16
Cr Maria Kerr	14
Cr Bruce Lancashire	15
Cr Trung Luu	16
Cr Jasmine Nguyen	16
Cr Jae Papalia	13
Cr Ranka Rasic	15
Cr Virginia Tachos	16

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

Councillor Portfolio System

In 2018 Council established a Portfolio System to complement and support Council's governance structure and formal decision making processes. Portfolio presentations were delivered in addition to briefings. Originally a one-year pilot project, at the Ordinary Council Meeting on 19 February 2019, Council established portfolios permanently.

The Portfolio System comprises 11 portfolios that are aligned to the strategic objectives of the Council Plan 2021-2025. Newly elected Councillors were appointed to portfolio positions for a two-year term in February 2021.

Councillors decided the allocations and also agreed to allow two Councillors to share two portfolios. The Brimbank Innovation Portfolio and Prosperous Brimbank Portfolio are currently shared by Cr Lancashire and Cr Rasic.

The Mayor always holds the Resilient Brimbank Portfolio (high level advocacy). If there is a change of Mayor during the portfolio two-year term, the incoming and outgoing mayors swap portfolios. The Policy and Terms of Reference set the governance structure and parameters of portfolios.

Each Portfolio meets every four to six weeks. Council officers are invited to present to the portfolios on various topics, including Council Plan Action Plan items, strategies, policies and frameworks, and other items of relevance.

Portfolios enable Councillors to become more engaged with, and develop an in depth understanding of, the issues in relation to their specific portfolios.

Portfolios provide a forum to align Councillors' areas of community interest and expertise, and provides a more focused role for Councillors as representatives during their term.

During the reporting period (1 July 2021 to 30 June 2022) 70 portfolio meetings were held for Brimbank City Councillors through the portfolio program with 289 presentations or updates delivered to Councillors. This was an increase on the previous year with 24 more meetings and 43 more presentations. The available meeting time in the previous year was negatively impacted by lockdown and the caretaker period.

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

Current Portfolios	Number of Crs	Allocated Councillors 1 July 2021-30 June 2022	Areas covered by Portfolio
Resilient Brimbank	1	(Mayor) 2020/2021 Cr Rasic 2021/2022 Cr Nguyen	<ul style="list-style-type: none"> • High Level Advocacy. <p>The current Mayor always holds this portfolio and incoming and outgoing mayors swap portfolio positions as per the Program Terms of reference.</p>
Brimbank Covid-19 Response And Recovery	1	Cr Tachos	<ul style="list-style-type: none"> • Building community resilience • Social and economic wellbeing • Corporate and statutory obligations • Relief and recovery • Community-led recovery initiatives
Vibrant Brimbank	1	Cr Dang	<ul style="list-style-type: none"> • Arts • Culture • Cultural heritage • Event and festivals • Aboriginal and multicultural affairs
Prosperous Brimbank	1 2 (Currently Shared)	Shared Portfolio 2020/2021 Cr Lancashire & Cr Nguyen 2021/2022 Cr Lancashire & Cr Rasic	<ul style="list-style-type: none"> • Strategic planning • Economic development • Investment • Job attraction • Built Heritage
Sustainable Brimbank	1	Cr Papalia	<ul style="list-style-type: none"> • Environment and waste

Brimbank People	1	Cr Borg	<ul style="list-style-type: none"> • Life stage planning • Lifelong learning • Job readiness • Ageing and inclusion
Liveable Brimbank	1	Cr David	<ul style="list-style-type: none"> • Urban amenity • Recreation • Local laws • Urban design • Facilities
Brimbank Innovation	1 2 (Currently Shared)	Shared Portfolio 2020/2021 Cr Lancashire & Cr Nguyen 2021/2022 Cr Lancashire & Cr Rasic	<ul style="list-style-type: none"> • Custodianship • Innovation • Assets • Financial Sustainability
Brimbank Proud	1	Cr Kerr	<ul style="list-style-type: none"> • Branding • Tourism and the visitor economy • Marketing • Communications • Community engagement • Positioning • Showcasing and engaging Brimbank
Healthy Brimbank	1	Cr Branton	<ul style="list-style-type: none"> • Mental health • Sport • Recreation • Physical activity • Meeting places • Disability
Connecting Brimbank	1	Cr Luu	<ul style="list-style-type: none"> • *MAR • *Sunshine Super hub • Public transport • Car parking • Bike paths • Footpaths • Freight • Roads <p><i>*May also sit in Resilient for the Mayor's high level advocacy</i></p>

Joint delegated committees, advisory committees and external committees

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

In 2021-2022, the representatives/delegates to Council committees were:

Joint delegated committee	Role of committee	Councillor delegate
LeadWest Committee	Representing the councils of Brimbank, Hobsons Bay, Maribyrnong, Melton and Wyndham, to support sustainable growth and regional development in Melbourne's West.	Cr Dang (del) Cr Tachos (proxy)

Council advisory committees	Role of committee	Councillor representative
Audit and Risk Committee (ARC)	Advisory committee to Council established in accordance with Section 139 of the <i>Local Government Act 1989</i> , to provide oversight of internal and external audit and strategic risk activities.	Cr Lancashire Cr Kerr Cr Rasic (sub) (all Councillors ex-officio)
Brimbank Aboriginal & Torres Strait Islander Reconciliation Action Plan Consultative Committee	To provide Council with advice on Aboriginal and Torres Strait Islander issues and the ongoing implementation of the Reconciliation Action Plan.	Cr Rasic (co-Chair) Cr Branton (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 Rasic (Chair) Cr Dang (rep) Cr Luu (rep)
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 Branton (co-Chair) Cr Borg (rep) Cr Kerr (rep)
Brimbank Youth Council	The purpose of the Brimbank Youth Council is to establish and maintain a formal communication channel between Brimbank City Council and a representative group of young people aged 12 to 25 who live, work, study or socialise in the Brimbank municipality.	Cr Nguyen (co-Chair) Cr Branton (rep)
Brooklyn Industrial Precinct Strategy Committee	To provide advice and recommendations to Council on implementation of the Brooklyn Evolution Strategy in Brooklyn.	Cr David (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 Nguyen Cr Rasic Cr Borg Cr David Cr Lancashire Cr Papalia Cr Tachos

Council advisory committees	Role of committee	Councillor representative
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)
Safety Roundtable	To bring together strategic safety partners to collaborate and coordinate efforts to achieve greater community safety outcomes in Brimbank.	Cr Kerr (Chair) Cr Borg (rep)
Social Justice Coalition – Strategic Implementation Group	Brings 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 Nguyen (Chair) Cr Papalia (rep)
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 Council, government departments and agencies, property owners, business operators, and community.	Cr Tachos (rep) Cr Papalia (rep) Cr Lancashire (rep)
Sunshine Town Centre Partnership Group	To assist in the implementation of the Sunshine Rising program. To assist Council realise the vision for Sunshine Town Centre.	Cr Luu (rep)

External committees (Council delegates)	Role of committee	Councillor delegate
Brimbank Community Fund Advisory Committee	To provide guidance of the administration of the Brimbank Charitable Fund.	Cr Tachos (del) Cr Borg (sub)
Brooklyn Community Representative Group	To foster collaboration between community, industry and government, to ensure ongoing environmental management in the Brooklyn area. External group, independently facilitated with support from the EPA, and Brimbank, Hobsons Bay and Maribyrnong City councils.	Cr David (del)
Calder Highway Improvement Committee	A regional local government committee whose objective is to ensure the continued upgrading of the Calder Highway.	Cr Rasic (del) Cr Lancashire (sub)
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 Branton (rep/del)
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,	Cr Lancashire (del)

External committees (Council delegates)	Role of committee	Councillor delegate
	monitoring data, presentations and site tours. Develop broad understanding of Cleanaway's current and future priorities regarding the ongoing operation of the site.	
Metropolitan Local Government Waste 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 (del) Cr Papalia (proxy)
Metropolitan Transport Forum	Advocacy group for promotion of effective, efficient and equitable transport in metropolitan Melbourne.	Cr Papalia
Municipal Association of Victoria (MAV) State Council	Victorian local government peak body, comprised of representatives whose role is to advocate on behalf of the industry and support its development, and represent the interests of their council by presenting its position on issues at State Council.	Cr Nguyen (del) Cr Dang (alt)
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 Kerr (del)

Audit and Risk Committee

Role of the Audit and Risk Committee

The Audit & 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 programme 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 & 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

This report covers the activities of the Committee for the period from 4 September 2021 to 3 September 2022, during which time the Committee met on four occasions as per its Annual

Work Plan. The Committee's previous Annual Activities Report was for the period ended 3 September 2021.

This means that the report covers the Committee's work for the meetings held on 26 November 2021, 11 March, 27 May, and 2 September 2022 and aligns with the Committee's Annual Work Plan.

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 Local Government Act 2020 (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 2022; 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 adopted by Council on 18 August 2020 following changes necessitated by the new LGA. The revised Charter became effective on 1 September 2020. The Charter was last reviewed at the 2 September 2022 ARC meeting with no changes required.

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:

Attendee	Role	Meetings			
		26 Nov 2021	11 March 2022	27 May 2022	2 Sept 2022
Geoff Harry (Chair)	Independent Member	Attended	Attended	Attended	Attended
Ben Dunlop	Independent Member	Attended	Non-Member		
Mark Davies	Independent Member	Attended	Attended	Attended	Attended
Jenifer Johanson	Independent Member	Non-Member	Attended	Attended	Attended
Sam David	Councillor Member	Apology	Non-Member		
Maria Kerr	Councillor Member	Attended	Apology	Attended	Apology

Attendee	Role	Meetings			
		26 Nov 2021	11 March 2022	27 May 2022	2 Sept 2022
Bruce Lancashire	Councillor Member	Attended ex officio	Attended	Attended	Apology

The 2 September 2022 meeting did not reach a quorum as both Councillor members were an apology. Recommendations from the meeting were subsequently confirmed by Councillors out of session.

Councillor Bruce Lancashire was welcomed as a new member to the Committee following the annual Committee appointment process in December 2021 which also saw the completion of Councillor David's term of appointment.

In addition, independent member Ben Dunlop completed his term of appointment in November 2121 and following a recruitment process, Jenifer Johnson was appointed as a new independent member and attended her first meeting in February 2022.

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 service provider Crowe and Nick Walker of HLB Mann Judd who is the agent of the Victorian Auditor General's Office (VAGO) for the external audit have attended meetings 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.

Committee Business

The agendas for the four meetings in the reporting period have been driven by the Committee's Annual Work Plan (AWP) and all meetings have been fulsome.

Annual Work Plan

The Committee's activities are closely aligned with its Annual Work Plan (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.

Year Ended 30 June 2022

At the 2 September 2022 meeting the Committee considered the annual financial report and the annual performance statement of Council for the year ended 30 June 2022. After Committee members reviewed the annual financial report and performance report, 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 the reports 'in principle' as required by the LGA.

The Committee was satisfied with these reports, 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 Nick Walker of HLB Mann Judd as its agent to undertake the external audit of Council's annual financial report and annual performance statement.

The Committee considered the external audit plan for 2021/22 at the March 2022 meeting. VAGO's closing report on the outcomes of the audit of the annual financial report and the annual performance statement for 2021/22 were considered at the September 2022 meeting. The closing report advised that VAGO would issue clear audit opinions on the annual financial report and annual performance statement. 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 the audit 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 audit 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 CV-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) Potentially Contaminated Land Program Update
- 2) ICT Biannual Security Report, including the results of Cybersecurity penetration testing
- 3) Fraud Awareness Program
- 4) Risk Awareness Program
- 5) Insurance programme 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 programme. The programme 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 having regard to Council’s risk profile and monitors delivery of the plan at every Committee meeting.

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

Reviews
Maternal and Child Health
Management of Contaminated Land
Information Technology Disaster Recovery
Fuel and Purchase Cards

The Committee monitors implementation of internal audit recommendations by the agreed due dates. 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 2020/21 capital works programme
- 4) Significant legal matters
- 5) LGA 2020 implementation update
- 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 Risk Management Framework, Fraud and Corruption Control Framework, Fraud Prevention Policy and Public Interest Disclosures Policy and noted that Council had considered alignment of these policies with the Overarching Governance Principles.

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 Governance, Fraud and Corruption, Cyber/IT Security and Finance.

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 conducted in July 2022 and the Committee will consider the outcomes of the survey at the November 2022 meeting and will report the results 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 (this report) 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 Annual Work Plan. 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.

Acknowledgements

I would like to take this opportunity, on behalf of all Committee members, to thank Council's Executive Management Team and other Council officers for their commitment, contributions to and support of the work of the Committee. Their assistance is greatly appreciated.

Geoff Harry

On behalf of the Audit & Risk Committee

2 September 2022

Governance and Management Checklist - 2021/2022

Local Government Planning and Reporting Regulations 2020 (made under the Local Government Act 2020)

Governance and Management Item	✓	Date	Related Document
Community Engagement Policy	✓	16/02/2021	The Community Engagement Policy 2021 was adopted at the Brimbank Council Meeting No. 584 on 16 February 2021 (in accordance with Section 55 of the Local Government Act). https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/community-engagement-policy
Community Engagement Guidelines	✓	16/02/2021	The Community Engagement Policy 2021 was adopted at the Brimbank Council Meeting No. 584 on 16 February 2021 and includes Best Practice Guiding Principles and Council's deliberate engagement approach.
Financial Plan	✓	15/06/2021	The Long term Financial Plan 2021-2031 was adopted at the Brimbank Council Meeting No. 590 on 15 June 2021 (in accordance with Section 91(3) (a) of the Local Government Act 2020 and to comply with the financial management principles as detailed under Section 101). https://www.brimbank.vic.gov.au/council/annual-budget-and-council-plan
Asset Plan	✓	23/06/2022	The Asset Plan 2022-2032 was adopted at the Brimbank Council Meeting No. 605 on 23 June 2022 (in accordance with Section 92 of the Local Government Act 2020) https://www.brimbank.vic.gov.au/council/council-meetings/2022-council-meeting-agendas-and-minutes
Revenue and Rating Plan	✓	15/06/2021	The Revenue and Rating Plan 2021/2022 - 2025/2026 was adopted at the Brimbank Council Meeting No. 590 on 15 June 2021 (in accordance with Section 93 of the Local Government Act 2020) https://www.brimbank.vic.gov.au/council/council-meetings/2021-council-meeting-agendas-and-minutes
Annual Budget	✓	23/06/2022	The 2022/2023 Annual Budget was adopted at the Brimbank Council Meeting No. 605 on 23 June 2022 (in accordance with Sections 94 and 96 of the Local Government Act 2020) https://www.brimbank.vic.gov.au/council/council-meetings/2022-council-meeting-agendas-and-minutes
Risk Policy	✓	15/06/2021	The Risk Management Policy was adopted at the Brimbank Council Meeting No. 590 on 15 June 2021. The Policy is enacted in Council's Risk Management Framework (RMF) and is consistent with AS ISO 31000:2018 Risk Management – Guidelines (Australian Standard).

Governance and Management Checklist - 2021/2022

Local Government Planning and Reporting Regulations 2020 (made under the Local Government Act 2020)

Governance and Management Item	✓	Date	Related Document
			https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/risk-management-policy
Fraud Policy	✓	23/06/2022	<p>A Fraud Prevention Policy was adopted at the Brimbank Council Meeting No. 605 on 23 June 2022.</p> <p>The Policy describes Council's commitment to managing fraud and corruption risk and to meeting its legislative obligations under the Local Government Act 2020.</p> <p>Related documentation includes Council's Fraud and Corruption Control Framework (FCCF), Fraud Reporting and Investigation Procedure (FRIP), Public Interest Disclosures Policy (PID Policy) and Public Interest Disclosures Procedure (PID Procedure).</p> <p>https://www.brimbank.vic.gov.au/plans-policies-and-strategies/policies/fraud-prevention-policy</p>
Municipal Emergency Management Plan	✓	18/02/2020	<p>The Municipal Emergency Management Plan (Plan) was adopted at the Brimbank Council Meeting No. 566 on 18 February 2020. The Plan was audited by the Victorian State Emergency Service on 2 October 2020.</p> <p>The Municipal Emergency Management Planning Committee – Brimbank Municipality – Charter Version 7.1 is current until February 2024. Under the guidance of the Committee, a review of the current Plan will be completed by end 2022.</p>
Procurement Policy	✓	31/08/2021	<p>The Procurement Policy was approved at the Brimbank Council Meeting No. 574 on 23 June 2020.</p> <p>Amendments were made to the Procurement Policy on 31 August 2021 to reflect components of the Local Government Act 2020.</p>
Business Continuity Plan	✓	03/09/2021	<p>The Main Business Continuity Plan (BCP) 2021/2022 was noted by Council's Audit and Risk Committee on 3 September 2021.</p> <p>Council has a main BCP supported by five individual Directorate BCPs that prioritise the key services that require immediate attention in the event of a disruption.</p>
Disaster Recovery Plan	✓	31/08/2021	<p>The Brimbank Disaster Recovery Plan (Plan) was approved by ICT Governance on 1 July 2018.</p> <p>The Plan was revised in August 2021.</p>

Governance and Management Checklist - 2021/2022

Local Government Planning and Reporting Regulations 2020 (made under the Local Government Act 2020)

Governance and Management Item	✓	Date	Related Document
Risk Management Framework	✓	23/06/2022	The Risk Management Framework was endorsed by the Audit and Risk Committee on 18 May 2022 and noted at the Brimbank Council Meeting no. 605 on 23 June 2022.
Audit and Risk Committee	✓	18/08/2020	<p>The Audit and Risk Committee is established in accordance with section 53 of the Local Government Act 2020.</p> <p>The Audit and Risk Committee Charter has been developed in accordance with section 53 of the Local Government Act 2020. The Charter was adopted at the Brimbank Council Meeting No. 577 on 18 August 2020).</p> <p>The next Charter review date is September 2022.</p> <p>https://www.brimbank.vic.gov.au/council/governance/audit-and-risk-committee</p>
Internal Audit	✓	15/02/2021	Council's internal audit service provider is Crowe Australasia. They were appointed on 15 February 2021.
Performance Reporting Framework	✓	03/09/2021 11/03/2022	Performance Reporting indicator results (Local Government Performance Reporting Framework) were reported to Council's Audit and Risk Committee on 3 September 2021 and 11 March 2022.
Council Plan Reporting	✓	15/03/2022 17/05/2022 15/08/2022	<p>'Together We are Brimbank', The Brimbank Council Plan (2021 – 2025) was adopted at the Brimbank Council Meeting No. 595 on 19 October 2021.</p> <p>Year One (2021/2022) Annual Action Plan Progress Reports were noted by Council at Council Meeting No. 601 on 15 March 2022 (Year 1 Quarter 2) and at Council Meeting No. 603 on 17 May 2022 (Year 1 Quarter 3). The final quarterly report (Year 1, Quarter 4) will be presented for noting at the Council Meeting on August 15 2022.</p> <p>https://www.brimbank.vic.gov.au/council/council-meetings/2022-council-meeting-agendas-and-minutes</p>
Quarterly budget reports	✓	14/12/2021 15/03/2022 17/05/2022	Quarterly budget reports were noted by Council at Council Meeting No. 599 on 14 December 2022 (for the period ending 30 September 2021), Council Meeting No. 601 on 15 March 2022 (for the period ending 31 December 2022) and Council Meeting No. 603 on 17 May 2022 (for the period ending 31 March 2022).
Risk Reporting	✓	21/09/2021	The Audit and Risk Committee Annual Report was received by Brimbank Council at Meeting No. 595 on 21 September 2021.

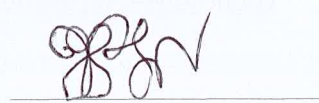
Governance and Management Checklist - 2021/2022

Local Government Planning and Reporting Regulations 2020 (made under the Local Government Act 2020)

Governance and Management Item	✓	Date	Related Document
Performance Reporting	✓	3/09/2021 11/03/2022	Performance Reporting indicator results (Local Government Performance Reporting Framework) were reported to Council's Audit and Risk Committee on 3 September 2021 and 11 March 2022.
Annual Report	✓	19/10/2021	The Annual Report 2020/2021 was adopted at the Brimbank Council Meeting No. 595 on 19 October 2021 (in accordance with Section 90 of the Local Government Act 2020).
Councillor Code of Conduct	✓	16/02/2021	The Councillor Code of Conduct 2021 was adopted at the Brimbank Council Meeting No. 584 on 16 February 2021 (in accordance with Section 139 of the Local Government Act 2020).
Delegations	✓	01/06/2022	Brimbank City Council's Instruments of Delegations and Financial Authority Limits demonstrate Council's delegations of authority. The nine instruments were updated between August 2020 and June 2022. These can be viewed at: https://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. https://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 the Council's Governance and Management arrangements.


Fiona Blair
Chief Executive Officer
Date: 20 September 2022


Cr Jasmine Nguyen
Mayor
Date: 20 September 2022

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.

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

Council received 38 FOI requests during 2021-2022.

Of those applications, 22 were released in full, six released in part, two exempt in full, five yielded no documents, one was open/not yet finalised, and one was outside the *FOI Act*.

One FOI request was appealed to the Office of the Victorian Information Commissioner.

Application for access to documentation

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

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.

During 2021-2022, Council undertook a range of activities to support the implementation of the Brimbank Social Justice Charter, including:

- Coordinating the Social Justice Coalition and its Strategic Implementation Group, which brings together leaders from local agencies to plan, lead and advocate on social justice issues
- Undertaking research, stakeholder engagement, policy and advocacy in responding to key social justice issues including mental health, homelessness, social and affordable housing, community safety, gender equality, alcohol and other drugs and gambling harm prevention
- Promoting social justice-related events, activities and news to the Brimbank community.

In addition, Council undertook a range of initiatives as part of Council's response to the COVID-19 pandemic, including:

- Extended the Brimbank Local Culturally and Linguistically Diverse (CALD) Partnership Project to 31 December 2022
- Continue to deliver the Community Connector Program despite funding from Department of Families, Fairness and Housing ending on 30 June 2021
- Merged the Community Connector Program with the vaccination walk-in sessions as part of Council's outreach service
- Engaged four CALD Youth Connectors to assist with promoting the 5-11 year old vaccination drive and school pop ups. In addition and to compliment the work in Brimbank Libraries, set up in local shopping centres digital vaccination certificate assistance and community connector advice
- Hosted over 130 vaccination walk-in and Community Connector sessions across the municipality from September 2021-June 2022
- Supported 10 school pop-ups and 12 dedicated CALD community sessions (Burmese, Pacifica, Filipino and Vietnamese)
- Coordinated 12 online COVID-19 information sessions/community chats and ten 'Reality Shake Up' youth podcasts
- Representation at regular Brimbank bicultural worker community of practice meetings to provide weekly COVID-19 updates tailored to Brimbank
- In partnership with Western Health, Brimbank coordinated the distribution and delivery of Rapid Antigen Test kits to community organisations within the municipality.

More information on Council's work can be found in the COVID-19 snapshot on page 17.

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.

Procurement

In 2021-2022 Procurement was bound by the *Local Government Act 1989* s186 and the *Local Government Act 2020* s108 and s109.

On 16 November 2021, Council adopted a new Procurement Policy where the thresholds were increased and the exemption requirement for not undertaking a public tender is managed by Council.

Exemption from public tender is now approved by the relevant financial delegated officer (no longer the Minister).

The new tender thresholds are:

- >\$250,000 goods/services
- >\$350,000 works.

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 this legislation Council has developed a draft Disability Action Plan 2022-2026 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.

A key focus of the plan is exploring what people with disability have seen and experienced 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.

The co-design team informed the development of the following consultation strategies and engagement tools:

- exploring innovative ways of designing engagement tools through Council's Your Say website and The Hive platform
- overseeing co-design team workshops to inform the external survey used in the online community engagement 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 external stakeholders through the National Disability Insurance Agency
- utilising existing key online Council community networks.

Disability Advisory Committee

During 2021-2022 there were three Councillors newly nominated and nine community members active on the Brimbank Disability Advisory Committee.

Meetings during this period were facilitated via online platforms and the key functions included:

- guiding the implementation and monitoring of the Disability Action Plan
- reviewing the implementation plan with successes and challenges reported via an annual community 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 2022 and will be reviewed in 2026. The new plan will guide the Council's programs, services and strategies for the management of dogs and cats in Brimbank. It will seek to balance the needs of pet owners, the rest of the community and the animals that share their lives with us.

Council continued to offer limited subsidised desexing for residents' cats, despite the restrictions and impacts associated with the COVID-19 pandemic. The program assists in the reduction of unwanted litters to make 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 2021-2022.

Information privacy notifications

Council received three privacy notifications in 2021-2022:

- A Council Officer provided a rates notice to the wrong person. The error occurred because the Customer Service Officer had downloaded the rates notice and attached the wrong file to an email. The internal process has been changed so that officers no longer need to download a file and send it to the resident, and can now send the notice directly from the electronic archive within which the information is stored.
- A Council Officer sent a rates notice for the previous owner of a property to the new owner in error. The error occurred because the officer accessed the old owner's details, which need to be retained on the first page for pension purposes. The internal process has been changed so that owner details are counter-checked against a screen showing only the current owner's details.
- A Council Officer provided owner details to a member of the public pursuant to the *Fences Act 1968*. The details provided were for the previous owner, and not the new owner. The error occurred because Council had received a new owner notification, but this has not yet been entered into Council's owner database when the officer accessed it to retrieve the details under the *Fences Act 1968*. The process has now been changed so that details are only provided under the *Fences Act 1968* after a check of new owner notifications has occurred.

Health Records Act 2001

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

Council did not receive any privacy complaints relating to health records in 2021-2022.

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 2021-2022, Council commenced a process in respect of a proposal to rename a section of Ashton Avenue, St Albans, between Main Road East and Clark Avenue (proposal), to Carruthers Way. Consultation is ongoing in respect of the proposal.

Public Interest Disclosure Act 2012

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

Council has a nominated 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 2021-2022.

As required by the *Public Interest Disclosure Act 2012* it is reported that during 2021-2022:

- 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 Public Interest Disclosure Coordinator
- Council referred no assessable disclosures to the Independent Broad-based Anti-corruption Commission (IBAC) under section 21(2) of *the Public Interest Disclosure Act 2012* for determination.

Complaints Management

Dealing with complaints is a core part of Council business. We value complaints and encourage people to contact us when they have a problem with our services, actions, decisions, and policies. Once a complaint is received, Council will acknowledge the complaint within five business days. Council aims to complete investigations within 30 calendar days, and will advise if the investigation will take longer.

During 2021-2022, Council received a total of 147 service complaints.

Complaints can be made in the following ways:

Telephone: 9249 4000 (Monday to Friday: 8.45am-5pm. Calls go to our after-hours service after 5pm).

Email: info@brimbank.vic.gov.au

Web: <https://www.brimbank.vic.gov.au/contact/feedback-and-complaints/feedback-and-complaints-online-form>

Post: PO Box 70, Sunshine VIC 3020

In person: **Brimbank Community and Civic Centre**
301 Hampshire Rd, Sunshine
Keilor Community Hub
704b Old Calder Highway, Keilor

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 *ISO22301:2019 (ISO22301) Business Continuity Management Systems (BCMS) – Requirements* and is monitored and updated as per the Policy and Framework.

Triennial Road, Footpath and Bridge Condition Audit

Council completed a comprehensive condition assessment of all Council-owned roads, footpaths and bridges under its control.

This information will help Council officers develop detailed works programs to ensure all Council assets are maintained to standard, and meet community needs 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.

Municipal Emergency Management

As part of its ongoing statutory obligations under the Emergency Management Legislation Amendment Act 2018 (EMLA Act), Council continues to be an active member of Brimbank's Municipal Emergency Management Planning Committee (MEMPC).

The MEMPC exists separately and is not a committee of Council.

The Municipal Emergency Management Planning Committee (MEMPC) plans 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 meets quarterly. The broad objectives of MEMPC is to:

- Implement measures to prevent or reduce the causes or effects of emergencies
- Manage arrangements for the use of municipal resources in response to emergencies

- Manage support that may be provided to or from adjoining municipalities, emergency services and agencies;
- Assist the affected community to recover following an emergency
- Complement other local, regional and state planning arrangements.

The MEMPC is responsible for the development of a Municipal Emergency Management Plan (MEMP). The MEMP is regularly updated and coordinated through the MEMPC, and is a multi-agency plan for the municipal district.

The MEMPC is also required 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 is formally audited by a self-assurance model designed to ensure that it complies with legislative requirements regarding municipal emergency management.

Infrastructure and Development Contributions

For the 2021-2022 year the following information about infrastructure and development contributions is disclosed.

Table 1 – Total DCP levies received in 2021-2022 financial year	
DCP name and year approved	Levies received in 2021-22 financial year (\$)
Sunshine Town Centre DCP (2015)	\$215,373.00
Brimbank DCP (2018)	\$634,588.00
Total	\$849,961.00

Table 2 – DCP land, works, services or facilities accepted as works-in-kind in 2021-2022 financial year				
DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Total				\$0.00

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)	\$3,177,297.00	\$18,800.00	\$0.00	\$3,177,297.00
Total	\$3,177,297.00	\$18,800.00	\$0.00	\$3,177,297.00

Table 4 – Land, works, services or facilities delivered in 2021-22 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 contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Sportsground Warm season grass conversion – JR Parsons Reserve	57	Brimbank DCP (2018)	\$18,800.00	\$0.00	\$81,200.00	\$0.00	\$100,000.00	100%
Road Humps – Sunshine	114	Sunshine Town Centre DCP (2015)	\$59,412.00	\$0.00	\$5,588.00	\$0.00	\$65,000.00	100%
Total			\$78,212.00	\$0.00	\$86,788.00	\$0.00	\$165,000.00	

2022 Community Satisfaction Survey

Since 2009, Brimbank has taken part in the annual state-wide Community Satisfaction Survey for Local Governments, conducted by the Department of Environment, Land, Water and Planning.

As in previous years, the 2022 survey comprised a telephone survey of 400 Brimbank residents.

The findings provide information about community perceptions of Council's performance across a range of service areas, as well as comparison with other councils at a metropolitan and state level.

In 2022, the survey sample comprised 49 per cent English-only speaking participants and 51 per cent who spoke a language other than English. Surveys were completed with people representing all areas of Brimbank and all age groups.

Overall, Council's performance scores on most measures were similar to 2021 results, and generally better than state-wide averages. Where there were declines, this largely reversed gains made in 2021, with the score returning to approximate 2020 levels.

Key points of note include:

- Council's overall performance is in line with the average rating for metropolitan councils and higher than the state-wide average
- Council's overall direction rates significantly higher than both metropolitan councils and the state-wide averages. Fifty-eight per cent of residents believe the direction of Council's performance has stayed the same and 29 percent believe the direction has improved
- Nearly half of Brimbank residents (47 per cent) rate the value for money they receive from Council in infrastructure and services provided as 'very good' or 'good'
- Seventy-two per cent of residents provided a positive customer service rating of 'very good' or 'good'
- On planning for population growth, Council performs significantly higher than the metropolitan and state-wide averages.

The survey results provide useful feedback and will be used for continuous improvement in Council's planning processes and the delivery of services and infrastructure.

Key (Core) Performance Scores

Core Measures	2017	2018	2019	2020	2021	2022	2021 to 2022 change	Melbourne metro 2022	State-wide 2022
Overall Performance	60	65	63	64	65	64	nsd	65↑	59↓
Overall Council Direction	59	64	62	61	62	60	nsd	53↓	50↓
Customer Service	70	72	74	73	75	73	nsd	72↓	68↓
Community Consultation and Engagement	55	56	58	54	59	59	nsd	58↓	54↓

Core Measures	2017	2018	2019	2020	2021	2022	2021 to 2022 change	Melbourne metro 2022	State-wide 2022
Making Community Decisions	56	58	59	58	61	59	nsd	59	54↓
Sealed Local Roads	58	63	63	60	64	62	nsd	65↑	53↓
Waste Management	70	71	69	66	69	68	nsd	71↑	68
Value for Money	n/a	n/a	n/a	n/a	61	60	nsd	61	53↓
Contact with Council	54	55	57	58	58	58	nsd	57↓	60↑

nsd – No significant difference to last year's score

↓ Performance score lower than Brimbank Council

↑ Performance score higher than Brimbank Council

Measures of Importance

2022 Priority Area Importance	2022	2021	2020	2019	2018	2017
Elderly support services	82	84	81	83	82	80
Waste management	82	85	84	83	83	80
Local streets & footpaths	82	82	80	82	82	83
Condition of sealed local roads	80	79	79	79	82	81
Disadvantaged support services	80	77	77	80	77	74
Family support services	80	78	78	80	79	77
Emergency & disaster management	80	81	82	82	82	83
Community decisions	80	79	79	78	80	80
Appearance of public areas	77	77	76	76	76	78
Informing the community	76	78	79	76	78	76
Recreational facilities	76	76	74	74	75	74
Traffic management	76	74	78	79	78	79
Environmental sustainability	76	78	77	78	77	72
Enforcement of local laws	75	76	75	79	77	77
COVID-19 response	74	78	n/a	n/a	n/a	n/a
Population growth	74	75	76	76	78	78
Parking facilities	72	73	76	74	75	75
Consultation & engagement	72	72	71	70	69	71
Town planning policy	72	72	72	70	71	71
Arts centres & libraries	71	71	68	69	69	67

2022 Priority Area Importance	2022	2021	2020	2019	2018	2017
Planning & building permits	71	72	72	69	71	72
Lobbying	70	70	72	69	67	70
Community & cultural activities	68	66	65	64	64	63
Business/community development and tourism	63	64	63	61	61	63

Measures of Service Area Performance

2022 Priority Area Performance	2022	2021	2020	2019	2018	2017
Arts centres & libraries	70	72	75	73	75	72
Waste management	68	69	66	69	71	70
Recreational facilities	67	71	65	63	66	64
COVID-19 response	67	76	n/a	n/a	n/a	n/a
Traffic management	65	63	59	61	61	54
Family support services	65	67	65	66	66	62
Disadvantaged support services	64	65	59	61	63	60
Emergency & disaster management	64	71	64	67	71	65
Elderly support services	63	67	64	64	64	63
Appearance of public areas	63	67	64	65	62	61
Enforcement of local laws	62	65	59	60	60	60
Community & cultural activities	62	67	66	67	67	64
Environmental sustainability	62	63	61	63	63	62
Condition of sealed local roads	62	64	60	63	63	58
Parking facilities	61	59	56	57	59	55
Planning & building permits	60	59	60	58	62	60
Town planning policy	59	60	61	59	60	58
Community decisions	59	61	58	59	58	56
Local streets & footpaths	59	63	58	58	61	55
Informing the community	59	62	58	59	58	56
Consultation & engagement	59	59	54	58	56	55
Lobbying	58	58	55	57	57	54
Population growth	56	60	55	54	53	52
Business/community development and tourism	55	61	55	57	58	58

Advocacy, consultation and community engagement

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

Brimbank's 2021-2022 advocacy helped to secure tens-of-millions of dollars in state and federal investments for our community.

Brimbank continued, with our community, to advocate across all levels of government, the not-for-profit and private sectors on key issues affecting Brimbank and the western region.

Council continues to advocate to State and Federal governments to advance our future priorities for Brimbank.

COVID-19

Brimbank has been a vulnerable region to the COVID-19 pandemic. This is due to significant levels of disadvantage across a range of socio-economic and health indicators. Brimbank's higher proportion of essential workers also meant that our residents were more susceptible to contracting the virus during lockdown periods.

The [Brimbank Coronavirus \(COVID-19\) Response and Recovery Strategy](#) contains 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 COVID-19 issues and needs.

The whole-of-council strategy helps to make sure Council resources, programs, and initiatives assist in responding to the impacts of the COVID-19 pandemic. It works to mobilise the pride, diversity and support that exists in Brimbank to strengthen community recovery.

After a slow start in vaccinating Brimbank's residents, the vaccination rate quickly caught up to the Victorian state average. This was aided by Council's advocacy to the Federal Government to increase vaccine doses to Melbourne's west and to boost the level of health messaging and promotion to the region.

A Pandemic Operations Response Team (PORT) was created to respond to the surge in the COVID-19 cases during the Delta strain wave of 2021.

The team oversaw food and relief support services and worked closely with local community leaders and organisations to encourage greater take up of vaccination and testing at local sites. The PORT also worked to develop a community communications campaign – "Getting the jab done in Brimbank".

Further Council COVID-19 responses included:

- Supporting pop-up vaccination sites in partnership with IPC Health
- Providing emergency food relief and material aid to approximately 80 families who entered mandatory isolation due to a COVID positive test and/or having attended a Tier 1 exposure site
- Launching a new COVID vaccination webpage with local information for the Brimbank community – www.brimbank.vic.gov.au/COVIDvax
- Re-establishing the Community Connector Program to provide practical support, referral and information to people in isolation.

As outlined in our 19 Point Action Plan for COVID Response and Recovery, Council is continuing to advocate for a dedicated economic response package to support our industries, businesses, workers and residents through to full recovery.

A local economic package could seek to leverage existing major projects and initiatives in the context of supporting local economic activity, business, jobs and skills opportunities. As part of this package, Council has been advocating for funding towards shovel ready local projects across the municipality that can create immediate jobs, and also help support community outcomes as part of recovery.

Transforming Brimbank 2050

Brimbank and Melbourne's West is about to see billions of dollars of development and infrastructure being delivered over the coming decade in a way that will transform our city.

The majority of investment and transformational change is planned to occur in the Sunshine Precinct.

The Transforming Brimbank program aims to leverage this investment to deliver meaningful and generational change for our community.

Brimbank aims to do this by working closely with key stakeholders as well as the community, to ensure that all investment will invest in people and place and not just projects.

At the September 2021 Council Meeting, Council endorsed a new campaign – 'Transforming Brimbank, Let's Build it Better Together'. Leveraging the existing funding and commitments of the MAR project, the campaign is seeking major additional investments across the following four critical priorities:

- Sunshine Priority Precinct
- Sunshine Super Hub
- Albion Station, and
- the Albion Quarter and sunRISE (Research, Innovation, Science and Enterprise) precinct.

The 'call to action' of the campaign sought to further promote the existing petition for the State Government to reconsider its plans for an Airport Rail flyover via Sunshine, and adopt a staged approach to delivering the MAR by initially utilising existing at-grade tracks.

The campaign also amplified calls for the:

- design of the MAR to maximise local community outcomes, not just facilitate commuter and freight movements
- realisation of the potential of the Sunshine Precinct to become a major international, interstate and regional visitor and investment destination
- establishment of a 'Brimbank Community Offset Package', which recognises Brimbank will experience the brunt of a decade of construction and disruption for the benefit of other communities across the state
- establishment of a 'Business, Jobs, Skills and Procurement Taskforce', which leverages the once-in-a-generation employment and training opportunities associated with MAR.

The campaign generated great success, with the State Government releasing the 'Sunshine Precinct Opportunity Statement' in late November 2021. This sets out the vision for the Sunshine Precinct, with Sunshine as the centre of Melbourne's booming west.

The Statement envisages the Sunshine Precinct as a dense and vibrant urban environment that will provide high quality affordable housing and strong employment growth. According to Statement, and by 2051, the Sunshine Station precinct will have been transformed into a thriving residential, business and civic hub, while the Sunshine CBD will have evolved into an office economy that supports the greater western region and Melbourne Airport.

On 15 February 2022, the State Government announced that Sunshine Station will be expanded to include a new regional platform by 2029. This will allow more regional services to stop at Sunshine. As a result, new offices will be established at the Sunshine Plaza, bringing around 340 team members closer to the project, increasing business activity in the area.

In March 2022, the Government conducted a consultation process for the community to have their say on the planning of future transport links and other opportunities for investment and development around Sunshine Station. This consultation explored nine project ideas that include:

1. Improved walking and cycling links over the railway line at Hampshire Road Bridge
2. A better, more integrated bus interchange, with an easier transition between rail and bus, and an improved Super hub concourse arrival area
3. Refocusing streets for people – re-designing traffic intersections for improved walking and cycling
4. Improvements to station entrances – reducing the visual impact of the Hampshire Road bridge structure and defining station entrances that are closer to places of activity
5. Creation of new green spaces to help green Sunshine and increase planting and canopy cover
6. Creation of a new public space at the end of the Hampshire Road Bridge Spurline
7. A new station place mixed-use development – integrating the Super hub as part on expanded southern CBD with new development, open spaces, walking and cycling routes, passive surveillance, and new lighting to increase sense of safety
8. Reinvigorating Sun Crescent Village – balancing investment on both sides of the rail corridor to ensure the western side becomes a vibrant and active part of Sunshine's CBD
9. A new southern village development – creating a link between the existing neighbourhoods to the north and south of the railway and improving the environment for walkers with slower road speeds and more pedestrian access.

Council continues to advocate to the State and Federal governments to help ensure positive economic, community and environmental outcomes for the city through the Transforming Brimbank program.

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.

In July 2021, funding to remove the Calder Park Drive level crossing was announced by the State Government. This was a key ask under Council's Fix the Calder campaign. The announcement suggested the level crossing would be replaced with a new road bridge over the existing rail line.

On 28 June 2022, the State Government announced the early designs for the Calder Park Drive level crossing removal project. But more importantly, it was announced that the crossing

will now be removed by 2025, a whole year ahead of schedule. Works are scheduled to begin in mid-2023.

Another key ask of our Fix the Calder campaign is the construction of a new freeway interchange at Calder Park Drive over the Calder Freeway. In August 2021, Major Road Projects Victoria announced that a project team has been established to commence planning work to inform the development of a business case for the construction of this interchange. This includes relocating existing entrance points to improve access on and off the Calder Freeway.

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

Melbourne Airport third runway

In late 2019, Melbourne Airport announced it would construct its third runway in a north-south orientation. This announcement followed a technical review by Melbourne Airport that resulted in a change from the previously announced east-west orientation.

Melbourne Airport plans to open this proposed third runway between 2027 and 2029. Its new flight paths will increase the number of flights to approximately 135,000 a year, resulting in significantly more aircraft noise over residents that live north and south of the Airport. This includes residents in a number of suburbs located in Brimbank.

On 17 May 2022, Council resolved to oppose the construction of the third runway. This was based on an independent health risk assessment (HRA) that was commissioned by Council that featured alarming findings regarding health impacts. The impacts identified in the HRA represent an unreasonable and unacceptable risk to the Brimbank community, without any consideration by Melbourne Airport about meaningful ways to reduce and mitigate these impacts.

Council's advocacy regarding Melbourne Airport's proposal was a feature at the 28th National General Assembly (NGA) of the Australian Local Government Association (ALGA) that was held at the National Convention Centre in Canberra from 19-22 June 2022.

The NGA was an important opportunity for councillors to advocate for Brimbank's priorities through a formal process of motions and resolutions. One of the topics Brimbank advocated for was a National Framework for Airport-Impacted Communities.

In addition, Brimbank Mayor Cr Nguyen took the opportunity of her presence on a Mayoral Panel to express concerns regarding the impacts that an additional runway will have on our community. The trip to Canberra also included a productive meeting with Australian Government representatives responsible for aviation and air services, focusing on how Council can achieve the best outcomes for our community.

Council will continue to advocate on this important matter to ensure that health impacts are a primary consideration for key decision makers.

Gambling reform

Brimbank City Council has continued to strongly advocate for regulatory reform in partnership with the Alliance for Gambling Reform, the MA V and the Victorian Local Governance Association to reduce the economic, social and health harm associated with electronic gaming machines (EGMs) and other forms of electronic gambling.

A Council resolution in July 2021 described the harm associated with gambling losses as a health issue and noted the increase in spending on wagering and sports betting in Victoria during the 2020-2021 financial year, even with EGM venues closed for part of the year as a result of COVID-19 restrictions.

A surge in losses followed as EGM venues reopened. In excess of \$128 million dollars was lost on Brimbank's 953 EGMs during the 2021-2022 financial year, with Brimbank continuing to have the highest EGM losses of any local government area in Victoria.

During 2021-2022, Council wrote to both Federal and State government ministers, calling for a phased ban on gambling advertising, a better understanding of harmful content in online games available to children and seeking reduced operating hours of EGM venues.

In October 2021, Council hosted an online forum as part of Gambling Harm Awareness Week. The forum included a panel of expert speakers hosted by the Mayor. Issues discussed at the forum highlighted recent research, lived experience and community responses to preventing and reducing gambling harm in Brimbank and the need for regulatory reform to better protect vulnerable groups.

In March 2022, Council resolved to condemn a marketing campaign by SportsBet, where more than 150,000 unsolicited emails and text messages were sent to people, offering promotions and inducements to gamble.

Council continues to support the Alliance for Gambling Reform's 'End Gambling Ads' campaign, which calls for a complete ban on gambling advertising.

2021-2022 Advocacy Outcomes

The list below outlines some of the significant announcements for the City of Brimbank by either the Federal or State governments during 2021-2022:

- Funding for Errington Reserve (oval reconstruction and lighting upgrade), July 2021 (\$250,000)
- Funding for Sydenham Road car parking bays, July 2021 (\$1,300,000)
- Funding for an integrated energy system at the Brimbank Aquatic and Wellness Centre, July 2021 (\$1,530,000)
- Funding for an outdoor lounge and Keilor Library, July 2021 (\$100,000)
- Funding for the Libraries After Dark program, July 2021 (\$64,000)
- Funding for Keilor Park Reserve (lighting at ovals 2 & 4), July 2021 (\$250,000)
- Announcement to remove the level crossing at Calder Park Drive, July 2021
- Announcement of a business case for the construction of a diamond interchange at Calder Park Drive, August 2021
- Launch of Phase 1 of the More Trees for a Cooler Greener West program, September 2021
- Funding for a CALD Outreach Worker Program to support three-year old kinder participation in CALD communities, September 2021 (\$202,000)
- Announcement of the Kerbside Reform Support Fund – October 2021 (\$1,000,000)
- Funding for CALD Partnership Covid Engagement, October 2021 (\$350,000)
- Funding through the Outdoor Activation Fund to install two new outdoor activation precincts, which have been delivered in Sun Crescent in Sunshine and in Alfrieda Street in St Albans, October 2021 (\$275,000)
- Release of the Sunshine Precinct Opportunity Statement, November 2021
- Announcement of a new Ambulance Station in Taylors Lakes, December 2021 (\$2,500,000)
- Funding for Keilor Lodge pitch and lighting upgrades, December 2021 (\$500,000)
- Funding support for Carers Program in Brimbank, January 2022 (\$92,000)
- Arts and Humanities Grant for the Bowery Theatre (funding over 2 years), January 2022 (\$100,000)
- Funding for a 5G Roadside Maintenance Scanning Pilot with Swinburne University, February 2022 (\$1,180,000)
- Freeza Grant for the Youth Arts Programs (funding over 3 years), February 2022 (\$105,000)
- Announcement to expand Sunshine train station with a new regional platform, February 2022
- Announcement of a new bus interchange at Deer Park Station, March 2022 (\$8m)
- Funding for multi-purpose car parks and nets at Bon Thomas Reserve, March 2022 (\$1,084,734)
- Funding for a new pavilion at Delahey Reserve, March 2022 (\$375,000)

- Funding for a multi sports court at Errington Reserve, March 2022 (\$250,000)
- Release of the Draft Sunshine Station Masterplan with the nine key project ideas, March 2022
- Adoption of Council’s Advocacy Plan 2022, March 2022
- Announcement of a one-stop Mental Health Hub for Children and Families in the Brimbank-Melton region, April 2022
- Launch of Phase 2 of the More Trees for a Cooler Greener West program, April 2022
- Funding for St Albans Heights Primary School, May 2022 (\$13.47m)
- Funding to upgrade the signal at the intersection of McIntyre Road and Phoenix Street in Sunshine North, May 2022 (\$160,000)
- Announcement of a Community Battery for Brimbank, May 2022 (\$500,000)
- Funding for new female-friendly change rooms and a kitchen upgrade at Dempster Park Tennis Club, May 2022 (\$204,159)
- Funding for a change-room upgrade to make them female friendly at Robert Bruce Reserve, May 2022, (\$612,000)
- Funding for the “Free From Violence Local Government Program (2022-2025)” to support Victorian councils to promote positive attitudes, behaviour and culture change in their workplace, May 2022 (\$212,500)
- Additional funding for the Local Government Business Concierge and Hospitality Support Program to promote COVIDSafe practices to local businesses, May 2022 (\$60,000)
- Funding to implement the Local Government Guide to Primary Prevention of Family Violence, May 2022 (\$233,875)
- Early designs released for Calder Park level crossing removal, June 2022
- Funding for the Building Blocks Planning project to produce full design and documentation for the Dempster Park Children’s and Community Centre, June 2022 (\$150,000)
- Funding for the Waterways of the West program to remove and mitigate the threats to ancient River Red Gums of excess stormwater and sediment within Taylors Creek, June 2022 (\$65,000)

Advocacy Plan 2022

The Brimbank Advocacy Plan 2022 defines Council’s key advocacy priorities for the immediate and medium term.

It was developed with significant input from Councillors, aligning with the themes and objectives of the ‘Together we are Brimbank’ Plan adopted by Council in October 2021, which incorporates the 2021-2025 Council Plan, the Community Vision 2040 and the Municipal Public Health and Wellbeing Plan. These plans were all produced following significant community consultation and input.

The priorities are ranked from top or Gold level, to Silver, Bronze and Business As Usual (BAU) priorities.

Priority	Item	Incorporating
Gold	Transforming Brimbank	Sunshine Priority Precinct Sunshine Superhub Albion Station Albion Quarter Sunshine Energy Park Integrated Transport

Priority	Item	Incorporating
Gold	Mental Health	<ul style="list-style-type: none"> Delivery of Royal Commission Recommendations Increased funding Increased services Increased community awareness & capacity
Silver	Pathways to Employment	<ul style="list-style-type: none"> Further funding for BrIMPACT Expansion of Brimbank Learning Futures programs Expansion of Local Jobs for Local People program Additional Jobs Advocates
Silver	Major Roads Infrastructure	<ul style="list-style-type: none"> Upgrading Calder Freeway Duplicating Taylors Road Upgrading Robinsons Road Upgrading Ballarat Road Upgrading Sydenham Road
Bronze	Local Business Support	<ul style="list-style-type: none"> Dedicated COVID recovery package Investment into outdoor activation, events and the visitor economy COVID compliance support and assistance
Bronze	Climate Emergency	<ul style="list-style-type: none"> Declaration of a climate emergency Establishment of a National Renewable Energy Target of 100% for 2030 Declaration of a price on carbon pollution Increased urban forest canopy cover
BAU	Melbourne Airport Third Runway	<ul style="list-style-type: none"> Engagement with Australian Government and Melbourne Airport representatives to fully understand the impacts upon Brimbank, and consider measures to mitigate noise and other negative effects on the environment, infrastructure and communities
BAU	Major parks	<ul style="list-style-type: none"> Activate existing parks Create more pocket parks Establish more walking trails

Priority	Item	Incorporating
BAU	Gambling and electronic gaming machines	Minimise the detrimental social and economic impacts of electronic gaming machines and other forms of digital gambling
BAU	Calder Park Station	Construction of a new train station and 'Park and Ride' facility at Calder Park

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.

Over the year Council undertook 25 separate consultations including Let's Talk Brimbank – a new initiative for community members to come and meet their local councillors and discuss their ideas and issues in their area.

One of the key consultations for the year was on the 10 year Asset Management Plan. A Community Panel was established and helped to develop the document through a process of deliberative engagement.

Advisory committees and community consultative/reference committees

Council benefits from a number of advisory, consultative and reference committees with external representation. Council's Audit and Risk Committee, continues to meet quarterly in order to provide oversight of Council's internal and external audit activities. For more information on Council's Community Consultative/Reference Committees see the Governance section.

Consultation modes

Consultation opportunities were widely publicised via:

- Local newspapers, via media alerts and media releases distributed to local media for coverage, Council advertorials in the local paper and Council newsletters
- Promotional posters and flyers
- The dedicated Your Say Brimbank 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.

Volunteering Australia defined volunteering in 2015 as 'time willingly given for the common good and without financial gain'.

At the end of 2021-2022, 258 people were registered as volunteers with Brimbank City Council – down from the previous year of 348.

Many volunteers took a break in 2021, when volunteer programs were scaled back during COVID-19 for safety reasons. Throughout the 2021 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 2021, as more people feel comfortable returning to their former roles and taking up new opportunities.

Our volunteers range in age from 19 to 89, come from 47 different countries and speak more than 48 languages. Brimbank's longest serving volunteer has been with Council for 25 years.

Some of the volunteering roles within Brimbank include:

- Community Register
- Friends of groups
- Home Library Service
- Social support programs
- Disability Network Group
- Westvale Men's Shed
- L2P Learner Driver Mentor Program.

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

Awards

November 2021

Sunshine project gets top marks in Mainstreet Australia Awards

Brimbank won the Main Street Public Space and Streetscape Design Award for the Civic Green project in Hampshire Road, Sunshine.

This transformational urban design project was delivered under COVID-19 restrictions and highlights the importance of quality streetscape design that supports the community and traders.

St Albans Business Association received an award for Program Initiative, Activity or Event Award: With a budget under \$100k for the Digital Lunar New Year Festival 2021.

Western Melbourne Tourism (WMT) won the award for Best COVID-19 Response Initiative in a Main Street for the delivery of Westside Crawls, which are moveable feasts showcasing our culinary gems. These events involved a collaboration between Melbourne Food and Wine Festival, WMT and six councils, including Brimbank.

Restaurants in Sunshine and St Albans Town Centres participated in two crawls in March 2021 with support from Council.

December 2021

Planning Institute Award highlights collaboration between councils

East Gippsland Shire Council and Brimbank City Council have jointly won a Planning Institute of Australia Innovation Award for Planning Excellence in improving planning processes.

In October 2020 Brimbank and East Gippsland entered into a Memorandum of Understanding for three statutory planning officers at Brimbank to assist East Gippsland with assessing planning applications.

East Gippsland had a significant backlog of applications following bushfires that devastated the area the previous summer. At the same time, a reduction in application numbers at Brimbank due to the pandemic meant that planners had capacity to assist.

The sharing of planning resources across the two councils was recognised as an innovative partnership that has successfully built capacity and skills across local government planning.

January 2022

Brimbank leisure centres shine at ARV Awards

Brimbank leisure centres were strongly represented across a range of categories at the Aquatics and Recreation Victoria (ARV) Awards.

They were named the winners of the:

- Sustainability Award
- Marketing and Communications Award – Digital Transformation
- Swim School Award for Sunshine Leisure Centre.

With the assistance of Council's sustainability team, Brimbank Leisure Centre were able to demonstrate a significant commitment to sustainable operational practices with 14 initiatives that demonstrated a reduction in carbon emissions and excessive water usage.

Over a two year period, the Sunshine Leisure Centre was able to reduce electricity usage through initiatives like solar panel farms on the outdoor pool grandstand and multi-deck car park. The reverse osmosis plant also reduced usage from mains water.

This is the second year in a row that Brimbank has won the ARV Sustainability Award.

June 2022

Keilor Police Hut project commended for conservation excellence

Brimbank's Keilor Police Hut, a heritage structure of state significance, won a prestigious award at the Australian Institute of Architects Victorian Awards 2022 for its conservation and relocation project.

Imported into Australia during the Gold Rush, this corrugated iron-clad heritage building is one of the very few surviving examples of a 1850s pre-fabricated building in Victoria.

This award-winning project saw the reconstruction and restoration of the portable structure from its previous site on the Calder Highway, Keilor North, to the Harrick's Cottage site in Keilor Park.

The project was co-funded by Brimbank Council and \$200,000 from the State Government's *Living Heritage Grants program*.

Brimbank Council led the project, with support from the Keilor Historical Society. Andronas Conservation Architecture, principal architects tasked with overseeing the conservation, won the Architecture Award for Heritage – Conservation.

June 2022

Brimbank's Sunvale Community Park nominated for prestigious global award

Brimbank Council's Sunvale Community Park was nominated as a finalist in the first-ever International Association of Horticultural Producers (AIPH), World Green City Awards 2022.

The awards program celebrates worldwide projects that are transforming our world into a greener and healthier place to live. Specifically, it recognises initiatives relying on a greater use of plants and nature to create better city environments.

Brimbank Council was nominated under the category 'Living Green for Health and Wellbeing'. This award category highlights projects that address the medical, behavioural and social determinants of health for residents.

Sunvale Community Park, in the heart of Sunshine, was developed under Council's award-winning Creating Better Parks Policy and Plan.

The park offers so much diversity with plenty of green space for active and recreational play, a skate park, Indigenous art work, an edible garden as well as sheltered areas for social gatherings.

June 2022

Sunshine's transformational Civic Green scores another award

Brimbank's new Civic Green in Sunshine won an Australian Institute of Landscape Architects (AILA) Award in the Victorian category, 'Civic Landscape'.

Council was recognised again, following the Mainstream award in 2021, for its streetscape design and accessibility of local outdoor space creating a more connected and vibrant space.

Council worked closely with local businesses and community members to transform a once car dominated streetscape into an exciting new public space for the community and local traders. The Civic Green is on the main street of Hampshire Road, between Devonshire Road and Bennett Place, and is an attractive shaded area with feature paving, trees, better seating and lighting and an open space for larger community events and footpath trading.

This project is a culmination of years of planning and design, transforming the heart of Sunshine through the delivery of the Hampshire Road Master Plan.

June 2022

Renewable electricity collaboration wins excellence award

Brimbank City Council was part of a project that was recognised at the LG Pro Awards for Excellence.

The Victorian Energy Collaboration (VECO) won the Sustainability Initiative Category at the awards ceremony recently held at the Melbourne Convention Centre.

Brimbank is one of 46 Victorian councils signed onto VECO – the largest ever emissions reduction project by local government in Australia.

VECO, led by Darebin City Council, provides these councils their electricity requirement with 100 per cent renewables, reducing greenhouse emissions by 260,000 tonnes of CO₂-E every year. That's the equivalent of powering 48,000 homes with renewables, or removing emissions from 90,000 cars every year.

Additionally – the collaboration has reduced each of the council's current energy bills by using clean renewable energy generated right here in Victoria.

Since joining VECO back in July 2021, Brimbank Council has powered all its electricity needs with 100 per cent renewable energy, including street lights and buildings large and small.

The Western Alliance for Greenhouse Action has provided local leadership and management of this significant sustainability initiative and helped secure long-term renewable electricity contracts for VECO members.

June 2022

Brimbank wins LGPro Award for maternal and child health safety program

Brimbank Council was the winner of the LGPro Awards for Excellence in the Service Delivery Initiative category for the Brimbank Maternal and Child Health Team Safer Families in Brimbank program.

Early parenthood is a time of heightened family violence risk; one in five women reports intimate partner violence in the year after giving birth.

For this reason, Brimbank introduced a new role to the Council: a qualified and experienced Family Safety Practitioner.

The role supports families experiencing or at risk of family violence through the development and implementation of tailored family interventions, the provision of secondary consultation and support to Maternal and Child Health and Early Years staff, the building of capacity in Early Years services and of the service sector, its connections, and its referral pathways.

Since late 2018, 346 women have engaged with Brimbank's Family Safety Practitioner. These women are now in safer spaces having benefitted from building trust, risk assessments and safety plans, and being supported to access counselling, parenting programs, child protection, and safe housing. Others were assisted to engage with justice and legal interventions while some required immediate help to leave their homes.

Performance Statement

For the year ended 30 June 2022

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 201,680 makes it one of the most populous municipalities in Greater Melbourne.

Sustainable Capacity Indicators

For the year ended 30 June 2022

Indicator / measure [formula]	Results				Comment
	2019	2020	2021	2022	
Population					
C1 Expenses per head of municipal population [Total expenses / Municipal population]	\$920.43	\$970.77	\$986.30	\$1,026.73	Brimbank City Council is committed to minimising expenses where possible while ensuring essential services are available. The result is in line with previous years and remains in the range set by Council.
C2 Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$7,714.33	\$7,823.67	\$8,071.55	\$8,973.69	Brimbank City Council endeavours to deliver efficient and effective financial management. The expenditure on infrastructure has increased with the construction of major projects such as the new Brimbank Aquatic and Wellness Centre. The result is in the range expected by Council.
C3 Population density per length of road [Municipal population / Kilometres of local roads]	229.61	230.50	230.11	225.59	Brimbank City Council places strong emphasis on maintaining a road network that services the requirements of our community. This result is consistent with previous years and remains in the range expected by Council.
Own-source revenue					
C4 Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$879.81	\$864.74	\$863.39	\$921.85	Brimbank City Council is committed to high quality revenue management. The increased result in 2021/2022 reflects a return to delivering income generating activities such as leisure centres (which were frequently impacted by COVID-19 lockdowns over the past two years). This result remains in the range expected by Council.
Recurrent grants					
C5 Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$132.07	\$121.18	\$124.30	\$151.92	2021/2022 saw an increase in grants due to the Commonwealth Government bringing forward approximately 75% of the 2022-23 financial assistance grant payments to the 2021-22 financial year. This result remains in the range expected by Council.
Disadvantage					
C6 Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage]	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. These results have remained consistent over the past four years.
Workforce turnover					
C7 Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.4%	12.5%	12.9%	13.8%	Brimbank City Council saw a slight increase in staff turnover during the 2021-2022 financial year. The result is in the range expected by Council.

Service Performance Indicators

For the year ended 30 June 2022

Service/indicator/measure [formula]	Results				Comment
	2019	2020	2021	2022	
Aquatic Facilities					
Utilisation					
AF6 <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	2.83	1.98	0.81	1.48	Brimbank City Council saw almost 300,000 visits to Sunshine Leisure Centre throughout 2021/2022. This is an increase in visits compared to 2020/2021 due to the impact of COVID-19 lockdowns. Despite COVID-19 closures from July to October 2021 of indoor facilities, there was some usage of the outdoor pool before a full centre re-opening at the start of November. Swim school returned to pre-lockdown numbers by February 2022 and, in April 2022, the Centre recorded high rates of swim school enrolments. This result remains within the range expected by Council. Find out more about our leisure centres at https://www.brimbank.vic.gov.au/leisure-parks-and-facilities
Animal Management					
Health and safety					
AM7 <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	100%	100%	75%	Brimbank City Council investigates all issues under the Domestic Animals Act (1994) and, where supportive evidence is available, actively prosecutes these matters. Due to unforeseen personal circumstances Council withdrew one of four prosecutions. This result remains within the range expected by Council. Find out more about animal management at Brimbank www.brimbank.vic.gov.au/pets-and-animals
Food Safety					
Health and safety					
FS4 <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	100.00%	Brimbank City Council delivers a cost efficient food safety service with results demonstrating the speed by which all critical and major non-compliance notifications were actioned in the 2021/2022 reporting period. 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 <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	59	58	61	59	This result is reported from the independent annual Community Satisfaction Survey. This result is a moderate decrease from the previous year and remains within the range expected by Council. Find out more about the Annual Community Satisfaction Survey brimbank.vic.gov.au/council/about-brimbank-council-and-community/brimbank-community-profile
Libraries					
Participation					
LB4 <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	12.01%	20.27%	11.97%	11.69%	Brimbank City Council remains committed to the delivery of accessible library services. The relatively low number of active borrowers in 2021/2022 can be attributed to continued community fear and uncertainty about returning to public facilities due to the ongoing COVID-19 pandemic. Council continues to provide the library collection via alternative service models and has noticed an increase in residents taking up digital access options. This result remains within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au
Maternal and Child Health (MCH)					
Participation					

PERFORMANCE STATEMENT

<p>MC4 <i>Participation in the MCH service</i></p>	70.49%	68.92%	63.05%	61.37%	<p>Brimbank City Council is committed to providing high quality Maternal and Child Health (MCH) services. This 2021/2022 result is lower than the expected range due to the impacts of COVID-19 on the MCH workforce. Council provided MCH staff to support the State Government Stage 4 – Code Brown surge at Western Health for six weeks as well as supporting Melton City Council when high birth rates and critical staff shortages. This reduced the number of locally available appointments within our own MCH service and saw available appointments prioritised to Aboriginal and Torres Strait Islander clients and clients identified as vulnerable. More information about the Maternal Child Health Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health</p>
<p>Participation MC5 <i>Participation in the MCH service by Aboriginal children</i></p> <p>[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</p>	55.26%	70.00%	71.72%	76.76%	<p>Brimbank City Council is committed to providing high quality Maternal and Child Health (MCH) services. The number of Aboriginal and Torres Strait Islander (ATSI) clients increased in 2021/2022. This can be attributed to a Best Start initiative which improved identification and recording of ATSI clients in our data base. With improved identification, MCH staff were able to prioritise service delivery to these clients. This result remains in the range set by Council. More information about the Maternal Child Health Service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health</p>
<p>Roads Satisfaction R5 <i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	63	60	64	62	<p>This result is reported from the independent annual Community Satisfaction Survey. The result is a moderate decrease from the previous year and remains within the range expected by Council. Find out more about the Annual Community Satisfaction Survey brimbank.vic.gov.au/council/about-brimbank-council-and-community/brimbank-community-profile</p>
<p>Statutory Planning Decision making SP4 <i>Council planning decisions upheld at VCAT</i></p> <p>[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</p>	52.63%	55.56%	60.87%	50.00%	<p>Brimbank City Council is committed to providing an efficient and effective statutory planning service. The percentage of application decisions upheld at VCAT were less than previous years, however Council has a very low number of VCAT appeals each year due to the work that we do in resolving issues when assessing applications. In 2021/2022 only 20 planning applications were considered at VCAT, of which eight resulted in consent orders, six Council decisions were upheld and six were overturned. 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</p>
<p>Waste Collection Waste diversion WC5 <i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	38.01%	41.41%	40.60%	41.46%	<p>Brimbank City Council continues to provide an efficient kerbside recyclables collection service for our community, with Council's waste diversion rate from landfill increasing slightly when compared to last year's figure. 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</p>

PERFORMANCE STATEMENT

Financial Performance Indicators

For the year ended 30 June 2022

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments	
	2019	2020	2021	2022	2023	2024	2025	2026		
Efficiency										
<i>Expenditure level</i>										
E2	Expenses per property assessment	\$2,462.90	\$2,607.67	\$2,599.91	\$2,621.14	\$2,820.31	\$2,867.63	\$2,902.19	\$2,984.83	Brimbank City Council continues to provide an efficient property assessment service. The result has increased slightly in 2021/2022, however it remains in line with previous years and the range expected by Council.
	[Total expenses / Number of property assessments]									
<i>Revenue level</i>										
E4	Average rate per property assessment	New in 2020	\$1,679.09	\$1,668.52	\$1,703.13	\$1,721.80	\$2,193.26	\$2,221.56	\$2,278.40	Brimbank City Council continues to provide an efficient property assessment service. The minimal rate increase is within the Victorian Government Rate Cap and the range expected by Council.
	[Total rate revenue (general rates and municipal charges) / Number of property assessments]									
Liquidity										
<i>Working capital</i>										
L1	Current assets compared to current liabilities	161.79%	182.94%	174.23%	175.65%	173.12%	160.31%	127.38%	133.76%	Brimbank City Council places high value on the effective management of Council's assets and liabilities. The current assets and working capital ratio are similar to previous years. It is anticipated these figures will reduce as our carry forward capital works will be lower in future years. The result is in the range expected by Council.
	[Current assets / Current liabilities] x100									
<i>Unrestricted cash</i>										
L2	Unrestricted cash compared to current liabilities	41.46%	50.16%	67.27%	37.63%	122.45%	111.45%	90.19%	88.36%	Brimbank City Council places high value on effective management of Council assets and liabilities. The 2021/2022 cash balance has decreased since the last financial year. This is due to the prior year including the drawdown of a \$33m loan towards the end of the year to fund capital works across. The result is in the range expected by Council.
	[Unrestricted cash / Current liabilities] x100									
Obligations										
<i>Loans and borrowings</i>										
O2	Loans and borrowings compared to rates	39.60%	39.50%	54.25%	54.52%	50.78%	47.87%	48.65%	36.51%	Brimbank City Council places strong emphasis on efficient and effective financial management, including management of loans and borrowings. The 2021/2022 result is in line with last year as borrowings have been similar to repayments. The result is in the range expected by Council.
	[Interest bearing loans and borrowings / Rate revenue] x100									
O3	Loans and borrowings repayments compared to rates	2.90%	21.30%	4.93%	6.59%	7.25%	6.41%	6.98%	18.64%	Brimbank City Council places strong emphasis on efficient and effective financial management, including management loans and borrowings. The repayments figure increased in 2021/2022, reflecting an increase in repayments of loans to fund capital works. This result remains in the range set by Council.
	[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									
<i>Indebtedness</i>										

PERFORMANCE STATEMENT (ANNUAL REPORT INSERT)

O4	<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100 Asset renewal and upgrade	20.75%	39.05%	52.11%	50.93%	44.63%	40.71%	30.99%	29.48%	Brimbank City Council places strong emphasis on efficient and effective financial management. There was a slight decrease in this measure in 2021/2022, however this is still within the range expected by Council.
O5	<i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	103.26%	106.99%	112.50%	89.39%	80.40%	80.69%	68.54%	Brimbank City Council places strong emphasis on the ongoing renewal and upgrade of assets and has obtained resourcing for a number asset renewal projects over the past few years. The increase in the 2021/2022 result reflects an increase in the number of asset renewals, however there is a decrease in the renewal in the forecast. The result is in the range expected by Council.
Operating position										
Adjusted underlying result										
OP1	<i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	9.60%	2.22%	2.84%	8.49%	1.73%	3.18%	3.10%	2.60%	Brimbank City Council is in a strong position to continue to meet its financial obligations. This result has improved due to operating grants and fees charges from the previous financial year. It is projected this result may decrease as forecast figures see increases in employee and materials costs. The result is in the range expected by Council.
Stability										
Rates concentration										
S1	<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100 Rates effort	72.79%	76.41%	78.38%	73.80%	74.70%	74.05%	74.17%	74.35%	Brimbank City Council endeavours to manage revenue and rates efficiently. The 2021/2022 financial year saw a decrease in rates compared to revenue, reflecting increases in grant, fees and charges income. The result is in the range expected by Council.
S2	<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.31%	0.32%	0.33%	0.32%	0.33%	0.33%	0.33%	0.33%	Brimbank City Council continues to ensure rating levels are based on the community's capacity to pay and within the State Government rate cap limits. Rates, as a whole, includes general rates and municipal and environmental charges. This result remains in the range set by Council.

Retired indicators		Results	
Service / indicator / measure		2019	Comment
AM4	Animal Management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	24	This measure was replaced by <i>Animal management prosecutions</i> (%) for 2020.
E1	Efficiency Revenue level <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,658.43	This measure was replaced by <i>Average rate per property assessment</i> for 2020.
O1	Obligations Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	66.43%	This measure was replaced by <i>Asset renewal and upgrade compared to depreciation</i> for 2020.

Other Information

For the year ended 30 June 2022

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 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

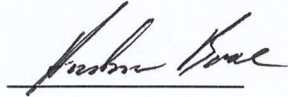
Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

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 2020* 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 23 June 2022 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 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Andrew Brae CA

Principal Accounting Officer

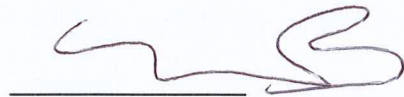
Dated: 20 September 2022

In our opinion, the accompanying performance statement of the Brimbank City Council for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 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 2020* to certify this performance statement in its final form.



**Sarah Branton
Councillor**

Dated: 20 September 2022



**Jae Papalia
Councillor**

Dated: 20 September 2022



**Fiona Blair
Chief Executive Officer**

Dated: 20 September 2022

Independent Auditor's Report

To the Councillors of Brimbank City Council

Opinion	<p>I have audited the accompanying performance statement of Brimbank City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of the performance statement. <p>In my opinion, the performance statement of Brimbank City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the 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 the 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
6 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

BRIMBANK CITY COUNCIL

ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2022

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A Plain English Guide to the Annual Financial Report

Understanding the Financial Report

Introduction

The Financial Report is a key report produced by Brimbank City Council. It shows how Council performed financially during the 2021-2022 financial year and the overall position at the end of the financial year (30 June 2022).

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 2020* and the *Local Government (Planning and Reporting) Regulations 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 expenses.

2. Balance Sheet

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

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

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

The components of the Balance Sheet are described here:

Current and Non-Current Assets

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

Current and Non-Current Liabilities

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

Net Assets

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

Total Equity

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

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

3. Statement of Changes in Equity

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

The main reasons for a change in equity stem from:

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

4. Statement of Cash Flows

The Cash Flow Statement summarises what has happened during the year in terms of cash payments and cash receipts and the level of cash at the end of the financial year.

The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

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

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

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

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

5. Statement of Capital Works

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

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

Notes to Financial Statements

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

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

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

The notes include:

- Performance against budget (Note 2)
- Analysis of Council results by program (Note 2)

- Funding for the delivery of our services (Note 3)
- The cost of delivering services (Note 4)
- Our financial position (Note 5)
- Assets we manage (Note 6)
- People and relationships (Note 7)
- Managing uncertainties (Note 8)
- Other matters (Note 9)
- Change in accounting policy (Note 10)

Certification Pages

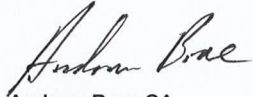
The Financial Statements require certification under the *Local Government Act 2020*. The certification is made by a combination of the Principal Accounting Officer, Brimbank Mayor, Brimbank Councillor and Chief Executive Officer, on behalf of Council, as a written undertaking that the Statements are 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 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Andrew Brae CA

Principal Accounting Officer

Date: 20 September 2022

Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of Brimbank City Council for the year ended 30 June 2022 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 2020* to certify the financial statements in their final form.



Sarah Branton

Councillor

Date: 20 September 2022

Melbourne



Jae Papalia

Councillor

Date: 20 September 2022

Melbourne



Fiona Blair

Chief Executive Officer

Date: 20 September 2022

Melbourne

Independent Auditor's Report

To the Councillors of Brimbank City Council

Opinion	<p>I have audited the financial report of Brimbank City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 <i>Code of Ethics for Professional Accountants</i> (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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, 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.</p> <p>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.</p>

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
6 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Brimbank City Council
Comprehensive Income Statement for the Year Ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	166,994	164,069
Statutory fees and fines	3.2	6,273	5,057
User fees	3.3	5,262	4,472
Grant - operating	3.4	32,354	30,467
Grant - capital	3.4	15,835	5,942
Contributions - monetary	3.5	6,887	4,365
Contributions - non-monetary	3.5	2,534	9,478
Net gain on disposal of property, infrastructure, plant and equipment	3.6	480	-
Other income	3.7	6,910	6,200
Total income		243,529	230,050
Expenses			
Employee costs	4.1	87,172	91,140
Materials and services	4.2	67,899	60,866
Depreciation	4.3	43,597	41,807
Amortisation - right of use assets	4.4	1,790	1,471
Bad and doubtful debts	4.5	540	685
Borrowing costs	4.6	2,182	1,920
Finance costs - leases	4.7	255	264
Net loss on disposal of property, infrastructure, plant and equipment	3.6	-	3,789
Other expenses	4.8	3,635	3,451
Total expenses		207,070	205,393
Surplus/(deficit) for the year		36,459	24,657
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	223,818	(27,670)
Total other comprehensive income		223,818	(27,670)
Total comprehensive result		260,277	(3,013)

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

**Brimbank City Council
Balance Sheet as at 30 June 2022**

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	86,438	96,388
Trade and other receivables	5.1	41,499	39,642
Inventories	5.2	139	110
Non-current assets classified as held for sale	6.1	-	450
Other assets	5.2	1,205	2,122
Total current assets		129,281	138,712
Non-current assets			
Trade and other receivables	5.1	76	115
Right-of-use assets	5.8	5,555	5,148
Property, infrastructure, plant and equipment	6.2	2,650,811	2,386,489
Total non-current assets		2,656,442	2,391,752
Total assets		2,785,723	2,530,464
Liabilities			
Current liabilities			
Trade and other payables	5.3	20,179	21,941
Trust funds and deposits	5.3	7,233	6,902
Unearned income	5.3	11,543	16,106
Provisions	5.5	23,166	24,298
Interest-bearing liabilities	5.4	9,784	8,841
Lease liabilities	5.8	1,696	1,525
Total current liabilities		73,601	79,613
Non-current liabilities			
Trust funds and deposits	5.3	7,448	6,905
Provisions	5.5	1,955	2,185
Interest-bearing liabilities	5.4	81,264	81,048
Lease liabilities	5.8	4,023	3,558
Total non-current liabilities		94,690	93,696
Total liabilities		168,291	173,309
Net assets		2,617,432	2,357,155
Equity			
Accumulated surplus		1,093,453	1,063,541
Reserves	9.1	1,523,979	1,293,614
Total equity		2,617,432	2,357,155

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

Brimbank City Council
Statement of Changes in Equity for the Year Ended 30 June 2022

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022					
Balance at beginning of the financial year		2,357,155	1,063,541	1,268,238	25,376
Surplus/(deficit) for the year		36,459	36,459	-	-
Net asset revaluation increment/(decrement)	9.1	223,818	-	223,818	-
Transfers to other reserves	9.1	-	(6,625)	-	6,625
Transfers from other reserves	9.1	-	78	-	(78)
Balance at end of the financial year		2,617,432	1,093,453	1,492,056	31,923

	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)	-
Transfer 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

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

Brimbank City Council
Statement of Cash Flows for the Year Ended 30 June 2022

		2022	2021
	Note	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		165,006	165,161
Statutory fees and fines		5,363	4,745
User fees		5,006	4,900
Grants - operating		31,241	31,816
Grants - capital		12,752	18,085
Contributions - monetary		7,778	3,919
Interest received		2,526	2,163
Trust funds and deposits taken		2,136	2,391
Other receipts		4,975	4,368
Net GST refund/(payment)		6,104	4,625
Employee costs		(87,549)	(90,058)
Materials and services		(76,681)	(69,299)
Trust funds and deposits repaid		(1,408)	(1,936)
Other payments		(3,748)	(3,489)
Net cash provided by/(used in) operating activities	9.2	73,501	77,391
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(82,238)	(80,501)
Proceeds from sale of property, infrastructure, plant and equipment		1,601	857
Payments for investments		-	-
Net cash provided by/(used in) investing activities		(80,637)	(79,644)
Cash flows from financing activities			
Finance costs		(2,157)	(1,936)
Proceeds from borrowings		10,000	33,350
Repayment of borrowings		(8,841)	(6,241)
Interest paid - lease liability		(255)	(264)
Repayment of lease liabilities		(1,561)	(1,511)
Net cash provided by/(used in) financing activities		(2,814)	23,398
Net increase/(decrease) in cash and cash equivalents		(9,950)	21,145
Cash and cash equivalents at the beginning of the financial year		96,388	75,243
Cash and cash equivalents at the end of the financial year	5.1	86,438	96,388
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.

Brimbank City Council
Statement of Capital Works for the Year Ended 30 June 2022

	2022 \$'000	2021 \$'000
Property		
Land	63	196
Buildings	41,291	36,225
Total property	41,354	36,421
Plant and equipment		
Plant, machinery and equipment	3,531	2,129
Computers and telecommunications	1,035	64
Library books	919	758
Total plant and equipment	5,485	2,951
Infrastructure		
Roads	17,862	25,843
Footpaths and cycleways	4,457	950
Drainage	458	1,160
Parks, open space and streetscapes	10,266	9,264
Recreational, leisure and community facilities	2,356	3,912
Total infrastructure	35,399	41,129
Total capital works expenditure	82,238	80,501
Represented by:		
New asset expenditure	33,193	35,773
Asset renewal expenditure	36,683	29,929
Asset upgrade expenditure	12,362	14,799
Total capital works expenditure	82,238	80,501

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

Brimbank City Council

Notes to the Financial Report for the Year Ended 30 June 2022

Note 1 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 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, 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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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
- 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.

(b) Impact of Covid-19

During 2021-22 the COVID-19 pandemic continued to impact on Council's operations compared to the pre COVID-19 financial year ending 2019. Council has noted the following significant impacts on its financial operations:

Revenue reductions -

- Parking and compliance - decline in parking and planning compliance infringements - \$1.46 million;
- Closure of community facilities - neighbourhood houses, libraries, Keilor basketball stadium, sporting facilities, golf course and other community facilities - \$0.88 million;
- Leisure Centres - loss of income due to closure of Sunshine leisure centre and other leisure centres within the municipality - \$0.41 million;
- Environmental health reduction and immunisation services - \$0.02 million.

Expense reductions -

- Security, cleaning and other building maintenance expenditure - building closures largely in Libraries, Arts & Cultural Development - \$0.51 million;
- Catering, functions and training - increased number of meetings, training for staff, seminars and other events conducted online or cancelled - \$0.38 million;
- Stationery, photocopying, binding, laminating, printing charges and postage – due to staff working remotely and not having access or requiring these services - \$0.24 million;
- Taxi, travel and other vehicle related expenses - reduced ability to travel (associated with lockdowns) - \$0.15 million;
- Telecommunication and other IT related expenditure - \$0.14 million due to staff working remotely.

Note 2.1 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 2020* 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 15 June 2021. 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 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income and expenditure

	Budget 2022 \$'000	Actuals 2022 \$'000	Variance \$'000	Variance %	Ref
Income					
Rates and charges	166,743	166,994	251	0%	
Statutory fees and fines	8,291	6,273	(2,018)	-24%	1
User fees	7,921	5,262	(2,659)	-34%	2
Grant - operating	25,756	32,354	6,598	26%	3
Grant - capital	15,510	15,835	325	2%	
Contributions - monetary	3,533	6,887	3,354	95%	4
Contributions - non-monetary	1,000	2,534	1,534	153%	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	204	480	276	135%	6
Other income	6,592	6,910	318	5%	
Total income	235,550	243,529	7,979	3%	
Expenses					
Employee costs	94,093	87,172	6,921	7%	7
Materials and services	72,540	67,899	4,641	6%	8
Bad and doubtful debts	950	540	410	43%	9
Depreciation	42,905	43,597	(692)	-2%	
Amortisation - right of use assets	1,358	1,790	(432)	-32%	10
Borrowing costs	2,148	2,182	(34)	-2%	
Finance costs - leases	183	255	(72)	-39%	11
Other expenses	3,793	3,635	158	4%	
Total expenses	217,970	207,070	10,900	5%	
Surplus/(deficit) for the year	17,580	36,459	18,879	107%	

2.1.1 Performance against budget - income and expenditure (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	The 2021/2022 year saw a reduction in Statutory Fees and Fines against the budget by \$2.02 million. This variance is primarily due to: <ul style="list-style-type: none"> • \$2.42 million less revenue from Fines and other statutory penalties relating to parking. • Reduction of business registration in the Environmental Health Services by \$0.27 million. The above variance is offset by some additional revenue in Building Services Group (\$0.20 million) and City Planning (\$0.25 million).
2	User fees	The 2021/2022 year saw a reduction in User Fees against the budget by \$2.66 million. This is predominately due to COVID-19 lock-downs in the following area's: <ul style="list-style-type: none"> • Sunshine and St Albans Leisure Centres ended the year with \$1.62 million less than expected revenue; • Reduction in Local Laws income for fines, Permit fees and application fees by \$0.41 million; • Facilities hire revenue declined by \$0.35 million predominantly in Neighbourhood Houses and Community Facilities; • Libraries income ended with a reduction in revenue by \$0.16 million.
3	Grant - operating	Grants Operating ended the year at \$6.60 million more than the budget. Mainly due to the early receipt of the VGC funding of \$4.2m. In addition to this, unbudgeted grants has contributed to this variance, mainly in the following areas: <ul style="list-style-type: none"> • funding received for domestic assistance, meals, flexible respite, centre based respite and personal care - \$0.80 million; • Community Connector Program - \$0.39 million; • Place Management - \$0.30 million; • Municipal tree planting program "More trees for cooler greener west" - \$0.25 million; • L2P program - \$0.11 million; • Kindergarten attendance projects - \$0.10 million. • After Dark Grant program in Libraries and the Living libraries infrastructure program - \$0.30 million; • Maternal & Child Health Service programs - \$0.27 million.
4	Contributions - monetary	Monetary contributions ended the year \$3.35 million more than the budget due to better than anticipated result against Public Open Space Contributions and Developer Contributions (\$2.59 million) and other contributions (\$0.90 million). This result is spurred on with the easing of COVID-19 restrictions.
5	Contributions - non-monetary	Non-monetary Contributions revenue is more than the budget by \$1.53 million. This relates to assets that arise out of new subdivisions within the municipality and are later vested to Council in a future year. Council has vested \$2.50 million worth of assets in the 2021-2022 year.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain/(loss) on disposal of property, infrastructure, plant and equipment is \$0.28 million more than the budget. The favourable variance is mainly due to income from sale of library books, fleet vehicles and IT equipment.

2.1.1 Performance against budget - income and expenditure (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
7	Employee costs	<p>Employee expenses were \$6.92 million less than the budget mainly due to delays in filling vacant positions across the Council.</p> <p>In addition some community based services contributed to this variance due to COVID-19 restrictions mainly in the following areas:</p> <ul style="list-style-type: none"> • Brimbank Aquatic & Wellness Centre \$1.40 million due to leisure centre closure; • Family Services in the areas of maternal and child health was underspent in the year by \$1.05 million; • Working For Victoria variance - \$0.91 million; • Reduction in the domestic assistance, planned activity group, community transport, meals, property maintenance and the other funded programs in Community Care of \$0.77 million; • Parks Services - \$0.51 million; • School crossing supervision and other local laws services in City Compliance Group of \$0.25 million; • Library closures \$0.24 million; • Neighbourhood house programs \$0.2million.
8	Materials and services	<p>Materials and services ended the year \$4.64 million less than the budget primarily due to:</p> <ul style="list-style-type: none"> • Licences and certificates under budget by \$1.63 million, driven by ICT program phasing out existing software and lower than anticipated implementation cost for Human Resource Information System software (HRIS); • Business Transformation program expenditure is less than the budget by \$0.98 million due to unprecedented delays in commencement of the projects; • External standard contract payments across the organisation is less than budget in hard waste recycling (\$0.86 million), activity centre high pressure clean (\$0.66 million) and tree services (\$0.12 million) due to less than expected activity; • Material expenditure is lower than budget mainly due to savings from environment (\$0.25 million) and playground support services (\$0.24 million) as a result of delays in commencement of programs; • Electricity expenditure is under budget by \$0.73 million due to reduction in building maintenance works (\$0.29m) and aquatic operations (\$0.27 million) due to closure of facilities; • Legal Fees are less than the budget by \$0.51 million due to reduced volume of legal cases. <p>This favourable variance is offset to some degree by the additional expenditure incurred on agency staff mainly in parks, green waste collection and IT support (\$3.43 million).</p>
9	Bad and doubtful debts	Bad and doubtful debts ended the year \$0.41 million less than the budget primarily due to decrease in infringement debts and related collectability issues.
10	Amortisation - right of use assets	Amortisation of right of use assets are higher than budgeted due to Council's lease arrangements for fleet vehicles by \$0.43 million.
11	Finance costs - leases	Finance costs - leases ended with \$0.07 million unfavourable to budget due to additional lease items taken up during the financial year.

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2022 \$'000	Actuals 2022 \$'000	Variance \$'000	Variance %	Ref
Property					
Land	-	63	(63)	-100%	12
Buildings	46,368	41,291	5,077	11%	13
Total property	46,368	41,354	5,014	11%	
Plant and equipment					
Plant, machinery and equipment	3,140	3,531	(391)	-12%	14
Computers and telecommunications	197	1,035	(838)	-425%	15
Library books	800	919	(119)	-15%	16
Total plant and equipment	4,137	5,485	(1,348)	-33%	
Infrastructure					
Roads	20,865	17,862	3,003	14%	17
Footpaths and cycleways	4,301	4,457	(156)	-4%	
Drainage	730	458	272	37%	18
Parks, open space and streetscapes	10,885	10,266	619	6%	
Recreational, leisure and community facilities	2,374	2,356	18	1%	
Total infrastructure	39,155	35,399	3,756	10%	
Total capital works expenditure	89,660	82,238	7,422	8%	
Represented by:					
New asset expenditure	46,527	33,193	13,334	29%	
Asset renewal expenditure	26,593	36,683	(10,090)	-38%	
Asset upgrade expenditure	16,540	12,362	4,178	25%	
Total capital works expenditure	89,660	82,238	7,422	8%	

(i) Explanations of material variations

Variance Ref	Item	Explanation
12	Land	This variation is related to the purchase of 1B Russelton Street, Keilor Park.
13	Buildings	Expenditure on Buildings ended the year \$5 million less than the budget. Material variances to budget include: <ul style="list-style-type: none"> • Brimbank Aquatic and Wellness Centre carried over to next financial year (\$2.5 million) with expected completion in September 2022; • Lloyd Reserve, Sunshine - new sports change rooms \$345,000; • Sunshine Leisure Centre, Sunshine - upgrade and renewal works \$682,000.
14	Plant, machinery and equipment	Expenditure on Plant, machinery and equipment ended the year \$391,000 over budget mainly due to expenditure for light commercial vehicles.
15	Computers and telecommunications	Expenditure on Computers and telecommunications ended the year \$0.838 million more than the budget. This was largely due to the acquisition of the following items: <ul style="list-style-type: none"> • Sunshine CCTV \$207,000; • Data Domain \$130,000; • Audio Visual Digital Display Systems \$110,000; • Servers, printers and kiosk replacement \$200,000.
16	Library books	Library books ended the year \$191,000 more than the budget due to COVID-19 lockdowns lifting and higher demand.
17	Roads	Expenditure on Roads is under budget by \$3.0 million mainly due to the following project not completed and carried forward to 2022/23: <ul style="list-style-type: none"> • Road Pavement Asphalt Overlay Projects - various locations \$3.0 million.
18	Drainage	Expenditure on Drainage is under budget by \$272,000 mainly due to the installation of water quality devices projects not completed and carried forward to 2022/23.

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 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.

2.2.2 Summary of income, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in Income	Total assets
2022	\$'000	\$'000	\$'000	\$'000	\$'000
CEO & Executive Services	-	879	(879)	-	-
Advocacy, Partnerships & Community	189	9,041	(8,852)	-	-
Organisational Excellence	208,837	63,842	144,995	34,905	130,509
Infrastructure and City Services	3,846	71,876	(68,030)	250	2,577,541
City Development	14,885	22,835	(7,950)	1,478	-
Community Wellbeing	15,772	38,597	(22,825)	11,556	77,673
	243,529	207,070	36,459	48,189	2,785,723

	Income	Expenses	Surplus/ (Deficit)	Grants included in Income	Total assets
2021	\$'000	\$'000	\$'000	\$'000	\$'000
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

	2022 \$'000	2021 \$'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 its market value of the land and improvements.		
The valuation base used to calculate general rates for 2021/22 was \$53.377 billion (2020/21 \$50.049 billion).		
General rates	127,515	124,961
Supplementary rates and rate adjustments	895	857
Municipal charge	6,137	5,995
Waste management charge	32,447	32,256
Total rates and charges	166,994	164,069
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021.		
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	1,996	1,251
Court recoveries	37	45
Town planning fees	1,598	1,336
Permits	542	460
Land information certificates	144	114
Registration	1,439	1,579
Other	517	272
Total statutory fees and fines	6,273	5,057
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	478	474
Leisure centre and recreation	2,965	1,956
Statutory planning	430	435
Building services	259	438
Waste management services	6	7
Valuation/supplementary	30	58
Non voter infringements	116	92
Land clearance	140	112
Local laws	194	261
Other	644	639
Total user fees	5,262	4,472

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.

	2022 \$'000	2021 \$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	25,111	18,700
State funded grants	23,078	17,709
Total grants received	48,189	36,409
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants	18,470	14,021
General home care	776	1,145
Other	1,247	1,516
Recurrent - State Government		
Community health	173	164
School crossing supervisors	642	664
Maternal and child health	3,381	2,816
Aged care	1,197	1,253
Family and children	917	790
General home care	618	239
Libraries and learning	1,424	1,329
Recreation	634	638
Other	28	177
Total recurrent operating grants	29,507	24,752
Non-recurrent - Commonwealth Government		
Libraries and learning	-	10
Other	-	20
Non-recurrent - State Government		
Libraries and learning	457	277
Recreation	391	181
Family and children	418	483
Planning and development	540	591
Working for Victoria	599	4,000
Other	442	153
Total non-recurrent operating grants	2,847	5,715
Total operating grants	32,354	30,467
(b) Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,132	1,133
Total recurrent capital grants	1,132	1,133
Non-recurrent - Commonwealth Government		
Roads	1,679	835
Recreational, leisure and community facilities	879	20
Other	928	-
Non-recurrent - State Government		
Libraries	-	-
Roads	1,900	240
Buildings	2,873	279
Parks, open space and streetscapes	5,895	1,073
Recreational, leisure and community facilities	549	2,362
Total non-recurrent capital grants	14,703	4,809
Total capital grants	15,835	5,942
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	7,276	7,469
Received during the financial year and remained unspent at balance date	11,186	7,276
Received in prior years and spent during the financial year	(7,276)	(7,469)
Balance at year end	11,186	7,276

	2022 \$'000	2021 \$'000
3.4 Funding from other levels of government (continued)		
(d) Recognition of grant income		
Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:		
- identifies each performance obligation relating to revenue under the contract/agreement		
- determines the transaction price		
- recognises a contract liability for its obligations under the agreement		
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.		
Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.		
Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.		
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	-	-
Specific purpose grants to acquire non-financial assets	-	-
Other specific purpose grants	9,324	12,685
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	2,219	3,421
	11,543	16,106
3.5 Contributions		
Monetary	6,887	4,365
Non-monetary	2,534	9,478
Total contributions	9,421	13,843
Contributions of non-monetary assets were received in relation to the following asset classes:		
Land	357	3,216
Infrastructure	2,177	6,262
Total non-monetary contributions	2,534	9,478
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	1,601	857
Written down value of assets disposed	(1,121)	(4,646)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	480	(3,789)
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	636	630
Insurance recovery	129	214
Subdivisional fees	64	235
Asset protection enforcement	16	37
Interest	2,525	2,163
Rent	1,620	1,343
Recovery	717	759
Rebates	77	63
Other	1,126	756
Total other income	6,910	6,200
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.		

	2022 \$'000	2021 \$'000
Note 4 The cost of delivering services		
4.1 (a) Employee costs		
Wages and salaries	78,085	82,540
Workcover	1,413	1,062
Superannuation contributions (refer below)	7,468	7,319
Fringe benefits tax	206	219
Total employee costs	87,172	91,140
(b) Superannuation contributions		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	613	715
	613	715
Employer contributions payable at reporting date	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,973	3,647
Employer contributions - other funds	2,882	2,957
	6,855	6,604
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	32,596	28,196
General maintenance	5,702	5,729
Materials and services	15,287	12,489
Consultants	2,252	2,564
Information technology	2,584	2,507
Insurance	2,410	2,366
Utilities	5,334	4,692
Other	1,734	2,323
Total materials and services	67,899	60,866
Expenses are recognised as they are incurred and reported in the financial year to which they relate.		
4.3 Depreciation		
Property	3,795	3,457
Plant and equipment	3,803	3,758
Infrastructure	35,999	34,592
Total depreciation	43,597	41,807
Refer to Note 6.2 for a more detailed breakdown of depreciation charges and accounting policy.		
4.4 Amortisation - right of use assets		
Vehicles	1,790	1,471
Total amortisation - right of use assets	1,790	1,471
Refer to Note 5.8 for a more detailed breakdown of amortisation charges.		

	2022 \$'000	2021 \$'000
4.5 Bad and doubtful debts		
Parking fine debtors	310	283
Rate debtors	-	43
Other debtors	230	359
Total bad and doubtful debts	540	685
Movement in provisions for doubtful debts		
<i>Parking infringements</i>		
Balance at the beginning of the year	2,475	2,282
New provisions recognised during the year	144	193
<i>Other debtors</i>		
Balance at the beginning of the year	1,083	827
New provisions recognised during the year	96	256
Balance at end of year	3,798	3,558
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	2,182	1,920
Total borrowing costs	2,182	1,920
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	255	264
Total finance costs	255	264
4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	57	65
Auditors' remuneration - internal audit	54	84
Councillors' allowance	478	468
Bank fees and charges	480	508
Pensioner rebate	387	384
Environmental protection	689	501
Community grants	833	506
Business grants	208	320
Other	449	615
Total other expenses	3,635	3,451

	2022 \$'000	2021 \$'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	15	13
Cash at bank	6,700	8,171
Cash at call	22,723	25,204
Term deposits	57,000	63,000
Total cash and cash equivalents	86,438	96,388
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits (Note 5.3)	14,681	13,807
Other reserve funds - Developer Contributions (Note 9.1)	12,576	7,329
Total restricted funds	27,257	21,136
Total unrestricted cash and cash equivalents	59,181	75,252
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
Cash held to fund carried forward capital works	20,296	14,418
Unexpended operating grants (Note 3.4)	11,186	7,276
Other reserve funds (excluding Developer Contributions) (Note 9.1)	19,347	18,047
Total funds subject to intended allocations	50,829	39,741
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		
<i>Statutory receivables</i>		
Rates debtors	27,569	25,516
Special rate assessment	3,011	3,132
Infringement debtors	5,595	5,067
Provision for doubtful debts - infringements	(2,618)	(2,473)
Net GST receivable	2,804	2,852
<i>Non statutory receivables</i>		
Other debtors	6,318	6,633
Provision for doubtful debts - other debtors	(1,180)	(1,085)
Total current trade and other receivables	41,499	39,642

	2022 \$'000	2021 \$'000
5.1 Financial assets (continued)		
(b) Trade and other receivables (continued)		
Non-current		
<i>Non statutory receivables</i>		
Other debtors	76	115
Total non-current trade and other receivables	76	115
Total trade and other receivables	41,575	39,757
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)	1,947	2,048
Past due by up to 30 days	302	137
Past due between 31 and 180 days	506	787
Past due between 181 and 365 days	308	139
Past due by more than 1 year	2,151	2,552
Total trade and other receivables	5,214	5,663
(d) Ageing of individually impaired receivables		
At balance date, other debtors representing financial assets with a nominal value of \$1,180,000 (2021: \$1,085,000) were impaired. The amount of the provision raised against these debtors was \$1,180,000 (2021: \$1,085,000). 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)	5	(1)
Past due by up to 30 days	-	(1)
Past due between 31 and 180 days	11	5
Past due between 181 and 365 days	11	20
Past due by more than 1 year	1,153	1,062
Total trade and other receivables	1,180	1,085
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	139	110
Inventories held for sale	-	-
Total inventories	139	110
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	784	1,799
Accrued income	421	308
Other	-	15
Total other assets	1,205	2,122

	2022 \$'000	2021 \$'000
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables		
Trade payables	15,496	14,424
Accrued expenses	4,683	7,517
Total trade and other payables	20,179	21,941
(b) Trust funds and deposits		
Current		
Refundable deposits	1,208	1,043
Fire services levy	5,418	5,240
Retention amounts	-	32
Other refundable deposits	607	587
	7,233	6,902
Non-current		
Refundable deposits	7,448	6,905
	7,448	6,905
Aggregate amount of trust funds and deposits:		
Current	7,233	6,902
Non-current	7,448	6,905
Total trust funds and deposits	14,681	13,807
(c) Unearned income		
Grants received in advance - operating	2,219	3,421
Grants received in advance - capital	9,324	12,685
Total unearned income	11,543	16,106

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of funding for mainly capital projects. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

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.

	2022 \$'000	2021 \$'000
5.4 Interest-bearing liabilities		
Current		
Other borrowings - secured	8,946	8,841
Treasury Corporation of Victoria borrowings - secured	838	-
	9,784	8,841
Non-current		
Other borrowings - secured	72,102	81,048
Treasury Corporation of Victoria borrowings - secured	9,162	-
	81,264	81,048
Total interest-bearing liabilities	91,048	89,889
Borrowings are secured by a deed of charge over Councils rate revenue.		
(a) The maturity profile for Council's borrowings is:		
Not later than one year	9,784	8,841
Later than one year and not later than five years	53,197	51,303
Later than five years	28,067	29,745
	91,048	89,889

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.

5.5 Provisions

	Annual leave \$'000	Sick leave (vesting) \$'000	Long service leave \$'000	Total \$'000
2022				
Balance at beginning of the financial year	9,839	337	16,307	26,483
Additional provisions	5,012	1	2,119	7,132
Amounts used	(5,633)	(9)	(2,228)	(7,870)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	513	-	(1,137)	(624)
Balance at the end of the financial year	9,731	329	15,061	25,121
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

	2022 \$'000	2021 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	6,310	6,588
Sick leave	329	337
Long service leave	496	490
	7,135	7,415
Current provisions expected to be wholly settled after 12 months		
Annual leave	3,421	3,251
Long service leave	12,610	13,632
	16,031	16,883
Total current employee provisions	23,166	24,298
Non-current		
Long service leave	1,955	2,185
Total non-current employee provisions	1,955	2,185
Aggregate carrying amount of employee provisions:		
Current	23,166	24,298
Non-current	1,955	2,185
Total aggregate carrying amount of employee provisions	25,121	26,483

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

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement.

Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

	2022 %	2021 %
Key assumptions:		
- discount rate	3.330%	0.881%
- index rate	3.850%	2.950%

	2022 \$'000	2021 \$'000
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2022:		
Bank overdraft	3,000	3,000
Credit card facilities	1,000	1,000
Treasury Corporation of Victoria facilities	-	-
Other facilities	-	-
Total facilities	4,000	4,000
Used facilities	(177)	(113)
Unused facilities	3,823	3,887

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 inclusive of GST payable.

Commitments for expenditure

	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
2022					
Operating					
Information systems and technology	1,512	915	411	2,257	5,095
Meals for delivery	725	724	906	-	2,355
Environmental services	203	196	150	-	549
Organic refuse collection	531	531	1,416	-	2,478
Hard waste collection	120	110	-	-	230
Internal audit services	61	61	36	-	158
Valuation services	134	48	-	-	182
Community health	1,715	1,715	3,205	-	6,635
Security services	212	153	-	-	365
Leisure services	236	185	556	187	1,164
Cleaning council facilities and built assets	584	584	1,021	-	2,189
Insurance	38	35	-	-	73
Lease	1,464	1,421	3,263	300	6,448
Plant and equipment	389	175	-	-	564
Total	7,924	6,853	10,964	2,744	28,485
Capital					
Roads	602	52	9	-	663
Drainage	560	237	-	-	797
Open space	4,295	1,184	1,681	-	7,160
Buildings	2,596	138	-	-	2,734
Total	8,053	1,611	1,690	-	11,354

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
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

5.8 Leases

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

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

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

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

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

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

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

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

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

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

5.8 Leases (continued)

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.

	Vehicles \$'000	Total \$'000
Right-of-use assets		
Balance at 1 July 2021	5,148	5,148
Additions	2,197	2,197
Amortisation charge	(1,790)	(1,790)
Balance at 30 June 2022	5,555	5,555

	2022 \$'000	2021 \$'000
Lease liabilities		
Maturity analysis - contractual undiscounted cash flows:		
Less than one year	1,895	1,728
One to five years	4,351	3,849
More than five years	36	28
Total undiscounted lease liabilities as at 30 June:	6,282	5,605
Lease liabilities included in the balance sheet at 30 June:		
Current	1,696	1,525
Non-current	4,023	3,558
Total lease liabilities	5,719	5,083

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.

	2022 \$'000	2021 \$'000
Expenses relating to:		
Short-term leases	50	60
Leases of low value assets	-	-
Total	50	60
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	50	60
Later than one year but not later than five years	-	-
Total lease commitments	50	60

Note 6 Assets we manage**6.1 Non-current assets classified as held for sale**

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 2021 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-offs \$'000	Transfers \$'000	At Fair Value 30 June 2022 \$'000
Summary of property, infrastructure, plant and equipment									
Property	884,282	1,445	357	135,564	(3,795)	(50)	-	4,087	1,021,890
Plant and equipment	21,295	5,485	-	-	(3,803)	(621)	-	-	22,356
Infrastructure	1,437,526	23,416	2,177	88,254	(35,999)	-	-	2,313	1,517,687
Work in progress	43,386	51,892	-	-	-	-	-	(6,400)	88,878
	2,386,489	82,238	2,534	223,818	(43,597)	(671)	-	-	2,650,811

	Opening WIP \$'000	Additions \$'000	Write-offs \$'000	Transfers \$'000	Closing WIP \$'000
Summary of Work in Progress					
Property	33,956	35,661	-	(1,363)	68,254
Plant and equipment	-	-	-	-	-
Infrastructure	9,430	16,231	-	(5,037)	20,624
Total	43,386	51,892	-	(6,400)	88,878

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 2021	7,416	697,647	705,063	201,345	4,678	271	206,294	33,956	945,313
Accumulated depreciation at 1 July 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
Movements in fair value									
Additions	-	63	63	1,382	-	-	1,382	35,661	37,106
Contributions	357	-	357	-	-	-	-	-	357
Revaluation	-	135,564	135,564	-	-	-	-	-	135,564
Disposal	-	(50)	(50)	-	-	-	-	-	(50)
Write-off	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	4,087	-	-	4,087	(1,363)	2,724
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	357	135,577	135,934	5,469	-	-	5,469	34,298	175,701
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(3,725)	(65)	(5)	(3,795)	-	(3,795)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	-	-	-	(3,725)	(65)	(5)	(3,795)	-	(3,795)
At fair value 30 June 2022	7,773	833,224	840,997	206,814	4,678	271	211,763	68,254	1,121,014
Accumulated depreciation at 30 June 2022	-	-	-	(30,134)	(697)	(39)	(30,870)	-	(30,870)
	7,773	833,224	840,997	176,680	3,981	232	180,893	68,254	1,090,144

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 2021	39,637	4,482	3,832	12,037	1,137	-	61,125
Accumulated depreciation at 1 July 2021	(24,865)	(4,008)	(2,091)	(8,866)	-	-	(39,830)
	14,772	474	1,741	3,171	1,137	-	21,295
Movements in fair value							
Additions	3,452	1,035	-	919	79	-	5,485
Contributions	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-
Disposal	(621)	-	-	-	-	-	(621)
Write-off	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-
	2,831	1,035	-	919	79	-	4,864
Movements in accumulated depreciation							
Depreciation and amortisation	(2,493)	(218)	(297)	(795)	-	-	(3,803)
Accumulated depreciation of disposals	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
	(2,493)	(218)	(297)	(795)	-	-	(3,803)
At fair value 30 June 2022	42,468	5,517	3,832	12,956	1,216	-	65,989
Accumulated depreciation at 30 June 2022	(27,358)	(4,226)	(2,388)	(9,661)	-	-	(43,633)
	15,110	1,291	1,444	3,295	1,216	-	22,356

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 2021	1,059,220	25,232	151,845	291,986	77,085	72,292	9,430	1,687,090
Accumulated depreciation at 1 July 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
Movements in fair value								
Additions	14,415	-	3,651	1,704	2,008	1,638	16,231	39,647
Contributions	1,141	-	244	771	-	21	-	2,177
Revaluation	65,816	(11,030)	11,677	32,023	(16,425)	6,193	-	88,254
Disposal	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	-
Transfers	78	-	375	34	631	1,195	(5,037)	(2,724)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
	81,450	(11,030)	15,947	34,532	(13,786)	9,047	11,194	127,354
Movements in accumulated depreciation								
Depreciation and amortisation	(20,209)	(311)	(3,866)	(5,300)	(3,056)	(3,257)	-	(35,999)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-
	(20,209)	(311)	(3,866)	(5,300)	(3,056)	(3,257)	-	(35,999)
At fair value 30 June 2022	1,140,670	14,202	167,792	326,518	63,299	81,339	20,624	1,814,444
Accumulated depreciation at 30 June 2022	(152,805)	(3,295)	(30,700)	(42,240)	(25,924)	(21,169)	-	(276,133)
	987,865	10,907	137,092	284,278	37,375	60,170	20,624	1,538,311

6.2 Property, infrastructure, plant and equipment (continued)*Acquisition*

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

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

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

Asset recognition thresholds and depreciation periods:

	Depreciation Period	Threshold Limit \$'000
<i>Property</i>		
<i>Land</i>		
land	-	-
<i>Buildings</i>		
buildings	10-200 years	-
leasehold assets	70-95 years	-
heritage assets	20-100 years	-
<i>Plant and Equipment</i>		
plant and equipment	2-12 years	5
registered vehicles	3-12 years	5
office equipment	5-10 years	5
IT equipment	4 years	5
furniture and fittings	15 years	5
library	8 years	-
artworks	-	-
<i>Infrastructure</i>		
Bridges and culverts	50-100 years	-
<i>Roads</i>		
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

Land under Roads

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

Depreciation and amortisation

Buildings, 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.

6.2 Property, infrastructure, plant and equipment (continued)

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.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was based on recent land sale data throughout Council.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land	-	833,224	-	06/2022
Specialised land	-	-	7,773	06/2016
Buildings	-	-	176,912	06/2021
Total	-	833,224	184,685	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by qualified Council engineers (Tommy Yeung, Bachelor of Civil Engineering) based on independent condition audits.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

6.2 Property, infrastructure, plant and equipment (continued)

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	-	-	987,865	06/2022
Bridges	-	-	10,907	06/2022
Footpath and cycleways	-	-	137,092	06/2022
Drainage	-	-	284,278	06/2022
Recreational, leisure and community	-	-	37,375	06/2022
Parks, open space and streetscapes	-	-	60,170	06/2022
Total	-	-	1,517,687	

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.

	2022 \$'000	2021 \$'000
Reconciliation of specialised land:		
Land under roads	7,773	7,416
Total specialised land	7,773	7,416

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 Jasmine Nguyen (Mayor from 17/11/21, Deputy Mayor from 17/11/20 to 16/11/21) Councillor Thuy Dang (Deputy Mayor from 17/11/21) Councillor Victoria Borg Councillor Sarah Branton Councillor Sam David Councillor Maria Kerr Councillor Bruce Lancashire Councillor Trung Luu Councillor Jae Papalia Councillor Ranka Rasic (Mayor from 17/11/20 to 16/11/21) Councillor Virginia Tachos
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Chief Executive Officer and other KMP	Chief Executive Officer Director Advocacy Partnerships & Community Director City Development Director Community Wellbeing Director Infrastructure and City Services Director Organisational Excellence
--	---

	2022	2021
	No.	No.
Total number of Councillors	11	18
Total Chief Executive Officer and other key management personnel	9	6
Total number of key management personnel	20	24

(c) Remuneration of key management personnel

	2022	2021
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,051	2,135
Long-term benefits	228	229
Resignation benefits	437	-
Total	2,716	2,364

7.1 Council and key management remuneration (continued)**(c) Remuneration of key management personnel (continued)**

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

	2022 No.	2021 No.
\$10,000 - \$19,999	1	6
\$20,000 - \$29,999	-	6
\$30,000 - \$39,999	8	5
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	1	1
\$80,000 - \$89,999	1	-
\$130,000 - \$139,999	-	1
\$160,000 - \$169,999	1	-
\$200,000 - \$209,999	1	-
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	1	-
\$270,000 - \$279,999	1	2
\$280,000 - \$289,999	1	-
\$290,000 - \$299,999	1	1
\$300,000 - \$309,999	-	1
\$400,000 - \$409,999	-	1
\$410,000 - \$419,999	1	-
	20	24

(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:

	2022 No.	2021 No.
Income Range:		
<\$151,000	9	4
\$151,000 - \$159,999	3	1
\$160,000 - \$169,999	6	4
\$170,000 - \$179,999	5	8
\$180,000 - \$189,999	5	6
\$190,000 - \$199,999	3	4
\$200,000 - \$209,999	1	2
	32	29
	2022	2021
	\$'000	\$'000
Total remuneration for the reporting year for senior officers included above, amounted to:	4,935	4,620

7.2 Related party disclosure**(a) Transactions with related parties**

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

Nil (2021: 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 (2021: 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 (2021: 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: Nil)

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.

	2022 \$'000	2021 \$'000
(a) Contingent assets		
Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.		
Developer contributions to be received in respect of estates currently under development:		
10 McKechnie Street, St Albans (stage 6-8)	1,277	-
	1,277	-

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

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.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 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 and TCV 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. 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 2020*. 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.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet.

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 3.4%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

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

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

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

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

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

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

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

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

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts.

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

Impairment of assets

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

8.5 Events occurring after balance date

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

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2022			
Property			
Land	561,251	135,564	696,815
Buildings	33,181	-	33,181
	594,432	135,564	729,996
Plant and equipment			
Art works	206	-	206
	206	-	206
Infrastructure			
Roads	418,059	65,816	483,875
Bridges	14,976	(11,030)	3,946
Footpath and cycleways	80,980	11,677	92,657
Drainage	103,804	32,023	135,827
Recreational, leisure and community	36,295	(16,425)	19,870
Parks, open space and streetscapes	17,694	6,193	23,887
Off street car parks	1,792	-	1,792
	673,600	88,254	761,854
Total asset revaluation reserves	1,268,238	223,818	1,492,056
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

The asset revaluation reserve is used to record the increased (net) value of Councils assets over time.

9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2022				
Other reserves				
Developer contribution - open space	4,372	4,476	-	8,848
Developer contribution plan - Brimbank and Sunshine	2,957	849	(78)	3,728
Discretionary loan repayment	8,500	1,300	-	9,800
Major capital works projects	9,547	-	-	9,547
Total other reserves	25,376	6,625	(78)	31,923
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

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.

	2022 \$'000	2021 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	36,459	24,657
Depreciation/amortisation	45,387	43,278
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(480)	3,789
Contributions - non-monetary assets	(2,534)	(9,478)
Finance costs	2,412	2,200
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,818)	(1,831)
(Increase)/decrease in prepayments	1,015	(579)
(Increase)/decrease in accrued income	(113)	1,969
(Increase)/decrease in other assets	15	1
(Increase)/decrease in inventories	(29)	(50)
Increase/(decrease) in trade and other payables	(1,762)	(1,849)
Increase/(decrease) in trust funds and deposits	874	1,422
Increase/(decrease) in unearned income	(4,563)	12,760
Increase/(decrease) in provisions	(1,362)	1,102
Net cash provided by/(used in) operating activities	73,501	77,391

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 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

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.

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

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.8%. The financial assumptions used to calculate the VBIs were:

Net investment returns	4.75% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

Net investment returns	5.5% pa
Salary information	2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI)	3.0% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 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.

9.3 Superannuation (continued)***Employer contributions******Regular contributions***

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/2021). 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.

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 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last 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:

	2021 (Interim) \$m	2020 (Triennial) \$m
• A VBI surplus	214.7	100.0
• A total service liability surplus	270.3	200.0
• A discounted accrued benefits surplus	285.2	217.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

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 2021.

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 2021.

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

9.3 Superannuation (continued)

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022.

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$'000	2021 \$'000
Vision Super	Defined benefits	10.0% (2021: 9.5%)	613	715
Vision Super	Accumulation	10.0% (2021: 9.5%)	3,973	3,647
Other funds	Various	10.0% (2021: 9.5%)	2,882	2,957

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$647,780.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2021-22 year.

There are no pending standards that are likely to have a material impact on council.

Brimbank City Council

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