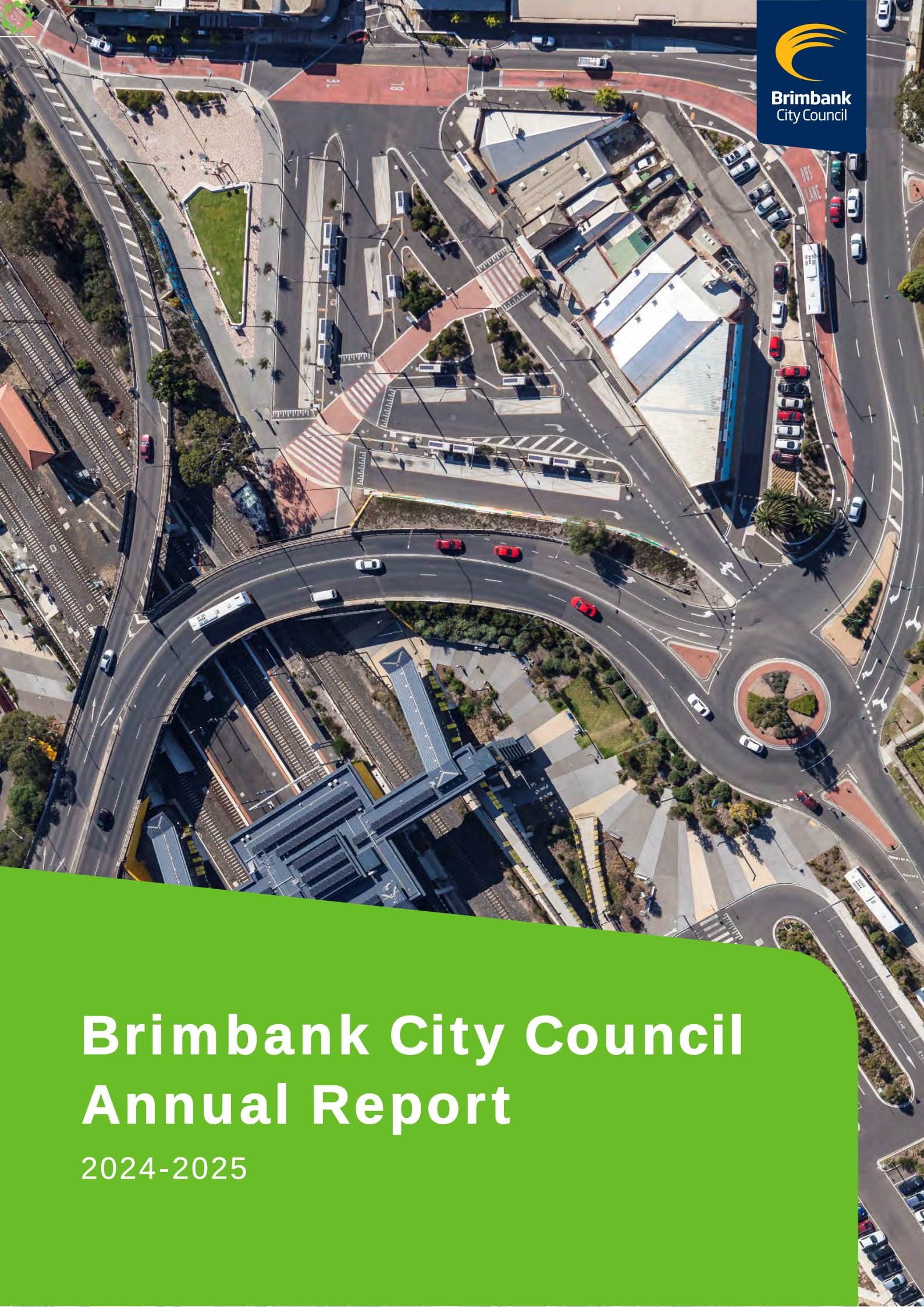


Brimbank City Council

Brimbank City Council Annual Report

2024-2025

Acknowledgement of Country and Council statement of commitment to reconciliation

Acknowledgement of Country

Brimbank City Council respectfully acknowledges and recognises the Wurundjeri and Bunurong Peoples as the Traditional Custodians of the land on which our municipality sits, and pays respect to their Elders, past, present and future.

Reconciliation in Brimbank



Council acknowledges the Wurundjeri and Bunurong People as the Traditional Custodians of the lands where our municipality sits. We recognise the diversity of the Aboriginal and Torres Strait Islander peoples who contribute to our community and pay our respects to the wisdom of Elders past, present and future.

We recognise their continuing spiritual connection to this land and renew our commitment to respect Aboriginal and Torres Strait Islander beliefs, values and customs.

The Country in which Brimbank is located is under the statutory care of its Traditional Custodians, the Bunurong Land Council Aboriginal Corporation to the south and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to the north of the municipality. For the Traditional Custodians, the lands in the City of Brimbank have always been a significant trading and meeting place.

Aboriginal people lived on these lands for over 65,000 years before European settlement. The rich history and continuous culture of our Traditional Custodians are woven throughout Brimbank, in its people, in significant sites and in murals recognising this history. Brimbank has about 440 registered sites of significance. There have been artefacts found that are over 30,000 years old. Some of these sites are in Brimbank Park, yaluk barring and Organ Pipes National Park.

2024-2025 highlights of our reconciliation journey

In 2024-2025, the First Nations Unit was established within Council. The Unit plays a vital role in embedding Aboriginal and Torres Strait Islander perspectives, overseeing the Reconciliation Action Plan (RAP) with the Reconciliation Leadership Group (an internal advisory group) and advancing reconciliation within our organisation and community.

Council also:

- Continued to convene the Brimbank Aboriginal and Torres Strait Islander Consultative Committee, which provides us with knowledge and advice on Aboriginal and Torres Strait Islander issues and needs.
- Adopted our third RAP for 2024-2026, which is our second RAP on the Innovate level.
- Secured State Government Neighbourhood House funding for an additional year under the auspice of the Cooinda Community Group to continue supporting the establishment of the Cooinda Community Centre over the next 12 months.
- Delivered Aboriginal cultural awareness training for Council staff.
- Continued acknowledgement of Aboriginal and Torres Strait Islander culture and history via flags, plaques and resources in libraries and neighbourhood houses.
- Continued hosting monthly and quarterly meetings with the Traditional Custodians, the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and the Bunurong Land Council Aboriginal Corporation.
- Delivered a meaningful and reflective National Sorry Day event tailored for Council staff.
- Facilitated The Little Long Walk, in partnership with The Long Walk for Reconciliation Week.
- Celebrated NAIDOC week and launched the restored ‘Five Elements’ mosaic artwork (Spirit, Water, Fire, Earth, Air) located at Sunvale Park. Originally created by Aunty Lee-Anne Clarke and Aunty Mandi Barton in 2019, the artwork was rejuvenated by Dr Helen Bodycomb. This was followed by an ‘Occupation Studies: Agriculture’ exhibit by Tahlia Palmer at the Brimbank Community Civic Centre, Level 1 Gallery, with projections nightly at the Civic Centre.
- Launched an art exhibition at the Hunt Club Community and Arts Centre, showcasing works of three Aboriginal Elders (Uncle Shane Charles, Aunty Marjorie Jean Mason and Aunty Lee-Anne Clarke) as part of NAIDOC week.
- Supported dance, storytelling, art, craft, interactive workshops and nightly art projections at Sunshine Library.
- Ran a vibrant program hosted by Brimbank Libraries with storyteller Boori Monty Pryor, Indigenous art workshops and a special story time session aligned with the NAIDOC theme.

Inclusivity statement

Brimbank's community comprises many diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders.

Brimbank City Council is committed to social justice through access, equity, participation and rights for everyone, and to principles that empower, foster harmony and increase the wellbeing of an inclusive community.

Social justice is a guiding principle that underpins all our work. Aligned with the *Victorian Charter of Human Rights and Responsibilities Act 2006*, we make decisions and provide services in ways that protect and promote human rights for all community members and contribute to an equitable and inclusive society. This covers all aspects, from the programs we deliver to the physical infrastructure we build, and the opportunities for community to prosper and participate in our municipality.



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Welcome



Our Annual Report

The Brimbank City Council Annual Report 2024-2025 examines our strategic, operational and financial performance for the financial year 1 July 2024-30 June 2025. Through this report, we review our performance, achievements and progress towards strategic objectives and the strategic directions set out in our Council Plan 2021-2025 to remain accountable to our community. We also provide insights into emerging challenges facing the organisation and how we have used public resources to deliver services, programs and infrastructure in the interests of our community.

The Annual Report aligns with the principles set in the *Local Government Act 2020* and meets legislative and compliance reporting requirements for local government in Victoria.

In this report, you will find the following sections:

Welcome and introduction - Page 7

A yearly summary from the Mayor, CEO and a snapshot of our community.

A year in review - Page 23

Lists key challenges and what matters to Brimbank now and into the future, including how we engaged with the community, and our significant highlights and achievements of the year.

Our people – Page 56

Shows our workforce makeup, the people who lead them and our organisational structure.

Our performance – Page 68

Details how we deliver our vision for Brimbank through meeting our Council Plan 2021-2025 critical strategic objectives: Wellbeing and Belonging; Pride and Participation; Liveable and Connected; Sustainable and Green; Growing and Transforming; Earning and Learning.

Governance, management and transparency – Page 114

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

Performance Statement Page 135

Highlights our Performance Statements and the Victorian Auditor-General's (VAGO) report on our performance.

Financial Report Page 149

Sets out how we have applied the financial management principles in the *Local Government Act 2020*, including the audited performance and financial statements that we are required by law to provide.

To obtain a hard copy of this document, please contact Council's Customer Service Centre on **9249 4000** or email **info@brimbank.vic.gov.au**.



Mayor's message

It is with great pride and appreciation that I present the 2024-2025 Annual Report on behalf of Brimbank City Council. I am proud to share our milestones and celebrate the achievements made possible through the combined efforts of our community, Councillors and organisation working together to make a positive impact on Brimbank.

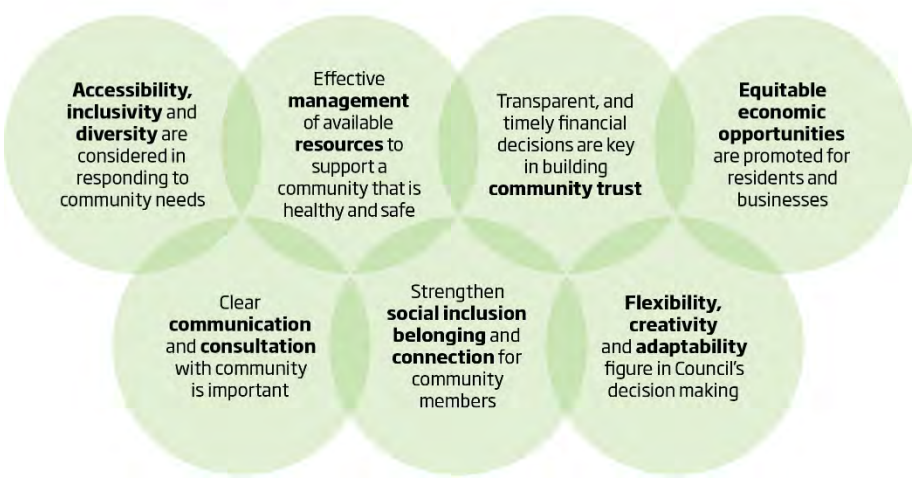
Throughout the year, Council has focused on strengthening local services, enhancing liveability and supporting our residents through inclusive policies and long-term planning. Our efforts have been guided by four key pillars in the Council Plan – **Governance and Leadership**, **People and Community**, **Places and Spaces**, and **Opportunity and Prosperity** – which have shaped our strategic priorities and achievements**.**

This report tracks our performance and celebrates the initiatives and successes that have made a real difference for our community over the past 12 months. Here are some highlights that showcase what we have achieved together in 2024-2025.

Governance and Leadership

Council is committed to transparent, ethical and accountable governance that truly reflects our community's needs.

One of our proudest achievements this year was the work of our Community Voice Panel, which gave residents, local organisations and underrepresented groups a real say in shaping the new Council Plan 2025–2029. This panel developed 10 guiding principles to guide Council in making decisions that reflect the needs and aspirations of residents. These principles were included in our Annual Action Plan and Budget 2025-2026 and will be incorporated into our Council Plan 2025-2029.



People and Community

Brimbank is a vibrant and diverse community, and we have worked hard this year to foster connection, inclusion and wellbeing. We are proud of the initiatives that make our city a welcoming, inclusive and safe place for everyone.

Our neighbourhood houses, community centres and libraries play a key role in fostering intergenerational relationships, social connection and wellbeing. This year they have collaborated with local organisations to deliver women's wellness programs and the Men's Health Project, delivered art programs targeting people across all life-stages, and supported community to improve digital literacy skills.

This year, we began planning to establish the Brimbank Social Inclusion Action Group (SIAG), in partnership with the Victorian Government. This community-led group will use local knowledge to inform and support the delivery of actions designed to combat loneliness and foster meaningful connections across our community.

Places and Spaces

Creating inclusive, accessible and sustainable places is central to Council's vision for a thriving municipality. In 2024–2025, we delivered a range of infrastructure and public space improvements such as the upgrade of parks at Kevin Flint and Larisa Reserve, and the completion of the Lionheart Reserve Tennis Pavilion. We have also focused on initiatives aimed to protect and enhance our environment such as the planting of over 5,000 native plants at Bon Thomas Grasslands and we developed a plan to tackle illegally dumped rubbish across the municipality. These projects enhance the everyday experiences of residents and visitors alike.

Our work in establishing a bold vision for Sunshine Energy Park was recognised at the 2025 Australian Institute of Landscape Architects (Victoria) Awards, where it received the Award of Excellence in the Urban Design category. The vision aims to transform a 74-hectare site into a vibrant 'Central Park' for the Sunshine CBD - a hub for events, recreation, sustainability and education. I look forward to seeing this vision come to life in the future.

Opportunity and Prosperity

Council is committed to shared, inclusive and sustainable prosperity. This year we continued to invest in the economic wellbeing of our community through innovation, education and support for local businesses. Our advocacy efforts successfully secured state and federal investment, ensuring Brimbank's priorities remain heard and addressed.

Our **'Rail Before Runway' campaign calls for the State and Federal Governments to urgently deliver the Melbourne Airport Rail before Melbourne's third runway is built. Following its launch we** welcomed the State's $4 billion funding commitment for the Melbourne Airport Rail (MAR) project, and an additional $2 billion from the Federal Government to upgrade Sunshine Station into a transport superhub. Another milestone was securing funding of $250 million from the Federal Government and $50 million from the State Government for a diamond interchange at Calder Park Drive. These major achievements will improve transport, connectivity and road safety across our city.

Brimbank and Melbourne's west are poised for exciting transformation over the next decade. The Sunshine Precinct alone is expected to welcome up to 43,000 new residents and create 29,000 jobs by 2051. Through the **Transforming Brimbank program,** we are working closely with stakeholders and residents to ensure these developments deliver lasting community benefits, prioritising people, place, social justice and climate action.

Looking ahead

This Annual Report captures more than just data, it tells the story of a proud and progressive community. From civic leadership to social connection, green space to economic innovation, Brimbank continues to evolve and grow in ways that are inclusive, sustainable and future-focused.

These achievements are made possible through the dedication of our Councillors, the professionalism of our staff, and the energy, insights and vision of our community. I thank everyone who contributed to making 2024–2025 such a remarkable year.

Sincerely,

Cr Thuy Dang
Mayor, Brimbank City Council



CEO's message

This Annual Report highlights our performance, celebrates achievements and acknowledges the challenges we continue to navigate together.

In a time marked by economic pressures, climate adaptation and rising community expectations, our organisation has remained focused on meeting the needs of our diverse community. We have maintained a focus on organisational performance, financial sustainability and customer experience.

Through this Annual Report we aim to provide you with a comprehensive insight into Council's operations and achievements against the Brimbank City Council Plan. It also fulfils our statutory obligations under the *Local Government Act 2020* while reflecting our commitment to transparency, good governance and continuous improvement.

Following the Victorian Council elections in October 2024, we welcomed our new Councillors and completed an induction program, ensuring they were well equipped to make fair and effective decisions.

Community at the heart of service delivery

Community remains at the heart of our work. This year, feedback gathered through the Community Voice Panel and expanded digital consultation tools strengthened inclusion and improved the way we respond to community needs.

With a new Council on board, we began shaping the Council Plan 2025–2029 through a comprehensive review of our vision, priorities and community aspirations. Community input has been central to this process. Through deliberative engagement sessions with the Brimbank Community Voice Panel, local pop-ups and targeted discussions with vulnerable community members, we ensured our Council Plan reflects the voices of our residents. This important strategic document clearly outline Council's priorities for the next four years, providing a blueprint for our organisation's work.

In the coming year, we will continue to actively seek feedback from our community and use information to enhance customer experience and service delivery.

Providing great services for our community

We continue to provide close to 80 services to our community. From supporting people with a disability, seniors and carers living in Brimbank, caring for our environment, planning for the city, collecting kerbside waste to maintaining our parks, open space, sporting fields and streetscapes.

In 2024-25 these services included:

- Maintaining the equivalent of 644 Melbourne Cricket Grounds worth of parks and gardens
- Loaning over 1.4 million library collection items
- Checking the health of over 5,400 babies
- Emptying over 143,000 rubbish and recycling bins, and nearly 45,000 green bins
- Planting around 8,670 trees across the municipality

Advocating for our community

Advocacy remains a critical priority for Council and we have been very successful in achieving actions from Council's Advocacy Plan.

Council, together with community, commenced an intensive campaign calling out the health risks associated with Melbourne Airport's third runway, and calling on the Federal Government to implement noise mitigation measures. This resulted in improved conditions within the Minister's approval including:

- A noise amelioration program that, for the first time at an established airport in Australia, was extended to a residential development located within the Australian Noise Exposure Forecast 25 (ANEF25) contours to assist residents most affected by the aircraft noise
- A never-before-seen Community Health Study to be conducted over 20 years from the commencement of the third runway

Other advocacy highlights included:

- $300 million commitment to construct a full diamond interchange at Calder Park Drive, consisting of $250 million from the Federal Government and $50 million from the State Government
- $12.1 million State Government funding for a new bus route between Cairnlea and Deer Park
- $8.9 million State Government commitment to upgrade shared user paths in Taylors Lakes, Sydenham and Hillside to help locals move around more safely
- $6.6 million State Government funding to expand the Youth Crime Prevention and Early Intervention Project run by Victoria Police in Brimbank and Wyndham

Financially responsible and organisational excellence

Despite economic challenges, we maintained strong financial stewardship. Our Annual Financial Statements demonstrate our continued focus on balancing service delivery with long-term sustainability. Responsible budgeting and our approach to asset management ensure that today's services do not compromise future generations.

We remain committed to transparency, good governance and continuous improvement. This year has seen employees strengthen their approach to community engagement. Our strong focus on occupational health and safety has resulted in significant improvements in how we work, strengthening our culture, processes and overall effectiveness. This has seen employees engaged in initiatives such as fitness to work and b-well. I am passionate about providing a physically and psychologically safe workplace and will continue to focus energy and efforts on this area.

Part of planning and reviewing our services to ensure they are efficient and meet the needs of our community includes improving our systems. Connected Brimbank is a technology transformation program that aims to streamline operations, provide modern systems, improve security and make the organisation more digitally connected and responsive, so it is easier for our community to interact with Council to receive the services they need.

I extend my sincere thanks to the Mayor and Councillors for their leadership, to our staff for their dedication, and to community members for their active engagement and trust. The progress we have made is only possible through a shared commitment to shaping a Brimbank that is resilient, inclusive and future-ready; a city our community can be proud to call home.

Sincerely,

Fiona Blair
CEO, Brimbank City Council



About the City of Brimbank

Community Vision 2050

By 2050, 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.

Our city

Located in the heart of Melbourne's west, Brimbank is a thriving and inclusive community that prides itself on its diversity. With an estimated population of 196,712 residents, it is the sixth most populous municipality in Greater Melbourne.

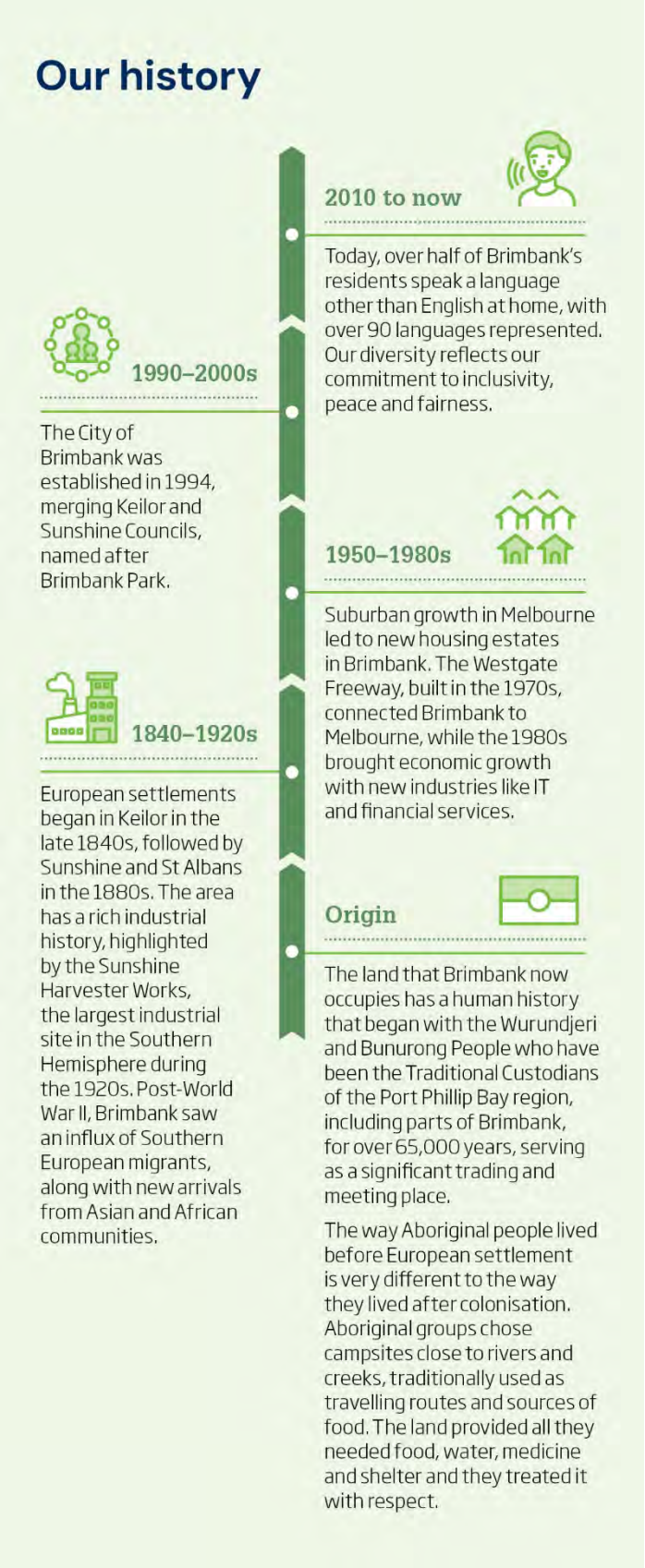
Our community

The Country in which Brimbank is located is under the statutory care of its Traditional Custodians, the Bunurong Land Council Aboriginal Corporation to the south and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to the north of the municipality.

For the Traditional Custodians, the lands in Brimbank have always been a significant trading and meeting place. Aboriginal people lived on these lands for more than 65,000 years before European settlement.

Brimbank is also renowned for being one of Australia's most culturally diverse municipalities, with nearly half its population born outside the country. More recently, we have welcomed Asian and African communities, who contribute to the rich cultural fabric of our community.

Over half of the people in Brimbank speak a language other than English at home, with more than 160 languages represented, including Vietnamese, Filipino/Tagalog, Greek, Punjabi, Arabic, Macedonian, Maltese, Cantonese, Italian and Croatian, among others.



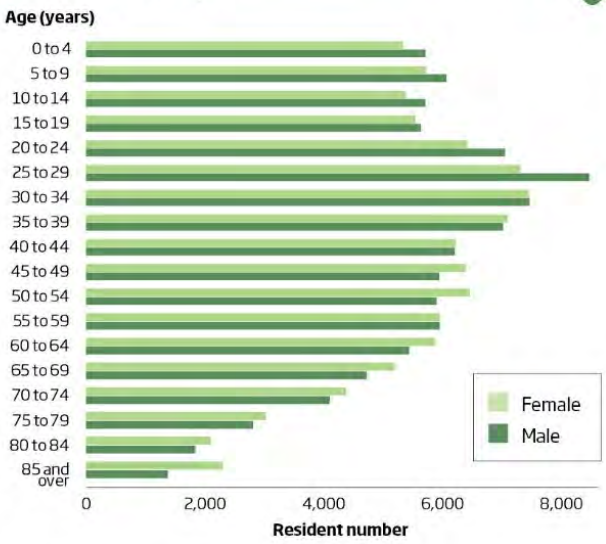
A snapshot of our community

This Snapshot of Brimbank's Community provides demographic analysis of the City and its suburbs, based on first-release data (June 2022) from the 2021 Census of Population and Housing.*

Brimbank's Estimated Resident Population

196,712 - a decrease of **7,478** from 2016.

Age Breakdown by resident numbers (usual residence)



The largest changes in Brimbank's age structure between 2016 and 2021 were

- Seniors (70 to 84) (+3,881 people)
- Empty nesters and retirees (60 to 69) (+1,484 people)
- Tertiary education and independence (18 to 24) (-2,413 people)
- Babies and pre-schoolers (0 to 4) (-1,958 people)

Country of Birth

Percentage of Residents in Brimbank born Overseas

48.2% of people in Brimbank were born overseas

compared with **35.7%** in Greater Melbourne

Top Ten Overseas Countries of Birth

	Number	% of total population	Change 2016 - 2021 (persons)
Vietnam	25,391	13.0	▲ 3,686
India	8,209	4.2	▼ 1,075
Philippines	5,759	3.0	▲ 13
Malta	4,086	2.1	▼ 438
North Macedonia	3,033	1.6	▼ 42
Italy	2,819	1.4	▼ 372
New Zealand	2,601	1.3	▼ 672
China	2,202	1.1	▼ 193
Croatia	2,035	1.0	▼ 250
Greece	2,031	1.0	▼ 191

Other countries of birth that have increased since 2016: Iraq (+781 people), Nepal (+ 498 people) and Burma (Myanmar) (+405 people).

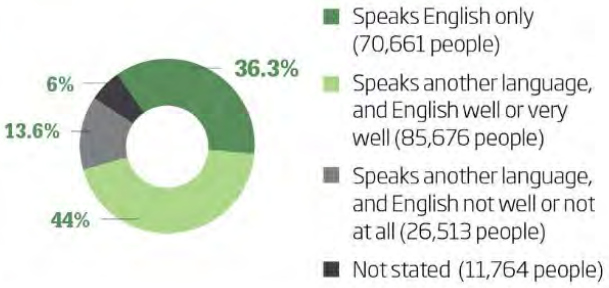
Language

Top Ten Languages Spoken (excluding English)

	Number	% of total population	Change 2016 - 2021 (persons)
Vietnamese	36,020	18.5	▲ 4,567
Filipino/Tagalog	4,939	2.5	▼ 377
Greek	4,613	2.4	▼ 675
Punjabi	4,370	2.2	▼ 1,264
Arabic	4,285	2.2	▼ 1
Macedonian	4,237	2.2	▼ 396
Maltese	4,061	2.1	▼ 995
Cantonese	4,025	2.1	▼ 145
Italian	3,868	2.0	▼ 1,038
Croatian	2,868	1.5	▼ 573

Newer languages that are increasing in number include: Telugu, Assyrian/Aramaic, Nepali and Urdu.

Proficiency in English % of Total Population



Religion

71.7% of residents identify with a faith or religion

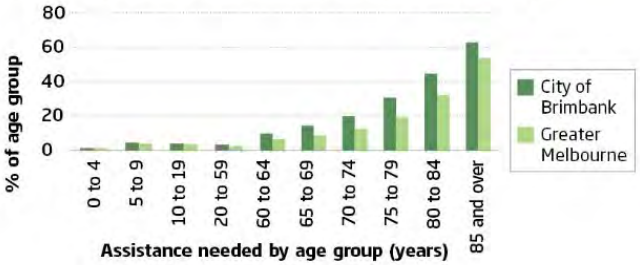
compared with **57%** in Greater Melbourne

Aboriginal and Torres Strait Islander Population

	Number	% of total population	Change 2016 - 2021 (persons)
Aboriginal and Torres Strait Islander population	855	0.4	▲ 39

Number of Residents Needing Assistance with Core [day-to-day] Activities

Need for Assistance with Core Activities by Age Group



7.7% of residents in Brimbank reported needing assistance with core activities

compared with **5.5%** in Greater Melbourne

Housing Stress Type

18.9% of households in Brimbank with a mortgage were experiencing mortgage stress

compared with **16.8%** in Greater Melbourne

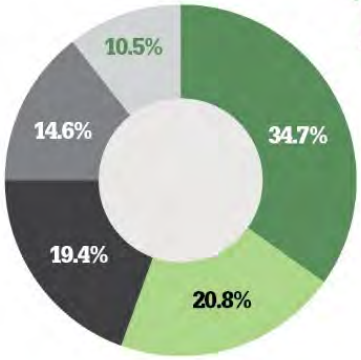
33.3% of households in Brimbank paying rent were experiencing rental stress

compared with **30.9%** in Greater Melbourne

Suburbs with Highest Levels of Mortgage Stress	% of Households in Suburb
Kings Park	24.5
Sunshine North	24.1
St Albans South	23.7
St Albans North	23.4
Albanvale	22.6

Suburbs with Highest Levels of Rental Stress	% of Households in Suburb
Delahey	41.3
Kings Park	36.3
St Albans North	36.3
Albanvale	35.2
St Albans South	34.8

Household Type



34.7% of households in Brimbank comprised Couples with Children

compared to **33.1%** in Greater Melbourne

Our place

One-third of the total area of Brimbank is Bunurong Land, and two-thirds is Wurundjeri Land. Within these lands are 440 registered Aboriginal archaeological sites that are over 30,000 years old. In addition to numerous stone and bone artefacts, scarred trees and silcrete quarry sites have been found along the Maribyrnong River, Taylors Creek and Steele Creek. Brimbank is located 11-23 kilometres west and northwest of Melbourne's central business district (CBD) and covers an area of 123 square kilometres. Around 15% of Brimbank's total area is open space, including natural attractions such as the Organ Pipes National Park, Mount Derrimut Grasslands, Green Gully Reserve, Brimbank Park and Iramoo Wildflower Grassland Reserve.

Brimbank's five activity centres of Sunshine, St Albans, Deer Park, Sydenham and Keilor are all thriving communities that make Brimbank a place of choice. Each suburb offers a unique set of attractions and amenities to cater to the needs of its residents.

Sunshine is a bustling urban hub with a multicultural food scene, Victoria University, Sunshine Hospital, VicRoads and other community and commercial services.

St Albans is a centre of activity, home to a Victoria University campus, the St Albans Community Centre, Bowery Theatre and a thriving restaurant and retail district.

Deer Park is a growing and lively community with great parks and diverse dining and shopping options.

Sydenham continues to thrive as a hub of vibrant activity, with iconic landmarks like the Watergardens Town Centre and the Calder Park Motorsport Complex.

Keilor is nestled among scenic rolling hills and several national and state parks, offering attractions like Organ Pipes National Park and catering to residents' needs in several suburbs.



Department of Premier and Cabinet, Victorian Government: Registered Aboriginal Parties
Appointed Boundaries: https://discover.data.vic.gov.au/dataset/registered-aboriginal-parties-rap-appointed-boundaries

Employment, industry and growth

Brimbank is a major employment hub in Melbourne's west, with primary industries including manufacturing, retail, healthcare and social assistance.

Thanks to its strategic location, the area has recently received significant commitments to infrastructure. Brimbank City Council continues to actively advocate for key infrastructure projects, including the Melbourne Airport Rail, to improve connections across Brimbank and metropolitan Melbourne.

In 2021, the median weekly personal income of Brimbank residents aged 15 years and over was $611, compared to $841 for Greater Melbourne and $803 for Victoria. Compared to the Western Region and Greater Melbourne, Brimbank had the highest proportion of residents in the lowest and medium-lowest income quartile groups, and the lowest proportion of residents in the highest income quartile group. According to the 2021 Census of Population and Housing, 82,979 Brimbank residents were employed. Of the employed residents, over two-thirds (67.2%) were in the 25-54 years age group, 14.5% were aged 15-24 years, 14.7% were aged 55-64 years, and 3.5% were in the 65 years and over age group.

According to the property market snapshot, the median house price for Brimbank was $797,000 in June 2024.

Planning to accommodate the growing demands on infrastructure and services will be essential, as Brimbank's population is forecast to reach 230,795 by 2046. This is an increase of 1,363 residents per annum over the forecast period (2021–2046) with an average annual growth rate of 0.64%.



Major Council facilities

Libraries

Deer Park Library

4 Neale Road
Deer Park 3023

03 9249 4660

library@brimbank.vic.gov.au

www.brimbanklibraries.vic.gov.au

Keilor Library

704b Old Calder Highway
Keilor 3036

03 9249 4670

library@brimbank.vic.gov.au

www.brimbanklibraries.vic.gov.au

St Albans Library

71a Alfrieda Street
St Albans 3021

03 9249 4650

library@brimbank.vic.gov.au

www.brimbanklibraries.vic.gov.au

Sydenham Library

1 Station Street
Taylors Lakes 3038

03 9249 4680

library@brimbank.vic.gov.au

www.brimbanklibraries.vic.gov.au

Sunshine Library

301 Hampshire Road
Sunshine 3020

03 9249 4640

library@brimbank.vic.gov.au

www.brimbanklibraries.vic.gov.au

Sports and leisure centres

Brimbank Aquatic and Wellness Centre

90 Taylors Road
Keilor Downs 3038

03 9249 4635

www.bawc.brimbank.vic.gov.au

Sunshine Leisure Centre

5 Kennedy Street
Sunshine 3020

03 9249 4615

ww.slc.brimbank.vic.gov.au

Keilor Basketball and Netball Stadium

Stadium Drive
Keilor Park 3036

03 9249 4754

kbns@brimbank.vic.gov.au

Keilor Public Golf Course and Driving Range

540 Calder Freeway
Keilor North

03 9390 1539

www.keilorgolf.com.au

Bowery Theatre and Gallery

St Albans Community Centre
33 Princess Street
St Albans 3021

03 9249 4600

creative@brimbak.vic.gov.au

www.creativebrimbank.vic.gov.au

Council offices

Sunshine

Brimbank Community and Civic Centre
301 Hampshire Road
Sunshine 3020

03 9249 4000

info@brimbank.vic.gov.au

www.brimbank.vic.gov.au

Keilor

Keilor Community Hub
704b Old Calder Highway
Keilor 3036

03 9249 7000

info@brimbank.vic.gov.au

www.brimbank.vic.gov.au

Achieving our Community Vision 2050

Lens for our work

Brimbank and our community face challenges and influences such as climate change, shifts in the economy, growing population and changing expectations. These factors create both opportunities and pressures, which means we need to be flexible, strategic and responsive in our forward planning.

Transforming Brimbank

Brimbank is entering a period of transformation, with over $4.4 billion in committed State and Federal funding in 2025-2026. This includes upgrades across transport, health, education and residential development. A 'Future City' lens sets the direction for sustainable growth, ensuring Brimbank is a vibrant, liveable and inclusive place for people and businesses, with future-focused planning that informs private and public investment and the delivery of infrastructure and services.

Climate emergency and environmental



Brimbank City Council is currently navigating a range of challenges related to environmental sustainability and the urgent climate crisis. Council's Sustainability Framework highlights the critical need to tackle issues like waste management, energy usage and climate change in order to safeguard the community's long-term environmental health. Efforts are underway, including initiatives like Sustainability in Schools, conservation projects, and the Environmentally Sustainable Design (ESD) policy, all aimed at fostering a more sustainable way of life. Despite these initiatives, concerns like pollution and the preservation of biodiversity continue to pose significant challenges.

Health and wellbeing

Statistics show that Brimbank sits behind the rest of the state when it comes to the health and wellbeing of its residents. Particularly, mental health remains a concern, with residents, especially women, reporting lower subjective wellbeing than the state average. Alcohol, tobacco and other drugs continue to impact community health with young men more at risk of short-term harm. Food insecurity is a growing issue with many residents not eating enough nutritious food, contributing to higher rates of obesity, diabetes, stroke and heart disease. Many residents in Brimbank experience low income, housing stress or homelessness. This can affect access to healthy food, education, childcare and mental wellbeing. Finally, 21.1% of Brimbank adults are not undertaking sufficient activity, compared to 16.8% across the state. 15.6% of Brimbank adults were classified as smokers while this figure was 10% for the rest of the state.

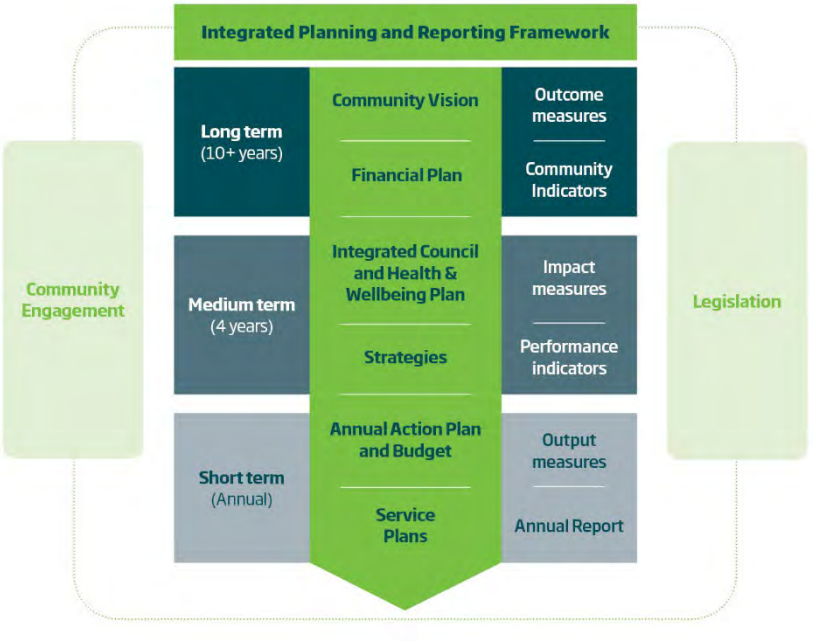
Planning and Accountability Framework

‘Together We are Brimbank’

Our Council Plan, ’Together We are Brimbank’, is a responsible roadmap for achieving our community's vision for Brimbank and enhancing health and wellbeing. ‘Together We are Brimbank’ is an integrated plan that brings together the Community Vision 2050, Council Plan 2025-2029 and the Municipal Public Health and Wellbeing Plan.

Integrated planning and reporting

The *Local Government Act 2020* mandates that councils take an integrated strategic planning and reporting approach. This joint approach brings together our key strategic documents, including our 10-year Financial Plan, Community Vision, Municipal Public Health and Wellbeing Plan, Council Plan, Revenue and Rating Plan and Annual Budget. We follow an integrated planning, monitoring and performance reporting approach, as outlined in the diagram. For enquiries about performance reporting, please visit www.brimbank.vic.gov.au.



A year in review



Feature: Upgraded parks across Brimbank

Council invested more than $58 million in capital works projects in 2024-2025, including accessible and well-equipped parks and playgrounds that offer spaces for fun and exercise, supporting health and inclusion for all ages. They also build community pride by bringing people together in welcoming, shared spaces.

A new park in **Hamel Street**, Albion was created by closing a local road to traffic and combining two smaller roadside reserves. The park features new pathways, furniture, play equipment, an interpretive sign, new trees and expanses of lawn and plantings, some of which were cleverly propagated from cuttings taken from the HV McKay Gardens.



The **Kevin Flint Memorial Reserve** in Cairnlea was landscaped, with play and fitness equipment added and a sports court resurfaced. Park accessibility is enhanced with more accessible car parking and seating and the addition of hoops for bike parking.



An upgraded dog park was delivered at **Frost Goldsmith Easement** in Delahey, which included a new fenced area and a separate section for small, shy dogs. Park amenity it boosted by additional seating, a shelter, natural climbing elements and drinking fountains.



The child-friendly upgrade to **Larisa Reserve Neighbourhood Park** saw the installation of a new path, a picnic setting and updated play equipment suitable for toddlers and primary school aged children. The fun is guaranteed with inclusions like a basket swing, a rocker, a seesaw, a spinner, balance equipment and monkey bars.



Key challenges our city faces

The following table describes the key challenges considered during the development of our new Council Plan, together with our responses.

Challenge area	What's happening and why	Council response
 **Rate capping**	Council's rates revenue is restricted by the State Government's annual rate cap, which limits how much rates can increase each year. However, the cost of delivering services and maintaining infrastructure continues to rise at a faster rate, creating a gap between income and expenses.	Advocate to State Government for more flexibility in rate-setting. Review Council's asset portfolio to identify value creation opportunities. Review opportunities to streamline council operations via digital transformation.
 **Cost shifting**	Other levels of government have transferred responsibilities to local councils without providing enough funding to do the job. For example, the State Government asks Council to collect the Emergency Services and Volunteers Fund (ESVF) on its behalf.	Advocate for recognition of the financial burden and funding to bridge the gap. Continue to apply for grants and explore alternative funding sources.
 **Declining grants**	Grant funding for local government is decreasing, despite rising costs to deliver services and assets and rising community expectations.	Advocate for increased funding at both levels of government. Pursue new/different funding streams and partnerships to support service delivery.
 **Changes to legislation (governance – compliance)**	Council must comply with new legislation without additional funding support (e.g. road safety training, building cladding audits).	Monitor and prepare for changes to regulations. Collaborate with other councils to share these additional costs.
 **Digital expectations**	Residents expect digital access to services, but upgrading systems and ensuring cybersecurity is expensive.	Invest in a staged approach to implementing cost-effective digital infrastructure. Enhance cybersecurity and promote confidence through transparency and a focus on the needs of customers.

Challenge area	What's happening and why	Council response
 **Environmental legacy**	Council faces increasing long-term costs from climate change, increasing extreme weather events and addressing contamination issues from old landfill sites.	Seek environmental and climate resilience grants. Partner with environmental agencies and communities on restoration and adaptation projects.
 **Waste management**	Waste collection and disposal costs are increasing, and illegal dumping is escalating.	Expand community education on waste disposal. Invest in efficient waste technologies. Advocate for stronger penalties and enforcement at the state level.
 **Societal pressures**	A range of societal pressures, including increases in the cost of living, have resulted in increased demands for food assistance, housing and homelessness support and mental health and wellbeing services.	Strengthen cross-sector partnerships. Advocate for state and federal funding to support community needs.
 **Population growth**	Increasing population and more housing developments are placing pressure on infrastructure and service delivery.	Maintain long-term infrastructure and asset planning. Seek external funding to support growth and prioritise sustainable urban development.

Engaging with our community

In 2024-2025, Brimbank City Council continued to prioritise genuine and inclusive engagement with our community. Building on previous years, we focused on deepening relationships, listening to diverse voices and creating more opportunities for residents to shape our decisions.

'We Are Brimbank', our Integrated Community Vision 2050, Council Plan, and Health and Wellbeing Plan 2025-2029, is informed by community engagement and consultation with more than 490 community members. Face-to-face community consultation sought input from:

- Seniors and carers at the 2024 Brimbank Seniors and Carers Expo
- Children who drew pictures representing their thoughts on what was important in Brimbank
- Young people through members of the Brimbank Youth Council
- The general community by way of 'pop-ups' at five different locations across Brimbank
- Members of seven different Brimbank Community Advisory committees
- Members of the Brimbank Community Panel who participated in a deliberative engagement process which contributed to the Council Plan and produced seven Community Panel Principles to inform Council decision making.



Face-to-face engagement was complemented by the delivery of three Your Say online consultations which received written submissions from 141 community members.

Throughout the year, Community Panel members also contributed to projects on town centre developments, sustainability and advocacy, demonstrating the power of local voices to influence meaningful change.

Other key engagement initiatives in 2024-2025 included consultations on:

- Governance Policy Review
- Ageing and Disability Care
- Advocacy Plan
- Parks and Reserves
- Integrated Water Management Strategy
- Car Parking Management Plan
- Domestic Animal Management Plan
- Enhancing Community Transportation
- Welcome Plaza Sunshine

Thousands of residents contributed ideas, insights and feedback that helped shape these important projects.

We remain committed to further strengthening community engagement practices by continuing to create accessible, inclusive and creative ways for our community to shape Brimbank's future.



Wright Street Bridge Mural, Mike Makatron, 2020

Our Council

The current Brimbank City Council was elected on 26 October 2024. The Council was sworn in for a four-year term and took an oath at an official ceremony on Wednesday, 13 November 2024.

Brimbank Council is comprised of 11 Councillors elected from 11 wards. The Councillors are the elected representatives of all residents and ratepayers across Brimbank. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation. The Councillors are listed on the following pages.



Elected Members of Council

Albanvale Ward



Cr Victoria Borg

Date elected: 26 October 2024 (returned, previously elected 24 October 2020 and 22 October 2016)

(Deputy Mayor elected 20 November 2024)

Cherry Creek Ward



Cr Kim Thien Truong

Date elected: 26 October 2024 (returned, previously elected 22 October 2016)

Copernicus Ward



Cr Maria Kerr

Date elected: 26 October 2024 (returned, previously elected 24 October 2020)

Delahey Ward



Cr Katharine Nikolic

Date elected: 26 October 2024

Grasslands Ward



Cr Thuy Dang

Date elected: 26 October 2024 (returned, previously elected 24 October 2020)

(Mayor elected 20 November 2024)

Harvester Ward



Cr Daniel Kruk

Date elected: 26 October 2024

Horseshoe Bend Ward



Cr Virginia Tachos

Date elected: 26 October 2024 (returned, previously elected 24 October 2020 and 22 October 2016)

Kororoit Creek Ward



Cr Lucy Nguyen

Date elected: 26 October 2024

Mount Derrimut Ward



Cr Joh Bauch

Date elected: 26 October 2024

Organ Pipes Ward



Cr Ranka Rasic

Date elected: 26 October 2024 (returned, previously elected 24 October 2020)

(Mayor elected 1 July 2024-26 October 2024)

St Albans East Ward



Cr Duyen Anh Pham

Date elected: 26 October 2024 (returned, previously elected 22 October 2016)

Volunteering in Brimbank

In 2024-2025, Brimbank City Council had 230 registered volunteers, a slight increase from the previous year's total of 225.

We are pleased to see a continuing trend toward informal and spontaneous volunteering, with more than 1,000 residents participating in a range of activities over the past year. These activities included environmental and climate change initiatives, beautification projects, community engagement efforts, public consultations and cultural celebrations, reflecting the community's strong spirit of involvement and civic pride.

Recognising the shift toward short-term and self-directed volunteering roles, we continue to explore flexible programs to ensure fairness, equity and access. Volunteers range from ages 19-89, come from 48 different countries and speak 48 languages. The longest-serving volunteer has been with Council for 28 years.

Volunteer roles with Council include the home library service, library in-house programs, the disability network group, Westvale Men's Shed, the L2P Learner Driver Mentor Program, Neighbourhood House Programs and 'Friends of' groups.

Council, together with volunteers, will launch the Brimbank Gardens for Wildlife program to encourage residents to create wildlife-friendly gardens using native plants and features like rocks, ponds and nest boxes. Open to both renters and property owners, the program will offer at no cost garden visits from trained volunteer 'Garden Guides' who will provide practical tips to support local wildlife such as birds, butterflies and frogs. Every garden, no matter its size, can help build valuable habitat and contribute to local conservation efforts.

We value and acknowledge the contributions of our volunteers through service awards, annual celebrations and continuous training and support. This year, 49 volunteers were formally recognised for their years of service. This included three volunteers for 25 years of service.





Highlights of the year

The Council Plan Action Plan contained 81 actions at the end of 2024-2025. Seventy-eight actions were completed, two were in progress and one was deferred.

Achievements

Strategic Direction – People and Community

- **Mental health initiatives and research:** Continued development and building on partnerships with local mental health services, including mental health staff and school nurses, to promote awareness and referrals to Council's B-Heard Program.
- **Refugee Week activities**: Held a community event at the St Albans Community Centre in partnership with the local settlement support agency, MiCare. This year's theme was, Finding Freedom & Diversity in Community. The program included talks by refugees, a presentation by the Vietnamese Community in Australia with traditional Vietnamese dancers, an Ethiopian coffee ceremony, and cultural and craft stalls.
- **Youth mental health engagement**: Delivered Youth Mental Health First Aid training to our staff and volunteers and planned the delivery of the training program to Brimbank sporting clubs.
- **Reconciliation Action Plan**: Brimbank's innovative Reconciliation Action Plan (RAP) 2024-2026 was endorsed by Reconciliation Australia. Brimbank City Council is now recognised as a member of the Reconciliation Australia network.

Strategic Direction – Places and Spaces

- **Illegally Dumped Rubbish Action Plan**: Finalised a plan to tackle illegal dumping. This includes delivering a targeted engagement program with businesses, renters and landlords around hot spots to reduce waste, and a pilot program with surveillance, security and responsiveness at high-frequency residential dumping sites.
- **Quality public spaces and streetscapes**: Enhanced the vibrancy of Brimbank's public spaces with new artwork: 'Bushtucker' by Aunty Lee-Anne Clarke, 'The Five Elements' public sculpture in Sunvale Community Park in Sunshine and the 'Creature Creature' installation mural at Isabella Williams Reserve in Deer Park.
- **100% Renewable Brimbank**: Offered residents information and resources about renewable energy and energy efficiency. Council joined the Solar Saver program, a collaborative program with 20 Victorian councils, to support households to install solar, battery storage and energy-efficient electrical appliances.
- **Conservation and biodiversity efforts**: Delivered 10 events as part of the My Smart Garden Program, including a community planting day at Bon Thomas Grasslands, where 5,000 native shrubs, grasses and wildflowers were planted by more than 100 community members.

Strategic Direction – Opportunity and Prosperity

- **Economic Development actions**: Hosted the West of Melbourne Economic Development Alliance (WoMEDA) roundtable to foster stronger collaboration and understanding between local government, regional institutions and the State Government, and to provide a foundation for developing WoMEDA's investment attraction strategy for Melbourne's west.
- **Community access to education and jobs**: Empowered Brimbank residents, especially young people and women, through initiatives such as the Young Entrepreneur Summit with the Australian School of Entrepreneurship, a local jobs expo for 250 community members and support for people to gain employment through job referrals and practicing interviews.

- **Digital access and inclusion**: Encouraged and supported community members to use digital and other technology by providing workshops and foundational computer skills classes, loaning iPads, Internet access and guided tuition, including 89 digital literacy programs.
- **Tourism and visitor economy strategy**: Delivered a range of activities, including providing Brimbank content for the Western Melbourne Tourism Board's Love Westside website and editions of the Western Melbourne Tourism eBulletin, and launched the Experience Brimbank Instagram and Facebook pages.

Strategic Direction – Leadership and Governance

- **Advocacy successes**: Continued to achieve considerable success towards our advocacy priorities, including the Federal and State Governments committing $250 million and $50 million, respectively, to construct a diamond interchange at Calder Park Drive to make it safer and improve traffic flow.
- **Community satisfaction and performance reporting**: Overall satisfaction with our performance increased to 72, up from 70 in 2023-2024, as measured by the annual Community Satisfaction Survey.
- **DEI Framework**: Confirmed a new Diversity, Equity, and Inclusion (DEI) Framework that consolidates our organisational approach to workforce and workplace development related to DEI, aligned with our priorities and community expectations.
- **Councillor transition program**: Delivered a comprehensive Councillor transition program to support the incoming Council. The program included induction sessions, governance training, key briefings and access to essential resources to ensure a smooth transition and effective governance.

Council Plan actions in progress

As of 30 June 2025, three Council Plan annual actions were pending completion. An explanation is provided in the table below.

Action	Action status to date
Continue implementation of the Brimbank Cycling and Walking Strategy to provide a network that supports active transport, including the Jones Creek trail bridge (shared user path) in Cairnlea	We are continuing construction on the Jones Creek trail bridge and installing the decking. We expect to complete the works by the end of July 2025.
Implement 2024-2025 actions of Council's Occupational Health and Safety (OHS) Strategic Plan	We achieved a high completion rate for the OHS Strategic Plan, with 95% of actions completed or on track. We deferred the remaining 5% of actions to 2025-2026 because of an extension to the timeframe for the Safety, Incident and Claims Management system replacement. Our achievements included the Fitness for Work project, contracting a new employee assistance provider and implementing an anonymous tool to report inappropriate workplace behaviour.
Continue to implement improvements to key systems and processes, including: • **Supporting the upgrade of Office 365 for all staff** • **Upgrading Content Manager by December 2024** • **Upgrading aged telephony systems by December 2024** • **Replacing the finance system Computron by mid-2025**	We continued to implement improvements to key systems and processes as planned, including: • Successful completion of the Content Manager upgrade • Replacement of the aged telephony system in contact and service centres, with an organisation-wide rollout in the planning stage • Commencement of a project to replace ageing laptops progressively over the remainder of 2025 and the first half of 2026. We will replace the Windows 10 operating system with Windows 11 in the same timeframe • Delivery of the Finance System Replacement project is on track for 2026

Quarterly Council Plan Action Plan progress reports are presented to Council and can be viewed on our website.

2025 Community Satisfaction Survey

In the 2024-2025 financial year, Brimbank City Council conducted its annual Community Satisfaction Survey (CSS). The survey included 600 face-to-face interviews conducted every quarter. We compared the results with those of eight other metropolitan councils and the Governing Melbourne Survey, which involved 800 residents across Melbourne.

The participant demographics included:



Gender:

53%
male

46%
female

1%
non-binary



Age groupings:

34%
young adults (18-34 years)

17%
adults (35-44 years)

23%
middle-aged adults (45-59 years)

18%
older adults (60-74 years)

8%
senior citizens (75+)



Language:

54%
multilingual with Vietnamese, Hindi, Tagalog, Maltese and Italian being the top non-English languages

46%
English



Household composition:

54%
own their home

14%
with a mortgage

29%
Renting

3%
Other

The following table summarises the key findings:

Performance area	2025 score	2024 score	Change	Comments
Overall performance	72	70	+2	Highest satisfaction score since 2011 and well above the state average.
Governance and leadership	71	71	-	Consistently high satisfaction.
Community consultation and engagement	74	74	-	Maintaining high satisfaction, surpassing the metropolitan and state averages.
Customer service	76	75	+1	Consistently high satisfaction.
Planning for population growth	73	72	+1	Slight increase, comparable to metropolitan averages.
Lobbying and advocacy	70	71	-1	Slight decrease, still well above the state average.
Value for rates	66	67	-1	Slight decrease.
Trust and confidence	72	71	+1	Introduced in 2024, indicating a consistent and high level of trust and confidence in Council.
Council services and facilities	79	77	+2	Very high satisfaction.

In the 2024-2025 CSS, respondents were asked to name the top three issues they believed were most important for people currently living in Brimbank. More than half (57%) of the 600 surveyed respondents nominated at least one issue that they felt needed to be addressed.

Top 10 issues to address in Brimbank	
1. Safety, policing and crime	Council's responsibility for community safety is shared with other levels of government, police, service providers and the community as outlined in our Safe and Inclusive Strategy 2020-2024.
2. Traffic management	
3. Provision and maintenance of street trees	
4. Road maintenance and repairs	Council is developing a new Road Management Plan 2025-2029 that will include increased inspection and intervention levels for roads and footpaths.
5. Footpath maintenance and repairs	
6. Parking	

Top 10 issues to address in Brimbank	
7. Council rates	
8. Rubbish and waste collection	Council is stepping up its response with a comprehensive new action plan focused on education, prevention, enforcement and clean-up.
9. Cleanliness and maintenance	
10. Parks, gardens and open spaces	

Comparisons and observations

- Higher satisfaction: Young adults (18-34 years) and senior citizens (aged 75 and over), females, multilingual and rental households, newer residents (less than five years), part-time/casually employed residents, unemployed, retired and respondents who are not in the workforce showed higher than average satisfaction.

- Lower satisfaction: Adults and middle-aged adults (35-59 years), respondents from English-speaking households, people who had contacted Council in the last 12 months, respondents identifying with a disability, longer-term residents (five-nine years in Brimbank) and self-employed respondents showed lower than average satisfaction.

The 2024-2025 CSS indicates a positive trend in overall community satisfaction with Council. We made significant improvements in specific community service areas like disadvantaged support, services for seniors, youth services, and community and neighbourhood houses, along with increasing satisfaction with building and/or planning permits. In terms of facilities, the three core kerbside collection services (garbage, recycling and food organics/green organics) were all equal to or outperformed the metropolitan average. Local library services also performed at an excellent level.

The most important areas we should focus on to improve performance include communication and consultation, and Council rates, fees and charges. These gaps highlight ongoing challenges that require targeted efforts to enhance service delivery and address community concerns.

You can view the full detailed report for the 2024-2025 Brimbank City Council Community Satisfaction on our website.

Feature: Maternal Child Health Service for Aboriginal children



In 2024, the Maternal and Child Health (MCH) Service identified an opportunity to strengthen engagement with Brimbank's Aboriginal and Torres Strait Islander community and increase the number of families participating in Key Age and Stage visits. At that time, 76% of Aboriginal children participated in the MCH Service.

The MCH Service introduced an Aboriginal and Torres Strait Islander portfolio, which was assigned to an Outreach Nurse. The MCH database was used to identify families, so the Outreach Nurse could contact them directly and support them to book appointments. When families moved to different areas, the Outreach Nurse helped transfer their files to the relevant Council.

The Outreach Nurse regularly attended Cooinda, Brimbank's Aboriginal Community Centre, and met with the Brimbank Aboriginal and Torres Strait Islander Consultative Committee to build connections with local elders and community members.

This targeted approach increased participation in the MCH Service by Aboriginal children to 96.62% in 2024-2025, an increase of 20.62% in one year.

Advocacy and Stakeholder Relations

The Advocacy and Stakeholder Relationships department leads the development and implementation of Brimbank City Council's advocacy strategies. The department supports Council in identifying, influencing and securing outcomes for the community. Our efforts include membership and facilitation of LeadWest, an advocacy alliance with Hobsons Bay, Maribyrnong, Melton and Wyndham City Councils.

This year, Council continued its advocacy efforts in alignment with the Advocacy Plan 2023-2025 and achieved significant government commitments and investments. We achieved this through engagement with decision makers, partner organisations and community groups at events and forums.

Advocacy priorities

Council has initiated our biennial review of advocacy priorities. To inform our work, Brimbank residents were engaged using a community survey followed by a workshop to understand community sentiment and priorities related to advocacy. Topics that the community and Councillors identified as having high importance will form part of the final Advocacy Priorities for 2025-2027.

'Rail before Runway' campaign



Council launched our 'Rail before Runway' campaign in early 2025. To meet the needs of Brimbank residents and the wider community, this campaign calls on the Federal and State Governments to fast-track Melbourne Airport Rail (MAR) construction before the airport's third runway opens in 2031.

Council met with various MPs and ministers, partnered with community groups and peak bodies, launched a dedicated website, and generated media and social media coverage. This mobilised strong community support with hundreds of residents writing to the Prime Minister, the then Federal Opposition Leader and the Victorian Premier. Our efforts contributed to a $2 billion Federal Budget commitment and the bringing forward of $2.1 billion by the State Government in its State Budget timeline to fast-track the related Sunshine Station upgrades. This followed a $63.5 million joint government announcement in September 2024 to rebuild Sunshine Station.

With funding committed for the Sunshine Superhub, Council's campaign will continue to focus on fast-tracking the completion of MAR ahead of the opening of Melbourne Airport's third runway in 2031. In the interim, we will advocate for a direct bus service linking Sunshine Station and Melbourne Airport. We will also continue to advocate for the full and timely implementation of the Sunshine Station Masterplan and the urgent rebuild of Albion Station.

'Fix the Calder' campaign

Council continued our 'Fix the Calder' campaign, focusing on securing government funding for a full diamond interchange at Calder Park Drive. We continued to maximise advocacy opportunities and raise awareness about the ongoing safety and congestion issues through multiple channels. These included:

- Positioning the project as a LeadWest priority
- Maintaining media engagement
- Partnering with the Calder Action Group and Calder Highway Improvement Committee
- Working closely with local MPs, relevant candidates leading up to the 2025 Federal Elections, and the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government

After four years of strong advocacy, we were very pleased to see the campaign result in a $250 million budget commitment from the Federal Government and $50 million from the State Government for the Calder Park Drive interchange construction.

'Know the Facts on the Third Runway' campaign

First launched in 2022, Council's 'Know the Facts on the Third Runway' campaign calls on the Federal Government to fully consider the health impacts of the proposed third runway at Melbourne Airport before deciding.

In September 2024, the Federal Government conditionally approved the third runway's Major Development Plan with noise mitigation measures. Although a health impact assessment was not undertaken before conditional approval, our advocacy resulted in noise mitigation measures being imposed on the Melbourne Airport operator. These measures include:

- Melbourne Airport restoring the length of the east-west runway to maximise the opportunities for noise sharing
- Design and implementation of a noise sharing and airspace plan that prioritises sharing aircraft noise between affected areas
- Implementation of a noise amelioration program for the most impacted communities
- Conducting a community health study into the impacts of noise before and after the establishment of the third runway, involving:
  - Recording baseline data in the lead-up to runway construction
  - Recording data for the first 20 years of the operation of the runway

A Senate Inquiry into the Impact and Mitigation of Aircraft Noise followed, where Senator Steph Hodgins-May raised our concerns. In early 2025, given our concerns that the third runway's noise mitigation conditions may not be adequate, Council applied for a merits review of the Government's decision to conditionally approve the third runway. The process was still underway as of 30 June 2025.

LeadWest initiatives

Facilitated by Brimbank, the LeadWest advocacy alliance represents the fastest-growing region in Australia with over one million residents, or 20% of Greater Melbourne's population. The alliance advocates for shared member interests. It focuses on strengthening the local economy, supporting sustainable population growth, improving transport connectivity and scaling up community services to meet our residents' current and future needs.

This year, LeadWest launched its 'Strategic Plan 2024-2026: Invest in the West' and focused its advocacy efforts on the 2025 Federal Election and the 2025-2026 State Budget. At a state level, the alliance engaged with several key decision makers, including roundtables with the then Treasurer, the Hon Tim Pallas, and Opposition Leader, Brad Battin. The alliance also met with the Hon Melissa Horne, the Hon Gabrielle Williams, the Hon Natalie Hutchins and several local MPs from Melbourne's west. At a federal level, LeadWest launched the 'Federal Election 2025 Advocacy Priorities' and followed this with a delegation to Canberra, where the alliance met with several federal MPs at Parliament House, including Minister King.

2024-2025 advocacy highlights

Brimbank City Council

Council's advocacy campaigns and several of our major initiatives and highlights are detailed in the list below. These include the significant State and Federal Government investments towards priorities outlined in the Brimbank Advocacy Plan 2023-2025.

- A total of 22 meetings with parliamentarians and the Mayor and/or CEO to raise priorities identified in the Advocacy Plan 2023-2025.
- $63.5 million joint government funding for Sunshine Station upgrades.
- Successful launch of the 'Rail before Runway' campaign to mobilise the public to advocate to key decision makers for the MAR to be built before the Melbourne Airport's third runway.
- Additional $2 billion in Federal Government funding to deliver the new Sunshine Station Superhub as part of the first stage of the MAR project.
- State Government bringing forward $2.1 billion in funding to commence works on the Sunshine Superhub in 2026.
- Establishment of an ongoing Social Inclusion Action Group in Brimbank.
- Federal Government imposing noise mitigation measures as part of its conditional approval of Melbourne Airport's proposal for a third runway.
- $300 million commitment to construct a full diamond interchange at Calder Park Drive, consisting of $250 million from the Federal Government and $50 million from the State Government.
- $12.1 million State Government funding for a new bus route between Cairnlea and Deer Park.
- $8.9 million State Government commitment to upgrade shared user paths in Taylors Lakes, Sydenham and Hillside to help locals move around more safely.
- $6.6 million State Government funding to expand the Youth Crime Prevention and Early Intervention Project run by Victoria Police in Brimbank and Wyndham.
- $5 million Federal Government commitment to establish a new childcare centre in Brimbank.
- $3.1 million Federal Government commitment to upgrade changerooms, social rooms and synthetic pitch at Churchill Reserve.
- $1.67 million State Government commitment towards road sealing Old Geelong Road in Brooklyn.
- $1.25 million State Government funding to support the completion of the Vietnamese Museum Australia in Sunshine.
- $1.05 million State Government funding for the Foundry Road Active Travel Route project.
- Two of our motions were successfully endorsed for statewide advocacy by the Municipal Association of Victoria at its May 2025 State Council Meeting. The motions called for more State Government resources to address homelessness and the adoption of a needs-based funding model for libraries.

- Council participated in the June 2025 Australian Local Government Association (ALGA) National General Assembly, submitting three successful motions that were endorsed for nationwide advocacy. These motions called on the Federal Government to take greater action to address online gambling harm, fund a national pilot program for energy upgrades to low-income households and provide greater support for people seeking asylum.

LeadWest

LeadWest had a very successful year and achieved the following outcomes:

- $1.1 billion in Federal Government funding to fix the Western Highway.
- $300 million in Federal Government funding for the Melton Line electrification.
- $85 million Federal Government commitment for the 'Wyndham Ring Road', a new road link that will connect the two fast-growing suburbs of Wyndham Vale and Tarneit.
- $45 million State Government investment into the East Werribee Employment Precinct.
- $15 million in Federal Government funding towards the Plumpton Aquatic Centre.
- $5 million to support the design phase of 'Creative West', a proposed new vibrant cultural precinct in Footscray.
- New or improved school bus services in Melbourne's west.
- $162 million for new and improved bus services in Melbourne's growing suburbs. These include:
  - $20 million for a new bus route between Rockbank Station and Tarneit Station via Mt Atkinson.
  - $18.5 million for reconfiguring bus routes to address coverage gaps in Aintree, Hillside, Deanside and Frasers Rise, improve access to Caroline Springs town centre and create connections to Watergardens Station.
  - New and upgraded bus services for the new West Tarneit Station.
  - More bus services to improve access to the Wyndham Law Courts precinct.
  - A new bus route from Thornhill Park to Cobblebank Station.

Awards

School Crossing Victoria 2024 Supervisor of the Year regional award



One of Brimbank's much-loved school crossing supervisors, Sally Stellini is the winner of School Crossing Victoria's 2024 *Supervisor of the Year* award for our region.

Sally has been working as a school crossing supervisor for 20 years and most of that time has been spent at the Monash Street Sunshine crossing, servicing the nearby Our Lady's Catholic Primary School.

The school community recognise Sally for her passion and dedication to her crossing, and for her warm and positive nature.

It is said that Sally makes everyone feel special by knowing their names and goes so far as knowing their dogs' names too!

As well as sharing her road safety knowledge, Sally teaches everyone how to correctly cross the road, while making sure it's safe to do so.

Sally (fourth from left) was in great company this year with seven other Brimbank Crossing Supervisors nominated for their exceptional service, including Hai Chu, Lena Calfapietra, Areniel Montoro, Carol Spencer, Gordon Gambian, Margaret Cockinos and Michael McGrath.

Congratulations to our winners – and most of all thank you for keeping students and pedestrians safe around Brimbank.

School Crossings Victoria established the School Crossing Supervisor of the Year award back in 2010 to acknowledge the contribution and spirit of the work undertaken by school crossing supervisors throughout Victoria.

6-Star Design & As Built Green Star rating



The Brimbank Aquatic and Wellness Centre achieved a 6-star Design & As Built v1.2 rating, recognising its world-class sustainability.

Already holding a 6-Star Design rating, the Centre has now been awarded for delivering on its sustainable design. It is also Australia's first all-electric aquatic centre, setting a benchmark for energy efficiency.

Life Saving Victoria (LSV) Pool Safety Assessment Platinum and Gold ratings



Sunshine Leisure Centre earned a Platinum rating and Brimbank Aquatic and Wellness Centre a Gold rating in LSV's Platinum Pool Program, recognising excellence in aquatic safety and risk management.

Sunshine achieved 100% compliance and 97.4% safety, while Brimbank scored 100% compliance and 98.42% safety. These results and recognition are a testament to the team's hard work and integrity.

Women in Trade Award finalist



Parks Development team member Isabelle Pereira was nominated as a finalist in the Women in Trade Award, which celebrates women excelling in male-dominated fields. This honour follows her Apprentice of the Year Award and highlights her outstanding achievements among nominees from across the state.

LSV Annual Award



At LSV's Annual Awards of Excellence, Brimbank City Council received the 2024 Public Training and Pool Safety Licensee of the Year Award. This award recognises the Lifesaving Education Assistance Program (LEAP) delivered by Brimbank Leisure to our staff and community and our commitment to pool safety at the Brimbank Aquatic and Wellness Centre and Sunshine Leisure Centre.

Congratulations to everyone involved, especially our LEAP training facilitator.

2025 We Are Brimbank Awards



From L to R: Alyshia Clarke (Dance 4 All) , Aunty Lee-Anne Clarke, Dr Ashima Soni (Citizen of the Year), Billy Chen (Young Citizen of the Year), Jaswinder Kaur, Marta Makkai, Hang Bui, Dannielle Tomlinson Brimbank Community Hubs (St Albans PS Community Hub, St Albans Heights PS Community Hub, Stevensville PS Community Hub, Deer Park North PS Community Hub), Kelly Pudge & Melanie Gill (Helping Hand Mission).

Citizen of the Year Winner:

Dr Ashima Soni

The Citizen of the Year is someone whose exceptional dedication, selflessness and leadership makes a profound impact in Brimbank. They embody the spirit of community, work tirelessly to improve the lives of others, uplift our neighbourhoods and foster a sense of unity and belonging.

Dr Ashima Soni is a dedicated Senior Clinical Psychologist with over 14 years of experience, specialising in anxiety, depression and stress management. She uses evidence-based therapies such as Cognitive Behavioural Therapy and mindfulness to support people and create lasting change through a warm, collaborative approach.

Young Citizen of the Year Winner:

Billy Chen

The Young Citizen of the Year is a remarkable young citizen who inspires all with their passion and commitment to creating a brighter future for Brimbank.

A member of the Victorian Youth Congress, the Western Chances STAR Committee and a former Chair of Brimbank Youth Council, Billy Chen is a dedicated young leader committed to improving outcomes for his local community. He leads by example and strives to support the educational aspirations of young people in Melbourne's west.

Arts, Culture or Tourism Award Winner:

Aunty Lee-Anne Clarke

This award recognises and celebrates the fantastic projects, events, groups or businesses that showcase and develop our community's rich cultural fabric.

Aunty Lee-Anne Clarke is a proud Kirrae Whurrong woman from southwest Victoria. She has lived and worked in Brimbank for more than 25 years. Aunty Lee-Anne is passionate about amplifying First Nations voices, supporting youth and families, building strong community relationships and fostering reconciliation for a better future for all. She is also a recognised artist in her own right.

Community Engagement Award Winner:

Brimbank Community Hubs: St Albans PS Community Hub, St Albans Heights PS Community Hub, Stevensville PS Community Hub, Deer Park North PS Community Hub

This award acknowledges and celebrates remarkable projects, events, groups or businesses that make a significant contribution to building a welcoming, engaging and connected community.

Brimbank Community Hubs are safe and welcoming spaces that support culturally and linguistically diverse families, particularly mothers with young children. These hubs support social cohesion, early years learning, education and pathways to employment.

By embedding hubs within primary schools, the program ensures accessibility and trust, making it easier for families to engage with both the school community and local services.

Environment or Sustainability Award Winner:

Albion Primary School

This award acknowledges and celebrates remarkable projects, events, groups or businesses that motivate residents to care for and protect our environment for future generations.

Albion Primary School has proudly served the community for nearly 100 years, with 2026 marking its centenary. Their mission to 'Aim High' guides students to become socially capable individuals, reach their full academic potential and grow into caring, respectful and community-minded citizens. In 2024, Albion Primary School achieved 5-star accreditation through ResourceSmart Schools, highlighting its commitment to sustainability and excellence.

Sports and Wellbeing Award Winner:

Dance 4 All

This award celebrates those who make significant contributions to enhancing physical activity, mental health and overall wellbeing in our community. Whether they're championing youth sports, organising fitness programs or advocating for inclusive recreational opportunities, we want to recognise their positive impact.

Dance 4 All is one of the first programs of its kind in the west, offering an inclusive, purposefully designed dance program that caters to students with diverse needs. Running since 2021, Dance 4 All has built a safe, judgement-free community that fosters understanding and mutual support. It aims to break down barriers, spark conversations about inclusion and educate community about the harmful effects of social stigma and discrimination surrounding autism and disability.

Dance 4 All's mission is to provide equal access to dance classes, performances and social networks for people with disabilities — because 'Dance is 4 everybody!'

Community Group of the Year Winner:

Helping Hands Mission

This award recognises a remarkable community group that shows dedication and service, making a positive impact on the lives of Brimbank residents. This may be through organising events, providing essential services or leading initiatives that bring community together.

Helping Hands is more than just a charity — it's a community lifeline. What began as a small mobile op shop in 2007 has evolved into a crucial support network for over 10,000 local families.

Whether it's emergency food relief, a warm meal, affordable shopping or simply a friendly face, Helping Hands is there to help. Thanks to their incredible volunteers, donors and partners, Helping Hands provides essential items to those in need, rescues food and keeps quality goods out of landfills. At Helping Hands, everyone is welcome, and every contribution makes a difference.

Mayoral Appreciation Award:

Julian Reynolds

The Mayoral Appreciation Award is a special commendation given to one We Are Brimbank Award nominee, chosen by the Mayor, for their outstanding contribution to the city and community.

Julian is a dedicated Keilor Downs resident who cares deeply about his community and wants to see it looking its best. On weekends, he voluntarily picks up rubbish around the Brimbank Aquatic Centre, Keilor Central, Keilor Plains train station and nearby areas.

He also collaborates with Clean Up Australia, local community organisations and Council to develop initiatives that support ongoing clean-up efforts in the area.



Financial summary

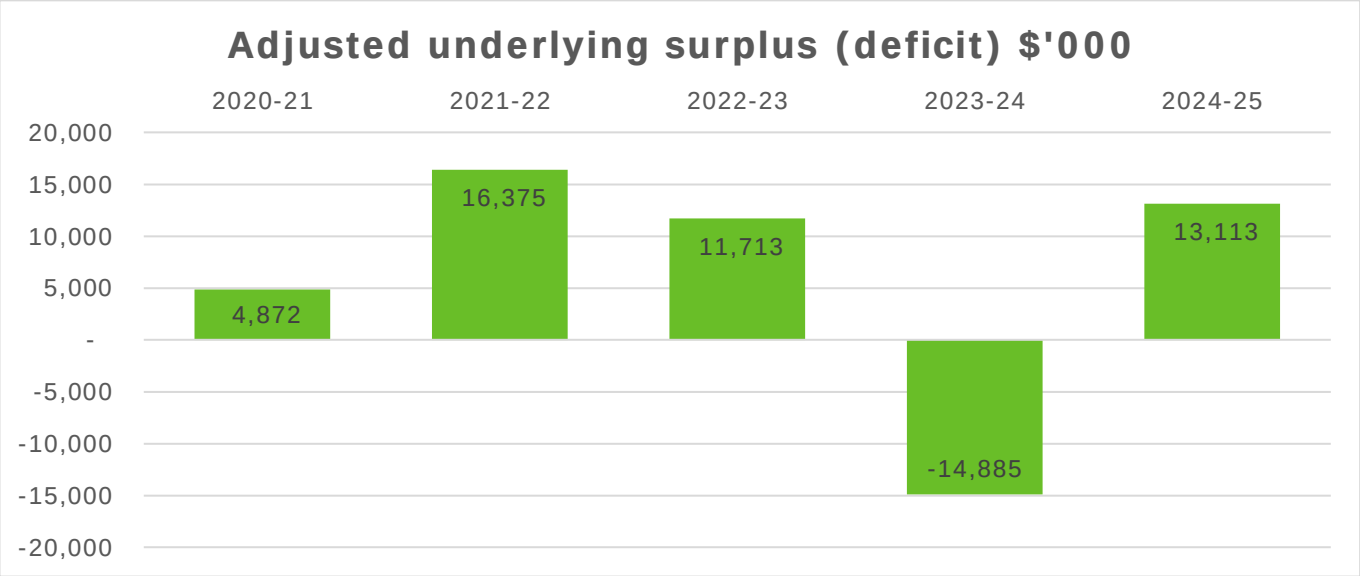
The 2024-2025 financial year results reflect Brimbank City Council's ongoing commitment to financial and infrastructure sustainability as outlined in our Long-Term Financial Plan.

Council's financial position continues to remain sound. You can find detailed information about our financial performance in the Financial Report and Performance Statement sections of this Annual Report.

Council manages more than $3.02 billion in assets. These include land, buildings and other infrastructure such as roads, footpaths, bike paths and drainage.

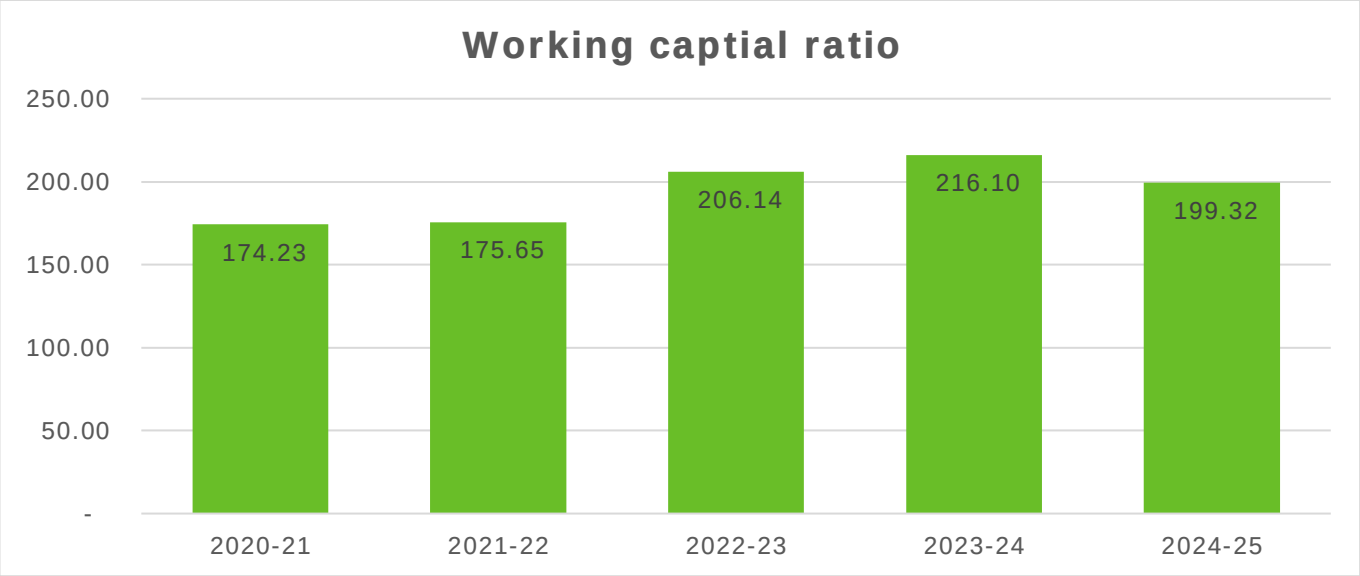
Operating position

Council achieved a surplus of $37.61 million in 2024-2025. This surplus compares favourably to the budgeted surplus of $1.77 million. The adjusted underlying result of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of $12.88 million. Sustaining an adjusted underlying surplus is a critical financial strategy that gives us the capacity to renew $3.02 billion of community assets that we manage and to 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 our current assets as a percentage of current liabilities. Council's result of 199.32% is an indicator of a satisfactory financial position and is in line with the expected target band of 100-400%.

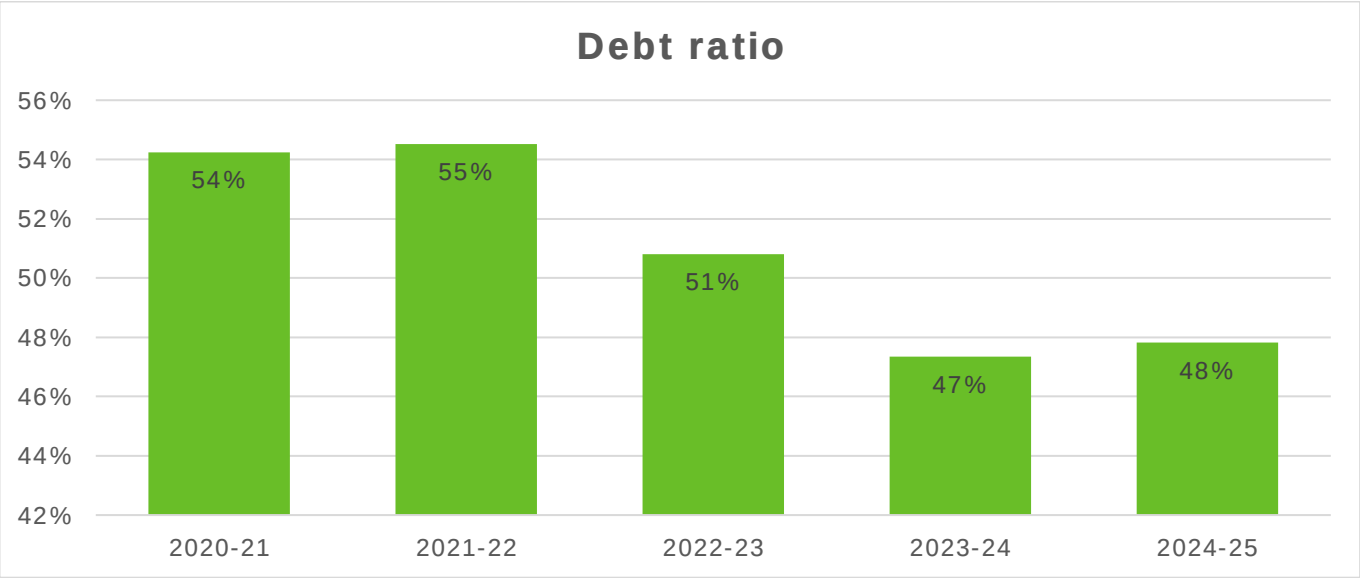


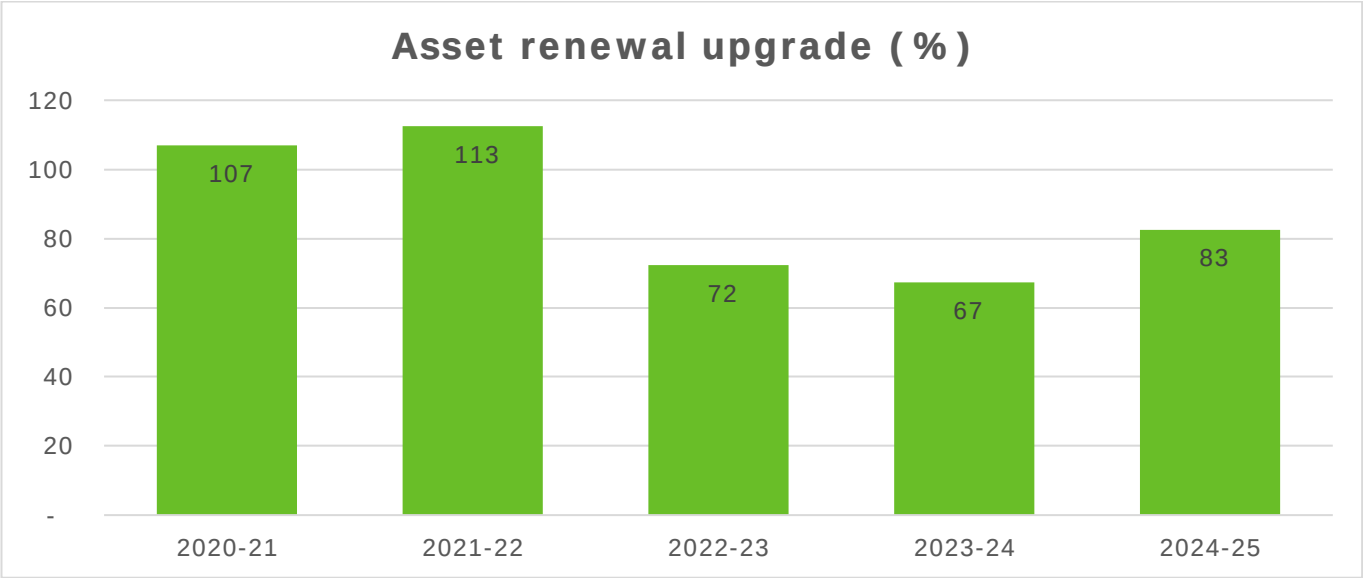
Obligations

Council aims to maintain our infrastructure assets at the expected levels while continuing to deliver the services our community needs.

At the end of 2024-2025, Council's debt ratio, which is measured by comparing interest-bearing loans and borrowings to rate revenue, was 48%. The 2024-2025 result is in line with last year's because borrowings were similar to repayments, keeping us within the expected target band of 0-70%.

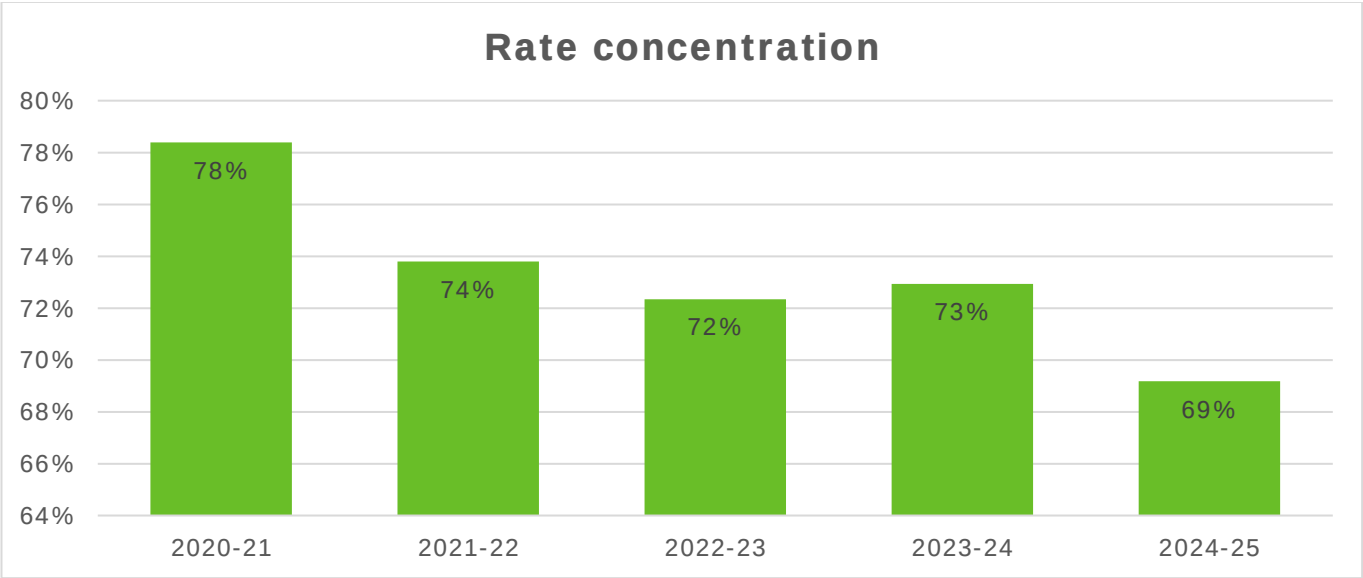
Council's asset renewal and upgrade ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 82%, which is in the expected target band of 40-130%.





Stability and efficiency

Council raises revenue from a wide range of sources, including rates, user fees, fines, grants and contributions. Despite this, our rate concentration, which compares rate revenue to adjusted underlying revenue, was 69% for 2024-2025, at the top end of the expected target band of 30-80%. The average residential rate per property was $1,847, which compares well with similar councils in the outer metropolitan area.



Economic factors

Rate capping: The Victorian Government set a rate cap of 2.75% for all Victorian councils for 2024-2025.

State Government waste levy: The State Government increased the waste levy by 2.7% in 2024-2025.

Labour cost increases: Wage inflation rates for 2024-2025 were set under our Enterprise Bargaining Agreement (EBA 9).

Capital Works Program 2024-2025

The 2024-2025 adopted Capital Works Budget was $61.36 million, comprising $58.67 million in new project funding and $2.69 million carried forward from 2023-2024. In addition, $1.76 million in carry forward variations from 2023-2024 increased the authorised budget to $63.11 million at the start of the year.

During the year, net approved expenditure variations of $3.06 million were adopted, increasing the final authorised Capital Works Budget to $66.17 million. Actual expenditure for the program totalled $54.77 million, representing 83% financial expenditure.

In total, 229 projects were included in the program, of which 197 were delivered. The remaining 32 projects were either carried forward into 2025-26 or deferred for reassessment and possible reallocation of budget in future years. This equates to an 86% completion rate by project numbers.

The Capital Works Program reflects Council's ongoing commitment to investing in infrastructure that supports the growth, renewal, and wellbeing of the Brimbank community.

Table 1 provides a summary of total expenditure across each asset class.

Capital works summary

Capital works	$'000s
Buildings	$11,203
Plant and equipment	$2,991
Computers and telecommunications	$1,986
Library Books	$865
Artworks	$100
Roads	$26,639
Footpaths and cycleways	$1,732
Drainage	$1,950
Parks, open spaces and streetscapes	$4,203
Recreational, leisure and community facilities	$3,099
Total	$54,768

Table 1 | Actual expenditure as of June 30, 2025

Capital works highlights

Buildings	$'000s
Lionheart Reserve Tennis Pavilion The construction of the new Lionheart Tennis Pavilion has been completed, delivering modern, high-quality facilities designed to meet both current and future needs of the community. The pavilion is now available for use by the tennis club, local schools and community groups. As part of the project, two new changerooms were also delivered to support activities on the adjacent school sports oval. The pavilion officially opened in late July.	4,500
Lloyd Reserve, Sunshine North Sports Pavilion The construction of the new sports pavilion at Lloyd Reserve in Sunshine North is now complete. This project involved demolishing the existing change rooms and toilet block, which have been replaced with a new building. The upgrades also include new car parking and landscaping. The project began in September 2023 and was completed in November 2024, at a total cost of $4,088,000. Funding was provided through the Capital Works Program over the 2023-24 and 2024-25 fiscal years.	4,090

Roads, drainage and street scapes	$'000s
Road rehab and resurfacing programs Council has upgraded road infrastructure through its Road rehabilitation and resurfacing programs, completing works at 99 locations. This included resurfacing 67 roads, which involved replacing the top pavement layer and reinstating line marking, and renewing 32 roads, which required replacement of both subgrade and pavement layers to improve structural stability. These upgrades have enhanced ride quality, safety and durability across the network	240
Gross pollutant trap (GPT) - 23 Strzelecki Avenue, Sunshine West A GPT has been installed in Sunshine West to prevent litter and sediment from entering Kororoit Creek. These works help preserve the creek environment by reducing the amount of waste and debris entering the waterway, supporting environmental sustainability.	550
Local activity centres – Billingham Road Streetscape and public realm upgrades have been delivered, including new pedestrian crossings, tree planting, garden beds, street furniture, a renewed road surface, kerb and channel, and upgraded traffic lights. These improvements enhance pedestrian safety and amenity while increasing greenery and shade in the area.	103
St Albans Town Centre – East Esplanade streetscape upgrade A new streetscape has been constructed featuring upgraded pedestrian crossings, additional tree and garden bed plantings, new street furniture, a renewed road surface, kerb and channel, and upgraded traffic signals. The works improve public amenity, enhance safety and contribute to a greener urban environment.	105

Roads, drainage and street scapes	$'000s
Town Centre Lighting – Princess Laneway lighting New vertical lighting has been installed along the Woolworths wall in Princess Laneway to illuminate the mural artwork and enhance the night-time atmosphere. The project strengthens local identity, improves pedestrian connectivity between the car park and the main street, and increases safety and vibrancy after dark.	50

Recreational, leisure and community facilities	$'000s
Southwold St Kindergarten, St Albans The playground upgrade works at Southwold Kindergarten are complete. The project has transformed the outdoor play area to create a more engaging, inclusive and safe environment for children. The upgrade included: • A new concrete bike track • Accessible sandpits • Yarning circles and additional seating • New synthetic grass with shock pad • New bench seating and soft fall areas • Granitic sand and timber garden edging	180
Keilor Tennis Club fence replacement As part of Council's Sports Reserve fence replacement program, the Keilor Tennis Club received a new perimeter fence, replacing the previous ageing structure. In addition, the internal fencing between the tennis courts was upgraded. The new fence also functions as a windbreak, reducing wind impact and providing a more sheltered playing environment.	350
Selwyn Park Sports Pavilion kitchen upgrade The Selwyn Park Sports Pavilion kitchen has been upgraded through the Council's Annual Kitchen Upgrades program. The kitchen now features stainless steel benchtops and splashbacks, a new electric oven and range hood, sensor tap and zip unit, a dishwasher, LED lighting and new flooring. These enhancements modernise the kitchen, making it more functional, durable and energy efficient.	109
Keilor Park cricket nets The cricket practice nets at Keilor Park have been upgraded, replacing the outdated facilities. The new facility features three synthetic practice pitches, fully enclosed by a chain-link fence with overhead netting.	515
Churchill Reserve sportsground reconstruction The sportsground reconstruction at Churchill Reserve has been completed. This included an upgrade to the irrigation system and the conversion of the sportsground to warm-season grass. The project also delivered new perimeter fencing and replacement of spoon drains.	710

Parks and open space	$'000s
Neighbourhood Park upgrade - Larisa Reserve Playground Construction of the Larisa Reserve Neighbourhood Park has been completed. The upgrade includes the installation of a concrete path and an upgrade to the play equipment, featuring play units with equipment suitable for toddlers and primary school aged children, such as a rocker, a basket swing, standard swings, a seesaw, a spinner, balance equipment, monkey bars and a picnic setting. Larisa Reserve Playground is a 'Neighbourhood Park' under Council's 'Creating Better Parks Policy and Plan 2016'. The works were funded through Council's Neighbourhood Park Upgrade Program.	167
Hamel Street Pocket Park As part of the rehabilitation of Hamel Street, the road has been closed to traffic and transformed into a pocket park featuring seating, new pathways, trees and park furniture. The park includes expanses of lawn, diverse plantings and an interpretive sign. Some of the plants were propagated from cuttings taken from the historic HV McKay Gardens and from the Woody Meadow in West Sunshine.	425
Suburban Park upgrade - Odessa Reserve The ageing playground at Odessa Reserve has been upgraded with new equipment suitable for children of all ages, along with multiple shaded seating areas and improved pathways. The redevelopment also includes a multi-play unit, swing sets, nature play elements, a flying fox, picnic shelter, BBQ, drinking fountain and bicycle stands.	728

Footpaths and cycleways	$'000s
Cycling and Walking Strategy implementation - Jones Creek Trail The construction of a new shared path connection linking Denton Avenue and Jonesfield Corner, including a pedestrian bridge over Jones Creek, is now complete. This project closed a critical missing link between Cairnlea and St Albans, improving connectivity with a new boardwalk and enhanced access for pedestrians and cyclists.	402
Cycling and Walking Strategy implementation – Sydenham Rail Corridor Bicycle Track The shared path along St Albans Road (railway side) has been upgraded, with the deteriorated asphalt surface replaced by a new 3–4-metre-wide concrete path. The improved path enhances safety and accessibility, providing a continuous connection between the Western Ring Road underpass and the Gilmour Road bridge footpath.	90

Our people



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 are respectful

I value diversity, fairness and equity. | I demonstrate empathy and compassion.

We find better ways

I am committed to the safety and wellbeing of myself, my co-workers and our community | I strive to achieve the best outcomes for our community. | I am open and curious about new ideas and ways of working.

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 work together

I support and encourage others. | I find opportunities to connect with others and celebrate wins.

Executive Leadership Team management as of 30 June 2025

Fiona Blair
CEO

Fiona was appointed CEO of Brimbank City Council in January 2022. She is a highly regarded leader in local and state government with 20 years' experience as a senior executive. Her skills and experience span across a range of areas, including community, infrastructure, transport, enforcement and operations services.

Fiona is committed to making a difference, developing people and delivering high-quality services and infrastructure to the Brimbank community. She is passionate about building a customer-focused culture that will serve Brimbank now and into the future.

Masters of Business Administration, Graduate of Australian and New Zealand School of Government Executive Fellows program, Graduate of Australian Institute of Company Directors.

Kelvin Walsh
Director, City Futures

Kelvin is an experienced director who has worked in fields including planning, urban design, business development and placemaking in Australia and overseas. He has experience in local and state government and the private sector.

Kelvin joined Brimbank City Council in May 2018 to help create a community where people want to live, raise families and participate in active local life.

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 and was appointed Director Community Wellbeing in December 2020.

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

Georgie Hill
Director, People Partnerships and Performance

Georgie is passionate about making a difference in communities across Melbourne's western suburbs. She has extensive leadership experience across local and state governments and not-for-profit sectors. Over the last 20 years, Georgie has worked across a range of portfolios with a focus on policy development and implementation, program delivery, service and infrastructure planning, relationship and stakeholder management, governance and change management.

Georgie is responsible for leading Council's strategic advocacy, communications and community engagement, governance and risk, customer experience and corporate performance, and the people, culture and wellbeing function.

Georgie commenced at Brimbank City Council in July 2022 as Director Advocacy, Partnership and Community Engagement.

Bachelor of Arts, Graduate Certificate in Policy and Human Services, Australian Institute of Company Directors course.

Chris Leivers
Director, Infrastructure and City Services

Chris brings a wealth of experience in community services, infrastructure, and major projects, having held senior leadership roles in local government for many years. Chris joined Brimbank City Council in May 2023, having previously worked at Yarra, where he served as interim CEO, Merri-bek and Maribyrnong City Councils, amongst others.

Chris leads the Infrastructure and City Services Division, providing facilities and services to ensure the safety and amenity of Brimbank. He manages an asset portfolio valued over $2.9 billion, including buildings, streets, footpaths, drains, parks, places, equipment and other infrastructure.

Bachelor of Arts/Recreation, Post Graduate qualifications in Community Development, Graduate of the Australian Institute of Company Directors, the LGPro Executive Leadership program and the Institute of Public Administration Integrity and Ethical Leadership program. Three-term Board Member of Local Government Professionals Victoria, serving on the Executive as Secretary and Treasurer during that time.

Mark Brady
Acting Director, Corporate Services

Mark is an experienced and highly regarded public sector leader, with over 20 years at the senior executive level predominantly in local government across a diverse range of portfolios.

Mark specialises in building organisational culture, developing leaders and creating high-performing teams. He has led leadership and culture development at Brimbank City Council, Port Phillip Council, Bass Coast Council and Mornington Peninsula Council.

Mark has also partnered with several prominent leadership and cultural practitioners in delivering organisational and industry leadership and cultural programs.

Member Institute of Executive Coaching and Leadership, Graduate of Australian Institute of Company Directors, Human Synergistics Practitioner, Myers-Briggs Type Indicator (MBTI) Practitioner, Bachelor's and Graduate Diploma of Business.

Major change

Enterprise Agreement 9 (EA9)

EA9 2021, which covers all employees except Senior Officers, concluded on 30 June 2025.

Clause 4.3 of EA9 requires bargaining to begin six months before the nominal expiry date. Bargaining for Brimbank City Council Enterprise Agreement 10 (EAX) began with the Notice of Representative Rights (NERR) distributed on 26 November 2024.

Enterprise Agreement 10 (EAX)

In 2024-2025, Brimbank City Council undertook the bargaining process EAX to improve employee conditions and entitlements. The process included consultation with self-represented employees, town halls, roadshows and the release of draft documents for review. More than 1,000 staff participated in the formal voting process, with 52.6% voting in favour of the proposed agreement.

Following the successful vote, we lodged the agreement with the Fair Work Commission for certification. Key improvements in the EAX include enhanced parental leave and the introduction of new leave types such as mental health, reproductive health, surrogacy and gender affirmation leave.

Organisation structure as of 30 June 2025



Workforce profile

As of 30 June 2025, Brimbank City Council employed 1452 people (860.7 full-time equivalent [FTE]), an increase of 22.7 from 2023-2024, or 2.7%. The headcount shows fewer part-time employees, more full-time employees and a reduction in casual employees.

For the third year running, 45% of our workforce is over 45. The average age of employees, including casuals, has increased by 0.6 years to 43.4. Gender remains consistent with previous years, with Council employing more women than men at a 53%-47% split.

Brimbank total employment status

Status	2022-2023	2023-2024	2024-2025
Casual	395	470	415
Full-time	649	659	679
Part-time	392	360	358
Total	1436	1489	1452

Employees by age group

Age group	Female	Male	Persons of self-described gender	Total 2025
< 21	66	76		142
21-25	71	63		134
26-30	58	46	1	105
31-35	68	39		107
36-40	82	66		148
41-45	97	63		160
46-50	72	75		147
51-55	94	60		154
56-60	68	64		132
≥ 61	96	127		223
Total	772	679	1	1452

Employees by division and employment status

Directorate	Status	Female	Male	Persons of self-described gender	Total
City Futures	Full-time	52	52		104
	Part-time	47	61		108
	Casual	6	16		22
Community Wellbeing	Full-time	117	39		156
	Part-time	164	40		204
	Casual	221	171	1	393
Infrastructure and City Services	Full-time	34	235		269
	Part-time	6	4		10
	Casual	0	0		0
Corporate Services	Full-time	36	40		76
	Part-time	2	3		5
	Casual	0	0		0
People Partnerships and Performance	Full-time	59	15		74
	Part-time	28	3		31
	Casual	0	0		0
Total		**772**	**679**	**1**	**1452**

FTE employees by directorate, employment type and gender

Directorate	Sex	Full-time	Part-time	Total
City Futures	F	52	13.8	65.8
	M	52	13.8	65.8
Community Wellbeing	F	117	98.9	215.9
	M	39	22.7	61.7
Infrastructure and City Services	F	34	4.4	38.4
	M	235	2.7	237.7
Corporate Services	F	36	1.5	37.5
	M	40	2.4	42.4
People Partnerships and Performance	F	59	19.1	78.1
	M	15	2.5	17.5
Grand total		679.0	181.7	860.7

Note: Casuals recorded as 0 FTE

Gender equality and the prevention of violence against women

Council commenced work on the Social Justice Framework, the successor to our Fairness, Equality and Respect: Brimbank Strategy for Gender Equality, Respectful Relationships and Prevention of Family Violence 2019-2023, and the Social Justice Charter. This year, we concluded our Gender Equality Action Plan (GEAP) 2021-2025 and planning for the GEAP 2026. Improving gender equality and preventing gender-based violence is a high priority in the draft 'Together We are Brimbank' Plan, which incorporates the Community Vision 2025, Council Plan, and Health and Wellbeing Plan 2025-2029

Key achievements included:

- Supported the development of several gender impact assessments on policies, programs and services that directly impact the community. These included the Integrated Annual Planning Process, Brimbank Change Makers and Integrated Water Management Strategy.
- Continued supporting the Brimbank Primary Prevention Community Network to strengthen and support work in the municipality on preventing gender-based violence. Organisations involved in the network included the Orange Door, GenWest, the Salvation Army, Action on Disability in Ethnic Communities, BaptCare, Respectful Relationships (Department of Education), the Youth Junction and Good Shepherd.
- Brimbank Women in Business Lunch on Thursday 6 March 2025 celebrated International Women's Day with a presentation from Jelana Dokic. This community event was supported by the Orange Door and Victoria Police, who provided an opportunity for people to debrief post-event.
- Implementation of Sons of the West programs with 31 participants attending the programs.

The GEAP, themed around Council's obligations under the *Gender Equality Act 2020* to promote gender equality, leading to a more diverse, inclusive, equitable and high-performing workplace, concludes this financial year. Work is underway for the GEAP 2026.

Key achievements for the GEAP 2021-2025 included:

- Development of a new policy on preventing sexual harassment, supported by activities including eLearning, masterclasses for managers and an organisation-wide awareness campaign.
- Promotion and integration of the Brimbank Anonymous Reporting Tool (BART) across the organisation and into updated report management policies and procedures.
- Review and update of report management policies and procedures to have a trauma-informed approach to reporting toxic workplace behaviours such as sexual harassment, bullying, discrimination and harassment.
- Inclusion of conditions within the Brimbank City Council Enterprise Agreement 10 (EAX) to address long-term gender equality, including an increase to paid parental leave and full payment of superannuation while on unpaid parental leave.
- Review, update and promotion of flexibility guidelines to improve access and inclusion opportunities for employees.
- The development of a diversity, equity and inclusion (DEI) framework, integrating actions from community development strategies and plans that seek capability building for employees in regard to DEI.
- Completion of 55 GEAP 2021-2025 actions over the life of the Plan, with seven actions deferred for consideration as part of the GEAP 2026 or underway through other strategies and plans.

Learning and development

Council believes developing our employees is essential to being high performing and accountable. A corporate training program (CTP) for 2024-2025 was developed based on the identification of skill and knowledge gaps and key organisational priorities to address them.

A key feature of the 2024-2025 program has been leadership development, underpinned by our new leadership model. The leadership model identifies domains of leadership development and establishes values-based competencies under each domain.

Guided by these domains and the values-based competencies, we developed a long-term set of leadership programs to build leadership capability.

Leadership courses have included internally developed and facilitated mentoring and a course to identify strengths and areas for self-development, encouraging self-driven learning and growth. Our leadership development offerings provide a variety of online and external courses designed to have the greatest impact on our leaders and our staff.

For 2025-2026, the CTP will provide 320 training sessions, with more than 4,600 places across a variety of training categories, including DEI, leadership, occupational health and safety (OHS) and compliance, and personal and professional development.

Occupational health and safety

Work continued on implementing our OHS Strategic Plan for 2022-2026. The Plan aims to enhance health and safety maturity throughout the organisation by prioritising five key action areas.

During 2024-2025, we completed 94% of the identified strategic activities. Of the remaining 6%, the majority had commenced but were deferred or replanned to align with other projects, such as our software replacement project, which is scheduled for 2025-2026.

Our significant achievements in 2024-2025 included:

- Reviewed and updated the Health, Safety and Wellbeing Policy
- Implemented an online anonymous reporting tool (BART) and endorsed a project for a new safety, incident and claims management system
- Onboarded a new Employee Assistance Program (EAP) provider, which included EAP@Work (on-site clinician support) and a professional supervision trial
- Completed a detailed assessment of OHS training needs for all high-risk positions and developed a leadership competency framework
- Implemented a new OHS performance report format with a focus on trend analysis
- Conducted compliance audits, exposure testing and awareness training for high-risk crystalline silica and asbestos tasks
- Delivered the objectives of the Fitness for Work project, which includes a policy and procedure on drugs and alcohol endorsed in July 2025

Lost time injuries and workers' compensation

Year	Injuries with lost time	WorkCover claims	Days lost due to workplace injury
2024-2025	17	14	768
2023-2024	19	12	1261
2022-2023	27	12	1045
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 directorate

Directorate	Days lost
City Futures	0
Community Wellbeing	2
Infrastructure and City Services	766
People, Partnerships and Performance	0
Corporates Services	0
Total days lost	768

Our performance



‘Together We are Brimbank’ – strategic directions and objectives

‘Together We are Brimbank’ includes strategic directions and objectives that describe what Brimbank Council is aiming for to achieve the Vision for Brimbank.

Strategic direction	Strategic objective
People and Community *A welcoming, safe and supported community – an inclusive place for all.*	**Wellbeing and Belonging** Responsive services that support mental and physical wellbeing. **Pride and Participation** Community and cultural connections built through social and artistic expression.
Places and Spaces *Liveable and connected neighbourhoods that support healthy and sustainable futures – a green place for all.*	**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.
Opportunity and Prosperity *A future-focused, transforming city where all have opportunities to learn and earn – a prosperous place for all.*	**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.
Leadership and Governance *A high-performing organisation that enacts our vision and decisions through the delivery of quality and innovative services – a fairer place for all.*	**Engaged and Responsive** Community insights are valued to enhance connection and engagement with Council. **High Performing and Accountable** Our workforce strives to enhance services and liveability for the Brimbank community.

Strategic Direction: People and Community

A welcoming, safe and supported community – an inclusive place for all.



Performance

Brimbank City Council's performance for the 2024-2025 year has been reported against each goal to demonstrate how Council is performing in achieving the Brimbank City 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

People and Community: Strategic indicators

The following statement reviews Council's performance against the Council Plan, including results achieved for the strategic indicators included in the Plan.

Strategy	Indicators	Result	Commentary
Support improved mental wellbeing	Percentage of adults with high or very high psychological distress	27.3%	Over one quarter of Brimbank residents (27.3%) experienced high or very high psychological distress in 2023. This is higher than corresponding levels for the western region (21.7%) and statewide (19.1%). These figures were taken from the 2023 Victorian Population Health Survey, which provides data at the local government level every three years.
Increase healthy eating, active living and physical activity	Utilisation of aquatic facilities	80	Satisfaction with aquatic and leisure centres was 80 out of 100. This result was marginally higher than the metropolitan Melbourne average satisfaction with recreation and aquatic centres (79 out of 100), as recorded in the 2025 Governing Melbourne research.
	Percentage of adults rating their health as 'Excellent' or 'Very Good'	27.6%	Just under one-third of Brimbank residents (27.6%) rated their health as 'Excellent' or 'Very Good' in 2023. This is lower than corresponding levels for the western region (38%) and statewide (39.8%). These figures were taken from the 2023 Victorian Population Health Survey, which provides data at the local government area level every three years.
	Resident perception of performance in providing recreational facilities	80	The 2025 CSS result is one point higher than the score in 2024 and the Melbourne metropolitan average as recorded in the 2025 Governing Melbourne research.
Support increased gender equality and reduce gender-based violence	Number of family violence incidents per 100,000 residents	1,510.8	In 2024-2025, there were 1,510.8 family violence incidents (per 100,000) in Brimbank, up from 1,470.9 the previous year. Crime statistics are updated quarterly, and Council can monitor trends from this data set.
Provide community health and wellbeing services across the lifespan of residents	Resident perception of Council's performance in delivering family support services	81	This result was somewhat higher than the metropolitan Melbourne average (78) and 10 points higher than western councils' satisfaction with services for families and children.
	Resident perception of Council's performance in delivering seniors support services	82	The 2025 CSS result is six points higher than the score in 2024, and four points higher than the metropolitan Melbourne average.

Strategy	Indicators	Result	Commentary
	Participation in first Maternal Child Health (MCH) home visit	64.41%	Council is committed to providing high-quality MCH services. The 2024-2025 participation result is lower than the expected range due to the impacts of parental leave and other staff leave, and the lack of qualified MCH staff statewide to provide backfill. Available appointments were prioritised for Aboriginal and Torres Strait Islanders and clients identified as vulnerable.
	Infant enrolments in the MCH service	101.29%	Council has consistently achieved more than 100% infant enrolments in the MCH service, maintaining a high level of community engagement with the service for the past eight years. More information about the MCH service can be found at www.brimbank.vic.gov.au/living-here/my-family/children/maternal-and-child-health.
	Participation in the MCH service by Aboriginal children	96.59%	Council prioritises providing high-quality MCH services to Brimbank's Aboriginal and Torres Strait Islander community. This result has increased compared to the previous reporting period due to new initiatives within the outreach stream of MCH services. More information about the MCH service can be found at www.brimbank.vic.gov.au/living-here/my-family/children/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. However, one localised indicator can be used for this report. In 2025, through the 2024-2025 Brimbank CSS, the average perception of safety walking alone in respondents' streets after dark was 6.6 out of 10. There was measurable variation in this result observed by respondent profiles: • Senior citizens aged 75 years and over felt measurably safer than other respondents. • Female respondents felt 6% less safe than males walking alone in their street after dark. • Respondents from multilingual households reported the same perception of safety as those from English-speaking households (6.6 out of 10).
Support and advocate to reduce risk factors impacting vulnerable communities	Resident perception of Council's performance in delivering disadvantaged support services	85	The 2025 CSS result is eight points higher than the 2024 result and 38 points higher than the western metropolitan average.
	Number of community grants distributed	Annual Community Grants: 122 Quick Response Grants – 13 Total: 135	The Brimbank Community Grants Program 2024-2025 provided one-off financial assistance to not-for-profit organisations and community groups seeking to deliver projects that support and improve the Brimbank community's health and wellbeing, supporting life-long learning, encourage sustainable living, promote Brimbank as a destination and build capacity through partnerships and networks. It is made up of two grant offerings: the Annual Community Grants which are open once a year, and the Quick Response Grants which are open all year round. The Annual Community Grants were allocated across the following categories: Community Strengthening Grants, Climate Emergency Grants, Mental Health and Wellbeing Grants, Young People's Ideas Grants, Community Festival and Events Grants, Major Festival and Event Grants and Seniors Operational Grants. The Quick Response Grants had the following categories: Responsive Grants and Establishment Grants.

Strategy	Indicators	Result	Commentary
Enable social, cultural and artistic expression	Resident perception of Council's performance in providing local library services	86	The 2025 CSS result is two points higher than the score in 2024.This result was marginally higher than the metropolitan Melbourne average of 8.4.
	Number of attendees at arts and cultural activities	528,995	In 2024-2025, 528,995 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. The increase in this figure from the previous year of 321,825 can be attributed to the changed structure of our gallery spaces which has made them more immediately visible to the broader community, in turn increasing incidental arts interactions with both spaces.
Continue commitment to respecting and recognising Aboriginal and Torres Strait Islander people and culture	Number of heritage places and objects of State Heritage significance	48	The Heritage Council of Victoria notes that the Brimbank municipality contains 48 heritage places and objects of State heritage significance.
	Number of known sites of Aboriginal cultural heritage	440	The Brimbank municipality contains 440 registered Aboriginal archaeological sites.
Deliver a range of initiatives that celebrate diversity and intercultural sharing	Resident satisfaction with community and cultural activities	76	The 2025 CSS result is one point lower than the 2024 score and three points lower than the metropolitan Melbourne region.
Encourage vibrant community events and activities	Resident satisfaction with community and cultural activities	76	The 2025 CSS result is one point lower than the 2024 score and three points lower than the metropolitan Melbourne region.

People and Community: Major initiatives

The following statement reviews Council's progress in relation to major initiatives in 2024-2025.

Objectives	2024-2025 action
	Completed / In-progress / No longer viable
Support improved mental wellbeing^	Advocated to the State Government to allocate funding for local government Social Inclusion Action Groups. Assessed and formulated Council's future strategic approach to promote mental wellbeing. Further developed youth services partnerships with local mental health services, such as the B-Heard Youth Support Program. Delivered capacity building programs to support youth mental health, such as youth mental health first aid training and partnerships with other services and various programs.
Increase healthy eating, active living and physical activity^	Created informal social sports and recreation opportunities for females, those from culturally diverse backgrounds and vulnerable communities. Created opportunities to support new communities to engage in physical activity via the In2Sport program.
Support increased gender equality and reduce gender-based violence ^	Prioritised early intervention for family violence and extended support to vulnerable communities. This included conducting family violence assessments through the Maternal and Child Health service. Delivered community education sessions with kindergartens, playgroups, and other community groups about identification and early intervention for families and individuals who may be facing family violence.
Provide community health and wellbeing services across the lifespan	Developed a life-stage approach to strategically supporting the wellbeing of children, youth and older adults. Boosted life-long health, food security and wellbeing for diverse communities and age groups through a wide range of programs provided by Neighbourhood Houses, community centres and libraries.
Support safe and inclusive communities	Designed streetscapes and public realm that provides safe and inviting spaces for the community using Crime Prevention through Urban Design (CPTED) Principles. Worked with Victoria Police and services to primate service coordination at key locations across Brimbank to support community safety and wellbeing.

Objectives	2024-2025 action
Support and advocate to reduce risk factors impacting vulnerable communities	Implemented Year Two actions in the Brimbank Disability Action Plan 2022-2026: – Worked with the Local Area Coordination provider of the National Disability Insurance Scheme (NDIS) to strengthen partnerships and support the implementation of community capacity building, including access to information, education and other services. – Developed opportunities to partner with State Sporting Associations and local sporting clubs to provide and support access to sport and leisure opportunities for people with disability and their carers. Continued to embed the Homelessness Protocol and enhance the way Council responds to homelessness.
Enable social, cultural and artistic expression	Enabled Brimbank's diverse residents and communities to express themselves culturally and artistically through programming, grants, events and exhibitions.
Continue our commitment to respecting and recognising Aboriginal and Torres Strait Islander peoples and culture	Delivered Year 1 of the Reconciliation Action Plan, including: – Meeting with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. – Developed and implemented an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. Continued to support the establishment of Cooinda – the first dedicated Aboriginal and Torres Strait Islander Community Centre in Brimbank.
Deliver a range of initiatives that celebrate diversity and intercultural sharing	Facilitated events and acknowledgement activities that engage community in important diversity and inclusion celebrations, solidarity, commemorations and awareness. Provided community grants that enable community members to lead initiatives that celebrate diversity and cultural learning.
Encourage vibrant community events and activities	Delivered a Community Events program, which included: – NAIDOC Week official flag raising ceremony – We Are Brimbank Awards (inc. Brimbank Citizen of the Year and Young Brimbank Citizen of the Year) – Festive Season Events – The 'BeBold' Festival – Brimbank Readers and Writers Festival

^ Municipal Public Health and Wellbeing Plan priority

People and Community: Services

The following statement provides information about the services Council funded in the 2024-2025 Budget and the people or groups in the community who receive these services.

Service / description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Service Access provides a single and centralised service access and assessment point for community care services and service information to the community. Sub-services include Maternal & Child Health appointment bookings, Service Outreach and Navigation programs, Resilience and Emergency Management, Community Register Regional Assessment Service for Commonwealth Home Support Programme (CHSP) and Home and Community Care for Young People (HACC PYP).	675	686	10
Community Care manages and coordinates all Council's programs that support older people, people with disability and carers to maintain their wellbeing and live at home independently with assistance.	1,064	1,358	293
Food Services (Delivered Meals) aims to support, maintain and enhance the physical, social and emotional well-being of clients. Delivered meals are prepared and delivered to the clients (home or centre-based). Council volunteers deliver the meals.	285	1,172	887
Property Maintenance provides minor home modifications and repairs to eligible clients of the Commonwealth Home Support Programme (CHSP) and Home and Community Care (HACC) Program for Young people (PYP) to maintain a safe, secure and healthy home environment.	141	299	159
Social Support provides a range of activities and provides an opportunity for clients to attend and participate in social interactions which are conducted away from the client's home and in, or from, a fixed base facility or community based settings and culturally specific programs.	3,323	2,803	(520)
Council provides a **community transport** service for people who are transport disadvantaged and are unable to travel on public transport due to age, disability, health, social or geographic isolation or economic circumstances. The majority of clients using the service are older people and people with disabilities. The service is individually tailored and provided as a door-to-door transport service on a group or individual basis.	301	962	391
Support for Carers is funded by the State Government to provide support for carer health and wellbeing.	153	391	238
Seniors Support provides support to people with a disability, seniors and carers living in Brimbank through the provision of information, advocacy, advice, activities and events.	225	77	(148)
The **Universal Maternal and Child Health Service** provides Key Age and Stage (KAS) consultations, flexible services, group sessions, other community strengthening activities and telephone consultations. The Enhanced Maternal and Child Health (EMCH) Service supports families who are experiencing significant risk issues and/or present with multiple risk factors with potential for a significant impact upon the health and wellbeing of children within these families.	6,088	6,449	361

Service / description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Early Years Community Programs supports families in their early childhood journey to access early year's programs through service delivery, sector co-ordination and community partnerships. We provide a range of community-based early education and support programs for children aged 0 - school age and their primary carers.	1,666	1,676	10
Youth Services work to enhance the wellbeing of young people by providing a range of primary prevention to early intervention services, using a youth and community development lens, to support positive participation in the community. Youth Services also advocates, in partnership with young people, to ensure young people's ideas and voices are heard around priority areas of need and concern.	1,349	1,383	34
The **Arts and Culture Unit**, working under the identifier of Creative Brimbank, aims to build a vibrant, connected and creative community, bringing together a wide range of creative opportunities for the community and artists of the west. The Unit supports artists' development, connects the community and artists in creative programs and activities, and manages spaces in which creative activity takes place including the St Albans Community Centre (STACC) and Bowery Theatre plus the Council's various galleries and exhibition spaces.	2,139	2,472	333
Brimbank Leisure Centres provide a range of health and fitness programs and services to improve the health and wellbeing of community members across Brimbank. Programs and services include gymnasiums and group fitness classes for exercise, learn to swim classes, recreational swimming and aquatic exercise.	(3,138)	579	3,717
Sport and Recreation delivers a range of projects, programs and events and supports sporting and recreation clubs in capacity building, business planning and funding applications.	659	636	(23)
Council manages the **Keilor Basketball and Netball Stadium**. The facility offers a range of recreational and competitive sporting options which offer all members of the Brimbank community the opportunity for participation in physical activity and a safe place for social interaction.	(93)	(50)	43
Keilor Public Golf Course includes an 18-hole golf course, a 20-bay driving range, pro shop, club and cart hire, and a kiosk. In the past, Keilor Public Golf Course has been maintained by Council but managed by an external management company (Belgravia Leisure). In September 2022, Council decided that it would operate both the management and maintenance in-house from 1 June 2023. Golf Course Management, Operations, Pro Shop, Driving Range, Bookings, Coaching and Programs will be managed by Leisure and Community Facilities. The maintenance of the Course will continue to be managed by the Brimbank Parks Team.	(321)	(283)	38
Leisure and Community Facilities Planning has both operational and strategic units. Community Facilities manages bookings at Council's halls and meeting rooms, supports, and develops community groups and manages tenancy agreements for community facilities leases and licences. The strategic unit develops plans, policies and strategies that set the strategic direction for the development and use of council facilities and programs.	727	939	212
Working through a human rights lens, the **Strengthening Communities Unit** works to influence, engage, inform and create inclusion and access opportunities across key life stages, situations and abilities. Through strong partnerships and collaborations the Unit is able to effectively plan and coordinate evidence based programs and services.	881	942	61

Service / description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
With a focus on equity, social justice and human rights outcomes for Aboriginal and Torres Strait Islander people, and Culturally and Linguistically Diverse communities (CALD), the **Connected Communities Unit** works to build community capacity, increase participation and drive reconciliation across Brimbank and in our organisation. To support this work, the unit delivers Council's community grants program and leadership and governance training programs for the Brimbank community.	1,572	1,697	125
Through social research and evidence-based planning, policy and partnerships, the **Social Policy and Research Unit** enables Council to make strategic decisions and undertake interventions that will achieve social and health equity for our community. Driven by the Municipal Health and Wellbeing Plan (part of 'Together We are Brimbank') and Brimbank's Social Justice Charter, the Unit oversees whole of organisation approaches to community health and wellbeing.	1,074	1,167	93
Building Compliance provides administration and enforcement of key parts of the Building Act and Building Regulations within its municipal district and externally where appointed on a commercial basis for ratepayers and customers.	1,139	942	(197)
Environmental Health implements legislated immunisations and food safety programs through education, advice, service provision and enforcement to ensure a safe and high standard of public health is maintained across Brimbank.	486	741	255
Strategic Objective: People and Community - net total	**20,396**	**26,768**	**6,372**

People and Community: Service performance indicators

The following statement provides the results of the service performance indicators and measures, including explanations of any significant variations.

Service indicator	2022 result	2023 result	2024 result	2025 result	Commentary
Cost of indoor aquatic facilities	$8.22	($0.62)	($0.99)	**($1.71)**	The positive financial performance of the Brimbank Aquatic and Wellness Centre (BAWC) is the primary factor influencing the continued 'negative' cost of aquatic facilities. Year three results have seen impressive growth in swim school numbers and solid retention of gym members. While the cost of aquatic facilities continues to sit outside the expected range due to strong performance, the figures do not include all the costs of running the centres or additional maintenance and renewal costs. This means the overall cost to Council is higher. The two-year defect and liability period is now over, so repairs and maintenance costs have started to increase and will rise further when renewal projects are undertaken. Sunshine Leisure Centre has reduced the operating deficit with better-than-expected Learn to Swim performance and member growth. Find out more about our leisure centres at www.brimbank.vic.gov.au/leisure-parks-and-facilities.
Utilisation of aquatic facilities	1.48	7.60	9.73	**9.92**	Visitation continues to be excellent across the facilities, with over 1,500,000 visits to BAWC alone. This is due to the retention of high gym and aquatic member numbers, in addition to growth of the Learn to Swim program to 4,500 people. Sunshine Leisure Centre has also achieved growth due to Learn to Swim numbers growing to 1,700 people, and group fitness visits also exceeding last year's figures. The result of 9.92 is higher than 9.73 from last year, a good result considering the reduction in casual swimmers at BAWC, in its third year of operation. For enquiries, visit www.brimbank.vic.gov.au/leisure-parks-and-facilities.
Health inspections of aquatic facilities	3	2	1	**1**	Council continues to conduct inspections of our aquatic facilities during peak and off-peak periods. Leisure services also arrange biomedical tests at both facilities in addition to health inspections. This result is within the range expected by Council. Find out more about our leisure centres at www.brimbank.vic.gov.au/leisure-parks-and-facilities.
Time taken to action food complaints	1.20	1.17	1.5	**1.24**	Council places a strong emphasis on food safety and public health. Reports of food complaints and related requests are responded to promptly. This ensures a continued high level of food safety monitoring. This result is within the range expected by Council. Find out more at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety.

Service indicator	2022 result	2023 result	2024 result	2025 result	Commentary
Food safety assessments	103.56%	101.92%	100.00%	**100.00%**	Council conducts assessments on all premises that are required to have one. The current five-year exemption from August 2022 to the requirement for some businesses to have a Food Safety Program in place has led to a significant reduction in the number of Class 2 businesses requiring an assessment. All remaining businesses have been either assessed or inspected to ensure compliance with the *Food Act 1984*. Find out more about food safety at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety.
Cost of food safety service	$271.09	$340.9	$400.16	**$433.81**	Council prioritises food safety and the health of the Brimbank community. Despite being higher than 2024, the cost of the food safety service is at the lower end of the expected range, demonstrating an efficient service. Find out more about food safety at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety.
Food safety samples	New	New	100.00	**103.32%**	This service indicator was added in 2024-2025. It reports on how many food samples are tested, whether they meet safety standards and any follow-up actions for non-compliance. The 2024-2025 result sits just ahead of the range expected by Council. Find out more about food safety at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety.
Critical and major non-compliance outcome notifications	100%	95.97%	100%	**100%**	Council continues to prioritise delivering an effective and efficient risk-based food safety service. All premises with major or critical non-compliance notifications are routinely followed up on. This result is within the range expected by Council. Find out more about food safety at www.brimbank.vic.gov.au/business/types-businesses/food-premises-and-safety.
Library membership	New	New	34.80%	**32.91%**	The membership rate of 32.91% of the population reflects strong community engagement and utilisation of library services, with many residents benefitting from the resources and opportunities offered. This level of membership demonstrates that libraries are effectively meeting the needs and interests of a large portion of the community. It also highlights their role as essential community hubs, promoting literacy, learning, social engagement and access to information. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.
Loans per head of population	New	New	7.38	**7.33**	By again reaching the higher end of the expected range, results indicate that the libraries' collection has a strong alignment with community needs and interests. The result also reflects continuous improvement in resource management, purchasing and maintenance practices. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.

Service indicator	2022 result	2023 result	2024 result	2025 result	Commentary
Library visits per head of population	New	New	4.16	**4.16**	By again reaching the higher end of the expected range, results indicate that the libraries' collection has a strong alignment with community needs and interests. The result also reflects continuous improvement in resource management, purchasing and maintenance practices. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.
Cost of library service per population	$37.72	$40.65	$42.66	**$43.74**	Council continues to deliver cost-efficient library services that foster social connection and community wellbeing. Libraries support the community by providing a wide range of resources, including learning materials, leisure resources, a Languages Other Than English (LOTE) collection and literacy development programs, English proficiency support, job-seeking resources and other assistance. This result sits within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.
Participation in first Maternal and Child Health (MCH) home visit	98.11%	98.84%	96.07%	**92.56%**	Council recorded a 92% attendance rate for infants at the four-week Key Age and Stage Visit in the 2024-2025 financial year. This is within the range expected by Council. Find out more about the MCH service at www.brimbank.vic.gov.au/living-here/my-family/children/maternal-and-child-health.
Infant enrolments in the MCH service	101.18%	99.33%	100.81%	**101.29%**	Council has consistently achieved more than 100% infant enrolments in the MCH service, maintaining a high level of community engagement with the service for the past eight years. More information about the MCH service can be found at www.brimbank.vic.gov.au/health-family-and-support/maternal-and-child-health.
Cost of the MCH service	$77.45	$77.14	$94.17	**$85.69**	Council places a strong emphasis on delivering services in a cost-efficient manner. The cost of service is lower than in 2023-2024 due to no longer using agency staff and the successful recruitment of permanent and fixed-term staff. This result is within the range expected by Council. More information about the MCH service can be found at www.brimbank.vic.gov.au/living-here/my-family/children/maternal-and-child-health.
Participation in the MCH service	61.37%	66.41%	67.45%	**64.41%**	Council is committed to providing high-quality MCH services. The 2024-2025 participation result is lower than the expected range due to the impacts of parental leave and other staff leave, and the lack of qualified MCH staff statewide to provide backfill. Available appointments were prioritised for Aboriginal and Torres Strait Islanders and clients identified as vulnerable. This result is outside the range expected by Council. More information about the MCH service can be found at www.brimbank.vic.gov.au/living-here/my-family/children/maternal-and-child-health.

Service indicator	2022 result	2023 result	2024 result	2025 result	Commentary
Participation in the MCH service by Aboriginal children	76.76%	77.54%	75.94%	**96.59%**	Council prioritises providing high-quality MCH services to Brimbank's Aboriginal and Torres Strait Islander community. This result increased compared to the previous reporting period due to new initiatives within the outreach stream of MCH services. More information about the MCH service can be found at www.brimbank.vic.gov.au/living-here/my-family/children/maternal-and-child-health.

Strategic Direction: Places and Spaces

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



Places and Spaces: Strategic Indicators

The following statement reviews Council's performance against the Council Plan, including results achieved for the strategic indicators included in the Plan.

Strategy	Indicators	2025 result	Commentary
Contribute to the transformation of the transport network to be active, sustainable, connected and equitable	Kilometres of walking and cycling trails	1,722.50 km	All footpaths, including the off-road bicycle shared paths: 1650.5 km On-road bicycle network: 72 km
	Resident perception of Council's performance in managing the condition of local streets and footpaths	72 (for footpaths)	The 2025 CSS result for local footpaths is one point lower than the 2024 score and four points lower than the western metropolitan average.
	Percentage of households living within 400 metres of a bus stop or 800 metres of a train station	Percentage of households living within 400 metres of a bus stop: 81.31% Households living within 800 metres of a train station: 13.91%	These are the baseline estimates for September 2025.
	Resident perception of importance and Council's performance in traffic management	73	The 2025 CSS result is one point higher than the 2024 score, one point lower than the Melbourne metropolitan average and one point higher than the western metropolitan average.
	Number of sealed local road requests	69.78	Council responds to resident requests for sealed local roads within the approved requirements of the Road Management Plan. There was a 13% decrease in road requests in 2024-2025 compared to 2023-2024, likely due to our increased focus on proactive road maintenance. The result is within the range expected by Council.
	Sealed local roads maintained to condition standards	93.17%	The proportion of sealed local roads maintained to the required condition standard is comparable to the 2023-2024 levels and remains within the range expected by Council. Council remains dedicated to maintaining the local road network and continues to carry out necessary maintenance and rehabilitation works.
	Resident perception of Council's performance in managing the condition of sealed local roads	72	The 2025 CSS result is the same as the result for 2024. This is one point lower than the metropolitan and western region averages.
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	74	The 2025 CSS result is the same as the 2024 score, and two and three points lower than the metropolitan and western region averages, respectively.
	Percentage of people living within 500 metres of open space	87%	Figure calculated using all registered public open space and public reserves within the City of Brimbank were used to generate 500 lineal metres catchment within the municipality.
Provide community facilities that are responsive and adaptable to community needs	Community satisfaction with the performance of Council in maintaining local infrastructure	73	Satisfaction with Council's performance in providing important infrastructure that meets community needs increased by two points in 2025. This result was not included in Governing Melbourne, so no metropolitan comparisons were available.

Strategy	Indicators	2025 result	Commentary
Maximise urban greening through increased tree canopy cover and integrated water management	Percentage of tree canopy cover (public and private trees) in Brimbank	10.21%	The Brimbank Tree Policy has set a goal to raise the percentage of canopy cover in streets to 30% and in parks and open spaces to 50% by 2046. This result has increased from 8.96% in 2023-2024.
Take action on climate emergency by working towards a carbon neutral Brimbank	Resident perception of Council's performance in environmental sustainability	74	Satisfaction with Council's performance in meeting our environmental responsibilities increased by one point from the 2024 result. However, it is two points below the western metropolitan average and three points below the Melbourne metropolitan result.
	Reduction in greenhouse gas emissions from Council operations - Tonnes of carbon dioxide (CO2) emitted	5,528 tonnes	Council's greenhouse gas emissions continue to decrease because of a reduction in gas usage at Council facilities.
Collaborate with community in addressing climate change and its impacts on health	Number of participants in Council-led conservation activities	620 community members, 13 schools	In 2024-2025, we partnered with Friends Groups and other local organisations such as local church groups, to hold 17 events, directly engaging 620 community members, including school students and member of various faith groups, to plant 8,630 native shrubs, grasses and wildflowers on public land. Additionally, 13 Brimbank primary and secondary schools took part in the Wildflowers for Schools Program, each receiving 50 native wildflower seedlings to add habitat to their school grounds.
Increase the extent and condition of natural habitats through restoration and prevention of threats	Reintroduction of grassland species into Council grassland reserves	12 grassland sites enhanced	In 2024-2025, twelve grassland sites had species planted in them as part of ongoing restoration programs. A mix of wildflowers and grasses increased species diversity, helped bolster numbers and improved genetics. Of particular interest is the re-introduction of the showy Feather Heads into Laverton Gardens, Pioneer Park and Burrowye Grasslands in the Taylors Valley. A total of 49,200 locally indigenous species were planted over 21 conservation assets.
	High threat invasive species managed in conservation reserves	All conservation assets managed: approx. 400ha	In 2024-2025, high threat weeds were controlled in all of Council's conservation assets. Consistent control of high threat weeds at yaluk barring park is showing results. Rabbit control management and monitoring plans have been developed for areas with high rabbit numbers, including Taylors Valley.
	Reintroduce structural elements to increase habitat values along Kororoit Creek and within conservation reserves	Partnered with internal teams to create hollows. Introduced rocks and logs to three different reserves.	In 2024-2025, rocks were introduced to sites such as the Stony Creek Grassland and deer Park Powerline easement. 'Brush weirs' were introduced at yaluk barring park for the dual purpose of erosion control and habitat and logs have been retained within the Kororoit Creek corridor.
Invest in circular economy and improve waste management systems to increase recycling and reduce waste to landfill **Invest in circular economy and improve waste**	Resident perception of Council's performance in waste management	85	The 2025 CSS result is two points higher than the 2024 score, equal to the metropolitan region and two points lower than the western region average.
	Kerbside collection bins missed	12.27	Council seeks to deliver an effective and efficient kerbside collection service for the community. While there has been a slight increase from last year's result, it is within the expected range. Find out more about Waste Services at Brimbank at www.brimbank.vic.gov.au/rubbish-recycling-and-waste.

Strategy	Indicators	2025 result	Commentary
management systems to increase recycling and reduce waste to landfill	Kerbside collection waste diverted from landfill	38.70%	Council recorded a slight decrease in the waste diversion rate from last year's result. There was a decrease in organic material tonnage due to changes in climatic conditions and a reduction in recyclables tonnage due to the introduction of the Container Deposit Scheme. Find out more about Waste Services at Brimbank at www.brimbank.vic.gov.au/rubbish-recycling-and-waste.

^ Indicates Municipal Health and Plan Priority

Places and Spaces: Major initiatives

The following statement reviews Council's progress in relation to major initiatives in 2024-2025.

Objectives	2024-2025 action
	Completed / In-progress / No longer viable
Contribute to the transformation of the transport network to be active, sustainable, connected and equitable	In-progress: Continued the implementation of the Brimbank Cycling and Walking Strategy to provide a network that supports active transport, including the Jones Creek trail bridge (shared user path) in Cairnlea. Completed: Completed a Car Parking Management Plan around the Sunshine Hospital Precinct.
Showcase and provide quality public spaces and streetscapes where people can connect and recreate	Completed: Investigated, developed and promoted opportunities for public and street art that contributes to vibrant and engaging public spaces in Brimbank. Completed: Prepared designs for the revitalisation of Local Activity Centres (LAC) comprising streetscape and public realm developments at: – Billingham Road (Deer Park) – Glengala Road (Sunshine West) – East Esplanade (St Albans) Completed: Delivered an upgraded dog park at Frost Goldsmith Easement in Delahey, including a new fenced area. Completed: Delivered park upgrades at: – Cocoparra Cres Reserve (Taylors Lakes) – Larisa Reserve (St Albans) – Kevin Flint Reserve (Cairnlea)

Objectives	2024-2025 action
Provide community facilities that are responsive and adaptable to community needs	Developed projects that focus on increasing all-abilities access to community facilities, including design of an upgraded play space at Cliff Harvey Lagoon. Undertook preliminary work to inform the development of an Open Space Strategy. Enhanced partnerships to improve reach to non-traditional users and marginalised communities in leisure centres. Developed and promoted an Accessible and Inclusive Events Guide and investigated options for further promoting Inclusivity Brimbank. Implemented the Brimbank Sports Facility Development Plan (2023) facility improvements. Commenced design work on the Dempster Park Children's and Community Centre. Provided library buildings and library collections that allow Brimbank community members from all backgrounds to access books without charge, information, games, computers and toys and be inspired and connected.
Maximise urban greening through increased tree canopy cover and integrated water management	Finalised and commenced implementation of Brimbank's new Integrated Water Management Strategy. Delivered environmental programs with community including My Smart Garden program and community planting events, including Habitat and Biodiversity, Grow Your Own Fruit and Habitat Hollows. Continued implementation of Council's Urban Forest Strategy through street tree planting in Kings Park, Deer Park and St Albans.
Take action on climate emergency by working towards a carbon neutral Brimbank	Further Delivered initiatives that work towards a carbon neutral Brimbank, including: – Commencing implementation of the Sunshine Community battery project – Working towards a Solar Farm for Sunshine Energy Park – Delivering the Solar Pavilions Program Delivered 100% Renewable Brimbank to enable the community to access renewable energy. This includes investigating how best to support the expansion of community electric vehicle charging infrastructure. Continued implementation of Council's Fleet Transition Plan including purchasing energy-efficient vehicles (subject to availability, functionality and budget considerations).

Objectives	2024-2025 action
Collaborate with community in addressing Climate Change and its impacts on health	Facilitated community capacity building initiatives including: – Delivering the Environmental Events Calendar with programs such as 'Healthy food for a healthy planet' and 'Reducing waste at home'. – Supporting the community to stay safe during heatwaves. – Supporting local businesses to access renewable energy and improve energy efficiency. Delivered the climate emergency stream of the Brimbank Community Grants Program to help the community respond to climate change. Reviewed and updated the Climate Emergency Plan, investigating new priority areas to address evolving climate action needs.
Increase the extent and condition of natural habitats through restoration and prevention of threats	Delivered services that aim to restore and prevent threats to the environment, including: – Creating habitats for native fauna and insects that enhance biodiversity. – Raising awareness about the significance of our local grasslands and advocating for their protection. – Improving the quality, extent and connectivity of conservation reserves and areas of high biodiversity value (as priorities in the Conservation Asset Management Framework). Worked with schools to deliver community, habitat and indigenous plantings. Supported environment groups and 'Friends of' groups to deliver revegetation or restoration projects within the municipality. Continued to deliver initiatives that protect and enhance the environment from the impact of feral cats. This included investigating options for best-practice domestic cat management strategies.
Invest in circular economy and improve waste management systems to increase recycling and reduce waste to landfill	Worked with the Environmental Protection Agency (EPA) and Police to develop and implement compliance activities that respond to illegal waste dumping. This included increased and improved surveillance mechanisms. Promoted local reuse and recycling options for household items including food and garden organics (FOGO) recycling in the lead-up to the universal roll-out of FOGO (bright green lid) bins as part of the Recycling Victoria reforms.

^ Municipal Health and Wellbeing Plan priority

Places and Spaces: Services

The following statement provides information about the services Council funded in the 2024-2025 Budget and the people or groups in the community who receive these services.

Service / description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
The **Sustainability Service Unit** develops and coordinates Council's policies, strategies, programs and projects with a key focus on climate change mitigation and adaptation, integrated water management, water sensitive urban design, the circular economy and sustainability education.	1,768	2,076	308
The primary role of the **Conservation Unit** is to protect and enhance biodiversity across the municipality.	2,573	2,406	(167)
Western Alliance Greenhouse Action (WAGA) councils work collaboratively to respond to climate change across the region and encourage their communities – residents and businesses – to make a transition to a low carbon society. WAGA's plans and projects focus on both mitigation of greenhouse gas emissions and adaptation to the impacts of climate change.	(37)	(2)	35
The **Contaminated Land Service** coordinates consultants, contractors and resources to deliver works programs and projects to manage contaminated and Potentially Contaminated Land (PCL) owned, or managed, by Council to fulfill statutory responsibilities and obligations.	569	732	163
Statutory Planning undertakes Council's statutory role of processing planning and subdivision applications in accordance with the requirements of the *Planning and Environment Act 1987* and the *Subdivision Act 1988* and providing advice and guidance on these matters. This involves a wide range of applications including multi-unit developments, heritage, liquor licenses, native vegetation removal, industrial and commercial land use and development, reduction of car parking requirements, signage, flood-prone land, contaminated land and subdivision.	(12,783)	(3,296)	9,487
Planning Compliance is responsible for enforcing compliance with the Brimbank Planning Scheme and planning permits. The team work both proactively and reactively to bring land use and development into compliance. This may involve issuing Planning Infringement Notices (PINs) or undertaking legal proceedings against offenders through VCAT or the Magistrates Court. The team also provides advice to the Statutory Planners on appropriate and enforceable conditions for planning permits and oversees the implementation of Construction Environmental Management Plans for development sites.	420	546	126
Animal Management Services provide education, enforcement and animal welfare services under state and local government legislation.	1,422	1,802	380
Local Laws provides enforcement and compliance activities across Brimbank, under state and local government legislation in the areas of local laws.	(224)	7	231
Compliance undertakes the provision of local law including parking, litter, permits for public events and other activities subject to event guidelines under the relevant codes of practice and legislation, including permits to film within the municipality.	(1,504)	(1,122)	381
Provision of **School Crossing Services** during morning and afternoon school crossing times to ensure student and pedestrian safety and also optimise traffic movement.	1,782	2,290	508
Engineering and Infrastructure Services is responsible for planning, design, construction, maintenance and renewal/disposal of local roads, drainage systems and other vital infrastructure.	2,487	3,324	837

Service / description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Spatial Information Services provides data, analytics and mapping services in the areas of social, economic, spatial, demographic, geographic and environment.	426	458	33
Asset Management and Information Services provides enterprise infrastructure asset management services as they relate to local government.	632	1,250	618
Property Services provide enterprise support and management of property related matters including management of leases, licenses, tenant partners/tenants, asset sales, property acquisitions, boundary disputes, illegal encroachments and public lighting.	1,407	1,795	388
Urban Design delivers quality public realm outcomes within streets and activity centres that support community togetherness, active transport and traders. The services works to create a green, resilient urban environment that supports the health and wellbeing of the community while addressing climate change impacts and other shocks like pandemics	2,450	2,509	58
The **Public Space Team** deliver quality public realm outcomes within parks and reserves that support community togetherness and foster an active community while creating a green, resilient urban environment that supports inclusion, participation, health and wellbeing of the community that addresses climate change impacts.	559	466	(93)
Rail Projects delivers Transforming Brimbank and facilitates communication between Council and Rail Projects Victoria (RPV).	654	420	(233)
Building Maintenance is responsible for the maintenance and essential service of Council owned buildings, including public toilets, BBQ's, security services, fire services and graffiti removal.	9,403	9,686	283
Road Maintenance is responsible for the maintenance of Council's road and drainage network and associated infrastructure as per Council's Road Management Plan.	4,747	5,048	1,143
Cleansing Services works to improve the amenity and liveability of Brimbank by maintaining the overall cleanliness of the municipality.	5,344	5,593	1,401
Parks Services is responsible for maintaining the amenity and appearance of parks, open space, reserves, sporting fields, golf course, streetscapes and roadside assets. This assists in creating an urban environment that supports the health and wellbeing of the community.	13,592	14,817	1,226
Tree Services provides maintenance and ongoing care for Council's street tree and open space tree assets.	2,656	2,584	(72)
Waste Services is responsible for the development of effective waste and resource management strategies and waste disposal and recycling services across Brimbank.	21,913	25,531	3,618
Pedestrian Facilities is responsible for the maintenance, upkeep and safety of the entire footpath network in Brimbank.	1,673	1,674	1
Operations Group Management is responsible for the overall coordination, administration, planning and monitoring of all services within the Operations department.	747	848	101
Fleet Management (Procurement and Leasing) is responsible for annual maintenance schedule, budget and the Capital Works Program for Council's passenger and light commercial vehicles and plant and machinery.	(3,430)	(2,944)	(7,439)
Fleet Maintenance is responsible for the maintenance and servicing of the entire Council fleet and plant items.	2,978	2,904	10
Strategic Objective: Places and Spaces - net total	**62,222**	**81,403**	**19,181**

Places and Spaces: Service performance indicators

The following statement provides the results of the service performance indicators and measures, including explanations of any significant variations.

Service indicator	2022	2023	2024	2025	Comment
Time taken to action animal management requests	2.07	2.11	1.28	**1.26**	Council places a strong emphasis on responsible pet ownership and community safety, with all animal requests followed up within the required timeframe from when we receive the request. These figures represent all requests that required attendance and action by one of our animal management officers. The result is a slight decrease from last year and well within the range expected by Council. Find out more about animal management at Brimbank at www.brimbank.vic.gov.au/pets-and-animals.
Animals reclaimed	29.20%	28.00%	22.99%	**28.77%**	Many residents continue to experience financial difficulties, with some unable to pay the costs of longer-term animal care and animal collection, which can result in an infringement or a breach of the *Domestic Animals Act 1994,* which may result in fines for residents. This figure has increased slightly, but the pressures previously experienced and commented on continue for many in the community. Council and our partners focus on giving animals that are not reclaimed the opportunity to find new homes through adoption and rehoming pathways. Find out more about animal management at Brimbank at www.brimbank.vic.gov.au/pets-and-animals.
Animals rehomed	71.88%	57.57%	94.67%	**89.43%**	While this result is a decrease from the 2023-2024 result, it remains above the range expected by Council. The decrease is likely due to ongoing financial pressures and the tightening of household budgets. Animals that remain in care are still available for rehoming, and we remain committed to providing rehoming opportunities wherever possible. Find out more about animal management at Brimbank at www.brimbank.vic.gov.au/pets-and-animals.
Cost of animal management service per population	$9.08	$9.86	$11.42	**$12.56**	Council continues to prioritise delivering animal management services in a cost-efficient manner. This result is slightly higher than that of 2023-2024, but it remains well within the range expected by Council. Find out more about animal management at Brimbank at www.brimbank.vic.gov.au/living-here/my-family/animals.

Service indicator	2022	2023	2024	2025	Comment
Animal management prosecutions	75.00%	100.00%	100.00%	**100.00%**	Council continues to investigate and prosecute, where possible, all animal-related matters. This figure represents concluded prosecutions. This result is within the range expected by Council. Find out more about animal management at Brimbank at www.brimbank.vic.gov.au/pets-and-animals.
Sealed local road requests	53.48	96.69	80.24	**69.78**	Council responds to resident requests for sealed local roads within the approved requirements of the Road Management Plan. There was a 13% decrease in road requests in 2024-2025 compared to 2023-2024, likely due to an increased focus on proactive road maintenance. This result is within the range expected by Council.
Sealed local roads maintained to condition standards	92.82%	93.26%	92.43%	**93.17%**	The proportion of sealed local roads maintained to the required condition standard is comparable to the 2023-2024 level and remains within the range expected by Council. Council remains dedicated to maintaining the local road network and continues to carry out necessary maintenance and rehabilitation works.
Cost of sealed local road reconstruction	$96.87	$105.01	$104.90	**$139.52**	CPI and rising material and labour costs have led to a 6% increase in the pavement construction rate. The additional variance from 2023-2024 is a result of a change to the baseline figure, which now includes the costs of kerb and channel, which were excluded from previous years' figures. Council's focus on cost-efficiency and the use of a rolling annual works contract enabled it to maintain baseline costs near previous levels. The resulting costs remain within the range expected by Council.
Cost of sealed local road resealing	$23.98	$30.66	$33.30	**$40.58**	The cost of sealed local road resealing continued to rise in 2024-2025. This increase was partly driven by the inclusion of approximately 35% of high-volume, heavy traffic roads in this year's program. Additionally, ongoing material shortages, price fluctuations, market demand and competitive pressures contributed to higher costs, reflecting broader trends in the rising costs of goods and services. As a result, the final cost was slightly above the range expected by Council.
Satisfaction with sealed local roads	62	60	72	**72**	The community satisfaction rating on Council's performance with sealed local roads is reported from the independent annual CSS for 2024-2025. This result increased from the 2023-2024 result. There has been a corresponding reduction in the number of sealed local road requests. These results potentially indicate an increased overall satisfaction with the condition of roads in the municipality for this year. Find out more about the annual CSS at www.brimbank.vic.gov.au/council/about-brimbank-council-and-community/brimbank-community-profile.

Service indicator	2022	2023	2024	2025	Comment
Time taken to decide planning applications	99.50	89.00	66.00	**79.00**	Council places a strong emphasis on working with applicants and objectors to achieve good outcomes in planning determinations. We continue to balance the time taken to negotiate land use and development issues with the need to ensure efficient processing of applications. Although the median number of days to process applications increased in 2024-2025 compared to the previous year, this was due to dealing with very complex applications and allowing applicants extra time to provide all required information for better outcomes. The result is within the range expected by Council. Find out more about Brimbank's Statutory Planning Service at www.brimbank.vic.gov.au/building-and-planning/planning.
Planning applications decided within required time frames	70.92%	70.03%	84.32%	**81.10%**	Council works with applicants and objectors to achieve good outcomes in planning determinations and has made significant efforts to improve processes for efficiency. Although this result is slightly lower than last year, it is comparatively better than most other councils and sits within the range we set. The data for this measure was obtained from the Planning Permit Activity Reporting website on 11 July 2025. Find out more about Brimbank's Statutory Planning Service at www.brimbank.vic.gov.au/building-and-planning/planning.
Cost of statutory planning service	$2,738.14	$2,927.80	$3,126.75	**$3,558.09**	This result has seen costs of planning applications increase when compared to the 2023-2024 reporting period, primarily due to the reduction in the number of applications received during this period, meaning the overall cost is spread over fewer applications. This result continues to sit within the range set by Council. Find out more about Brimbank's Statutory Planning Service at www.brimbank.vic.gov.au/building-and-planning/planning.
Council planning decisions upheld at the Victorian Civil and Administrative Tribunal (VCAT)	50.00%	85.71%	71.43%	**100.00%**	Council places a strong emphasis on ensuring planning decisions are consistent with the Brimbank Planning Scheme and achieve positive outcomes for the community. No decisions on planning applications were set aside during the 2024-2025 financial year. This, combined with the fact that only seven applications were considered and determined by VCAT during this time, suggests that there is a strong alignment between the decisions being made and the expectations of the Brimbank Planning Scheme. Find out more about Brimbank's Statutory Planning Service at www.brimbank.vic.gov.au/building-and-planning/planning.

Service indicator	2022	2023	2024	2025	Comment
Kerbside collection bins missed	11.31	9.36	11.11	**12.27**	Council seeks to deliver an effective and efficient kerbside collection service for the community. While there has been a slight increase from last year's result, it is within the range expected by Council. Find out more about Waste Services at Brimbank at www.brimbank.vic.gov.au/rubbish-recycling-and-waste.
Cost of kerbside garbage bin collection service	$123.74	$137.84	$180.36	**$179.70**	While the result sits outside of the range expected by Council, there has been a decrease in the cost of this service for the 2024-2025 financial year. Kerbside collection operating expenses have shown an increase over the last two years. Unique factors contributing to Brimbank's higher-than-average costs include a fully in-house collection service, logistics costs due to the large area and low density, relatively high volumes of waste per household, opt-in Food Organics Garden Organics (FOGO) service and a weekly garbage collection service. Find out more about Waste Services at Brimbank at www.brimbank.vic.gov.au/rubbish-recycling-and-waste.
Cost of kerbside recyclables collection service	$55.12	$39.84	$57.41	**$42.85**	Council aims to deliver an effective and efficient kerbside recyclables collection service. This result shows a 25% decrease from 2023-2024, resulting from a reduction in the kerbside recycling tonnes collected and $601,000 of income from Council's recyclables processing contractor from the sale of recyclables collected from the kerbside bin collection service. Find out more about Waste Services at Brimbank at www.brimbank.vic.gov.au/rubbish-recycling-and-waste.
Kerbside collection waste diverted from landfill	41.46%	42.22%	40.66%	**$38.70**	The waste diversion rate decreased slightly from last year's result. There was a decrease in tonnage in organic material due to changes in climatic conditions, and a reduction in recyclables tonnage due to the introduction of the Container Deposit Scheme. Find out more about Waste Services at Brimbank at www.brimbank.vic.gov.au/rubbish-recycling-and-waste.
Expenses per head of municipal population	$1,026.73	$1,182.54	$1,286.16	**$1,316.47**	Council is committed to minimising expenses where possible while ensuring essential services are available. The main contributor to the increase is employee cost and a slight increase in depreciation cost.
Infrastructure per head of municipal population	$8,973.69	$10,188.95	$10,051.33	**$11,391.65**	Council endeavours to deliver efficient and effective financial management. Infrastructure value has increased reflecting valuations and increased construction costs. The result is in the range expected by Council.

Service indicator	2022	2023	2024	2025	Comment
Population density per length of road	225.59	212.48	213.79	**216.09**	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 per head of municipal population	$921.85	$1,071.18	$1,139.15	**$1,196.61**	Council is committed to high quality revenue management. The increased result in 2024-2025 reflects increased income from statutory fees, user fees and charges, and increased interest on investments. This result remains in the range expected by Council.
Recurrent grants per head of municipal population	$151.92	$157.67	$63.13	**$177.55**	The result reflects the early receipt of 50% of the 2025-2026 Victorian Local Government Grants Commission (VLGGC) allocation in June 2025.

Strategic Direction: Opportunity and Prosperity

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

Mural: Flowers in A Minor, Mike Makatron, Katherine Gailer, Conrad Bizjak and Jack Rowland, 2021



Opportunity and Prosperity: Strategic indicators

The following statement reviews Council's performance against the Council Plan, including results achieved for the strategic indicators included in the Plan.

Strategy	Indicators	Result	Commentary
Grow and diversify industry, and support existing and new businesses	Number of GST registered businesses in Brimbank	19,000	As of the latest data, there are just under 19,000 GST registered businesses in Brimbank. The largest industry by number of registered businesses is transport, postal, and warehousing, with around 23% of all total registered businesses, compared to around 11% in Victoria www.economy.id.com.au
Enhance community opportunities as a result of major development and infrastructure investment	Number of jobs located in Brimbank	94,534	There are approximately 94,534 jobs in Brimbank. This includes both full-time and part-time positions, reflecting the diverse employment opportunities available in the area. profile.id.com.au/brimbank/local-jobs
Promote Brimbank as a destination to build the visitor economy and tourism	The value of tourism in Brimbank	$1.501.4 billion, with a total value added of $671.5 million. This includes both direct and indirect contributions from tourism-related activities.	In Brimbank, the tourism sector is a significant contributor to the local economy. For 2024-2025, total tourism sales amounted to $1.5 billion, with a total value added of $671.5 million. This includes both direct and indirect contributions from tourism-related activities. Tourism in Brimbank encompasses various sectors, including accommodation, food services, retail and transport, which collectively support local employment and business growth. economy.id.com.au/brimbank/tourism-value
Facilitate housing diversity, population growth and development through planning and assessment processes	Percentage of separate housing, medium density and high-density dwelling types	In Brimbank, the distribution of dwelling types is as follows: Separate houses: 80.3% Medium density dwellings: 18.6% High-density dwellings: 0.70%	These figures reflect the broader trends in housing preferences and urban development in the area. profile.id.com.au/brimbank/dwellings
	Tenure of occupied private dwellings	In Brimbank, the tenure of occupied private dwellings is distributed as follows: Owned outright: 35.5% Owned with a mortgage: 33.2% Rented: 27.5% Other tenure types (including rent-free and life tenure schemes): 1.6%	These figures provide a snapshot of housing stability and financial commitments among residents in Brimbank. www.abs.gov.au/census/find-census-data/quickstats/2021/21301

Strategy	Indicators	Result	Commentary
	Housing costs that represent 30% or more of household gross income	In Brimbank, the percentage of households paying over 30% of their gross income to housing costs includes: 18.9% of households paying a mortgage 33.3% of households paying rent	These results show that many residents are experiencing housing stress, where a large share of their income goes to housing costs. atlas.id.com.au/BRIMBANK/housing-costs
Support economic and social inclusion^	Percentage of residents aged 15 years and over who are employed	56%	In the City of Brimbank, about 56% of the population aged 15 and over were part of the labour force as of the 2021 Census. This includes both full-time and part-time employment.
Support community access to education and jobs	Percentage of adult population attending university or TAFE	4.7% attend university 2.5% attend TAFE	These 2021 Census figures reflect the engagement of the adult population in higher education and vocational training.
Promote the importance of education and encourage lifelong learning across generations	Number of attendees participating in learning and skills programs offered by Community Learning and Participation	140,136	This figure comprises: • 81,500 people who attended programs across the Brimbank Neighbourhood Houses • 57,826 people who attended across the Libraries and Learning teams • Brimbank Learning Futures had approximately 810 participants across the programs, activities and events that had a focus on learning, education and employment.
	Resident perception of Council's performance in providing art centres and libraries	Community and cultural activities – 76 Local library services - 89	While the 2024-2025 CSS results do not provide specific data on how residents view Council's performance in delivering art centres specifically, we can draw reasonable inferences from other indicators and overall trends in community satisfaction. Satisfaction with Council's delivery of community and cultural events was 76, while satisfaction with local library services was 89, a strong score that reflects general contentment with the range of services we provide.
	Library collection usage	4.16	Council libraries have a high level of engagement, with over four visits per person. This demonstrates the libraries' effectiveness in meeting public demand and providing valuable opportunities for learning, social interaction, job assistance and access to information and services. Visit www.brimbanklibraries.vic.gov.au for enquiries about Brimbank Libraries.
	Active library members	32.91%	The membership rate of 32.9% of the population shows strong community use of library services, with many residents benefiting from the resources and opportunities offered. This level of membership demonstrates that libraries are effectively meeting the needs and interests of a large portion of the community. It also highlights their role as essential community hubs, promoting literacy, learning, social engagement and access to information. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.

Strategy	Indicators	Result	Commentary
	Percentage of children enrolled in kindergarten	86%	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 the 2021 census data, 86% of all eligible children in Brimbank were enrolled in kindergarten. This is less than the Victorian average of 92%. Note: The actual size of the four-year-old population is considerably lower than the population forecast on which the participation rate is calculated. This leads to an underestimation of the participation rate in Brimbank and differences in the rate (compared with the rest of Victoria) for the current year.
	Percentage of people who hold a qualification (Bachelor's degree or higher, diploma, vocational)	19.8%	In 2021 census, 19.8% (31,853) of people in Brimbank aged 15 years or over had a Bachelor's or higher degree qualification, compared to 32.8% in Greater Melbourne. This is an increase of 3.8% from 2016 census data.
Work towards improving digital access and inclusion	Number of people who attended digital access and inclusion sessions provided by Council. This is a new metric this year and replaces 'percentage of dwellings with an Internet connection' (this data is no longer collected by the ABS for the Census).	4,595	With a focus on digital literacy and inclusion, 1,300 digital inclusion sessions were held by Council with 4,595 participants.

^ Indicates Municipal Health and Plan Priority

Opportunity and Prosperity: Major initiatives

The following statement reviews Council's progress in relation to major initiatives in 2024-2025.

Objectives	2024-2025 action
	Completed / In-progress / No longer viable
Grow and diversify industry, and support existing and new businesses	Implemented Year Three actions of the Brimbank Economic Development Strategy 2022-2027, including: – Business communication and networking activities – Industry and Business Development activities Implemented the Brimbank Economic and Employment Advisory Committee (BEEAC).
Enhance community opportunities as a result of major development and infrastructure investment	Continued to work with the Department of Transport and Planning to finalise the design and further develop the Sunshine Station Masterplan. Continued to promote, partner and advocate for outcomes described in the Sunshine Priority Precinct 2050 Vision. Continued to work with the Department of Transport and Planning to develop the Albion Quarter Structure Plan. Commenced development of the Sunshine Energy Park (first stage) business cases.
Promote Brimbank as a destination to build the visitor economy and tourism	Continued to promote Brimbank as a destination to build the visitor economy through key Transforming Brimbank priorities. Promoted Brimbank as a location for business and facilitated development to attract investment and economic uplift. Strengthened industry growth and development in Brimbank with a Visitor Economy Strategy Review.
Facilitate housing diversity, population growth and development through planning and assessment processes	Progresses the implementation of the Housing and Neighbourhood Character Policy to advance a long-term plan to manage housing growth and change across Brimbank.
Support economic and social inclusion ^	Continued to roll out non-English speaking business migrant attraction programs. Encouraged local employment of people with disability by: promoting opportunities for local businesses to build capacity through disability awareness and education activities, exploring local partnerships that enable pathways and opportunities for people with disability to volunteer in Brimbank.

Objectives	2024-2025 action
Support community access to education and jobs	Provided tailored services, forged partnerships and role modelled opportunities to support Brimbank residents to access jobs and skills, including for young job seekers and young entrepreneurs. Promoted local procurement by encouraging local businesses to employ more local people and by advocating for local procurement practices. Investigated options for short-term work engagement opportunities to build the skills and knowledge of young people.
Promote the importance of education and encourage life-long learning across generations	Supported, championed, and promoted opportunities for learning across all age groups through a range of programming, sector development, communications and other opportunities in Brimbank.
Work towards improving digital access and inclusion	Developed and ran a range of programs and spaces that taught, encouraged and supported community members to use digital and other technology, regardless of the barriers they face. Researched new data and insights to identify opportunities that increase the accessibility of Council's information and services available online.

^ Municipal Health and Wellbeing Plan priority

Opportunity and Prosperity: Services

The following statement provides information about the services Council funded in the 2024-2025 Budget and the people or groups in the community who receive these services.

Service / description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Libraries provide a universal and inclusive service open to all community members at no charge. Libraries support the learning needs and interests of the local community, residents, visitors, workers and students across all life stages.	8,515	8,561	46
Neighbourhood Houses - Council's six neighbourhood houses/community centres provide community strengthening activities and programs that meet the needs and aspirations of local communities with a focus on learning and belonging. They bring people together to connect, learn, create and contribute to their local community.	2,161	2,342	181
Learning and Employment Pathways, as well as Libraries and Neighbourhood Houses work with individuals and groups in the community to co-design initiatives that contribute towards better education, employment and social outcomes while encouraging lifelong learning.	444	387	(57)
Economic Development promotes sustainable economic development and employment outcomes that benefit Brimbank through building business capacity, establishing relationships and partnerships, and attracting and facilitating investment.	1,294	1,304	10
Place Management delivers a program to coordinate revitalization and place management of the St Albans and Sunshine Town Centres.	492	479	(13)
Strategic Planning undertakes planning and prepares strategies to guide sustainable land use and development that accommodates current and future community needs, while appropriately protecting the environment, heritage and a range of other assets.	1,641	1,919	278
Transforming Brimbank leverages new investment in Brimbank to deliver meaningful and generational change for the community. The program works to promote, partner and advocate for outcomes described in the Sunshine Priority Precinct 2050 Vision.	573	1,023	450
Building Program is responsible for the delivery of Council building facilities including community facilities and sporting facilities.	-	464	464
Strategic Objective: Opportunity and Prosperity - net total	**15,118**	**16,478**	**1,360**

Opportunity and Prosperity: Service performance indicators

The following statement provides the results of the service performance indicators and measures, including explanations of any significant variations.

Service indicator	2022 result	2023 result	2024 result	2025 result	Commentary
Recently purchased library collection	79.42%	82.63%	73.91%	**80.33%**	Council ensures our library collection meets the evolving needs and preferences of the community, while continuously improving resource management, purchasing and maintenance practices. The percentage of recently purchased library items has increased year-on-year, placing Brimbank Libraries at the higher end of the expected range and achieving the 80% target in our collections guidelines. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.
Cost of library service per population	$37.72	$40.65	$42.66	**$43.74**	Council continues to deliver cost-efficient library services that foster social connection and community wellbeing. Our libraries support the community by providing a wide range of resources, including learning materials, leisure resources, a languages other than English (LOTE) collection, literacy development programs, English-proficiency support, job-seeking resources and other assistance. This result sits within the range expected by Council. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.
Loans per head of population	New	New	7.38	**7.33**	By reaching the higher end of the expected range, results show that the libraries' collection strongly aligns with community needs and interests. The result also reflects continuous improvement in resource management, purchasing and maintenance practices. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.
Library membership	New	New	34.80%	**32.91**	The membership rate of 32.9% of the population shows strong community engagement with library services, with many residents benefiting from the resources and opportunities offered. This level of membership shows that libraries effectively meet the needs and interests of a large portion of the community. It also highlights their role as essential community hubs, promoting literacy, learning, social engagement and access to information. Find out more about Brimbank Libraries at www.brimbanklibraries.vic.gov.au.
Library visits per head of population	New	New	4.16	**4.16**	The result of 4.16 library visits per capita indicates that Brimbank Libraries retain a high level of community engagement and use across library facilities. This result is 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 Council's performance against the Council Plan, including results achieved for the strategic indicators included in the Plan.

Strategy	Indicators	Result	Commentary
Value community input through deliberative engagement and co-design	Resident perception of Council's performance in community consultation and engagement	74	The community satisfaction rating on Council's performance in community consultation and engagement is reported from the independent annual CSS 2024-2025. This excellent result can be attributed to Council conducting extensive deliberative engagement and community consultations, both in person and online, as we developed our new Council Vision and Council Plan. Other consultations carried out over the year related to community services and infrastructure planning, park upgrades, water management, community transport, parking, ageing and disability care and governance. This result sits above the range expected by Council.
	Resident perception of Council's performance in informing the community	72	This result was an increase from 71 in 2023-2024.
	Your Say Brimbank online engagement platform analytics	1,308	Throughout 2024-2025, we received a total of 1,308 community responses across 16 different Council projects on Your Say.
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	76	The 2025 CSS result is two points higher than in 2024, three points lower than the metropolitan region and five points below the western region.
Partner across multiple sectors for equal access and social and environmental justice	Resident perception of Council's performance in lobbying on behalf of the community	70	The 2025 CSS result is one point lower than in 2024, one point higher than the metropolitan region and two points above the western average.
Support the Brimbank community to engage in transparent democratic processes	Resident perception of Council's overall performance	72	The 2025 CSS result is two points higher than in 2024 and one point lower than both the metropolitan and western region averages.
	Resident perception of Council's performance regarding decisions made in the interest of the community	72	The 2025 CSS result is two points higher than the score in 2024, equal to the metro region and higher by one point than western region.
	Council decisions made at meetings closed to the public	4.32%	Brimbank City Council made 133 out of its 139 resolutions at meetings that were open to the public, which represented a 1.68% decrease from the previous year. This is a positive result and well within the range expected by Council.
	Councillor attendance at Council meetings	88.11%	This result is an improvement on the 2023-2024 result and sits within the range expected by Council.
	Cost of elected representation	$72,969.59	The cost of elected representation for 2024-2025 is slightly higher than the previous financial year due to the election of a new Council and associated induction costs. The result remains within the expected range.
Reward a culture of high performance that demonstrates commitment to community	Resignations and terminations compared to average staff (turnover)	12.6%	Council experienced a slight increase in staff during the 2024-2025 financial year, influenced by wider economic uncertainty. The result is within the expected range.

Strategy	Indicators	Result	Commentary
Continue to model a safe, healthy, diverse and equitable organisation	Level of workforce diversity	See comment	Cultural identity: 35.9% of the workforce have disclosed they were born overseas. Less than 1% identify as Aboriginal or Torres Strait Islander. Sex: male 47%, female 53%
	Number of women in the Brimbank City Council Leadership Team	47% identify as female	47% of Leadership, including the Executive and Senior Leadership teams, identify as female.
Enhance organisational performance management and reporting	Resident perception of Council's performance in customer service	76	The 2025 CSS result is one point higher than 2024 and, while one point lower than the metropolitan region, this results puts Brimbank in the 'very good' range.
Continue to manage our assets and finances sustainably and responsibly	Average residential rate per residential property assessment	$1,846.79	The average rate per property assessment increased during 2024-2025, reflecting the rate rise adopted in the budget. This outcome is within the Victorian Government's rate cap and is aligned with Council's long-term financial planning.
	Expenses per property assessment	$3,205.01	Expenses per property assessment increased slightly from the prior year but remain below the budgeted target and within Council's expected range. This reflects efficient cost management in delivering services.
	Current assets compared to current liabilities	199.32%	Council places high value on the effective management of Council's assets and liabilities. The current year result is lower than last year, primarily due to an increase in current interest-bearing liabilities. An interest-only loan of $21 million is due for repayment in 2025-2026, which has also contributed to the reduced forecast result for that year. The 2024-2025 result is also higher than the targeted budget mainly due to the increase in cash and cash equivalents due to early payment of 50% of the 2025-2026 Victorian Local Government Grant Commission (VLGGC) allocation and higher amount of open space contributions. The result is in the range expected by Council.
	Unrestricted cash compared to current liabilities	65.22%	Brimbank City Council places high value on effective management of Council assets and liabilities. The 2024-2025 unrestricted cash balance has decreased since the last financial year. This is mainly due to an increase in statutory reserve balances. The result is in the range expected by Council.
	Non-current liabilities compared to own source revenue	32.36%	Council places strong emphasis on efficient and effective financial management. The improved result in 2024-2025 is due to the movement of an interest only loan from non-recurrent to current liabilities, for the loan to be paid out in 2025-2026. This result is within the range expected by Council.
	Adjusted underlying surplus (or deficit)	4.79%	This indicator has improved due to the early payment of 50% of the 2025-2026 VLGGC allocation.
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	74	The community satisfaction rating on Council's performance in community consultation and engagement is reported from the independent annual CSS for 2024-2025. This result was equal to the result in 2023-2024.

Leadership and Governance: Major initiatives

The following statement reviews Council's progress in relation to major initiatives in 2024-2025.

Objectives	2024-2025 action
	Completed / In-progress / No longer viable
Value community input through models of deliberative engagement and co-design	Completed: Expanded and leveraged Brimbank's Community Voice Panel (BCV) for enhanced participation and consultation. Completed: Continued to administer the H.V. McKay Memorial Gardens Strategic Management Group meetings to provide direction for the management and development of the Gardens.
Support community resilience and continue emergency management planning to be prepared for any future incidents or shocks.	Completed: Maintained Emergency Management Planning Reform at the Municipal level through: – Establishing strong partnerships with key agencies, including police, fire services and emergency medical services. – Forming a dedicated Municipal Emergency Management Planning Committee (MEMPC). – Collaborating with committee members to maintain a comprehensive Municipal Emergency Management Plan (MEMP). – Ensuring the plan covers prevention, response and recovery strategies.
Partner across multiple sectors to advocate for equal access towards social and environmental justice	Completed: Delivered the Advocacy Plan 2023-2025 that sets out Brimbank's key advocacy priorities, which include: – Transforming Brimbank – Mental health – Road infrastructure – Climate emergency – Addressing unemployment – Housing and homelessness – Melbourne Airport third runway – Gambling harm – Major parks – Libraries Completed: Reviewed the Social Justice Charter to ensure the principles and framework are contemporary and provide a platform for social equity and inclusion across Council.
Support the Brimbank community to engage in transparent democratic processes	Completed: Partnered with the Victorian Electoral Commission (VEC) in respect to the transition to local government elections in compliance with the *Local Government Act 2020*. Completed: Developed and implemented a comprehensive Councillor transition program designed to equip the incoming Council with the necessary support and resources for effective governance.

Objectives	2024-2025 action
Reward a culture of high performance that demonstrates commitment to community	Continued to implement Council's Organisational Development Framework (2023-2027). Actions for 2024-2025 included: – Establishing a Brimbank Leadership Model. – Commencing work to inform and create Council's updated Gender Equity Action Plan (GEAP) for 2025-2029.
Continue to model a safe, healthy, diverse and equitable organisation	Implemented 2024-2025 actions of Council's Occupational Health and Safety (OHS) Strategic Plan. Through education and skill development, strengthened organisational capability for intersectionality approaches to an inclusive workplace. (Within Council) worked to: – Increase participation of people with disabilities across Council's employment programs, including work experience. – Consider and progress Council's volunteering recruitment strategies to provide more participation opportunities for people with disability.
Enhance organisational performance management and reporting	Reported on the outcomes of the annual Local Government Community Satisfaction Survey (CSS) and the Local Government Performance Reporting Framework (LGPRF) through the Brimbank Annual Report 2024-2025.
Continue to manage our assets and finances sustainably and responsibly	Allocated a minimum asset renewal budget of 85%, relative to the depreciation expense for 2024-2025, with an intent to increase this year on year for the next 10 years, to actively manage the asset renewal gap and ensure sustainable asset management.
Embrace technology and innovation to deliver continuous improvement opportunities	Commenced the business case for the Connected Brimbank initiative. This considered Council's long-term information system needs in supporting customer service, information security and operational excellence and compliance obligations. Continued to implement improvements to key systems and processes, including: – Supporting the upgrade of Office 365 for all staff. – Upgrading Content Manager by December 2024. – Upgrading aged telephony systems by December 2024. – Replacing the finance system Computron by mid-2025.

Leadership and Governance: Services

The following statement provides information about the services Council funded in the 2024-2025 Budget and the people or groups in the community who receive these services.

Service / description	Net actual cost / (income) $000	Budget	Favourable / (unfavourable)
Occupational Health and Safety (OHS) service is a strategic partner and change facilitator that provides systems and technical expertise on health, safety and wellbeing matters that impact the organisation's operation. The OHS service works closely with business leaders and line managers to achieve shared organisational goals via the implementation of the OHS Strategic Plan (in accordance with the People Strategy 2019-2022) in order to comply with the *OHS Act 2004* and any other relevant legislation and codes.	937	961	23
Employee Services support the organisation and staff by providing end-to-end employment and industrial relations services, business partnering (human resources advice), human resources administration, and payroll and workers compensation management.	2,188	2,247	59
Organisational Development delivers on the People Strategy Action Plan – which includes orientation and induction of new staff, capability frameworks, Performance and Development Plans (PDPs), the Engagement Survey initiative, professional development programs and resources, organisation-wide training, succession planning, leadership capability, recognition and values initiatives, inclusion, equity and diversity (IED) initiatives.	1,485	1,774	290
Organisational Strategy and Change leads the development and implementation of organisational strategy, enterprise change and internal communications to strengthen staff engagement, alignment and performance. This includes raising awareness and understanding of the organisational vision and strategic priorities and supporting business areas to ensure enterprise wide change is effectively and proactively managed.	174	45	(128)
Information Communications and Technology (ICT) provides a consistent level of support and service to all council departments to ensure continuity and efficiency in service delivery. ICT offers solution designing, planning and supporting with implementing existing and new specialist System/Applications. ICT team manages hardware and infrastructure including cyber security across council.	13,333	16,522	3,189
Information Management encompasses the registration, management, storage, retrieval and destruction of all information received by Council in accordance with legislative requirements. All service processes are designed around optimal use of digital practices. Information Management also provides internal support for users of the corporate database.	1,045	1,093	48
Financial Accounting provides accounting support to the organisation through the accurate reporting of financial transactions and the day to day management of Council's banking relationship, investment funds and asset accountability. The team also provides compliance with various external financial reporting and taxation requirements of both State and Federal Government.	1,189	1,083	(106)
Risk and Compliance manages all risk management (strategic and operational) and insurance items for Council, Audit and Risk Committee and Internal Audit functions.	3,500	2,837	(663)
Revenue Services manages rates and charges in accordance with legislative requirements, Council's Revenue and Rating Plan, and Council's Annual Budget. They are also responsible for accounts receivable, daily banking and receipts.	1,209	1,358	150
Management Accounting provides finance partnering and performance reporting for the organisation. It is responsible for preparing the annual budget, long-term financial plan and quarterly financial report for Council.	616	537	(79)

Service / description	Net actual cost / (income) $000	Budget	Favourable / (unfavourable)
Systems Accounting is responsible for managing and maintaining Council's financial and reporting systems.	308	358	50
Procurement and Contract manages and coordinates the delivery of Council's procurement activities under the Procurement Policy to support the strategic goals of Council.	889	868	(21)
Strategic Advocacy is responsible for managing the processes that determine Council's advocacy priorities, conceiving the advocacy strategy and managing the implementation of this strategy. The Department also plays an important role in engaging with stakeholders and developing partnerships that help achieve Council's desired outcomes.	368	639	271
Customer Service is Council's front-line point of contact with the community. Providing professional services over the phone, through live 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.	3,195	3,245	50
The **Enterprise Performance Team** is responsible for the development, implementation and monitoring of the Council Plan and Annual Action Plans. It is also responsible for legislated reporting requirements including the Local Government Performance Reporting Framework (LGPRF), Community Satisfaction Survey (CSS) and the Annual Report. The team provides internal executive headline reports to support monitoring and performance, as well as implements the organisation-wide Service Planning and Review Framework.	611	838	227
Governance and Legal support Council to provide good governance for the municipal district by facilitating good decision making and municipal elections. The service also tracks and measures compliance with Council's legal and regulatory obligations and co-ordinate regulatory activity and the provision of internal legal advice.	4,162	3,774	(388)
Councillor Support supports Councillors in the performance of their roles by providing a high level of administrative support and engagement activities and operating as a liaison point for Council Officers who require Councillor attendance or input at community or external events and meetings.	782	856	74
Communications and Community Engagement lead Council's communication with the community through a variety of methods and channels including mainstream and local media, community newsletters and other publications (print and electronic), design and promotion, website and social media, advertising, strategic advice, consultation and speeches. The team supports genuine and best practice community engagement to enable meaningful and inclusive opportunities for community to be involved and inform decision making processes.	2,392	3,231	839
Civic Events deliver a range of projects/events that engage the community in civic and public life.	268	359	91
Strategic theme: Leadership and Governance - net total	**38,652**	**42,627**	**3,975**

Leadership and Governance: Service performance indicators

The following statement provides the results of the service performance indicators and measures, including explanations of any significant variations.

Service indicator	2022 result	2023 result	2024 result	2025 result	Commentary
Expenses per property assessment	$2,621.14	$2,840.83	$3,111.77	$3,249.00	Expenses per property assessment increased slightly from the prior year but remain below the budgeted target and within Council's expected range. This reflects efficient cost management in delivering services.
Average rate per property assessment	$1,703.13	$1,717.81	$1,776.54	$1,846.79	The average rate per property assessment increased during 2024-2025, reflecting the rate rise adopted in the budget. This outcome is within the Victorian Government's rate cap and aligned with Council's long-term financial planning.
Current assets compared to current liabilities	175.65%	206.14%	216.10%	199.32%	Council places high value on the effective management of Council's assets and liabilities. The current year result is lower than last year, primarily due to an increase in current interest-bearing liabilities. An interest-only loan of $21 million is due for repayment in 2025-2026, which has also contributed to the reduced forecast result for that year. The 2024-2025 result is also higher than the targeted budget mainly due to the increase in cash and cash equivalents due to early payment of 50% of the 2025-2026 Victorian Local Government Grant Commission (VLGGC) allocation and higher amount of open space contributions. The result is in the range expected by Council.
Unrestricted cash compared to current liabilities	37.63%	73.75%	81.68%	65.22%	Brimbank City Council places high value on effective management of Council assets and liabilities. The 2024-2025 unrestricted cash balance has decreased since the last financial year. This is mainly due to increase in statutory reserve balances. The result is in the range expected by Council.
Loans and borrowings compared to rates	54.52%	50.81%	47.35%	47.82%	Council places strong emphasis on efficient and effective financial management, including management of loans and borrowings. The 2024-2025 result is slightly higher than last year as the interest bearing liabilities are higher than last year's due to the draw down of additional borrowings of $14 million. The significant decrease in the 2026 forecast is due to the payout of an interest only loan of $21 million and the remaining forecast years have no further lump sum payouts. The result is in the range expected by Council.

Service indicator	2022 result	2023 result	2024 result	2025 result	Commentary
Loans and borrowings repayments compared to rates	6.59%	6.96%	6.04%	6.11%	Council places strong emphasis on efficient and effective financial management, including management loans and borrowings. The repayments figure slightly increased in 2024-2025, with an overall loan balance increase due to the draw down of additional borrowings of $14 million. The 2026 forecast result is higher due to the payout of an interest only loan of $21 million. This result remains in the range set by Council.
Non-current liabilities compared to own source revenue	50.93%	44.97%	40.84%	32.36%	Council places strong emphasis on efficient and effective financial management. The improved result in 2024-2025 is due to the movement of interest only loan from non-recurrent to current liabilities, for loan to be paid out in 2025-2026. This result is within the range expected by Council.
Asset renewal and upgrade compared to depreciation	112.50%	72.24%	67.26%	82.51%	Council places strong emphasis on the ongoing renewal and upgrade of assets and has obtained resourcing for a number of asset renewal projects over the past few years. Renewal expenditure on capital projects increased by $11 million in 2024-2025 year.
Adjusted underlying surplus (or deficit)	8.49%	4.88%	-1.57%	4.79%	This indicator has improved due to the early payment of 50% of the 2025-2026 VLGGC allocation.
Rates compared to adjusted underlying revenue	73.80%	72.35%	72.93%	69.17%	Council endeavours to manage revenue and rates efficiently. The 2024-2025 financial year saw a decrease in rates compared to revenue compared to last year. This is due to early payment of 50% of the 2025-2026 VLGGC allocation. The result is in the range expected by Council.
Rates compared to property values	0.30%	0.29%	0.29%	0.30%	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, include 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	2.45%	5.53%	4.25%	4.32%	This is a positive result and well within the range expected by Council.

Service indicator	2022 result	2023 result	2024 result	2025 result	Commentary
Satisfaction with community consultation and engagement	59	55	74	74	The community satisfaction rating for our performance in community consultation and engagement comes from the independent annual CSS for 2024-2025. This excellent result reflects our extensive deliberative engagement and community consultations, both in person and online, while developing the new Community Vision and Council Plan. Other consultations during the year focused on community services, infrastructure planning, park upgrades, water management, community transport, parking, ageing and disability care and governance. This result is above the range we expect. Find out more about the annual CSS at brimbank.vic.gov.au/about-council/how-we-work/our-performance/community-satisfaction-survey.
Cost of elected representation	$57,655.55	$69,511.27	$65,955.09	$72,969.55	The cost of elected representation for 2024-2025 is slightly higher than the previous financial year due to a new Council being elected and associated induction costs. The result remains within the range we expect.
Councillor attendance at Council meetings	92.61%	69.32%	80.11%	88.11%	This result improves on the 2023-2024 outcomes and sits within the range we expect.
Satisfaction with Council decisions	59.00	57.00	70.00	72.00	The community satisfaction rating on Council's performance in making decisions in the community's interest comes from the independent annual CSS for 2024-2025. This result remains consistent with 2023-2024 and is above the range we expect. Find out more about the annual CSS at brimbank.vic.gov.au/about-council/how-we-work/our-performance/community-satisfaction-survey.

Governance, management and transparency



Report of operations for the year ended 30 June 2025

Governance and Management

Representative governance

Following a municipal general election on 26 October 2024, 11 Councillors were sworn in on 13 November 2024 to form the new Brimbank City Council.

In February 2024, the Minister for Local Government, the Hon Melissa Horne MP, appointed two Municipal Monitors to Brimbank City Council under section 179 of the *Local Government Act 2020* for 10 months until 31 December 2024. This appointment was later extended by six months until 30 June 2025 to continue supporting Council to improve governance practices. The Monitors worked with Councillors to help Council better understand its role, improve its governance performance and serve the best interests of the community.

Governance framework

Council derives its power, role, purpose and functions from the *Local Government Act 1989* (the 1989 Act) and the *Local Government Act 2020* (the Act).

Governance outlines how decisions are made and how they are implemented. This means how Council operates as a decision-making body and works with the organisation that provides advice and carries out decisions.

Council meetings

Council makes its decisions at meetings open to the public.

At meetings, we consider a range of matters and aim to make decisions to meet our responsibilities in the best interests of the community.

On 10 December 2024, Council adopted its Schedule for Council Meetings for 2025, comprising monthly meetings. The meetings were generally held on the third Tuesday of the month.

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 three additional Council meetings in 2024-2025:

1. To swear in new Councillors
2. To elect the Mayor and Deputy Mayor
3. To consider one confidential matter

Council agendas

The business to be considered by Council is set out in the Council meeting agenda. The agenda is available on Council's website 48 hours before a Council meeting.

Council minutes

Council records the decisions made at each meeting. Minutes of all meetings held during the current calendar year (and preceding 12-month period) are available on Council's website.

Questions to Council

Community can submit questions in writing before a scheduled Council meeting. We answer them at the meeting or provide a written response.

Members of the public are also able to petition Council, in accordance with the *Governance Rules 2023*.

In 2024-2025, three petitions were presented to Council for receipt and response, and 112 public questions were put to 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 complex policies and strategies, addressing social and advocacy issues in Brimbank, and setting the annual budget and capital works program. As the city grows, workloads continue to increase. Suitable allowances support those committed to civic leadership to balance public service, careers, finances and family 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*.

This Determination increases Mayor 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 Council must pay members in line with the Tribunal's Determination.

For 2024-2025, the values of the base allowances for 1 July 2024-17 December 2024 for Brimbank City Council as a Category 3 Council were:

- $134,954 per annum for the Mayoral allowance
- $67,477 per annum for the Deputy Mayoral allowance
- $40,769 per annum for Councillor allowance

The values of the base allowances for 18 December 2024-30 June 2025 for Brimbank City Council as a Category 3 Council were:

- $138,506 per annum for the Mayoral allowance
- $69,252 per annum for the Deputy Mayoral allowance
- $40,769 per annum for Councillor allowance

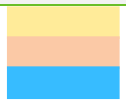
The values of the new allowances include any Superannuation Guarantee contribution amount or equivalent that may be payable.

We report Councillor expenses quarterly in a governance report at a Council meeting, in line with the Councillor Support Policy 2024. The total expenses reported for travel, communications and other support expenses for 2024-2025 were $60,666.60.

Councillor Expense Report 2024-2025	
Cr Sarah Branton	**$265.90**
Information and communication technology	$265.90
Cr Sam David	**$1,110.65**
Information and communication technology	$212.72
Professional development - conferences, seminars and training (incl. accommodation and meals)	$897.93
Cr Bruce Lancashire	**$265.90**
Information and communication technology	$265.90
Cr Jasmine Nguyen	**$319.08**
Information and communication technology	$319.08
Cr Thomas O'Reilly	**$546.18**
Information and communication technology	$265.90
Travel (excluding professional development)	$280.28
Cr Jae Papalia	**$265.90**
Information and communication technology	$265.90
Cr Victoria Borg	**$6,332.54**
Information and communication technology	$755.92
Professional development - conferences, seminars and training (incl. accommodation and meals)	$3,302.44
Travel (excluding professional development)	$1,724.68
Events and functions	$549.50
Cr Thuy Dang	**$7,484.08**
Information and communication technology	$765.18
Professional development - conferences, seminars and training (incl. accommodation and meals)	$4,363.22
Travel (excluding professional development)	$1,591.93
Events and functions	$763.75
Cr Maria Kerr	**$5,395.17**
Information and communication technology	$755.90
Travel (excluding professional development)	$398.19

Councillor Expense Report 2024-2025	
Child care/family care	$4,241.08
Cr Ranka Rasic	**$5,045.21**
Information and communication technology	$755.90
Professional development - conferences, seminars and training (incl. accommodation and meals)	$3,708.27
Travel (excluding professional development)	$301.04
Events and functions	$280.00
Cr Virginia Tachos	**$7,503.67**
Information and communication technology	$757.11
Professional development - conferences, seminars and training (incl. accommodation and meals)	$3,043.06
Travel (excluding professional development)	$3,094.96
Events and functions	$608.54
Cr Joh Bauch	**$1,231.63**
Information and communication technology	$490.00
Travel (excluding professional development)	$328.30
Events and functions	$413.33
Cr Daniel Kruk	**$11,711.84**
Information and communication technology	$492.54
Travel (excluding professional development)	$535.80
Events and functions	$751.75
Child care/family care	$9,219.50
Vehicle mileage	$712.35
Cr Lucy Nguyen	**$1,096.78**
Information and communication technology	$490.00
Travel (excluding professional development)	$70.03
Events and functions	$536.75
Cr Katharine Nikolic	**$7,199.35**
Information and communication technology	$494.30

Councillor Expense Report 2024-2025	
Professional development - conferences, seminars and training (incl. accommodation and meals)	$6,161.47
Travel (excluding professional development)	$130.25
Events and functions	$413.33
Cr Duyen Anh Pham	**$610.42**
Information and communication technology	$490.42
Events and functions	$120.00
Cr Kim Thien Truong	**$4,282.31**
Information and communication technology	$490.00
Professional development - conferences, seminars and training (incl. accommodation and meals)	$2,970.95
Travel (excluding professional development)	$174.61
Events and functions	$646.75
Total	**$60,666.60**



Councillor term 2020-2024
Councillor terms 2020-2024 and 2024-2028
Councillor term 2024-2028

Model Councillor Code of Conduct

Councillors are entrusted to represent and make decisions in the best interests of the entire Brimbank community. As community leaders of a major metropolitan city, the Mayor, Deputy Mayor and Councillors hold significant responsibilities in upholding the values of good governance, transparency and ethical leadership.

From 26 October 2024, all Victorian Councillors must observe the Model Councillor Code of Conduct, which replaces the previous requirement for individual Council Codes. This new, consistent standard outlines the principles, values and behaviours expected of Councillors in performing their roles under the Local Government Act and other applicable legislation.

The Model Councillor Code of Conduct supports Councillors to work together respectfully and constructively, encourage civil debate and make sound decisions that reflect the community's diverse needs. By committing to these high standards of conduct, our Councillors demonstrate their dedication to effective civic leadership and strengthening public trust in Council.

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 Local Law applies across Brimbank and operates as subordinate legislation to state and federal laws. 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
- Uniform and fair administration and enforcement of the Local Law. The Local Law is available for viewing on Council's website

Attendance at 13 Council meetings in 2024-2025 by Councillors

1 July 2024-30 June 2025		
Name	**Council meetings attended**	**Council meetings eligible to attend**
Cr Sarah Branton	3	4
Cr Sam David	4	4
Cr Bruce Lancashire	1	4
Cr Jasmine Nguyen	4	4
Cr Thomas O'Reilly	3	4
Cr Jae Papalia	4	4
Cr Victoria Borg	11	13
Cr Thuy Dang	13	13
Cr Maria Kerr	10	13
Cr Ranka Rasic	11	13
Cr Virginia Tachos	12	13
Cr Joh Bauch	7	9
Cr Daniel Kruk	9	9
Cr Katharine Nikolic	9	9
Cr Lucy Nguyen	8	9
Cr Duyen Anh Pham	8	9
Cr Kim Thien Truong	9	9
Total meetings	**13**	**13**

Councillor term 2020-2024
Councillor terms 2020-2024 and 2024-2028
Councillor term 2024-2028

Non-attendance at Council meetings included formal leaves of absence and/or apologies.

Joint delegated committees, advisory committees and external committees

Councillors represented Council on joint delegated and advisory committees, as well as on external committees formed by other organisations.

In 2024-2025, the representatives/delegates to Council committees were:

Joint delegated committee	Role of committee	Councillor delegate (1 July 2024–26 October 2024)	Councillor delegate (13 November 2024-30 June 2025)
LeadWest Committee	Represent Brimbank, Hobsons Bay, Maribyrnong, Melton and Wyndham City Councils to support sustainable growth and regional development in Melbourne's west.	Cr Papalia (del) Cr Tachos (proxy)	Cr Nikolic (del) Cr Nguyen (proxy)
Audit and Risk Committee	Oversee internal and external audit and strategic risk activities. An advisory committee established under section 139 of the *Local Government Act 1989*.	Cr Lancashire (rep) Cr David (rep) Cr Rasic (sub) Cr Kerr (sub) (all Councillors ex- officio)	Cr Kruk (rep) Cr Dang (rep) Cr Rasic (sub) Cr Borg (sub) (all Councillors ex- officio)
Brimbank Aboriginal & Torres Strait Islander Reconciliation Action Plan (RAP) Consultative Committee	Advise Council on Aboriginal and Torres Strait Islander issues and the ongoing implementation of the RAP.	Cr Rasic (co-Chair) Cr Papalia (co-Chair)	Cr Rasic (co-Chair) Cr Borg (rep)
Brimbank Arts Advisory Committee	Provide arts sector advice to guide Council's creative decisions and support the development and governance of creative projects in line with the Cultural Strategy 2018-2022.	Cr Dang (Chair) Cr Nguyen (rep) Cr Borg (rep)	Cr Kruk (Chair) Cr Nguyen (rep) Cr Pham (rep)
Brimbank Economic and Employment Advisory Committee	Discuss local economic, investment and workforce development matters, helping build Brimbank's economic capacity and prosperity. An advisory committee that operates as a business forum.	Cr Tachos (rep) Cr Papalia (rep)	Cr Tachos (rep) Cr Truong (rep)
Brimbank Disability Advisory Committee	Oversee and guide the implementation, monitoring and review of the Brimbank Disability Action Plan, and advise Council on a range of matters affecting people with disability, their families and carers.	Cr Borg (co-Chair) Cr Kerr (rep) Cr O'Reilly (rep)	Cr Kerr (co-Chair) Cr Borg (rep) Cr Truong (rep)

Joint delegated committee	Role of committee	Councillor delegate (1 July 2024–26 October 2024)	Councillor delegate (13 November 2024-30 June 2025)
Brimbank Youth Council	Establish and maintain a formal communication channel between Council and young people aged 12-25 who live, work, study or socialise in Brimbank.	Cr O'Reilly (co-Chair) Cr Nguyen (rep)	Cr Nikolic (co-Chair) Cr Pham (rep)
Brooklyn Industrial Precinct Strategy Committee	Provide advice and recommendations to Council on the implementation of the Brooklyn Evolution Strategy in Brooklyn.	Cr David (Chair)	Ceased by Council on 10 December 2024
Chief Executive Officer Employment Matters Committee	Provide guidance on the role of the CEO, performance and purpose of the CEO performance review.	Cr Rasic Cr Dang Cr David Cr Papalia	Cr Borg Cr Dang Cr Nikolic Cr Rasic
Heritage Advisory Committee	Provide a forum for Council to work with the local community to promote the retention, protection and enhancement of Brimbank's heritage.	Cr Lancashire (Chair)	Cr Tachos (Chair)
Safety Wellbeing Partnership	Bring together key stakeholders to build and maintain a safe and inclusive community, and support health and wellbeing initiatives.	Cr Kerr (co-Chair) Cr O'Reilly (rep)	Cr Pham (co-Chair) Cr Kerr (rep)
Social Justice Coalition – Strategic Implementation Group	Bring together Council and a broad cross-section of community agencies and groups to plan, lead and advocate on priority social justice issues in Brimbank	Cr O'Reilly Chair) Cr Borg (rep)	Ceased by Council on 10 December 2024
St Albans Town Centre Partnership Group	Establish partnerships with public and private sectors to improve the vitality and commercial viability of the St Albans Town Centre through regular dialogue with Council, government, businesses and the community.	Cr Dang (rep) Cr Papalia (rep)	Cr Pham (rep) Cr Bauch (rep) Cr Kruk (sub)
Sunshine Town Centre Partnership Group	Assist in implementing the Sunshine Rising program and help Council realise the vision for the Sunshine Town Centre.	Cr David (rep)	Cr Kruk (rep)
yaluk barring park Consultative Committee	Provide a direct engagement channel for Council to receive feedback from members during the implementation of the Sydenham Park Master Plan.	Cr Lancashire (rep) Cr Rasic (rep)	Cr Kruk (rep) Cr Rasic (rep)

Joint delegated committee	Role of committee	Councillor delegate (1 July 2024–26 October 2024)	Councillor delegate (13 November 2024-30 June 2025)
	Acts as a community engagement activity within the broader Community Engagement Plan for the Sydenham Park Master Plan.		

External committees (Council delegates)	Role of committee	Councillor delegate (1 July 2024–26 October 2024)	Councillor delegate (13 November 2025-30 June 2025)
Brimbank Community Fund Advisory Committee	Provide guidance on the administration of the Brimbank Charitable Fund.	Cr O'Reilly (del) Cr Borg (sub)	Cr Tachos (del) Cr Kruk (sub)
Brooklyn Community Representative Group	Foster collaboration between community, industry and government to ensure ongoing environmental management in the Brooklyn area. An external group, independently facilitated with support from the Environment Protection Authority and Brimbank, Hobsons Bay and Maribyrnong City Councils.	Cr O'Reilly (del) Cr David (del) Cr Nguyen (del)	Cr Borg (del) Cr Nikolic (del)
Calder Highway Improvement Committee	Ensure the continued upgrading of the Calder Highway. A regional local government committee.	Cr Rasic (del) Cr Lancashire (sub)	Cr Rasic (del) Cr Nikolic (sub)
Cleanaway Community Benefit Fund – Review Panel	Support local sustainability projects that benefit the community or environment. The Fund is available to not-for-profit organisations, charity groups, schools, volunteers and environmental groups in Caroline Springs, Deer Park and nearby areas.	Cr Lancashire (as delegate of Melbourne Regional Landfill Community Reference Group)	Council no longer appoints a delegate as of 10 December 2024
Local Government Working Group on Gambling	Support the local government sector to fulfil its various roles in relation to public health and wellbeing.	Cr Tachos (del)	Cr Truong (del) Cr Nguyen (sub)
Melbourne Regional Landfill Community Reference Group	Foster community understanding of landfill operations and compliance with licence conditions through information, data, presentations and site tours. An external group convened by Cleanaway Waste Management. It also develops an understanding of	Cr Lancashire (del)	Council no longer appoints a delegate as of 10 December 2024

External committees (Council delegates)	Role of committee	Councillor delegate (1 July 2024–26 October 2024)	Councillor delegate (13 November 2025-30 June 2025)
	Cleanaway's current and future priorities for site operations.		
Metropolitan Transport Forum	Promote effective, efficient and equitable transport in metropolitan Melbourne.	Cr Lancashire (del)	Cr Nguyen (del) Cr Tachos (sub)
Municipal Association of Victoria (MAV) State Council	Advocate for the sector, support its development and represent councils at the State Council. The Victorian local government peak body comprised of council representatives.	Cr Rasic (del) Cr Papalia (1st sub)	Cr Nikolic (del) Cr Bauch (1st sub)
Western Melbourne Tourism	Advocate, coordinate and promote events and industry development for tourism in the western metropolitan region. A representative group of western regional councils (except Maribyrnong), the tourism industry and LeadWest.	Cr Tachos (del) Cr Dang (sub)	Cr Pham (del) Cr Kerr (sub) Cr Tachos (sub)

Role of the Audit and Risk Committee

The Audit and Risk Committee (ARC) is an independent Council committee. Its purpose is to support and advise Council on financial and performance reporting, governance and control frameworks, key risks, and compliance with legislation and regulation. The ARC's main responsibility is to oversee and monitor Council's audit processes.

The ARC reports to Council on the outcomes of its work program and provides advice and recommendations on matters relevant to its Charter. The ARC may also endorse key reports for consideration by Council.

The ARC Chair reviews the minutes of each ARC meeting and provides them to Council as soon as possible. Additionally, the Chair prepares an audit and risk report that outlines the ARC's activities, findings, and recommendations. The report is then presented at the next Ordinary Council Meeting.

Internal audit

Council's internal audit function provides independent and objective assurance that appropriate processes and controls are in place. A Strategic Internal Audit Plan (SIAP) is revised annually. It is risk-based and covers three years to ensure that audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes, and management input. The ARC reviews and approves the SIAP annually.

After each review, internal audit reports provide findings and recommendations for control improvements and management responses. They are presented to the ARC for consideration at each meeting. The internal audit service provider has completed reviews on:

- OHS contractor management

- Accounts payable
- Payroll
- Privacy Act management (including third-party management)
- Quality Assurance Review (rates management)
- Grants management (outgoing)

These reviews were tabled in ARC meetings during the reporting period.

The ARC monitors whether internal audit recommendations are implemented by the agreed-upon due dates. These recommendations are prioritised, and the ARC monitors those with the most immediate needs at every meeting. The ARC is pleased with Council's performance regarding completing internal audit recommendations.

External audit

Council is externally audited by the Victorian Auditor-General. For the 2024-2025 year, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative, Nick Walker of HLB Mann Judd. The external auditors attend the May and September ARC meetings to present the annual performance statement.

The Audit Plan and Independent Audit Report are also provided to the ARC, along with the external audit management letter and responses.

Risk management

During the meetings, the ARC discussed different risk management matters and placed particular emphasis on evaluating strategic risks, developing appropriate treatment plans and assessing the efficiency of the risk management framework. The ARC also scrutinised the risk management policy during the reporting period. Additionally, the ARC gave significant attention to business continuity planning, and a review and testing of the Business Continuity Plan (BCP) occurred in May 2025.

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

- Potentially Contaminated Land (PCL) program
- ICT Strategy Report, including Connected Brimbank and cybersecurity penetration and phishing testing
- Review of strategic risks and treatments
- Insurance program renewal and management of insurance claims
- Child safety and wellbeing review and improvement project
- Tree management practices
- Fraud and corruption control
- Business continuity planning

The ARC believes that Council has remained committed to managing strategic and operational risks throughout the reporting period and has performed well in risk mitigation.

Governance and Management Checklist

Governance and Management Checklist *Local Government Planning and Reporting Regulations 2020 (*made under the *Local Government Act 2020)*		
Governance and Management item	**Date**	**Related document/comment**
Community Engagement Policy	21/05/2024	The Community Engagement Policy 2021 was originally adopted at the Brimbank Council Meeting No. 584 on 16 February Community Engagement Guidelines 2021 (in accordance with Section 55 of the *Local Government Act 2020*). A full review was carried out in 2023, informed by a deliberative community engagement process. This was endorsed at the Brimbank Council Meeting No.633 on 21 May 2024.
Community Engagement Guidelines	21/05/2024	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 2020*). A full review was carried out in 2023 and this was endorsed at the Brimbank Council Meeting No.633 on 21 May 2024. The policy includes Best Practice Guiding Principles and Council's deliberate engagement approach.
Financial Plan	17/06/2025	The Long-term Financial Plan 2025-2035 was adopted at the Brimbank Council Meeting No. 646 on 17 June 2025 (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).
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*).
Revenue and Rating Plan	17/06/2025	The Revenue and Rating Plan 2025–2029 was adopted at the Brimbank Council Meeting No. 646 on 17 June 2025 (in accordance with Section 93 of the *Local Government Act 2020*).
Annual Budget	17/06/2025	The 2025-2026 Annual Budget was adopted at the Brimbank Council Meeting No. 646 on 17 June 2025 (in accordance with Section s94 and 96 of the *Local Government Act 2020*).
Risk Policy	20/02/2024	The Risk Management Policy was adopted at the Brimbank Council Meeting No. 629 on 20 February 2024. The Policy is

Governance and Management Checklist

		enacted in Council's Risk Management Framework (RMF) and is consistent with AS ISO 31000:2018 Risk Management – Guidelines (Australian Standard).
Fraud Policy	23/06/2022	A Fraud Prevention Policy was adopted at the Brimbank Council Meeting No.605 on 23 June 2022. The Policy describes Council's commitment to managing fraud and corruption risk and to meeting its legislative obligations under the *Local Government Act 2020*. 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).
Municipal emergency management planning	20/03/2024	The final Municipal Emergency Management Plan 2023-2026 was approved at the Municipal Emergency Management Planning Committee meeting on 20 March 2024. Meetings of the committee were held on the following dates: 18/09/2024 11/12/2024 19/03/2025 25/06/2025
Procurement Policy	31/08/2021	The Procurement Policy was approved at the Brimbank Council meeting No. 574 on 23 June 2020. Amendments were made to the Procurement Policy on 31 August 2021 to reflect components of the *Local Government Act 2020*.
Business Continuity Plan	24/05/2024	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. The latest update of the Business Continuity Framework and Policy was noted by Council's Audit and Risk Committee meeting No.139 held on 24 May 2024.
Disaster Recovery Plan	03/09/2024	The Brimbank Disaster Recovery Plan was presented to the Audit and Risk Committee Meeting No.140 held on 3 September 2024.
Complaints Policy	12/12/2023	The Complaints Policy 2023 was adopted at the Brimbank Council meeting No.628 on 12 December 2023 (in accordance with Section 107 of the *Local Government Act 2020*).
Workforce Plan	10/10/2021	The Workforce Plan 2021-2025 was finalised in October 2021. A new Strategic Workforce Plan was developed over the 2024-2025 financial year, to be endorsed in early 2025-2026.

Governance and Management Checklist		
Payment of Rates and Charges Hardship Policy	21/02/2023	The Financial Hardship Policy was developed to establish the guidelines for assessment of hardship applications based on the principles of fairness, integrity, confidentiality and compliance with statutory requirements. This policy was last reviewed and approved at the Brimbank Council Meeting No.615 on 21 February 2023.
Risk Management Framework	20/02/2024	The Risk Management Framework was endorsed by the Audit and Risk Committee at Meeting No.139 on 24 November 2023 and was adopted at the Brimbank Council Meeting No.629 on 20 February 2024.
Audit and Risk Committee	10/12/2024	The Audit and Risk Committee is established in accordance with section 53 of the Local Government Act 2020. The Audit and Risk Committee Charter has been developed in accordance with section 53 of the *Local Government Act 2020*. The reviewed Charter was adopted at the Brimbank Council Meeting No.641 on 10 December 2024.
Internal Audit	15/02/2021	Council's internal audit service provider is Crowe Australasia. They were appointed on 15 February 2021 with a three-year contract that had a two-year extension clause that has been accepted and implemented.
Performance Reporting Framework	19/10/2021	'Together We are Brimbank', the Brimbank Council Plan (2021-2025) was adopted at the Brimbank Council Meeting No.595 on 19 October 2021. The Council Plan includes Brimbank's Performance Reporting Framework.
Council Plan Report	10/12/2024	'Together We are Brimbank', the Brimbank Council Plan (2021-2025) was adopted at the Brimbank Council Meeting No.595 on 19 October 2021. Year Four (2024-2025) Annual Action Plan Progress Reports were noted by Council at Council Meeting No. 641 on 10 December 2024 (Year 4 Quarter 1), at Council Meeting No. 642 on 18 February 2025 (Year 4 Quarter 2) and at Council Meeting No. 645 on 20 May 2025 (Year 4 Quarter 3). The final quarterly report (Year 4, Quarter 4) will be presented for noting at the Council Meeting No.648 on 19 August 2025.
Quarterly Budget Reports	10/12/2024	Quarterly budget reports were noted by Council at Council Meeting No. 641 on 10 December 2024 (for the period ending 30 September 2024), Council Meeting No. 642 on 18 February 2025 (for the period ending 31 December 2024) and at Council Meeting No. 645 on 20 May 2025 (for the period ending 31 March 2025).
Risk Reports	03/09/2024 22/11/2024 24/05/2025	The Risk Management Update Report and the Significant and Other Insurance Matters Report were presented quarterly at Council's Audit and Risk Committee Meetings No. 140–142, held between September 2024 and May 2025. Additionally, the Risk Management Policy, Framework and Strategic Risks were presented at the September 2024 meeting, as part of the risk management consultancy undertaken by Council's internal auditor.

Governance and Management Checklist		
Performance Reports	03/09/2024	Performance Reporting indicator results (Local Government Performance Reporting Framework) were reported to Council's Audit and Risk Committee Meeting No. 140 on 3 September 2024.
Annual Report	15/10/2024	The Annual Report 2023-2024 was adopted at the Brimbank Council Meeting No. 638 on 15 October 2024 (in accordance with Section 90 of the *Local Government Act 2020*). This can be viewed on our website: www.brimbank.vic.gov.au.
Councillor Code of Conduct	26/10/2024	From 23 October 2024, all Victorian Councillors were required to observe the Model Councillor Code of Conduct, which replaces the previous requirement for individual Council Codes. This new, consistent standard outlines the principles, values and behaviours expected of Councillors in performing their roles under the Local Government Act and other applicable legislation.
Delegations	December 2024	Brimbank City Council's Instruments of Delegations and Financial Authority Limits demonstrate Council's delegations of authority. The seven instruments were updated between July 2023 and December 2024.
Meeting Procedures	19/09/2023	Brimbank's current Governance Rules were adopted by Council at the Council Meeting on 19 September 2023, in accordance with Section 60 of the Local Government Act 2020. The Brimbank Governance Rules 2023 reflect the introduction of the *Regulatory Legislation Amendment (Reform) Act 2022*. Council has also reviewed the Conduct During Election Period Policy and updated it in line with the changes to the *Local Government Act 2020* and the MAV Candidature of councillors in state or federal elections 2021 Guidelines. The draft Governance Rules were available on yoursay.brimbank.vic.gov.au with feedback invited until 14 July 2023.

Statutory Information

Contracts

Council awards contracts to contractors after completing the tender process. These contracts go through a thorough evaluation and are assessed based on several factors. For the year 2024-2025, Council issued 31 tenders for amounts exceeding $250,000 (for goods and services) and $350,000 (for works) in various service categories.

- Capital and infrastructure works
- Community services
- Consultancy and other work
- Operational services
- Plant and equipment
- Technology

The following suppliers were appointed without engaging in a public tender process for services above $250,000 (GST inclusive).

- Australia Post
- Abel Concepts
- All Ready Safe
- All Traffic Management
- Cleanaway
- Department of Education
- Driver Hirer
- GHD
- It Today
- Marcus Lane Group
- Westar Trucks
- West Traffic

Documents available for public inspection

Brimbank City Council maintains a Public Transparency Policy that supports its ongoing commitment to open and accountable decision making and outlines how council information is made publicly available.

Council updated this policy and it was endorsed in August 2024. The Public Transparency Policy is a statutory document required under the *Local Government Act 2020* which must:

- Give effect to the public transparency principles
- Describe the way in which Council information is to be made publicly available
- Specify which Council information must be publicly available, including all policies, plans and reports required un this Act or any other Act

Council information is available through the website, www.brimbank.civ.gov.au, or in some cases by request.

The public can make various information requests to Brimbank City Council (including formal requests for documents and information, or formal FOI requests). Council responds to these requests in alignment with:

- The *Local Government Act 2020* including the Public Transparency Principles
- The Public Transparency Policy
- Part II of the *Freedom of Information Act 1982*

Disability Action Plan

The Disability Action Plan 2022-2026 was adopted by Council in November 2022. Following a robust community consultation, the plan's actions were successfully co-designed and leveraged the insights of people with lived/living experiences of disability.

Disability Advisory Committee

In the 2024-2025 period, three Councillors and seven community members including four people with disability, two carers and one disability sector representative were engaged in the Brimbank Disability Advisory Committee.

During this time, three (August 2024, April and June 2025) hybrid meetings were conducted, supporting members to engage both online and in person. The committee's key functions included:

- Overseeing the implementation and monitoring of the Disability Action Plan, which included receiving reports on its successes and challenges via an annual community report card
- Promoting, integrating and raising awareness of disability access and inclusion within core Council business while advising on disability-related matters
- Improving access and inclusion by identifying barriers to participation for people with disabilities, their families and carers
- Sharing information and building relationships to foster a deep understanding of disability issues
- Providing feedback to Council on strategies and policies where required

A recruitment approach to fill five Disability Advisory Committee member vacancies, four people with disability and one service provider/sector representative, was finalised over this period to be delivered early in the 2025-2026 financial year.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994* Section 68a, Council is required to prepare a Domestic Animal Management Plan at four-yearly intervals and evaluate its implementation in the Annual Report.

Brimbank's plan was adopted in 2022. Council's new plan is currently under development and following upcoming community consultation, will be ready for implementation at the start of the new period of 2025-2026. To date, the plan has guided Council's programs and services for managing dogs and cats, balancing the needs of pet owners, the community and domestic animals. Council offers limited subsidised desexing for cats to reduce unwanted litters.

Food Act Ministerial Directions

Per Section 7E of the *Food Act 1984*, Councils must 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.

Freedom of Information Act 1982

You may be able to access document(s) under the *Freedom of Information Act 1982* (Cth) if the document is not publicly available:

- On Council's website or by public inspection; or
- By payment of a fee under another Act

To find out more about Freedom of Information visit Council's website.

How to make an FOI request

To submit a FOI request, it must be in writing and include the non-refundable application fee. Exemption from the application fee on the basis of hardship my be obtained with supporting evidence such as a current concession card. You can submit a FOI request online on Council's website, by email, post or apply in person. To avoid delays, be specific about the documents you are seeking. Councils Freedom of Information Officer is able to assist you to make an application.

FOI Applications Annual Report

Council received 40 FOI requests during 2024-2025:

FOI Request Outcomes	2024-2025
Access granted in full (no exempt material)	12
Access granted in part (some exempt material)	7
Access denied in full (all material exempt)	1
No documents	6
Request withdrawn or not proceeded with by the applicant	7
Requests not yet finalised as of 30 June 2025	0
Requests informally outside of the FOI Act	7
Total number of requests	**40**
Reviews, complaints and appeals	0
Number of decision reviews or complaints referred to the Office of Information Commissioner	0
Number of appeals to VCAT	0

Protected Disclosure Procedures

The *Protected Disclosure Act 2012* outlines the process for reporting disclosures of improper conduct and the protection provided to persons who make disclosures. To make a disclosure or report detrimental action, call Council's Public Interest Disclosure Coordinator on 03 9249 4939 or email confidential@brimbank.vic.gov.au.

During 2024-2025 there were no complaints referred to the Independent Broad-based Anti-corruption Commission (IBAC) deemed to be Protected Disclosures.

Road Management Act Ministerial Direction

In accordance with Section 22 of the *Road Management Act 2004*, a 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 2024-2025 financial year.

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 Act to people in care relationships, including those who receive Council services, and to the wider community by distributing information through relevant Council services.

Council ensures its employees are aware of the principles and responsibilities outlined in the *Carers Recognition Act 2012* through training programs and policy updates.



Infrastructure and development contributions

For the 2024-2025 year, the following information about Infrastructure and Development Contributions is disclosed:

Table 1 – Total Development Contribution Plan (DCP) levies received in the 2024-2025 financial year

DCP name and year approved	Levies received in 2024-2025 financial year
Sunshine Town Centre DCP (2015)	$59,221,00
Brimbank DCP (2018)	$398,437.00
Total	**$457,658.00**

Table 2 – DCP land financial year, works, services or facilities accepted as works-in-kind in 2024-2025

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 ($)	Total DCP contribution received (levies and works-in-kind) ($)
Brimbank DCP	$4,828,768.00	$18,800.00	$0.00	$4,828,768.00
Total	**$4,828,768.00**	**$18,800.00**	**$0.00**	**$4,828,768.00**

Table 4 – Land, works, services or facilities delivered in 2024-2025 financial year from DCP levies collected

Project Description	Project ID	DCP name and year approved	TDCP fund expended ($)	Works-in-kind accepted ($)	Council's contribution ($)	Other contributions ($)	Total Project expenditure ($)	Percentage of item delivered
Total			**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	

Performance Statement

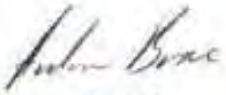
For the year ended 30 June 2025

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Certification of the Performance Statement

In my opinion, the accompanying performance statement have been prepared in accordance with the *Local Government Act 2020 and* the *Local Government (Planning and Reporting) Regulations 2020*.



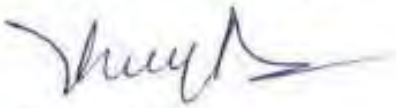
Andrew Brae CA
Principal Accounting Officer
Dated: 16 September 2025
Melbourne

In our opinion, the accompanying performance statement of the Brimbank City Council for the year ended 30 June 2025 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.

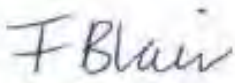
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Councillor Thuy Dang
Mayor
Dated: 16 September 2025
Melbourne



Councillor Daniel Kruk
Councillor
Dated: 16 September 2025
Melbourne



Fiona Blair
Chief Executive Officer
Dated: 16 September 2025
Melbourne

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Brimbank City Council

Opinion	I have audited the accompanying performance statement of Brimbank City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Brimbank City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 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.

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 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1. 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 198,152 makes it one of the most populous municipality in Greater Melbourne.

Section 2 - Service Performance Indicators

For the year ended 30 June 2025

Indicator	Results					Comment
	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities						
Utilisation						
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	1.48	7.60	9.73	N/A	9.92	Visitation continues to be excellent across the facilities with over 1,500,000 visits for the Brimbank Aquatic and Wellness Centre (BAWC) alone. This is due to the retention of high gym and aquatic member numbers, in addition to growth of the learn to swim program to 4,500 people. Sunshine Leisure Centre has also achieved growth due to learn to swim numbers growing to 1,700 people and group fitness visits also exceeding last year's figures. The result of 9.92 is higher than the 9.73 from last year, a good result considering the reduction in casual swimmers at BAWC, in its third year of operation.
Animal Management						
Health and safety						
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	75%	100%	100%	N/A	100%	Council continues to investigate and prosecute, where possible, all animal related matters. This figure represents concluded prosecutions. This result is within the range expected by Council.
Food Safety						
Health and safety						
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	95.97%	100.00%	N/A	100.00%	Council continues to give precedence to the delivery of an effective and efficient risk-based food safety service. All premises with major or critical non-compliance notifications are routinely followed up. This result is within the range expected by Council.
Governance						
Consultation and engagement						
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	59	55	74	60	74	The community satisfaction rating on Council's performance in community consultation and engagement is reported from the independent annual Community Satisfaction Survey for 2024/2025. This excellent result can be attributed to Council conducting extensive deliberative engagement and community consultations, both in person and online, as we developed our new Community Vision and Council Plan. Other consultations carried out over the year related to community services and infrastructure planning, park upgrades, water management, community transport, parking, ageing and disability care and governance. This result sits above the range expected by Council.
Libraries						
Participation						
Library membership [Number of registered library members / Population] x100	#N/A	#N/A	34.80%	N/A	32.91%	The membership rate of 32.91% of the population reflects strong community engagement and utilisation of library services, with many residents benefitting from the resources and opportunities offered. This level of membership demonstrates that the libraries are effectively meeting the needs and interests of a large portion of the community. It also highlights their role as essential community hubs, promoting literacy, learning, social engagement, and access to information.

Section 2 - Service Performance Indicators (continued)

Indicator	Results					Comment
	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Maternal and Child Health (MCH)						
Participation						
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	61.37%	66.41%	67.45%	N/A	64.41%	Council is committed to providing high quality Maternal and Child Health services. The 2024/2025 participation result is lower than the expected range due to the impacts of parental leave and other staff leave and the lack of qualified MCH staff state-wide to provide back-fill. Available appointments were prioritised for Aboriginal and Torres Strait Islander clients identified as vulnerable. This result is outside of the range expected by Council.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	76.76%	77.54%	75.94%	N/A	96.59%	Council prioritises providing high quality Maternal and Child Health services to Brimbank's Aboriginal and Torres Strait Islander community. This result has increased when compared to the previous reporting period due to new initiatives within the outreach stream of Maternal and Child Health services.
Roads						
Condition						
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	92.82%	93.26%	92.43%	90.00%	93.17%	The proportion of sealed local roads maintained to the required condition standard is comparable to the 2023/2024 level and remains within the range expected by Council. Council remains dedicated to maintaining the local road network and continues to carry out necessary maintenance and rehabilitation works.
Statutory Planning						
Service standard						
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	70.92%	70.03%	84.32%	70.00%	81.10%	Council works with applicants and objectors to achieve good outcomes in planning determinations and has put a lot of work into improving processes to be as efficient as possible. Whilst this result is slightly less than the result achieved last year, it is comparatively better than most other Councils and sits within the range set by Council. The data for this measure was obtained from the Planning Permit Activity Reporting (PPAR) website on 11 July 2025.
Waste Management						
Waste diversion						
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	41.46%	42.22%	40.66%	42.84%	38.70%	The waste diversion rate decreased slightly from last year's result. There was a decrease in tonnages in organic material due to changes in climatic conditions and a reduction in recyclables tonnages due to the introduction of the Container Deposit Scheme (CDS).

Section 3 - Financial Performance Indicators

For the year ended 30 June 2025

Indicator	Results					Forecasts				Material Variations and Comments
	2022	2023	2024	2025		2026	2027	2028	2029	
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Efficiency										
Expenditure level										
Expenses per property assessment [Total expenses / Number of property assessments]	$2,621.14	$2,840.83	$3,111.77	$3,249.00	$3,205.01	$3,355.93	$3,431.54	$3,522.17	$3,587.70	Expenses per property assessment increased slightly from the prior year but remain below the budgeted target and within Council's expected range. This reflects efficient cost management in delivering services.
Revenue level										
Average rate per property assessment [Sum of all general rates and municipal charges / Number of property assessments]	$1,703.13	$1,717.81	$1,776.54	N/A	$1,846.79	$1,922.19	$1,960.45	$2,009.10	$2,058.95	The average rate per property assessment increased during 2024/2025, reflecting the rate rise adopted in the budget. This outcome is within the Victorian Government's rate cap and aligned with Council's long-term financial planning.
Liquidity										
Working capital										
Current assets compared to current liabilities [Current assets / Current liabilities] x100	175.65%	206.14%	216.10%	179.30%	199.32%	152.92%	203.71%	202.07%	190.26%	Council places high value on the effective management of Council's assets and liabilities. The current year result is lower than last year, primarily due to an increase in current interest-bearing liabilities. An interest-only loan of $21 million is due for repayment in 2025/2026, which has also contributed to the reduced forecast result for that year. The 2024/2025 result is also higher than the targeted budget mainly due to the increase in cash and cash equivalents due to early payment of 50% of the 2025/2026 Victorian Local Government Grant Commission (VLGGC) allocation and higher amount of open space contributions. The result is in the range expected by Council.
Unrestricted cash										
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	37.63%	73.75%	81.68%	N/A	65.22%	97.43%	134.41%	137.85%	130.03%	Council places high value on effective management of Council assets and liabilities. The 2024/2025 unrestricted cash balance has decreased since the last financial year. This is mainly due to increase in statutory reserve balances. The result is in the range expected by Council.

Section 3 - Financial Performance Indicators (continued)

Indicator	Results					Forecasts				Material Variations and Comments
	2022	2023	2024	2025		2026	2027	2028	2029	
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Obligations										
Loans and borrowings										
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	54.52%	50.81%	47.35%	N/A	47.82%	36.44%	35.69%	36.81%	34.62%	Council places strong emphasis on efficient and effective financial management, including management of loans and borrowings. The 2024/2025 result is slightly higher than last year as the interest bearing liabilities are higher than last years due to the draw down of additional borrowings of $14 million. The significant decrease in the 2026 forecast is due to the payout of an interest only loan of $21 million and the remaining forecast years have no further lump sum payouts. The result is in the range expected by Council.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	6.59%	6.96%	6.04%	N/A	6.11%	17.52%	7.64%	8.21%	8.62%	Council places strong emphasis on efficient and effective financial management, including management loans and borrowings. The repayments figure slightly increased in 2024/2025, with an overall loan balance increase due to the draw down of additional borrowings of $14 million. The 2026 forecast result is higher due to the payout of an interest only loan of $21 million. This result remains in the range set by Council.
Indebtedness										
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	50.93%	44.97%	40.84%	N/A	32.36%	23.14%	29.80%	31.91%	28.85%	Council places strong emphasis on efficient and effective financial management. The improved result in 2024/2025 is due to the movement of interest only loan from non-recurrent to current liabilities, for loan to be paid out in 2025/2026. This result is within the range expected by Council.
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	112.50%	72.24%	67.26%	93.22%	82.51%	97.59%	81.35%	82.45%	86.15%	Council places strong emphasis on the ongoing renewal and upgrade of assets and has obtained resourcing for a number of asset renewal projects over the past few years. Renewal expenditure on capital projects increased by $11 million in 2024/2025 year.
Operating position										
Adjusted underlying result										
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	8.49%	4.88%	-1.57%	N/A	4.79%	-1.13%	-2.22%	-3.19%	-2.94%	This indicator has improved due to the early payment of 50% of the 2025/2026 Victorian Local Government Grant Commission (VLGGC) allocation.

Section 3 - Financial Performance Indicators (continued)

Indicator	Results					Forecasts				Material Variations and Comments
	2022	2023	2024	2025		2026	2027	2028	2029	
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Stability										
Rates concentration *Rates compared to adjusted underlying revenue* [Rate revenue / Adjusted underlying revenue] x100	73.80%	72.35%	72.93%	73.87%	69.17%	72.42%	72.98%	73.45%	73.61%	Council endeavours to manage revenue and rates efficiently. The 2024/2025 financial year saw a decrease in rates compared to revenue compared to last year. This is due to early payment of 50% of the 2025/2026 Victorian Local Government Grant Commission (VLGGC) allocation. The result is in the range expected by Council.
Rates effort *Rates compared to property values* [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.32%	0.30%	0.29%	N/A	0.30%	0.31%	0.31%	0.31%	0.31%	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.

Section 4 - Sustainable Capacity Indicators

For the year ended 30 June 2025

Indicator	Results				Comment
	2022	2023	2024	2025	
	Actual	Actual	Actual	Actual	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	$1,026.73	$1,182.54	$1,286.16	$1,316.47	Council is committed to minimising expenses where possible while ensuring essential services are available. The main contributor to the increase is employee cost and slight increase in depreciation cost.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	$8,973.69	$10,188.95	$10,051.33	$11,391.65	Council endeavours to deliver efficient and effective financial management. Infrastructure value has increased reflecting valuations and increased construction costs. The result is in the range expected by Council.
Population density per length of road [Municipal population / Kilometres of local roads]	225.59	212.48	213.79	216.09	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					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	$921.85	$1,071.18	$1,139.15	$1,196.61	Council is committed to high quality revenue management. The increased result in 2024/2025 reflects increased income from statutory fees, user fees and charges and increased interest on investments. This result remains in the range expected by Council.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	$151.92	$157.67	$63.13	$177.55	The result reflects the early receipt of 50% of the 2025/2026 Victorian Local Government Grants Commission (VLGGC) allocation in June 2025.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	1.00	1.00	1.00	1.00	Council remains the second most disadvantaged municipality in Greater Melbourne and the third most disadvantaged in Victoria. These results have remained consistent over the past five years.
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	13.8%	10.9%	11.9%	12.6%	Council experienced a slight increase in staff turnover during the 2024/2025 financial year influenced by the wider economic uncertainty. The result is in the range expected by Council.

Section 5. Notes to the accounts

5.1. 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, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. 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 or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020* . Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2024-25 to 2027-28 by the council's financial 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.

5.2. Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: · non-recurrent grants used to fund capital expenditure; and · non-monetary asset contributions; and · contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the *Food Act 1984*
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

Annual Financial Report

For the year ended 30 June 2025

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 2024-2025 financial year and the overall position at the end of the financial year (30 June 2025).

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*.

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 for 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.

Five statements are included in the first few pages of the report. They are:

4. Comprehensive Income Statement
5. Balance Sheet
6. Statement of Changes in Equity
7. Statement of Cash Flows
8. Statement of Capital Works

The notes section details 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 'operations' and do not include the costs 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 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 of 30 June 2025.

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 Council's profit (or loss) 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 of 30 June 2025.

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 Council's net worth 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 become due in the next 12 months.

The components of the Balance Sheet are described here:
Current and non-current assets

- Cash and cash equivalents: Include 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: Monies owed to Council by ratepayers and others as of 30 June 2025.
- Inventories: Comprise of various stock items held by Council.
- Other assets: Include prepayments which are expenses that Council has paid in advance of a service delivery and accrued income which is income earned but yet to be received.
- Property, infrastructure, plant and equipment: 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: Those to whom Council owes money as of 30 June 2025.
- 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: 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 of 30 June 2025.

Total equity

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

- Accumulated surplus: 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 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:

1. 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 our bank account to employees, suppliers and other persons. It does not include costs associated with the creation of assets.
2. 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.
3. Cash flows from financing activities:
   - This is where the receipt and repayment of borrowed funds (interest–bearing loans and liabilities) are recorded.

The bottom line of the Cash Flow Statement is the cash at the end of financial year. This shows the capacity of Council to meet our 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, to get a clear picture of the accounts, should be read at the same time as, and together with, the other parts of the Financial Statements.

The notes include:

- Performance against budget (Note 2)
- Analysis of Council results by program (Note 2)
- Funding for the delivery of services (Note 3)
- Cost of delivering services (Note 4)
- Investing In and Financing Our Operations (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 about the Financial Statements. It confirms that the Financial Statements have been prepared in accordance with relevant legislation and professional standards and that they represent a fair picture of Council's financial affairs.

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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

Dated: 16 September 2025

Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of the Brimbank City Council for the year ended 30 June 2025 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.



Councillor Thuy Dang

Mayor

Dated: 16 September 2025

Melbourne



Councillor Daniel Kruk

Councillor

Dated: 16 September 2025

Melbourne



Fiona Blair

Chief Executive Officer

Dated: 16 September 2025

Melbourne

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Brimbank City Council

Opinion

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

- balance sheet as at 30 June 2025
- 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 material accounting policy information
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.

Basis for Opinion

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

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

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

Councillors' responsibilities for the financial report

The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial report

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

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

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

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



MELBOURNE
6 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement for the Year Ended 30 June 2025

	Note	2025 $'000	2024 $'000
Income / Revenue			
Rates and charges	3.1	189,504	181,041
Statutory fees and fines	3.2	10,101	8,744
User fees	3.3	22,527	20,860
Grant - operating	3.4	35,392	12,628
Grant - capital	3.4	5,942	4,360
Contributions - monetary	3.5	15,079	10,987
Contributions - non-monetary	3.5	4,949	3,884
Net gain on disposal of property, infrastructure, plant and equipment	3.6	1,354	334
Other income	3.7	13,625	12,347
Total income / revenue		**298,473**	**255,185**
Expenses			
Employee costs	4.1	114,987	107,940
Materials and services	4.2	78,533	79,023
Depreciation	4.3	56,582	55,325
Depreciation - right of use assets	4.4	2,039	1,928
Allowance for impairment losses	4.5	1,757	1,453
Borrowing costs	4.6	2,502	2,384
Finance costs - leases	4.7	393	321
Other expenses	4.8	4,069	3,773
Total expenses		**260,862**	**252,147**
Surplus/(deficit) for the year		**37,611**	**3,038**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.1	286,169	-
Total other comprehensive income		**286,169**	**-**
Total comprehensive result		**323,780**	**3,038**

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

Balance Sheet as at 30 June 2025

	Note	2025 $'000	2024 $'000
Assets			
Current assets			
Cash and cash equivalents	5.1	118,381	77,965
Trade and other receivables	5.1	47,704	45,483
Other financial assets	5.1	6,000	-
Inventories	5.2	99	83
Prepayments	5.2	2,272	1,401
Other assets	5.2	602	776
Total current assets		**175,058**	**125,708**
Non-current assets			
Trade and other receivables	5.1	27	52
Right-of-use assets	5.8	7,477	5,338
Property, infrastructure, plant and equipment	6.1	3,021,369	2,733,932
Total non-current assets		**3,028,873**	**2,739,322**
Total assets		**3,203,931**	**2,865,030**
Liabilities			
Current liabilities			
Trade and other payables	5.3	22,063	16,925
Trust funds and deposits	5.3	3,859	3,068
Contract and other liabilities	5.3	3,667	2,972
Provisions	5.5	24,872	24,411
Interest-bearing liabilities	5.4	31,323	9,097
Lease liabilities	5.8	1,972	1,697
Total current liabilities		**87,756**	**58,170**
Non-current liabilities			
Trust funds and deposits	5.3	8,364	7,475
Provisions	5.5	3,398	3,165
Interest-bearing liabilities	5.4	59,294	76,617
Lease liabilities	5.8	5,679	3,943
Total non-current liabilities		**76,735**	**91,200**
Total liabilities		**164,491**	**149,370**
Net assets		**3,039,440**	**2,715,660**
Equity			
Accumulated surplus		1,135,851	1,112,661
Reserves	9.1	1,903,589	1,602,999
Total equity		**3,039,440**	**2,715,660**

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

Statement of Changes in Equity for the Year Ended 30 June 2025

	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2025					
Balance at beginning of the financial year		2,715,660	1,112,661	1,555,555	47,444
Surplus/(deficit) for the year		37,611	37,611	-	-
Net asset revaluation gain/(loss)	9.1	286,169	-	286,169	-
Transfers to other reserves	9.1	-	(15,268)	-	15,268
Transfers from other reserves	9.1	-	847	-	(847)
Balance at end of the financial year		**3,039,440**	**1,135,851**	**1,841,724**	**61,865**

	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2024					
Balance at beginning of the financial year		2,712,622	1,119,533	1,555,555	37,534
Surplus/(deficit) for the year		3,038	3,038	-	-
Net asset revaluation gain/(loss)	9.1	-	-	-	-
Transfer to other reserves	9.1	-	(9,910)	-	9,910
Balance at end of the financial year		**2,715,660**	**1,112,661**	**1,555,555**	**47,444**

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

Statement of Cash Flows for the Year Ended 30 June 2025

	Note	2025 Inflows/ (Outflows) $'000	2024 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		189,375	176,341
Statutory fees and fines		7,790	6,935
User fees		23,449	21,639
Grants - operating		35,914	12,948
Grants - capital		6,304	3,003
Contributions - monetary		15,387	11,682
Interest received		6,723	5,943
Trust funds and deposits taken		2,258	1,584
Other receipts		7,287	7,040
Net GST refund/(payment)		5,658	6,480
Employee costs		(113,910)	(106,405)
Materials and services		(81,552)	(97,142)
Trust funds and deposits repaid		(1,377)	(1,362)
Other payments		(4,129)	(3,851)
Net cash provided by/(used in) operating activities	9.2	**99,177**	**44,835**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(55,851)	(54,960)
Proceeds from sale of property, infrastructure, plant and equipment		3,221	1,370
Payments for investments		(6,000)	-
Net cash provided by/(used in) investing activities		**(58,630)**	**(53,590)**
Cash flows from financing activities			
Finance costs		(2,473)	(2,379)
Proceeds from borrowings		14,000	6,000
Repayment of borrowings		(9,097)	(8,550)
Interest paid - lease liability		(394)	(322)
Repayment of lease liabilities		(2,167)	(1,742)
Net cash provided by/(used in) financing activities		**(131)**	**(6,993)**
Net increase/(decrease) in cash and cash equivalents		40,416	(15,748)
Cash and cash equivalents at the beginning of the financial year		77,965	93,713
Cash and cash equivalents at the end of the financial year		**118,381**	**77,965**
Financing arrangements	5.6		

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works for the Year Ended 30 June 2025

	2025 $'000	2024 $'000
Property		
Land	-	-
Total land	**-**	**-**
Buildings	11,203	8,896
Total buildings	**11,203**	**8,896**
Total property	**11,203**	**8,896**
Plant and equipment		
Plant, machinery and equipment	2,991	5,149
Computers and telecommunications	1,986	54
Library books	865	821
Artworks	100	152
Total plant and equipment	**5,942**	**6,176**
Infrastructure		
Roads	26,639	22,298
Footpaths and cycleways	1,732	4,489
Drainage	1,950	1,304
Parks, open space and streetscapes	4,203	5,310
Recreational, leisure and community facilities	3,099	6,992
Total infrastructure	**37,623**	**40,393**
Total capital works expenditure	**54,768**	**55,465**
Represented by:		
New asset expenditure	8,064	18,253
Asset renewal expenditure	37,215	26,090
Asset upgrade expenditure	9,489	11,122
Total capital works expenditure	**54,768**	**55,465**

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

Notes to the Financial Report for the Year Ended 30 June 2025

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.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

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.

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.

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- 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.

Good and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Note 2 Analysis of our results

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 $5 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 2025 budget figures detailed below are those adopted by council on 18 June 2024. 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 / Revenue and expenditure

	Budget 2025 $'000	Actuals 2025 $'000	Variance $'000	Variance %	Ref
Income / Revenue					
Rates and charges	187,664	189,504	1,840	1%	
Statutory fees and fines	8,946	10,101	1,155	13%	**1**
User fees	18,905	22,527	3,622	19%	**2**
Grant - operating	26,212	35,392	9,180	35%	**3**
Grant - capital	2,564	5,942	3,378	132%	**4**
Contributions - monetary	5,395	15,079	9,684	179%	**5**
Contributions - non-monetary	3,057	4,949	1,892	62%	**6**
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	495	1,354	859	174%	**7**
Other income	11,820	13,625	1,805	15%	**8**
Total income / revenue	**265,058**	**298,473**	**33,415**	**13%**	
Expenses					
Employee costs	112,339	114,987	(2,648)	-2%	
Materials and services	85,303	78,533	6,770	8%	**9**
Depreciation	56,126	56,582	(456)	-1%	
Depreciation - right of use assets	1,861	2,039	(178)	-10%	**10**
Allowance for impairment losses	1,100	1,757	(657)	-60%	**11**
Borrowing costs	2,515	2,502	13	1%	
Finance costs - leases	220	393	(173)	-79%	**12**
Other expenses	3,820	4,069	(249)	-7%	
Total expenses	**263,284**	**260,862**	**2,422**	**1%**	
Surplus/(deficit) for the year	**1,774**	**37,611**	**35,837**	**2020%**	

2.1.1 Income / Revenue and expenditure

(i) Explanations of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Statutory fees and fines ended the year with a favourable variance to budget predominately due to better than anticipated revenues from infringement notices.
2	User fees	User fees ended the year favourable to budget mainly due to strong performances from Brimbank Aquatic and Wellness Centre (BAWC) and Sunshine Leisure Centre (SLC). BAWC revenue increased by $2.42 million, driven by better-than-expected gym membership income supported by over 7,000 members in the area, as well as learn to swim income driven by the success of the afterschool program. Similarly, SLC recorded a favourable variance to budget of $0.50 million, largely due to strong income from memberships and afterschool programs.

2.1.1 Income / Revenue and expenditure (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
3	Grant - operating	Operating grants were $9.18 million favourable to budget, largely due to early receipt of $8.44 million Financial Assistance Grant from the Victorian Grants Commission (VGC), representing 50% of the 2025-26 allocation. In addition to this, unbudgeted grants of $1.36 million carried over into 2024-25 (due to pending delivery obligations) has contributed to this variance.
4	Grant - capital	The favourable variance of $3.37 million is mainly due to a combination of unbudgeted grants received and prior year grants being carried over into the current financial year.
5	Contributions - monetary	Monetary contributions amounted to $9.68 million favourable variance, largely due to the contribution of $10.25 million, received in full for open space contributions for the Orica site in Deer Park. The valuation of the site is currently under review through an appeal to the Victorian Civil and Administrative Tribunal (VCAT).
6	Contributions - non-monetary	Non–monetary contributions is favourable to the budget by $1.89 million. This relates to assets that arise out of new subdivisions within the municipality and are later vested to Council in a future year.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain/(loss) on disposal of property, infrastructure, plant and equipment is $0.86 million favourable to the budget. This comprises the total proceeds received from the disposal of property, infrastructure, plant and equipment, less the written down value (WDV) of assets, most notably from the sale of the Durham Road car park.
8	Other income	Other income was favourable to budget by $1.81 million due to income from the Container Deposit Scheme (CDS) $0.61 million and interest on investments $0.60 million. When eligible containers are placed in kerbside recycling bins and sent to Material Recovery Facility (MRF), the MRF can claim a refund. Council negotiated an agreement under which Cleanaway shares 50% of the new CDS amount with Brimbank City Council. In addition, CDS Zone Operators, TOMRA Cleanaway, have established four (4) Reverse Vending Machines refund collection points on Council land, for which Council received an additional $0.07 million in leasing costs. Brimbank received a net total of $0.67 million in income from the CDS in 2024-25.
9	Materials and services	Materials and services ended $6.77 million favourable to budget, largely in waste management $3.62 million and the timing of the Financial System Replacement project $1.72 million. Tip fees and recycling gate fees were lower than expected due to reduced volumes of waste being sent to landfill. Additionally, the cost of processing Food Organics and Garden Organics (FOGO) was lower than budgeted due to dry conditions, and processing costs for recyclables were reduced due to the impact of the Container Deposit Scheme (CDS). The delayed commencement of the Financial Systems Replacement project resulted in the deferral of associated project expenditures, including first-year software maintenance.
10	Depreciation - right of use assets	Amortisation of right of use assets have been recognised as per AASB16 and are higher than budgeted due to Council's lease arrangements for fleet vehicles.
11	Allowance for impairment losses	Allowance for impairment losses are debts which are determined to be uncollectable. These allowances amounted to $0.65 million unfavourable against budget. This is primarily due to an increase in infringement debts and related recovery challenges.
12	Finance costs - leases	Finance costs - leases are for the interest component of lease payments. The interest component included in lease payments that compensates the leasing company for tying up its capital during the lease term. The unfavourable variance relates to additional lease facilities that were taken up during the year.

2.1.2 Capital works

	Budget 2025 $'000	Actuals 2025 $'000	Variance $'000	Variance %	Ref
Property					
Land improvements	-	-	-	0%	
Total land	**-**	**-**	**-**	**0%**	
Buildings	15,955	11,203	4,752	30%	**13**
Total buildings	**15,955**	**11,203**	**4,752**	**30%**	
Total property	**15,955**	**11,203**	**4,752**	**30%**	
Plant and equipment					
Plant, machinery and equipment	3,957	2,991	966	24%	**14**
Computers and telecommunications	80	1,986	(1,906)	-2383%	**15**
Library books	825	865	(40)	-5%	
Artworks	-	100	(100)	-100%	**16**
Total plant and equipment	**4,862**	**5,942**	**(1,080)**	**-22%**	
Infrastructure					
Roads	26,470	26,639	(169)	-1%	
Footpaths and cycleways	2,325	1,732	593	26%	**17**
Drainage	1,620	1,950	(330)	-20%	**18**
Parks, open space and streetscapes	6,240	4,203	2,037	33%	**19**
Recreational, leisure and community facilities	3,885	3,099	786	20%	**20**
Total infrastructure	**40,540**	**37,623**	**2,917**	**7%**	
Total capital works expenditure	**61,357**	**54,768**	**6,589**	**11%**	
Represented by:					
New asset expenditure	9,035	8,064	971	11%	
Asset renewal expenditure	41,687	37,215	4,472	11%	
Asset upgrade expenditure	10,635	9,489	1,146	11%	
Total capital works expenditure	**61,357**	**54,768**	**6,589**	**11%**	

(i) Explanations of material variations

Variance Ref	Item	Explanation
13	Buildings	Expenditure on buildings has been underspent by $4.75 million. This is mainly a result of several projects not being completed, with funds either approved to be carried forward or identified as underspent, with the intention that these projects will be reconsidered in future budget years: • Community battery installation program, $0.76 million; • Replacement of irrigation system at Keilor Golf Course, $0.63 million; • De-gasification of the Keilor Community Hub, $0.51 million; • New JR Parsons Football / Cricket Pavilion, $0.38 million; • Female sports facilities upgrades - Keilor Park Oval 2, $0.26 million; • Sunshine Leisure Centre - upgrade and renewal works, $2.37 million.
14	Plant, machinery and equipment	Plant, machinery and equipment is under budget by $0.97 million, mainly due to a delay in the delivery of some of the large plant items $0.86 million.
15	Computers and telecommunications	Expenditure on computers and telecommunications amounted to $1.90 million over budget. This was primarily due to the approval at mid-year budget review of a laptop replacement project for out-of-warranty and end-of-life laptops, which was not originally budgeted.
16	Artworks	Expenditure on artwork is over budget by $0.10 million mainly due to unbudgeted expenditure on Sunvale Community Park - The Five Element Restoration.

2.1.2 Capital works (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
17	Footpaths and cycleways	Expenditure on footpath is lower than the budget by $0.59 million, primarily due to 3rd party approval delays in the St Albans Road shared user path project (Sydenham rail corridor bicycle track), resulting in an underspend of $0.52 million.
18	Drainage	Drainage costs exceeded the budget by $0.33 million, largely due to the water-sensitive urban design asset rectifications and renewals project $0.23 million, which was a result of additional external funding for this project.
19	Parks, open space and streetscapes	Expenditure on parks, open space and streetscapes is under budget by $2.03 million. This is mainly a result of several projects not being completed, with funds either approved to be carried forward or identified as underspent, with the intention that these projects will be reconsidered in future budget years: • St Albans Town Centre - streetscape upgrades, $0.55 million; • Sunshine landfills, $0.32 million; • Green Gully reserve landfill rehabilitation, $0.27 million; • Skate, scoot and BMX facilities program, $0.25 million; • Local activity centres, $0.22 million.
20	Recreational, leisure and community facilities	Expenditure on recreational, leisure, and community facilities was $0.78 million under budget at year-end, mainly due to projects being approved to be carried forward or being completed under budget: • Sports ground lighting, $0.53 million; • Brimbank Aquatic and Wellness Centre - car park extension, $0.33 million.

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.

People, Partnerships & Performance

People, Partnerships and Performance plays a key role in supporting the organisation's strategic direction and service delivery by fostering a high-performing, values-driven culture. The directorate oversees key functions including people, culture and wellbeing; strategic advocacy; communications and community engagement; governance and risk; and customer experience and service innovation. Through these functions, the directorate strengthens internal capability, drives community engagement, supports transparent governance, enhances customer service, and advocates effectively for the community's needs.

Corporate Services

Corporate Services provides essential support services to enable the efficient and effective operation of council while enhancing organisational performance. Corporate Services is responsible for supporting sound financial stewardship, transparent and accountable procurement processes and the effective management of systems and technology infrastructure. Additionally, it supports organisational capacity to deliver projects, manage change and drive continuous improvement.

Infrastructure and City Services

Infrastructure and City Services is responsible for strategic asset management, planning for, constructing and maintaining infrastructure across a diverse range of assets that underpin the wellbeing of the community. This includes capital works, engineering services, environment and waste, parks and gardens, emergency management and municipal resources, and the provision, management and maintenance of fleet, plant and equipment. The directorate also performs a strategic role in terms of planning and policy to inform investment in infrastructure and as a referral body to ensure public infrastructure is designed, delivered and maintained in a way that enhances safety, functionality, amenity and wellbeing.

City Futures

City Futures is responsible for protecting, developing and enhancing council's social, economic and physical environment. The broad objective will be achieved primarily through land-use 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. City Futures manages the strategic development of the city by preparing land use plans, Brimbank Planning Scheme amendments, and development guidelines, guides responses to climate change and environmental challenges, and regulates planning and building approval, environmental health and the local laws.

Community Wellbeing

Community Wellbeing, guided by the key principles of social justice, gender equality, diversity and inclusion and Aboriginal and Torres Strait Islander Reconciliation, provides a range of services, facilities and programs to support the health and wellbeing of the community across all the life stages. This includes provision of libraries and learning centres, neighbourhood houses, youth services, preschools, maternal and child health and family services, community care, community programs, sport, leisure and recreational services, arts & cultural development programs, local festivals and events, volunteer support, community leadership and community grants. Community Wellbeing also analyses important community data and trends and develops council policy on key social issues such as community safety, electronic gambling machines, social justice, First Nation Reconciliation and gender equality to promote an equitable and fair community Brimbank.

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

2025	Income / Revenue $'000	Expenses $'000	Surplus/ (Deficit) $'000	Grants included in income / revenue $'000	Total assets $'000
CEO & Executive Services	-	996	(996)	-	-
People, Partnerships & Performance	934	21,493	(20,559)	73	-
Corporate Services	234,300	81,350	152,950	30,815	177,298
Infrastructure and City Services	4,037	77,767	(73,730)	288	2,960,554
City Futures	28,347	27,431	916	1,160	-
Community Wellbeing	30,855	51,825	(20,970)	8,998	66,079
	298,473	**260,862**	**37,611**	**41,334**	**3,203,931**

2024	Income / Revenue $'000	Expenses $'000	Surplus/ (Deficit) $'000	Grants included in income / revenue $'000	Total assets $'000
CEO & Executive Services	-	778	(778)	-	-
People, Partnerships & Performance	506	18,854	(18,348)	104	-
Corporate Services	198,631	77,327	121,304	5,044	126,551
Infrastructure and City Services	3,628	76,192	(72,564)	185	2,669,198
City Futures	21,583	26,329	(4,746)	1,289	-
Community Wellbeing	30,837	52,667	(21,830)	10,366	69,281
	255,185	**252,147**	**3,038**	**16,988**	**2,865,030**

	2025 $'000	2024 $'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 2024/25 was $62.070 billion (2023/24 $61.037 billion).

General rates	141,129	136,437
Supplementary rates and rate adjustments	2,378	940
Municipal charge	6,807	6,576
Waste management charge	39,190	37,088
Total rates and charges	**189,504**	**181,041**

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024, and the valuation was first applied in the rating year that commenced 1 July 2024.

Annual rates and charges are recognised as income 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	4,709	3,902
Court recoveries	137	103
Town planning fees	1,200	1,327
Permits	588	500
Land information certificates	158	133
Registration	2,229	1,963
Other	1,080	816
Total statutory fees and fines	**10,101**	**8,744**

Statutory fees and fines (including parking fees and fines) are recognised as income 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	183	517
Leisure centre and recreation	19,663	18,382
Statutory planning	709	402
Building services	246	224
Waste management services	6	4
Valuation/supplementary	40	46
Non voter infringements	240	98
Land clearance	290	237
Local laws	262	355
Other	888	595
Total user fees	**22,527**	**20,860**
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	22,527	20,860
Total user fees	**22,527**	**20,860**

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.

	2025 $'000	2024 $'000
3.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	28,169	4,545
State funded grants	13,165	12,443
Total grants received	**41,334**	**16,988**
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants	24,873	683
General home care	138	267
Other	1,054	1,266
Recurrent - State Government		
Community health	49	58
School crossing supervisors	784	753
Maternal and child health	2,873	2,801
Aged care	506	1,550
Family and children	1,322	1,329
General home care	13	311
Libraries and learning	1,410	1,391
Recreation	681	645
Other	6	15
Total recurrent operating grants	**33,709**	**11,069**
Non-recurrent - Commonwealth Government		
Other	5	-
Non-recurrent - State Government		
Libraries and learning	103	153
Recreation	27	123
Environment	427	563
Family and children	821	496
Planning and development	143	-
Other	157	224
Total non-recurrent operating grants	**1,683**	**1,559**
Total operating grants	**35,392**	**12,628**
(b) Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,472	1,308
Total recurrent capital grants	**1,472**	**1,308**
Non-recurrent - Commonwealth Government		
Roads	470	1,021
Recreational, leisure and community facilities	157	-
Non-recurrent - State Government		
Roads	1,893	-
Buildings	878	1,462
Parks, open space and streetscapes	255	113
Recreational, leisure and community facilities	792	431
Other	25	25
Total non-recurrent capital grants	**4,470**	**3,052**
Total capital grants	**5,942**	**4,360**

3.4 Funding from other levels of government (continued)

(c) 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 of 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.

	2025 $'000	2024 $'000
Income recognised under *AASB 1058 Income of Not-for-Profit Entities*		
General purpose	24,873	683
Other specific purpose grants	5,942	4,360
Revenue recognised under *AASB 15 Revenue from Contracts with Customers*		
Specific purpose grants	10,519	11,945
	41,334	**16,988**

(d) Unspent grants received on condition that they be spent in a specific manner

Operating		
Balance at start of year	1,835	1,573
Received during the financial year and remained unspent at balance date	2,541	1,835
Received in prior years and spent during the financial year	(1,835)	(1,573)
Balance at year end	**2,541**	**1,835**
Capital		
Balance at start of year	1,137	2,569
Received during the financial year and remained unspent at balance date	1,126	1,137
Received in prior years and spent during the financial year	(1,137)	(2,569)
Balance at year end	**1,126**	**1,137**

Unspent grants are determined and disclosed on a cash basis.

	2025 $'000	2024 $'000
3.5 Contributions		
Monetary	15,079	10,987
Non-monetary	4,949	3,884
Total contributions	**20,028**	**14,871**

Contributions of non-monetary assets were received in relation to the following asset classes:

Land	1,582	418
Infrastructure	3,367	3,466
Total non-monetary contributions	**4,949**	**3,884**

Monetary and non-monetary contributions are recognised as income at their fair value when council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	3,221	1,370
Written down value of assets disposed	(1,867)	(1,036)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**1,354**	**334**

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	554	535
Insurance recovery	204	-
Subdivisional fees	66	138
Asset protection enforcement	80	43
Interest	6,723	5,943
Rent	2,628	2,847
Recovery	1,305	967
Rebates	118	165
Merchandise	804	337
Other	1,143	1,372
Total other income	**13,625**	**12,347**

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.

	2025 $'000	2024 $'000
Note 4 The cost of delivering services		
4.1 (a) Employee costs		
Wages and salaries	101,299	94,380
Workcover	2,601	3,510
Superannuation contributions (refer below)	10,889	9,863
Fringe benefits tax	198	187
Total employee costs	**114,987**	**107,940**
(b) Superannuation contributions		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	500	538
	500	**538**
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,894	4,728
Employer contributions - other funds	5,495	4,597
	10,389	**9,325**

Contributions made exclude amounts accrued at balance date. Refer to Note 9.3 for further information relating to council's superannuation obligations.

4.2 Materials and services

Contract payments	33,535	36,203
General maintenance	7,282	7,294
Materials and services	15,023	16,049
Consultants	3,408	3,567
Information technology	4,645	4,421
Insurance	3,351	2,821
Utilities	6,769	6,180
Other	4,520	2,488
Total materials and services	**78,533**	**79,023**

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

Property	5,904	5,875
Plant and equipment	4,077	3,886
Infrastructure	46,601	45,564
Total depreciation	**56,582**	**55,325**

Refer to Note 5.8 and 6.1 for a more detailed breakdown of depreciation charges and accounting policy.

4.4 Depreciation - right of use assets

Vehicles	2,039	1,928
Total depreciation - right of use assets	**2,039**	**1,928**

Refer to Note 5.8 for a more detailed breakdown of depreciation - right of use asset charges.

	2025 $'000	2024 $'000
4.5 Allowance for impairment losses		
Parking fine debtors	1,039	939
Other debtors	718	514
Total allowance for impairment losses	**1,757**	**1,453**
Movement in allowance for impairment losses in respect of debtors		
Parking infringements		
Balance at the beginning of the year	3,497	2,985
New allowances recognised during the year	562	512
Other debtors		
Balance at the beginning of the year	1,606	1,413
New allowances recognised during the year	214	193
Balance at end of year	**5,879**	**5,103**

An allowance for impairment losses in respect of debtors 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	2,502	2,384
Total borrowing costs	**2,502**	**2,384**

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	393	321
Total finance costs	**393**	**321**

4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	75	69
Auditors' remuneration - internal audit	117	82
Councillors' allowance	544	539
Bank fees and charges	839	768
Pensioner rebate	373	381
Environmental protection	536	716
Community grants	752	726
Other	833	492
Total other expenses	**4,069**	**3,773**

	2025 $'000	2024 $'000
Note 5 Investing in and financing our operations		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	15	17
Cash at bank	1,609	3,189
Cash at call	25,757	15,759
Term deposits	91,000	59,000
Total cash and cash equivalents	**118,381**	**77,965**
(b) Other financial assets		
Current		
Term deposits	6,000	-
Total current other financial assets	**6,000**	**-**
Total other financial assets	**6,000**	**-**
Total cash and cash equivalents and other financial assets	**124,381**	**77,965**

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.
Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	33,123	32,022
Special rate assessment	2,207	2,329
Infringement debtors	8,786	7,531
Allowance for expected credit loss - infringements	(4,057)	(3,496)
Net GST receivable	2,265	2,197
Non statutory receivables		
Other debtors	7,202	6,507
Allowance for expected credit loss - other debtors	(1,822)	(1,607)
Total current trade and other receivables	**47,704**	**45,483**
Non-current		
Non statutory receivables		
Other debtors	27	52
Total non-current trade and other receivables	**27**	**52**
Total trade and other receivables	**47,731**	**45,535**

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

The ageing of the council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,518	1,322
Past due by up to 30 days	415	257
Past due between 31 and 180 days	836	582
Past due between 181 and 365 days	481	457
Past due by more than 1 year	2,157	2,334
Total trade and other receivables	**5,407**	**4,952**

	2025 $'000	2024 $'000

5.1 Financial assets (continued)

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of $1,822,000 (2024: $1,607,000) were impaired. The amount of the allowance raised against these debtors was $1,822,000 (2024: $1,607,000). 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)	3	7
Past due by up to 30 days	9	9
Past due between 31 and 180 days	1	29
Past due between 181 and 365 days	-	25
Past due by more than 1 year	1,809	1,537
Total trade and other receivables	**1,822**	**1,607**

5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	99	83
Total inventories	**99**	**83**

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	2,272	1,401
Accrued income	597	771
Other	5	5
Total other assets	**2,874**	**2,177**

	2025 $'000	2024 $'000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
Trade payables	14,579	13,094
Accrued expenses	7,484	3,831
Total current trade and other payables	**22,063**	**16,925**
(b) Trust funds and deposits		
Current		
Refundable deposits	1,322	1,448
Fire services levy	1,842	1,045
Other refundable deposits	695	575
Total current trust funds and deposits	**3,859**	**3,068**
Non-current		
Refundable deposits	8,364	7,475
Total non-current trust funds and deposits	**8,364**	**7,475**
Aggregate amount of trust funds and deposits:		
Current	3,859	3,068
Non-current	8,364	7,475
Total trust funds and deposits	**12,223**	**10,543**
(c) Contract and other liabilities		
Contract liabilites		
Current		
Grants received in advance - operating	2,541	1,835
Grants received in advance - capital	1,126	1,137
Total contract liabilities	**3,667**	**2,972**
Total contract and other liabilities	**3,667**	**2,972**

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

Contract liabilities
Contract liabilities reflect consideration received in advance from customers in respect of maternal and child health, family and children, environment and parks, openspace and streetscapes. Contract liabilities are derecognised and recorded as income when promised goods and services are transferred to the customer. Refer to Note 3.

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.

	2025 $'000	2024 $'000
5.4 Interest-bearing liabilities		
Current		
Other borrowings - secured	28,135	7,119
Treasury Corporation of Victoria borrowings - secured	3,188	1,978
Total current interest-bearing liabilities	**31,323**	**9,097**
Non-current		
Other borrowings - secured	29,745	57,880
Treasury Corporation of Victoria borrowings - secured	29,549	18,737
Total non-current interest-bearing liabilities	**59,294**	**76,617**
Total interest-bearing liabilities	**90,617**	**85,714**

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	31,323	9,097
Later than one year and not later than five years	41,484	57,494
Later than five years	17,810	19,123
	90,617	**85,714**

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 based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's Tresury Corporation of Victoria loan arrangements include covenants based on Council's financial performance and position at the end of the reporting period. These covenants are assessed for compliance after the reporting period based on specified financial ratios.

5.5 Provisions

	Annual leave $'000	Sick leave (vesting) $'000	Long service leave $'000	Total $'000
2025				
Balance at beginning of the financial year	10,717	244	16,615	27,576
Additional provisions	5,711	10	2,713	8,434
Amounts used	(6,396)	-	(2,514)	(8,910)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	651	-	519	1,170
Balance at the end of the financial year	**10,683**	**254**	**17,333**	**28,270**
Provisions - current	10,683	254	13,935	24,872
Provisions - non-current	-	-	3,398	3,398
2024				
Balance at beginning of the financial year	10,359	331	15,519	26,209
Additional provisions	6,111	7	2,893	9,011
Amounts used	(6,513)	(94)	(2,133)	(8,740)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	760	-	336	1,096
Balance at the end of the financial year	**10,717**	**244**	**16,615**	**27,576**
Provisions - current	10,717	244	13,450	24,411
Provisions - non-current	-	-	3,165	3,165

	2025 $'000	2024 $'000
5.5 Provisions (continued)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	7,226	7,014
Sick leave	254	244
Long service leave	592	574
	8,072	**7,832**
Current provisions expected to be wholly settled after 12 months		
Annual leave	3,457	3,703
Long service leave	13,343	12,876
	16,800	**16,579**
Total current employee provisions	**24,872**	**24,411**
Non-current		
Long service leave	3,398	3,165
Total non-current employee provisions	**3,398**	**3,165**
Aggregate carrying amount of employee provisions:		
Current	24,872	24,411
Non-current	3,398	3,165
Total aggregate carrying amount of employee provisions	**28,270**	**27,576**

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.

	2025 %	2024 %
Key assumptions:		
- discount rate	3.717%	4.217%
- index rate	4.250%	4.450%

	2025 $'000	2024 $'000
5.6 Financing arrangements		
The council has the following funding arrangements in place as at 30 June 2025:		
Credit card facilities	500	500
Treasury Corporation of Victoria facilities	32,737	20,715
Other facilities	57,880	64,999
Total facilities	**91,117**	**86,214**
Used facilities	(90,801)	(85,886)
Unused facilities	**316**	**328**

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

2025	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
Operating					
Information systems and technology	1,883	1,120	626	1,774	5,403
Community health	2,924	2,924	2,923	-	8,771
Security services	443	-	-	-	443
Cleaning council facilities and built assets	1,618	1,001	114	-	2,733
Lease	1,762	1,762	4,317	-	7,841
Plant and equipment	12,239	229	-	-	12,468
Consultancy	639	386	143	-	1,168
Total	**21,508**	**7,422**	**8,123**	**1,774**	**38,827**
Capital					
Roads	4,550	-	-	-	4,550
Drainage	66	-	-	-	66
Open space	1,467	39	-	-	1,506
Buildings	5,354	216	126	-	5,696
Total	**11,437**	**255**	**126**	**-**	**11,818**

2024	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
Operating					
Information systems and technology	2,009	-	93	2,212	4,314
Environmental services	502	210	192	302	1,206
Internal audit services	44	30	-	-	74
Community health	2,794	-	-	-	2,794
Security services	454	38	-	-	492
Leisure services	162	266	221	-	649
Cleaning council facilities and built assets	1,400	189	-	-	1,589
Insurance	3,753	-	-	-	3,753
Lease	430	-	-	-	430
Plant and equipment	1,973	90	107	-	2,170
Consultancy	241	187	108	-	536
Total	**13,762**	**1,010**	**721**	**2,514**	**18,007**
Capital					
Roads	1,656	302	75	-	2,033
Drainage	415	-	-	-	415
Open space	946	31	23	-	1,000
Buildings	7,240	550	166	-	7,956
Total	**10,257**	**883**	**264**	**-**	**11,404**

5.8 Leases

At inception of a contract, council assesses 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;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council 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.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

5.8 Leases (continued)

	Plant & Equipment $'000	Vehicles $'000	Total $'000
Right-of-use assets			
Balance at 1 July 2024	590	4,748	5,338
Additions	-	4,178	4,178
Depreciation charge	(189)	(1,850)	(2,039)
Balance at 30 June 2025	**401**	**7,076**	**7,477**

	2025 $'000	2024 $'000
Lease liabilities		
Maturity analysis - contractual undiscounted cash flows:		
Less than one year	2,278	1,923
One to five years	5,298	3,779
More than five years	1,034	550
Total undiscounted lease liabilities as at 30 June:	**8,610**	**6,252**
Lease liabilities included in the balance sheet at 30 June:		
Current	1,972	1,697
Non-current	5,679	3,943
Total lease liabilities	**7,651**	**5,640**

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.

	2025 $'000	2024 $'000
Expenses relating to:		
Short-term leases	41	43
Total	**41**	**43**
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	41	43
Total lease commitments	**41**	**43**

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

	Carrying amount 30 June 2024 $'000	Additions $'000	Contributions $'000	Revaluation $'000	Depreciation $'000	Disposal $'000	Impairment $'000	Transfers $'000	Carrying amount 30 June 2025 $'000
Summary of property, infrastructure, plant and equipment									
Property	1,040,027	11,143	1,582	-	(5,904)	(900)	-	97	1,046,045
Plant and equipment	23,167	5,942	-	-	(4,077)	(909)	-	-	24,123
Infrastructure	1,665,059	30,818	3,367	286,169	(46,601)	(58)	-	5,582	1,944,336
Work in progress	5,679	6,865	-	-	-	-	-	(5,679)	6,865
	2,733,932	**54,768**	**4,949**	**286,169**	**(56,582)**	**(1,867)**	**-**	**-**	**3,021,369**

	Opening WIP $'000	Additions $'000	Write-offs $'000	Transfers $'000	Closing WIP $'000
Summary of Work in Progress					
Property	97	60	-	(97)	60
Plant and equipment	-	-	-	-	-
Infrastructure	5,582	6,805	-	(5,582)	6,805
Total	**5,679**	**6,865**	**-**	**(5,679)**	**6,865**

6.1 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 2024	8,665	754,743	**763,408**	312,256	4,678	315	**317,249**	97	**1,080,754**
Accumulated depreciation at 1 July 2024	-	-	**-**	(39,751)	(827)	(52)	**(40,630)**	-	**(40,630)**
	8,665	**754,743**	**763,408**	**272,505**	**3,851**	**263**	**276,619**	**97**	**1,040,124**
Movements in fair value									
Additions	-	-	**-**	11,143	-	-	**11,143**	60	**11,203**
Contributions	632	950	**1,582**	-	-	-	**-**	-	**1,582**
Revaluation	-	-	-	-	-	-	**-**	-	**-**
Disposal	(900)	-	**(900)**	-	-	-	**-**	-	**(900)**
Write-off	-	-	**-**	-	-	-	**-**	-	**-**
Transfers	-	-	**-**	97	-	-	**97**	(97)	**-**
Impairment losses recognised in operating result	-	-	**-**	-	-	-	**-**	-	**-**
	(268)	**950**	**682**	**11,240**	**-**	**-**	**11,240**	**(37)**	**11,885**
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	**-**	(5,831)	(65)	(8)	**(5,904)**	-	**(5,904)**
Accumulated depreciation of disposals	-	-	**-**	-	-	-	**-**	-	**-**
Impairment losses recognised in operating result	-	-	**-**	-	-	-	**-**	-	**-**
Transfers	-	-	**-**	-	-	-	**-**	-	**-**
	-	**-**	**-**	**(5,831)**	**(65)**	**(8)**	**(5,904)**	**-**	**(5,904)**
At fair value 30 June 2025	8,397	755,693	**764,090**	323,496	4,678	315	**328,489**	60	**1,092,639**
Accumulated depreciation at 30 June 2025	-	-	-	(45,582)	(892)	(60)	**(46,534)**	-	**(46,534)**
Carrying amount	**8,397**	**755,693**	**764,090**	**277,914**	**3,786**	**255**	**281,955**	**60**	**1,046,105**

6.1 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 2024	46,519	4,496	3,421	11,346	1,521	-	**67,303**
Accumulated depreciation at 1 July 2024	(30,009)	(3,622)	(2,469)	(8,036)	-	-	**(44,136)**
	16,510	**874**	**952**	**3,310**	**1,521**	**-**	**23,167**
Movements in fair value							
Additions	2,991	1,986	-	865	100	-	**5,942**
Contributions	-	-	-	-	-	-	**-**
Revaluation	-	-	-	-	-	-	**-**
Disposal	(909)	-	-	-	-	-	**(909)**
Write-off	-	-	-	-	-	-	**-**
Transfers	-	-	-	-	-	-	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	**-**
	2,082	**1,986**	**-**	**865**	**100**	**-**	**5,033**
Movements in accumulated depreciation							
Depreciation and amortisation	(2,421)	(548)	(279)	(829)	-	-	**(4,077)**
Accumulated depreciation of disposals	-	-	-	-	-	-	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	**-**
Transfers	-	-	-	-	-	-	**-**
	(2,421)	**(548)**	**(279)**	**(829)**	**-**	**-**	**(4,077)**
At fair value 30 June 2025	48,601	6,482	3,421	12,211	1,621	-	**72,336**
Accumulated depreciation at 30 June 2025	(32,430)	(4,170)	(2,748)	(8,865)	-	-	**(48,213)**
Carrying amount	**16,171**	**2,312**	**673**	**3,346**	**1,621**	**-**	**24,123**

6.1 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 2024	1,261,307	14,958	191,237	366,086	96,725	96,064	5,582	**2,031,959**
Accumulated depreciation at 1 July 2024	(200,206)	(3,600)	(39,965)	(55,480)	(32,372)	(29,695)	-	**(361,318)**
	1,061,101	**11,358**	**151,272**	**310,606**	**64,353**	**66,369**	**5,582**	**1,670,641**
Movements in fair value								
Additions	20,338	39	1,517	1,708	3,837	3,379	6,805	**37,623**
Contributions	1,502	-	220	1,571	-	74	-	**3,367**
Revaluation	160,477	7,607	5,968	92,280	(1,499)	21,336	-	**286,169**
Disposal	(58)	-	-	-	-	-	-	**(58)**
Write-off	-	-	-	-	-	-	-	**-**
Transfers	5,137	-	176	199	59	11	(5,582)	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	-	**-**
	187,396	**7,646**	**7,881**	**95,758**	**2,397**	**24,800**	**1,223**	**327,101**
Movements in accumulated depreciation								
Depreciation and amortisation	(25,873)	(162)	(5,082)	(6,876)	(3,841)	(4,767)	-	**(46,601)**
Accumulated depreciation of disposals	-	-	-	-	-	-	-	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	-	**-**
Transfers	-	-	-	-	-	-	-	**-**
	(25,873)	**(162)**	**(5,082)**	**(6,876)**	**(3,841)**	**(4,767)**	**-**	**(46,601)**
At fair value 30 June 2025	1,448,703	22,604	199,118	461,844	99,122	120,864	6,805	**2,359,060**
Accumulated depreciation at 30 June 2025	(226,079)	(3,762)	(45,047)	(62,356)	(36,213)	(34,462)	-	**(407,919)**
Carrying amount	**1,222,624**	**18,842**	**154,071**	**399,488**	**62,909**	**86,402**	**6,805**	**1,951,141**

6.1 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. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

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
Property		
Land		
land	-	-
Buildings		
buildings	10-200 years	-
leasehold assets	70-95 years	-
heritage assets	20-100 years	-
Plant and Equipment		
plant and equipment	2-12 years	5
registered vehicles	3-12 years	5
office equipment	5-10 years	5
IT equipment	4 years	5
furniture and fittings	15 years	5
library	8 years	-
artworks	-	-
Infrastructure		
Bridges and culverts	50-100 years	-
Roads		
road substructure	85 years	-
road surface	30 years	-
kerb and channel	50 years	-
Drains	80 years	-
Footpaths and cycleways	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.
Council does not recognise land under roads acquired prior to 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.

6.1 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 - Opteon 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. The next full valuation of land and buildings will occur in the financial year 2025/2026.

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.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Date of Valuation	Type of Valuation
Land	-	755,693	-	06/2023	full
Specialised land	-	-	8,397	06/2016	full
Buildings	-	-	278,169	06/2023	full
Total	**-**	**755,693**	**286,566**		

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 current replacement cost less accumulated depreciation as at the date of valuation.

6.1 Property, infrastructure, plant and equipment (continued)

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Date of Valuation	Type of Valuation
Roads	-	-	1,222,624	06/2025	full
Bridges	-	-	18,842	06/2025	full
Footpath and cycleways	-	-	154,071	06/2025	full
Drainage	-	-	399,488	06/2025	full
Recreational, leisure and community	-	-	62,909	06/2025	full
Parks, open space and streetscapes	-	-	86,402	06/2025	full
Total	**-**	**-**	**1,944,336**		

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.

	2025 $'000	2024 $'000
Reconciliation of specialised land:		
Land under roads	8,397	8,665
Total specialised land	**8,397**	**8,665**

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

Brimbank City Council is the parent entity.

Subsidiaries and Associates

No interests in subsidiaries and associates.

(b) Key Management Personnel

Key Management Personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Brimbank City Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors	Councillor Thuy Dang (Councillor to 26/10/24, Councillor from 13/11/24, Mayor from 20/11/24)
	Councillor Victoria Borg (Councillor to 26/10/24, Councillor from 13/11/24, Deputy Mayor from 20/11/24)
	Councillor Joh Bauch (Councillor from 13/11/24)
	Councillor Maria Kerr (Councillor to 26/10/24, Councillor from 13/11/24)
	Councillor Daniel Kruk (Councillor from 13/11/24)
	Councillor Lucy Nguyen (Councillor from 13/11/24)
	Councillor Katherine Nikolic (Councillor from 13/11/24)
	Councillor Duyen Anh Pham (Councillor from 13/11/24)
	Councillor Ranka Rasic (Mayor to 26/10/24, Councillor from 13/11/24)
	Councillor Virginia Tachos (Councillor to 26/10/24, Councillor from 13/11/24)
	Councillor Kim Thien Truong (Councillor from 13/11/24)
	Councillor Sarah Branton (Councillor to 26/10/24)
	Councillor Sam David (Councillor to 26/10/24)
	Councillor Bruce Lancashire (Councillor to 26/10/24)
	Councillor Jasmine Nguyen (Councillor to 26/10/24)
	Councillor Thomas O'Reilly (Councillor to 26/10/24)
	Councillor Jae Papalia (Deputy Mayor to 26/10/24)
Chief Executive Officer and other KMP	Chief Executive Officer
	Director People, Partnerships & Performance
	Director Corporate Services
	Director Infrastructure and City Services
	Director City Futures
	Director Community Wellbeing

	2025 No.	2024 No.
Total number of Councillors	17	11
Total Chief Executive Officer and other Key Management Personnel	6	7
Total number of Key Management Personnel	**23**	**18**

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by council, or on behalf of the council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 $'000	2024 $'000
Total remuneration of Key Management Personnel was as follows:		
Short-term employee benefits	2,246	2,223
Other long-term employee benefits	47	47
Post-employment benefits	259	238
Termination benefits	20	92
Total	**2,572**	**2,600**

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:

	2025 No.	2024 No.
$10,000 - $19,999	6	-
$20,000 - $29,999	6	-
$30,000 - $39,999	2	8
$50,000 - $59,999	1	1
$60,000 - $69,999	1	1
$100,000 - $109,999	1	1
$140,000 - $149,999	-	1
$230,000 - $239,999	-	1
$270,000 - $279,999	1	-
$290,000 - $299,999	-	1
$300,000 - $309,999	1	-
$310,000 - $319,999	1	2
$320,000 - $329,999	1	-
$330,000 - $339,999	1	1
$410,000 - $419,999	-	1
$420,000 - $429,999	1	-
	23	**18**

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds $170,000 and who report directly to a member of the KMP.

	2025 $'000	2024 $'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	4,708	3,898
Other long-term employee benefits	134	115
Post-employment benefits	549	429
Termination benefits	147	205
Total	**5,538**	**4,647**

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

	2025 No.	2024 No.
Income Range:		
$170,000 - $179,999	9	14
$180,000 - $189,999	3	6
$190,000 - $199,999	9	2
$200,000 - $209,999	1	3
$210,000 - $219,999	3	1
$220,000 - $229,999	3	1
$230,000 - $239,999	-	1
$240,000 - $249,999	1	2
$260,000 - $269,999	1	-
	30	**30**

	2025 $'000	2024 $'000
Total remuneration for the reporting year for other senior staff included above, amounted to:	**5,538**	**4,647**

7.2 Related party disclosure

(a) Transactions with related parties

During the period council entered into the following transactions with related parties:
Director People Partnerships & Performance - associate is a board member of the Victorian Local Governance Association (VLGA). Annual subscription to VLGA $57,177 (2024: $50,810)
Acting Director Corporate Services - owner/director of Culture Squared Pty Ltd. Provision of professional services in Governance $23,760 (2024: $0)

(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 (2024: 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 are as follows:
Nil (2024: 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 (2024: 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.

(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.

At balance date the council are not aware of any contingent assets.

(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.

Legal matters
The council is presently involved in one significant legal matter regarding the closed Sunshine Landfill and private land surrounding it. The council will continue to follow the recommended legal strategy in consultation with its insurer. The financial outcome is unable to be reliably estimated and no allowance for this contingency has been made in the financial report. This is not expected to occur within the next 12 months.

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 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.
In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

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 material accounting policy information 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 allowance 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 0% in market interest rates (AUD) from year-end rates of 3.6%.

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

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.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.
The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows:
•The current replacement cost of Council assets, such as infrastructure assets, has increased by $79.3 million due to the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets. In prior years these costs were not considered in all asset categories.

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. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). 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. The following table sets out the frequency of revaluations by asset class.

Asset Class	**Revaluation frequency**
Land	3 years
Buildings	3 years
Roads	3 years
Bridges	3 years
Footpaths and cycleways	3 years
Drainage	3 years
Recreational, leisure and community facilities	3 years
Parks, open space and streetscapes	3 years
Other infrastructure	3 years

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

8.4 Fair value measurement (continued)

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

(a) Asset revaluation reserves	Balance at beginning of reporting period $'000	Increase (decrease) $'000	Balance at end of reporting period $'000
2025			
Property			
Land and land improvements	615,606	-	**615,606**
Buildings	51,156	-	**51,156**
	666,762	**-**	**666,762**
Plant and equipment			
Art works	254	-	**254**
	254	**-**	**254**
Infrastructure			
Roads	542,658	160,477	**703,135**
Bridges	4,689	7,607	**12,296**
Footpath and cycleways	107,650	5,968	**113,618**
Drainage	170,462	92,280	**262,742**
Recreational, leisure and community	32,556	(1,499)	**31,057**
Parks, open space and streetscapes	28,732	21,336	**50,068**
Off street car parks	1,792	-	**1,792**
	888,539	**286,169**	**1,174,708**
Total asset revaluation reserves	**1,555,555**	**286,169**	**1,841,724**
2024			
Property			
Land and land improvements	615,606	-	**615,606**
Buildings	51,156	-	**51,156**
	666,762	**-**	**666,762**
Plant and equipment			
Art works	254	-	**254**
	254	**-**	**254**
Infrastructure			
Roads	542,658	-	**542,658**
Bridges	4,689	-	**4,689**
Footpath and cycleways	107,650	-	**107,650**
Drainage	170,462	-	**170,462**
Recreational, leisure and community	32,556	-	**32,556**
Parks, open space and streetscapes	28,732	-	**28,732**
Off street car parks	1,792	-	**1,792**
	888,539	**-**	**888,539**
Total asset revaluation reserves	**1,555,555**	**-**	**1,555,555**

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

9.1 Reserves (continued)

(b) Other reserves	Balance at beginning of reporting period $'000	Transfer from accumulated surplus $'000	Transfer to accumulated surplus $'000	Balance at end of reporting period $'000
2025				
Other reserves				
Developer contribution - open space	20,298	13,510	-	**33,808**
Developer contribution plan - Brimbank and Sunshine	5,199	458	(847)	**4,810**
Discretionary loan repayment	12,400	1,300	-	**13,700**
Major capital works projects	9,547	-	-	**9,547**
Total other reserves	**47,444**	**15,268**	(847)	**61,865**
2024				
Other reserves				
Developer contribution - open space	12,610	7,688	-	**20,298**
Developer contribution plan - Brimbank and Sunshine	4,277	922	-	**5,199**
Discretionary loan repayment	11,100	1,300	-	**12,400**
Major capital works projects	9,547	-	-	**9,547**
Total other reserves	**37,534**	**9,910**	**-**	**47,444**

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.

	2025 $'000	2024 $'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	37,611	3,038
Non-cash adjustments:		
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(1,354)	(334)
Depreciation	58,621	57,253
Contributions - non-monetary assets	(4,949)	(3,884)
Finance costs	2,867	2,701
Other	1,083	(505)
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,196)	(4,645)
(Increase)/decrease in prepayments	(871)	(593)
(Increase)/decrease in accrued income	174	(162)
(Increase)/decrease in other assets	-	11
(Increase)/decrease in inventories	(16)	36
Increase/(decrease) in trade and other payables	5,138	(8,441)
Increase/(decrease) in trust funds and deposits	1,680	164
Increase/(decrease) in contract and other liabilities	695	(1,171)
Increase/(decrease) in provisions	694	1,367
Net cash provided by/(used in) operating activities	**99,177**	**44,835**

9.3 Superannuation

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

Accumulation

The Fund's accumulation 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 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

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 2024, 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 as at 30 June 2024 of which Council is a contributing employer was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	3.5% pa
Price inflation (CPI)	2.7% pa

As at 30 June 2025, 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 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 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

(a) Regular contributions

On the basis of the results of the 2024 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 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). 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 2023 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.

(b) 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 98% from 26 July 2024 (previously 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 2024 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 is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

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

	2024 (Interim) $m	2023 (Triennial) $m
• A VBI surplus	108.4	85.7
• A total service liability	141.4	123.6
• A discounted accrued benefits surplus	156.7	141.9

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 2024.

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 2024.

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 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

9.3 Superannuation (continued)

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of these investigations were:

	2023 Triennial investigation	2020 Triennial investigation
Net investment returns	5.7% pa	5.6% pa
Salary inflation	3.5% pa	2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI)	2.8% pa	2.0% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of Scheme	Rate	2025 $'000	2024 $'000
Vision Super	Defined benefits	11.5% (2024: 11.0%)	500	538
Vision Super	Accumulation	11.5% (2024: 11.0%)	4,894	4,728
Other funds	Various	11.5% (2024: 11.0%)	5,495	4,597

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is $520,000.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2024-25 year.

Glossary

The Act	*The Local Government Act 2020*
Annual Report	A report of Council's operations of the previous financial year. Contains a report of operations, audited financial statements and an audited performance statement
Appropriateness	Indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in Council Plan
Council Plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years
Financial performance indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency
Financial plan	A plan of the financial and non-financial resources for at least the next 10 years required to achieve the strategic objectives in Council Plan. It is also referred to as a long-term financial plan
Financial Statements	The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general-purpose financial reports and a statement of capital works and included in the Annual Report
Financial year	The period of 12 months ending on 30 June each year
Governance and Management Checklist	A prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making
Indicator	What will be measured to assess performance
Initiatives	Actions that are one-off in nature and/or lead to improvements in a service

Integrated Strategic Planning and Reporting Framework	The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Major initiative	Significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the Budget
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	The Minister for Local Government
Performance Statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report
Regulations	The *Local Government (Planning and Reporting) Regulations 2020*
Relevance	Indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved
Report of Operations	A report containing a description of Council's operations during the financial year and included in the Annual Report
Service outcome indicators	The prescribed service performance indicators to be included in the Performance Statement which measure whether the stated service objective has been achieved
Service performance indicators	A prescribed set of indicators measuring the effectiveness and efficiency of Council services covering appropriateness, quality, cost and service outcomes
Services	Assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Strategic objectives	The outcomes a council is seeking to achieve over the next four years and included in Council Plan
Strategies	High-level actions directed at achieving the strategic objectives in the Council Plan
Sustainable capacity indicators	A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future. Covers financial performance, capacity, and governance and management

Acronyms

ABS	The Australian Bureau of Statistics
ALGA	Australian Local Government Association
ARC	Audit and Risk Committee
BAWC	Brimbank Aquatic and Wellness Centre
BCP	Business Continuity Plan
BEEAC	Brimbank Economic and Employment Agency Committee
CALD	Culturally and Linguistically Diverse
CDB	Central Business District
CEO	Chief Executive Officer
CO2	Carbon Dioxide
CSS	Community Satisfaction Survey
EBA	Enterprise Bargaining Agreement
FOGO	Food Organic and Green Organic
FOI	Freedom of Information
FTE	Full-time equivalent
GPT	Gross Pollutant Trap
GST	Goods and Services Tax
ICT	Information Communication Technology
MAV	Municipal Association of Victoria
MCH	Maternal and Child Health
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
NAIDOC	National Aboriginal Islander Day Observance Committee
NDIS	National Disability Insurance Scheme
OHS	Occupational Health and Safety
PDP	Performance Development Plan

PID	Public Interest Disclosure
RAP	Reconciliation Action Plan
SIAP	Strategic Internal Audit Plan
VAGO	Victorian Auditor General's Office
VCAT	Victorian Civil and Administrative Tribunal

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Brimbank City Council

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

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