

Brimbank City Council Annual Report 2025–2026

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.

2025–26 highlights of Council's reconciliation journey

In 2025–26, Council advanced reconciliation across the organisation and community by:

- supporting the leadership of the Brimbank First Nations Unit
- embedding Aboriginal and Torres Strait Islander perspectives in Council's work
- overseeing delivery of the *Innovate Reconciliation Action Plan 2024-2026* through the internal Reconciliation Leadership Group
- working with the Brimbank Aboriginal and Torres Strait Islander Consultative Committee
- maintaining regular engagement with Traditional Custodians.

Highlights included:

- Strengthened Council's cultural capability by delivering Aboriginal cultural awareness and cultural safety training for staff and continuing to embed Aboriginal and Torres Strait Islander culture, history and perspectives across Council facilities and services.
- Deepened relationships with Traditional Custodians through regular engagement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and new engagement opportunities with the Bunurong Land Council Aboriginal Corporation. Council also engaged Wurundjeri's Narrap Rangers to undertake land management works at yaluk barring park.
- Ran and supported a diverse program of cultural events, exhibitions and public artworks, including National Sorry Day, National Reconciliation Week and NAIDOC Week activities, the restored Five Elements artwork, Still Here, Bushtucker and exhibitions by First Nations artists across Brimbank's galleries, libraries and community facilities.
- Supported First Nations young people through Aspirations Day, the Young Blak and Deadly program, arts and cultural workshops and partnerships with schools, Koorie Engagement Support Officers, First Nations services and the Victorian College of the Arts.
- Expanded access to Aboriginal and Torres Strait Islander stories, collections and cultural resources through library programs, exhibitions and the development of a Council-wide cultural resources register and online archive.
- Supported economic participation through Indigenous business and procurement workshops, employment expos and career-development activities held with community and industry partners.
- Strengthened culturally responsive services for First Nations children and families through dedicated maternal and child health outreach, improved monitoring and follow-up and priority access to three-year-old Early Start Kindergarten and four-year-old Pre-Prep. These initiatives contributed to increased enrolment and participation in maternal and child health services.

Inclusivity statement

Brimbank's community includes people of many diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders. Each person has a unique lived experience that is shaped by how these different traits connect and overlap. We seek to understand and support diverse identities and experiences in all we do. This is a fundamental aspect to creating a healthy, safe and inclusive community.

Council is committed to social justice through access, equity, participation and rights for everyone, as well as principles that empower, foster harmony and support 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*, Victorian Councils must make decisions and provide services in ways that protect and promote human rights for all members of the community to enable them to contribute to an equal 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

This report examines Brimbank City Council's strategic, operational and financial performance for the financial year, from 1 July 2025 to 30 June 2026. The report reviews Council's performance, achievement and progress against the key pillars and strategic priorities in the *We Are Brimbank Council Plan 2025–2029*. This helps Council to remain accountable to the community. The report also provides insights into emerging challenges facing the organisation and how Council used public resources to deliver services, programs and infrastructure in the interests of the community.

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

This report includes the following sections:

Welcome – Page 9

Provides a snapshot of the community and summary from the Mayor and CEO.

Year in review – Page 24

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

Our people – Page 48

Provides an overview of Council's workforce, leaders and organisational structure.

Planning and accountability framework – Page 60

Explains how Council delivers the vision for Brimbank through the key pillars of the *We Are Brimbank Council Plan 2025–2029*: People, Places, Prosperity and Leadership and Governance.

Governance, management and transparency – Page 107

Provides information about council meetings, local laws, committees and audits, and how we make sure we are open, transparent and accountable.

Performance Statement – Page 156

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

Annual Financial Report – Page 170

Explains how Council has applied the financial management principles in the *Local Government Act 2020*, including the audited performance and financial statements required by law.

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

Brimbank is my home and I am deeply proud of the diversity, resilience and generosity of the people who make up our city.

This Annual Report tells the story of a year in which Council listened, acted and delivered. Working alongside residents, businesses, sporting clubs, volunteers, community organisations and government partners, we completed all 69 actions in the first year of the We Are Brimbank Council Plan 2025–2029. That is an achievement worth recognising, but more importantly, it represents services, facilities and improvements that make a real difference in people’s everyday lives.

Our Council Plan is built around People, Places, Prosperity, and Leadership and Governance. These pillars provide clear direction, but our Council Vision is even simpler: A proud and vibrant Brimbank that is beautiful, thriving, healthy and connected.

People

Brimbank’s greatest asset is its people. Our community is diverse in culture, language and experience. Every person has something valuable to contribute, and every person matters. This year, Council strengthened the Social Inclusion Action Group, bringing together 16 community members who reflect Brimbank’s diversity. Together, they developed a shared vision, identified barriers to participation and began work on a Local Investment Plan to guide future initiatives. This is community leadership in action, with locals helping to shape practical responses that foster connection and belonging.

I am especially proud of Council’s compassionate, human rights-based response to homelessness. Council supported outreach and helped connect people with housing and health services through partnerships with Victoria Police, IPC Health, cohealth, and other service providers. Our advocacy helped secure funding for a dedicated homelessness outreach team across Brimbank and Melton Councils. While this is an important step, it is not the last. We will continue to advocate for accessible healthcare, mental health support, housing and social services across the west.

Council also continued to support young people, carers, seniors and families through neighbourhood houses, libraries, leisure facilities and community partnerships. Health and wellbeing programs delivered through these services help people feel connected, supported and able to thrive, rather than simply getting by.

Places

Our parks, sporting grounds, playgrounds and community facilities are places where friendships are formed, children grow, volunteers contribute and neighbourhoods come together. My connection to Brimbank began through volunteering with local sporting clubs and participating in community activities. I value these organisations for promoting activity, strengthening community identity and creating opportunities for friendship and belonging.

This year, Council completed upgrades at Overton Lea Reserve, Hammerwood Avenue Reserve and Arthur Street Reserve, advanced sporting infrastructure at JR Parsons Reserve and invested in accessible recreation across the municipality. We also progressed the

Sydenham Basin Reserve Dog Off-Leash Area and continued the Neighbourhood Park Program.

These investments are about more than infrastructure. They create safer places for children to play, more opportunities to be active, welcoming spaces for dog owners and better facilities for clubs and volunteers to connect and thrive.

A key achievement was securing important measures following Council's advocacy in relation to Melbourne Airport's Third Runway, including fairer noise sharing, a 12-year noise mitigation program and an independent 20-year community health study with annual reporting. While the third runway may bring economic benefits, the health and wellbeing of our community remain our priority. These outcomes are significant, but we will continue to monitor health, noise and amenity impacts and will advocate for our community where needed.

Prosperity

Brimbank is entering a period of growth and transformation. We must make sure this growth creates opportunities for the people who already call Brimbank home, including more local jobs, affordable and diverse housing, stronger businesses, better services and improved transport connections.

Council's advocacy helped secure progress on the Sunshine Station Masterplan and broader investment in Sunshine as the CBD of Melbourne's west. These projects have the potential to create jobs, attract investment and deliver better public spaces, arts, culture, housing and transport. Our role is to ensure the community is involved in this transformation and receives its fair share of the benefits.

The Fix Taylors Road: Declare, Duplicate, Deliver campaign remains a major priority. Council welcomed the Victorian Government's commitment of $170 million to declare and duplicate Taylors Road, between Kings Road and Kurung Drive, subject to the outcome of the Victorian state election. We're now calling on the Opposition and other parties to match this commitment. No matter who is in government, Taylors Road must be fixed. Declare, duplicate and deliver.

Leadership and governance

Strong leadership and governance mean being transparent, listening to our community and advocating for the investment Brimbank deserves. Throughout the year, we have worked to deliver on our *Councillor Commitment* (page 21) to engage with you respectfully, listen with empathy and make sure your views help shape the decisions we make.

This commitment is reflected in accessible and inclusive communications, a strengthened Community Voice Panel and more opportunities for community perspectives to inform Council's planning, advocacy and decision-making. By creating more ways for you to contribute and share ideas, we give our community a genuine voice in shaping our city's future because we believe strong communities are built through collaboration and trust.

We continued our strong advocacy through Rail Before Runway, LeadWest and direct engagement with Victorian and Australian Government decision-makers. This work helped secure important investment in public transport and community safety, while keeping pressure on major projects such as Melbourne Airport Rail. Reflecting our commitment to health and wellbeing, Council also continued to advocate for a public health approach to gambling reform and stronger protections against harmful gambling advertising.

Looking ahead

Council will continue to balance growing demand for community services with external pressures, which will require difficult decisions. Our focus remains firmly on maintaining financial sustainability as we face increasing external challenges such as rate capping, declining grants, cost shifting from other levels of government, increasing waste management costs and fuel price volatility.

Advocating for the interests of the Brimbank community remains central to our role. This year data centres were identified as a new advocacy priority, leading Council to call on the Victorian Government to give councils a stronger role in planning and to raise concerns about the environmental impacts of these developments on our community.

Thank you to my fellow Councillors for their leadership, Council staff for their dedication, and every resident, volunteer, business and organisation that has connected with Council throughout the year. Your involvement and support have helped us deliver on our commitment to creating a local government that reflects the best of Brimbank.

The progress captured in this Annual Report belongs to our whole community. By listening, working together and standing up for Brimbank, we can continue to build a healthier, fairer and more connected city with opportunity for everyone.

Sincerely,

Cr Virginia Tachos

Mayor, Brimbank City Council



CEO's message

Through our Annual Report we celebrate our achievements, report our performance and highlight the challenges we face as we strive to deliver our *Community Vision 2050*.

The past year has brought significant change to Brimbank, driven by rising costs, social pressures, the climate emergency, evolving community expectations and rapid technological advancement.

Rate capping continues to place significant pressure on Council's long-term financial sustainability. Over the past 5 financial years, our analysis indicates that the gap between the rate cap and CPI has reduced Council's rate revenue by approximately $70.3 million. This is particularly problematic as Council's costs continue to increase across essential services, infrastructure maintenance and labour.

This growing gap reinforces the need for Council to make careful decisions about how we sustainably fund services and infrastructure for our community while strengthening our capacity to respond, adapt and plan for the future.

Strengthening our organisation

Our Organisational Strategy Vision is a progressive, values-led and high-performing organisation where we connect and collaborate to make an impact.

Over the past 4 years, our *'Connect, Collaborate, Make an Impact' Organisational Strategy 2022-2026* has built strong foundations to create greater impact in how we deliver services to the Brimbank community. More than a roadmap, it represented a commitment to strengthening our people, our culture and the way we work, positioning our organisation for long-term success.

In 2025–2026, we made significant investments in leadership, safety and wellbeing, project management, continuous improvement and technology, including advancing Connected Brimbank, our long-term technology transformation program. These changes have not simply been about improving the organisation - they have been about creating the conditions for our people to do their best work. Four years of organisational investment have contributed to stronger community outcomes as demonstrated through our positive community satisfaction survey results.

I am particularly proud of our efforts in occupational health and safety. Through continued implementation of the *Health, Safety and Wellbeing Strategic Plan 2022-2026,* we have increased our occupational health and safety maturity level from 29% in 2022 to 85% this year. This progress reflects shared accountability and commitment from employees across all levels of the organisation, supported by a focus on continuous improvement and high-performance.

We have also invested in building the capability of our leaders to respond to future challenges and opportunities, while focusing on staff culture and wellbeing through initiatives such as the b-Excellent program, staff engagement survey and associated actions and refreshed performance development plans.

Our first *Organisational Strategy* has brought greater focus and consistency to our internal efforts, improving staff engagement and wellbeing while strengthening our planning, processes, decision-making and financial sustainability. Importantly, the progress made reflects what can be accomplished when people share a common vision and are empowered to contribute their best efforts.

Delivering our shared vision

In October 2025, Council endorsed the *We Are Brimbank Council Plan 2025–2029*, setting the strategic direction for the next 4 years. The successful implementation of our *Annual Action Plan and Budget 2025/2026* reflects our dedication to delivery and accountability and our ability to turn Council priorities into meaningful outcomes for our community.

Looking ahead

As Brimbank continues to grow and change, we remain focused on financial sustainability, improving customer experience, strengthening organisational capability and finding better ways to deliver services and infrastructure for our community

Brimbank has more than 1400 employees engaged to deliver close to 80 services. From swim teachers and maternal and child health nurses to customer service officers, technology specialists, engineers and arborists, staff across Council are passionate about making a positive difference. I thank our employees for their commitment throughout the year, the Mayor and Councillors for their leadership and direction and our community and partners for their contribution to Brimbank's future.

As we enter the next year of the *We Are Brimbank Council Plan 2025-2029*, we remain committed to creating lasting value and delivering better outcomes for the people, businesses and neighbourhoods that make up our community.

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 will be united through a sense of belonging and pride. Brimbank will be inclusive, resilient, innovative and vibrant and 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 198,181 residents, it is the sixth largest municipality by population 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 one of Australia's most culturally diverse municipalities, with nearly half of its population born overseas.

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.

Our history

2010 to now

Today, over half of Brimbank's residents speak a language other than English at home, with over 90 languages represented. Our diversity reflects our commitment to inclusivity, peace and fairness.

1990–2000s

The City of Brimbank was established in 1994, merging Keilor and Sunshine Councils, named after Brimbank Park.

1950–1980s

Suburban growth in Melbourne led to new housing estates in Brimbank. The Westgate Freeway, built in the 1970s, connected Brimbank to Melbourne, while the 1980s brought economic growth with new industries like IT and financial services.

1840–1920s

European settlements began in Keilor in the late 1840s, followed by Sunshine and St Albans in the 1880s. The area has a rich industrial history, highlighted by the Sunshine Harvester Works, the largest industrial site in the Southern Hemisphere during the 1920s. Post-World War II, Brimbank saw an influx of Southern European migrants, along with new arrivals from Asian and African communities.

Origin

The land that Brimbank now occupies has a human history that began with the Wurundjeri and Bunurong People who have been the Traditional Custodians of the Port Phillip Bay region, including parts of Brimbank, for over 65,000 years, serving as a significant trading and meeting place.

The way Aboriginal people lived before European settlement is very different to the way they lived after colonisation. Aboriginal groups chose campsites close to rivers and creeks, traditionally used as travelling routes and sources of food. The land provided all they needed food, water, medicine and shelter and they treated it with respect.

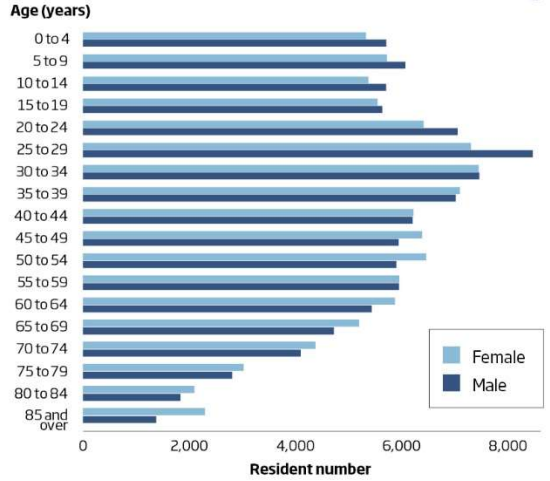
A snapshot of our community

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. Population data is updated annually by the Australian Bureau of Statistics (ABS)*

Brimbank's Estimated Resident Population

198,181 - a decrease of **6,009** 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).

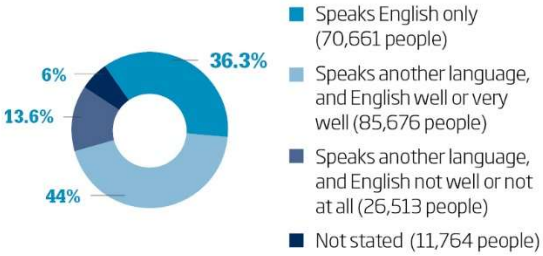
Language

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

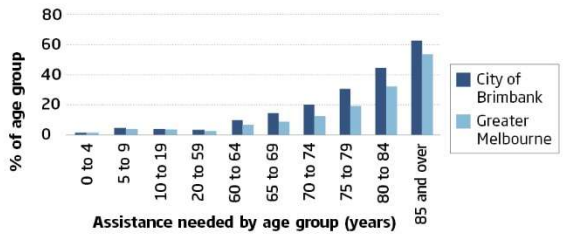
Aboriginal and Torres Strait Islander Population

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

Date of publication August 2022

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

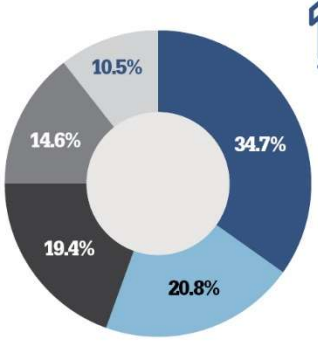
33.3% of households in Brimbank paying rent were experiencing rental stress

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

Date of publication July 2026

Our place

One-third of Brimbank is Bunurong Land and two-thirds is Wurundjeri Land. These lands contain 440 registered Aboriginal archaeological sites that are more than 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 and covers 123 square kilometres. Around 15% of Brimbank 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 has 5 activity centres: Sunshine, St Albans, Deer Park, Sydenham and Keilor are all thriving communities. 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, home to Victoria University Sunshine campus, Sunshine Hospital, VicRoads and other community and commercial services.

St Albans is a centre of activity, home to a Victoria University St Albans campus, 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, including the Organ Pipes National Park.



Employment, industry and growth

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

Due to its strategic location, Brimbank has recently received significant infrastructure investment. Council continues to advocate for key infrastructure projects, including the Fix Taylors Road campaign to improve safety and travel times in the area.

In 2021, the median weekly personal income of Brimbank residents aged 15 and over was $611, compared to $841 for Greater Melbourne and $803 for Victoria. Compared to the Western Region and Greater Melbourne, Brimbank has 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 these residents, more than two-thirds (67.2%) were aged 25–54 years, 14.5% were aged 15–24 years, 14.7% were aged 55–64 years and 3.5% were aged 65 and over.

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

Planning for growing demand for infrastructure and services will be essential as Brimbank's population is forecast to reach 230,795 by 2046. This represents an increase of 1,363 residents each year from 2021 to 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
www.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 3036
03 9390 1539
www.keilorgolf.com.au

Bowery Theatre and Gallery

St Albans Community Centre
33 Princess Street
St Albans 3021
creative@brimbank.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



Our Council

The current Brimbank City Council was elected on 26 October 2024. The Council was sworn in for a 4-year term and made the declaration of office at an official ceremony on 13 November 2024.

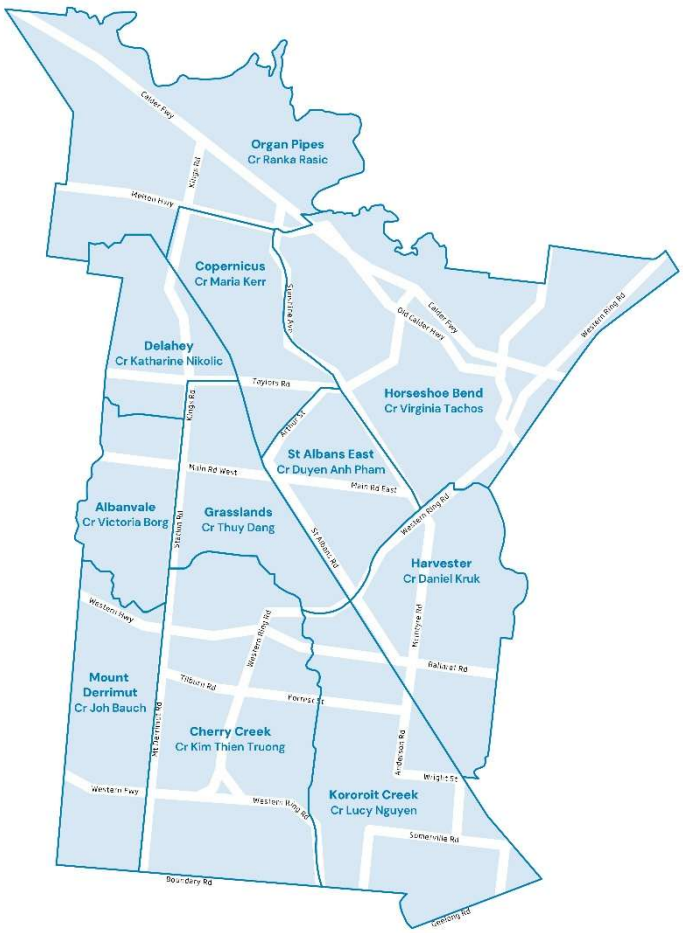
Council is made up of 11 Councillors elected from 11 wards. Councillors are elected to represent Brimbank residents, ratepayers, businesses and organisations. They are responsible for setting the strategic direction for the municipality, developing policy, setting service standards and monitoring organisational performance. The Councillors are listed on the following pages.

Councillor Commitment

As your Councillors, we are here to serve and work alongside you to build a stronger, more connected community.

We will engage with you respectfully, listen with empathy and ensure your views help shape the decisions we make. We are committed to open and honest communication, being accessible and transparent in the way we work, considering the diverse needs, values and aspirations of our community.

We recognise the importance of acting with fairness, compassion and accountability. That means being well informed, taking responsibility for our decisions and being open-minded in how we respond to challenges. We will create opportunities for you to contribute, share ideas and be part of shaping our city's future – because we believe strong communities are built through collaboration and trust.



By working with you and for you, we are committed to creating a local government that reflects the best of Brimbank. Together, we will keep striving to improve our neighbourhoods, support local health and wellbeing and plan for a future where everyone feels safe, included, supported and proud to call Brimbank home.

This is how we will deliver on our Council Vision of:

'A proud and vibrant Brimbank that is beautiful, thriving, healthy and connected'

Elected members of Council

Albanvale Ward



Cr Victoria Borg

Date elected: 26 October 2024
(Elected Deputy Mayor 20 November 2024 to 24 November 2025)

Cherry Creek Ward



Cr Kim Thien Truong

Date elected: 26 October 2024

Copernicus Ward



Cr Maria Kerr

Date elected: 26 October 2024
(Elected Deputy Mayor 25 November 2025)

Delahey Ward



Cr Katharine Nikolic

Date elected: 26 October 2024

Grasslands Ward



Cr Thuy Dang

Date elected: 26 October 2024
(Elected Mayor 20 November 2024 to 25 November 2025)

Harvester Ward



Cr Daniel Kruk

Date elected: 26 October 2024

Horseshoe Bend Ward



Cr Virginia Tachos

Date elected: 26 October 2024
(Elected Mayor 25 November 2025)

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

St Albans East Ward



Cr Duyen Anh Pham

Date elected: 26 October 2024

Year in review



Highlights of the year

Council's *Annual Action Plan and Budget 2025/2026* contained 69 actions, all of which were completed. The following are some of Council's major achievements by Council Plan key pillar:

Key pillar – People

- Council's **Social Inclusion Action Group Program** (SIAG) was established to bring together community members who reflect Brimbank's diversity. The group meets to discuss community needs and help create projects that build social connection and belonging in Brimbank.
- The **2026 Brimbank Writers and Readers Festival** was held over 6 days from 12 to 17 March. The festival brought the community together to celebrate stories, ideas and creativity under the theme of 'Sharing Stories'. The program featured more than 30 events and over 50 writers and artists, with visitor numbers double those of previous years.



- Construction of the **Dempster Park Children's and Community Centre** began following the completion of the design and tender process. The centre will provide a welcoming and accessible space for families and the community to access services and participate in programs that promote social inclusion, learning and wellbeing across all life stages.
- **Men's Health Week** was celebrated as part of Council's ongoing Men's Health Project. A total of 13 activities were held through neighbourhood houses, libraries and leisure centres, attracting more than 200 participants.



Key pillar – Places

- Council's **Parks Rapid Response Team** was launched. The team addresses urgent or highly visible issues to improve safety and cleanliness, including removing litter, branches and debris.
- Council adopted a new ***Domestic Animal Management Plan 2026-2029,*** which contains actions designed to promote responsible pet ownership, increase opportunities for reuniting lost pets with their owners and reduce the impact of pets on wildlife and natural areas.



- Council continued to strengthen its response to **illegal dumping** through a combination of enhanced enforcement, improved service delivery and targeted community education.
- Families and children in Derrimut and Sydenham benefitted from upgrades to two local reserves. Featuring a combination play unit, swings and playful spring riders, the new **Hammerwood Avenue Reserve** playground in Derrimut offers something for children of all ages. The addition of a covered picnic space makes it an inviting destination for families to gather, relax and spend time together. New trees enhance the landscape while providing shade and greenery for years to come. The outdated playground at **Overton Lea Boulevard Reserve** was replaced with a new Moduplay unit for younger children. The refreshed space now includes swings and a climbing cube, creating a fun, safe and interactive environment.

Key pillar – Prosperity

- Council adopted the ***Visitor Economy Strategy 2025–2029*** and began putting it into action by creating a Brimbank destination brand and promoting Brimbank as a destination on Experience Brimbank social media platforms.
- Council partnered with the Melbourne Food and Wine Festival to deliver the **Westside Wanderers Food Tour**, which showcased Brimbank as a vibrant and culturally diverse food destination. Two sold-out guided tours through St Albans and Sunshine were held, reflecting strong interest in curated food experiences and growing recognition of Brimbank's cultural food offerings.



- Council adopted the ***Go St Albans Place Management Framework*** to guide how Council, businesses, property owners and the community will work together to make the St Albans Town Centre a safer, more vibrant and welcoming place. The framework focuses on business development, investment attraction, cultural development, safety, access and amenity.
- Council installed Brimbank's first **Community Battery** at Gresham Way Reserve with funding from the Australian Government. The battery will help improve the resilience of the power network by storing excess local rooftop solar energy during the day and releasing it back into the grid when electricity demand is high. The battery was painted by artist Melanie Capel.



Key pillar – Leadership and Governance

- Leaders from 18 independent seniors' groups took part in **Council's Community Governance Training Program**. This program is available to individuals, community groups, clubs and not-for-profit organisations that promote activities, programs and services in Brimbank.
- The **SkyBus Sunshine Express** bus service was launched. It provides a direct link between Sunshine Station and Melbourne Airport, offering a quick and convenient travel option for locals while the Melbourne Airport Rail project is underway.



- Council held its **Brimbank Multicultural Women's Leadership Program,** which supported 24 women from diverse backgrounds to build confidence, leadership skills and community connections. The program also helped participants develop practical skills in project management, public speaking, communication and marketing.
- The **Fix Taylors Road: Declare, Duplicate, Deliver** advocacy campaign was launched, calling on political parties to declare Taylors Road a state-managed road and commit to duplicating the 1.4-kilometre section to 4 lanes. This action would improve safety, reduce traffic congestion and provide economic benefits to the local community.



Awards

Emerging Women Leader Award

Brimbank's Councillor Katharine Nikolic received the 2025 Emerging Woman Leader Award at the inaugural Mary Rogers Awards in October 2025. The award was presented by the Hon Nick Staikos MP, Minister for Local Government, and recognised her outstanding leadership in her first term as a councillor.







Excellence in Geographic Place Naming Award

Council received the Geographic Naming Award for Excellence by Geographic Names Victoria for the re-naming of Sydenham Park to yaluk barring, which means River Trail in the Woi-wurrung language.



A much-loved green space in Melbourne's far northwest, yaluk barring park is rich with cultural significance for the Wurundjeri Woi-wurrung people, with many Aboriginal archaeological places within the park. The name was selected by the community from a list of options provided by Wurundjeri.

Stronger Together Award for Council Collaboration

Brimbank City Council and Maribyrnong City Council received the Stronger Together Award for Council Collaboration at the inaugural MAVlab Innovation Awards for the Welcome Baby to Wurundjeri Country ceremony.



The ceremony is a culturally significant initiative that celebrates and acknowledges the birth of Aboriginal and Torres Strait Islander children. The ceremony welcomed 43 First Nations children aged 0–5 and their families to Wurundjeri Country, providing an opportunity to strengthen connection to culture, community and country.

Led by Elders, the event celebrated identity, belonging and cultural connection. The event was a powerful example of what's possible when councils, Traditional Owners and the community come together. It was developed in collaboration with Maribyrnong City Council, Victorian Aboriginal Community Services Association, Victorian Aboriginal Child and Community Agency, Department of Education and Western Health.

Key challenges

The following table describes the key economic challenges impacting Council during 2025–26.

Challenge area	What's happening and why	Impact
 **Rate capping**	Council's rate revenue is restricted by the Victorian Government's annual rate cap, which limits how much rates can increase each year. The cost of delivering services and maintaining infrastructure continues to rise at a faster rate than rate revenue, creating a gap between income and expenses.	The rate cap limits revenue growth, making it harder for Council to meet rising demands for services and infrastructure. To maintain essential services, Council must find efficiencies, reassess priorities and seek alternative funding, making it challenging to fund new projects, maintain infrastructure and expand services.
 **Cost shifting**	Cost shifting happens when other levels of government transfer responsibilities to local councils with limited funding support. For example, the Victorian Government requires Council to collect the Emergency Services and Volunteers Fund (ESVF) on its behalf.	This affects Council's ability to allocate resources efficiently, reducing available funds for local services and requiring additional administrative effort to manage these responsibilities.
 **Declining grants**	Grant funding for local government is decreasing, despite rising costs to deliver services and assets and rising community expectations.	With less external funding support, Council must rely more on its limited revenue sources. This restricts the ability to expand or improve services, requiring careful financial planning to maintain essential programs within budget constraints.

Challenge area	What's happening and why	Impact
 **Changes to legislation – (governance – compliance)**	Council must comply with new legislation without additional funding support.	This means Council needs to monitor and prepare for changes to legislation and regulations, noting the additional resource burden that government reforms and legislative changes place on Council to ensure compliance. Council will need to advocate for appropriate funding support where new responsibilities are introduced and collaborate with other councils to share knowledge and approaches associated with compliance.
 **Digital expectations**	Residents expect digital access to services, but upgrading these systems and keeping them secure is expensive.	While new technology can make services more efficient, it comes with additional implementation costs, cybersecurity issues, system upgrades and ongoing maintenance.
 **Environmental legacy**	Council faces long-term costs associated with climate change, increasing extreme weather events and addressing contamination issues from old landfill sites.	Managing contamination, historic landfills, and illegal dumping requires significant funding, reducing resources for other priorities. Long-term environmental investment guides Council's planning, requiring services to include sustainability, waste management, and restoration. Climate change also affects Council's planning and community health.

Challenge area	What's happening and why	Impact
 **Waste management**	Waste collection and disposal costs continue to rise, driven by increasing landfill levies and operational costs. At the same time, illegal dumping is escalating in scale and frequency, negatively impacting neighbourhood amenity, environmental outcomes and Council's financial sustainability.	The Victorian Government's waste management reforms and rising waste management costs are putting more pressure on Council resources. This makes it increasingly important to reduce waste through recycling, waste minimisation, enforcement and community education.
 **Increasing service demand**	Council must meet rising community needs, including population growth, housing stress, climate impacts, and cost-of-living pressures, despite limited funding. Council is also required to provide mandated services and fulfil legal obligations under Victorian and Commonwealth law.	Without dedicated funding, Council must either redirect resources from essential services or leave some needs unmet, requiring tough decisions on priorities and service levels. Regulatory changes also add pressure and have increased annual Council costs significantly.
 **Fuel volatility**	Global supply disruptions and market volatility are contributing to higher fuel and construction material costs (e.g. asphalt).	Fuel supply uncertainty and higher fuel and construction materials costs continue to have budgetary impacts. The severity of the impact will be determined by the duration of the conflict, market supply and cost escalation.

Advocacy and stakeholder relations

Advocacy remains central to Council's work. In 2025–26, Council maintained its efforts to secure positive outcomes for the community. Council's advocacy continued to influence government decisions and led to several important outcomes. Council continues to act as the auspice for LeadWest, an advocacy alliance with Hobsons Bay, Maribyrnong, Melton and Wyndham City Councils.

Brimbank Advocacy Priorities

Council's advocacy efforts in 2025–26 began with the finalisation and publication of the *Brimbank Advocacy Priorities 2025–2027*. These priorities guide Council's advocacy in the lead-up to the Victorian and Australian Government budgets and the 2026 Victorian state election. By working closely with local Victorian and Australian MPs, key Victorian Government ministers, LeadWest, advocacy peak bodies and local community groups and members, Council made significant progress on many of its advocacy priorities.

Fix Taylors Road Campaign

The Fix Taylors Road campaign was launched at a community event on Taylors Road in Delahey on 28 March 2026. It called on the Victorian Government to declare Taylors Road a state-managed arterial road and to duplicate the section west of Kings Road.

Despite the poor weather, almost 100 community members attended the launch event to support the campaign priorities. Local MPs from several political parties also attended and spoke at the event, including the Hon Natalie Hutchins MP, ALP Member for Sydenham; Trung Luu MP, Liberal Party Member for the Western Metropolitan Region; and David Ettershank MP, Legalise Cannabis Party Member for the Western Metropolitan Region.

The 2026–27 State Budget included funding for planning and development work to upgrade Taylors Road in Delahey. Council welcomed this commitment which highlights the success of the campaign which has recorded more than:

- 68,000 impressions on social media, with an engagement rate of 4.6%
- 11,000 visits to the campaign website
- 1,600 signatures on the petition
- 100 stories being shared by local residents about their challenges with Taylors Road

More information on this campaign can be found at www.fixtaylorsroad.com.au.

Addressing homelessness

On 30 July 2025, Council hosted a roundtable that brought together over 20 senior leaders from key homelessness, mental health, health, youth, family violence and emergency services operating in Brimbank to discuss local solutions to homelessness. This informed Council's *Homelessness Statement of Commitment,* which was endorsed at the August 2025 Council meeting and shared with local Victorian and Australian MPs and relevant government ministers.

Council also made a submission to the Victorian Government seeking funding to improve local coordination, expand service capacity and provide practical support that directly addresses the needs identified by the homelessness sector. The 2026–2027 State Budget included a $17.5 million package to establish 10 new outreach teams to connect rough sleepers with housing support services. This will include an outreach team that will be deployed across Brimbank.

Brimbank's advocacy to address homelessness was supported by LeadWest's advocacy initiatives. In early 2026, LeadWest commissioned research to better understand homelessness in Melbourne's west. This was followed by a LeadWest delegation to Canberra in late June 2026 to meet with the Hon Clare O'Neil MP, Minister for Housing, Minister for Homelessness and Minister for Cities, and Cameron Caldwell MP, Shadow Assistant Minister for Housing. At these meetings, LeadWest used the findings of its research to highlight the scale of housing insecurity facing Melbourne's west and presented a strong case for greater Australian Government investment and service coordination to address homelessness in the region.

Emerging priority – Data Centres

The availability of large and affordable land parcels and infrastructure capacity in Melbourne's west makes the region attractive for large-scale digital infrastructure, including data centres. A significant proportion of Victoria's data centres are already located in Melbourne's west.

While data centres can bring significant new infrastructure investment, without proper planning and regulation, they place pressure on the electricity grid and affect local communities, nature, water and the climate.

On 29 April 2026, Brimbank Mayor Cr Tachos and the Brimbank CEO, Fiona Blair participated in a local government roundtable on data centres hosted by the Hon Steve Dimopoulos MP, Minister for Economic Growth and Jobs. At this roundtable, Mayor Tachos raised Brimbank's concerns about data centres and called on the Victorian Government to give councils a stronger role in planning for them. Mayor Tachos also called for clearer planning controls and mandatory standards for setbacks, water efficiency, design, landscaping, heat mitigation measures and noise and storage limits. At the June 2026 Council meeting, Council endorsed the inclusion of data centres as an advocacy priority.

LeadWest initiatives

In 2025–26, LeadWest met with MPs and political staff to advocate for the alliance's priorities. The alliance also held 2 major launch events:

Launch of LeadWest 2026 State Election Priorities

On 4 March 2026, LeadWest launched its 2026 State Election Priorities at Parliament House. Several of LeadWest's priorities align with Brimbank's, including Melbourne Airport Rail, the Sunshine Station Precinct Masterplan, fixing Taylors Road, tackling homelessness, addressing mental ill-health and increasing canopy cover. The event was attended by 14 MPs from 4 political parties, including key Victorian Government ministers and shadow ministers.

Launch of Let's Get It Done campaign

On 2 June 2026, LeadWest launched its first public campaign in several years. The Let's Get It Done campaign was launched at Parliament House and included an open letter from LeadWest Chair Cr Susan Yengi to Victorian political party leaders. The letter called on all parties to commit to delivering key infrastructure projects for Melbourne's west as part of their 2026 state election platforms.

The campaign priorities included Melbourne Airport Rail, the Sunshine Station Precinct Masterplan and fixing Taylors Road. The launch was attended by 4 MPs from Melbourne's west, representing 3 political parties.

Other advocacy initiatives in 2025–2026

In addition to the above initiatives, Council's advocacy in 2025–26 included 15 mayoral meetings with Victorian and Australian MPs. This included a meeting with the Hon Ben Carroll MP, then Deputy Premier of Victoria, on 5 December 2025. Other advocacy initiatives included letters and written submissions to MPs and key decision-makers, media engagement, raising Council priorities in the Victorian Parliament, support for grant applications and joint advocacy with external stakeholders.

Council also submitted successful motions at both Municipal Association of Victoria (MAV) State Council meetings, held in October 2025 and May 2026. The motions called on the Victorian Government to:

- reform rooming house regulations to better protect tenants (97% support) – October 2025.
- commit to further reforms to reduce harm from electronic gaming machines (97% support) – May 2026.
- provide funding to improve bus services in Victoria (100% support) – May 2026.

Council also participated and submitted 2 successful motions at the 32nd National General Assembly of Local Government, held in Canberra in June 2026. The motions called on the Australian Government to increase funding for youth mental health prevention programs and major road infrastructure.

While in Canberra, the Council delegation met with Senator Steph Hodgins-May and local Australian Parliament representatives Alice Jordan-Baird MP and Jo Briskey MP to advocate for Council's priorities with the Australian Government.

Advocacy outcomes in 2025–2026

Joint Australian and Victorian Government

- Funding of $152.7 million for the electrification of the Melton train line, announced at Sunshine Station.
- The announcement that construction had begun on the Melbourne Airport Rail project. This aligns with Council's Rail Before Runway campaign.
- The opening of a new car park at Watergardens Station with 485 spaces, including 26 accessible and 70 new bicycle spaces.

Australian Government

- The announcement of new restrictions on online gambling advertising, set to take effect from 1 January 2027.

Victorian Government

- Release of the early designs for the new Sunshine interchange and Albion Station. This aligns with Council's Transforming Brimbank campaign.
- The completion of construction of the Vietnamese Museum Australia in Sunshine, ahead of its expected opening in late 2026.
- The deployment of more Protective Services Officers to deter crime in and around Sunshine, Albion and Watergardens stations.
- The completion of the Calder Park Drive level crossing removal, one of Council's priorities under the Fix The Calder campaign.

- Funding for longer operating hours and more Sunday services for bus route 408 between St Albans Station and Highpoint shopping centre and more services on bus route 476 between Moonee Ponds and Watergardens Station.
- The extension of the Victorian Government's free public transport period until 30 June 2026 following Council advocacy and strong community support.
- $21.5 million to respond to illegal dumping, of which $8.5 million to support councils and public land managers to clean up illegally dumped waste.
- $9.5 million to expand Blue Light Victoria's youth mentoring program, which operates in Brimbank.
- $9.5 million in new funding, announced at Ardeer Primary School, to plant 500,000 more trees across local government areas with below-average tree canopy cover and high heat vulnerability.
- $7.5 million for the revitalisation of Clarke Street in Sunshine, including a new plaza for community events, a modular arts hub to support a multicultural urban art gallery and program, urban art installations across Sunshine and upgrades to the Sunshine Library forecourt including improved lighting and open space.
- $5.6 million for Early Intervention Officers in 20 targeted Victorian government schools, announced at Sunshine College West Campus.
- $5.3 million for the extension of the Multicultural Seniors Support Program.
- $3.2 million for the Western Pathways Program, launched at the St Albans Tin Shed. The 2-year pilot program will support participants to prepare for job placement and access referrals to health and housing services. The program takes place in 3 locations across Melbourne's west, including St Albans and Sunshine.
- $400,000 to expand and upgrade the Green Gully Stormwater Harvesting project.
- $250,000 for the St Albans Road Local Activity Centre Public Realm Upgrade.
- $220,000 for co-designed lighting and public art installations in the Clarke Street Cultural Precinct in Sunshine to strengthen its unique multicultural identity, improve visibility and safety and help attract visitors.
- $160,000 to install cultural lantern lighting along Victoria Square in the St Albans Town Centre. The lighting will improve safety, celebrate the area's multicultural identity and create a more vibrant night-time atmosphere that attracts visitors, supports local businesses and strengthens community pride.
- $146,000 for the Austral Sheldon Reserve Upgrade.
- $100,000 to extend the Westvale Men's Shed in Kings Park, more than doubling its size to reduce overcrowding and create additional space for social connection and community programs.
- $93,000 for the expansion of the community garden at Horseshoe Bend Reserve.
- $50,000 to investigate the upgrade of the stormwater harvesting system at Keilor Golf Course.
- $45,000 to strengthen and refine Council's Central Registration and Enrolment Scheme systems and processes to help families and carers secure a kindergarten place for their child.

Private Sector

- Kinetic Group's launch of the new SkyBus service linking Sunshine Station and Melbourne Airport, with the launch event held at Council.

Financial summary

The 2025–26 financial year results reflect Council's ongoing commitment to financial and infrastructure sustainability, as outlined in the *Financial Plan 2025–2035*.

Council maintained a sound financial position in 2025–26, recording an operating surplus of $9.26 million, strong liquidity and a reduction in borrowings. The result was achieved while Council continued to invest in the renewal and upgrade of its significant community asset base and respond to increasing operating costs. After excluding capital-related and other prescribed items, Council recorded an adjusted underlying deficit of $2.34 million, highlighting the ongoing importance of maintaining long-term financial sustainability.

Council is responsible for managing a significant net asset portfolio valued at more than $3.3 billion. The scale and importance of this asset base make its strategic management and long-term stewardship critical to maintaining its value, supporting the delivery of essential community services and ensuring that community infrastructure and public spaces remain accessible, functional and enjoyable for current and future generations.

Finance results at a glance

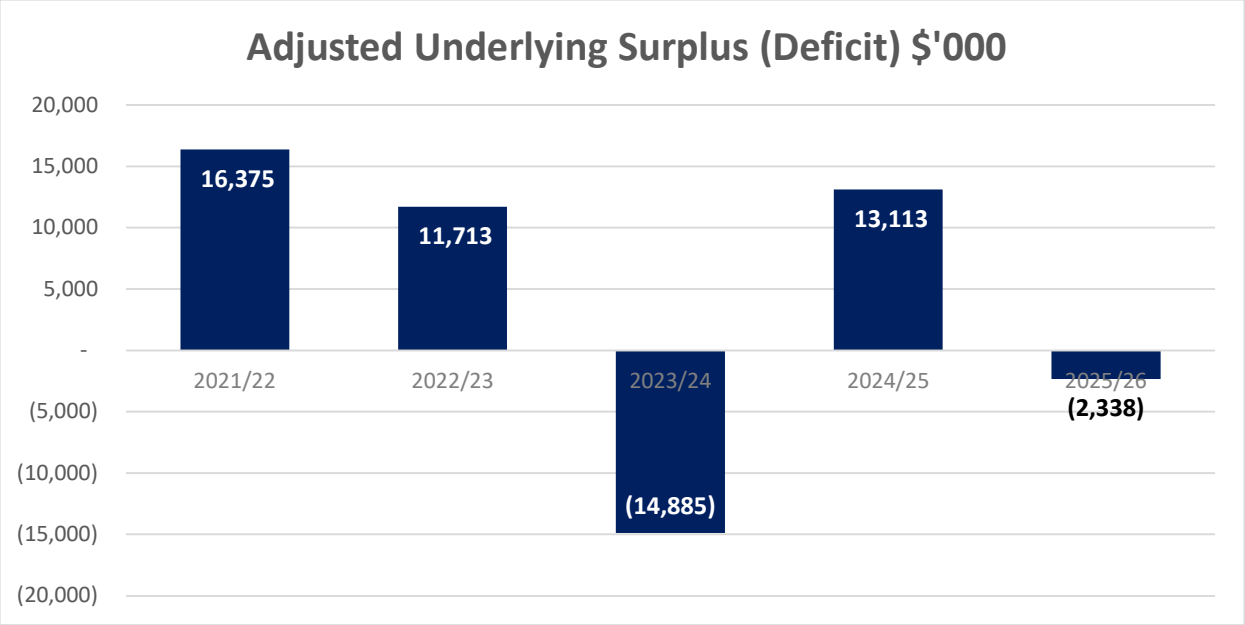
Metric/Measure	Result
Operating surplus	$9.26 m
Adjusted underlying result	($2.34 m) / (0.81%)
Value of property, infrastructure, plant and equipment	$3.3 b
Working capital ratio	227%
Debt-to-rates ratio	30%
Asset renewal and upgrade ratio	69%

Operating position

Council recorded an operating surplus of $9.26 million in 2025–26, compared to a budgeted surplus of $6.36 million.

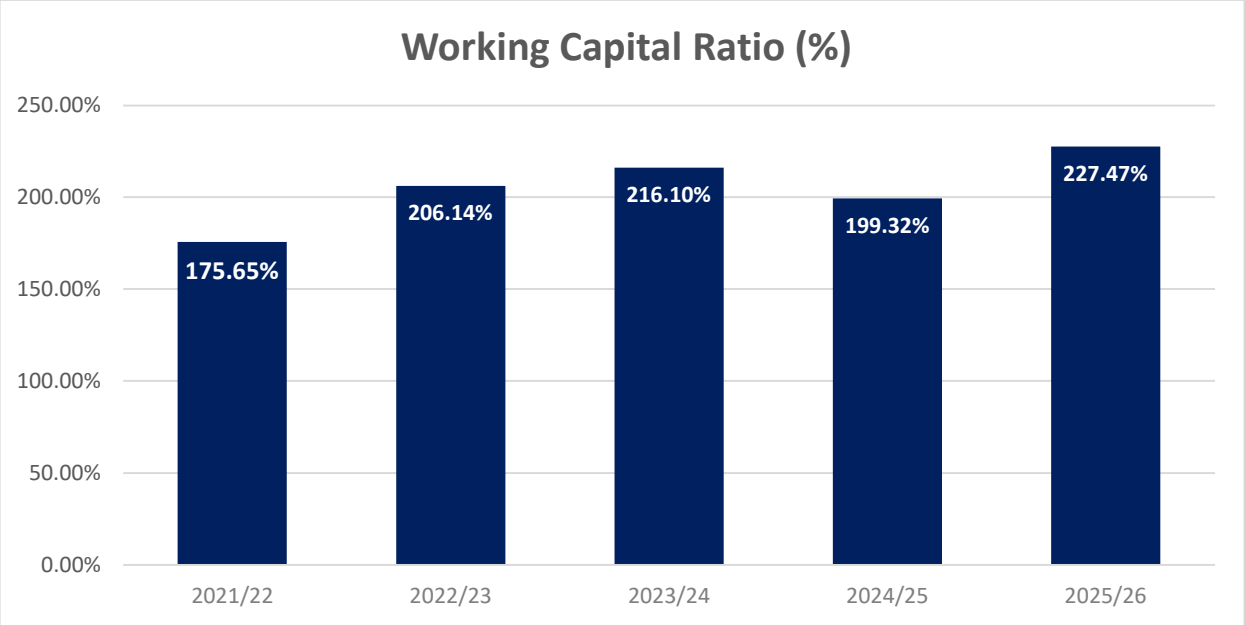
The adjusted underlying result provides a measure of Council's recurrent operating performance by removing specified capital-related revenues and other items that do not support ongoing service delivery. Council's adjusted underlying result was a deficit of $2.34 million. While Council remains in a sound overall financial position, the underlying deficit demonstrates the continuing pressure on recurrent revenue to keep pace with the cost of delivering services and maintaining infrastructure.

Council remains committed to restoring and maintaining sustainable operating outcomes over the long term, ensuring sufficient capacity to renew its $3.3 billion of community assets and invest in infrastructure that supports community wellbeing and growth.



Liquidity

The working capital ratio is a key indicator of Council's capacity to meet its short-term financial commitments. Calculated as current assets relative to current liabilities, Council's result of 227.47% in 2025–26 demonstrates an improvement from 2024–25 and a satisfactory financial position, consistent with the target range of 100% to 400%.

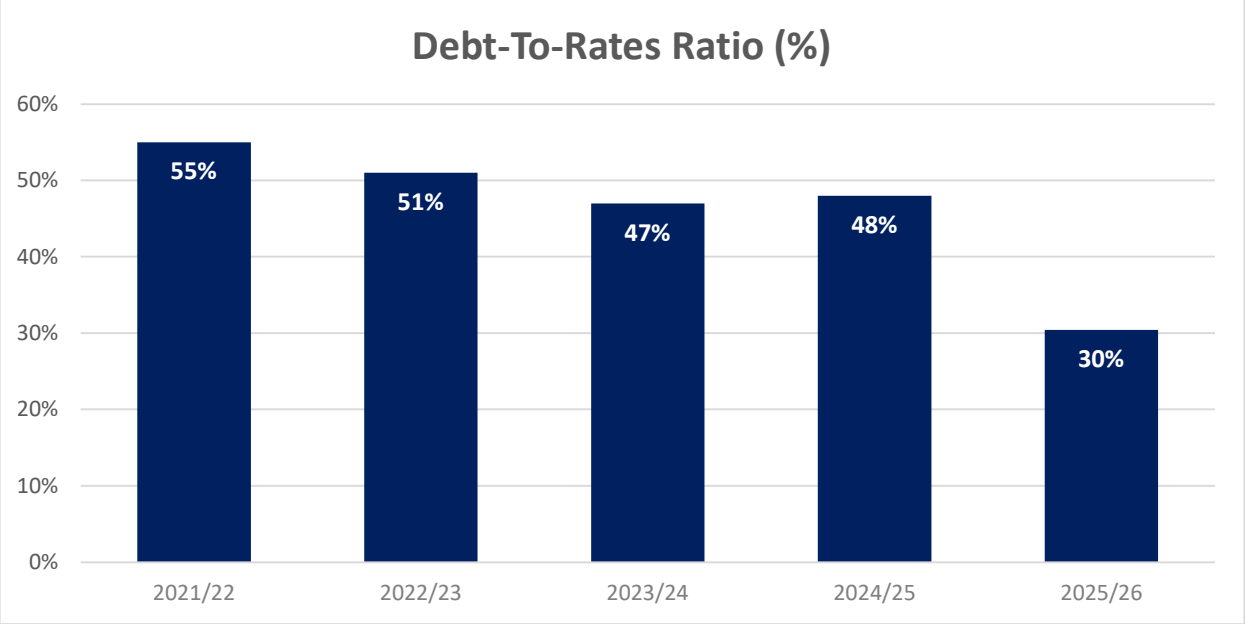


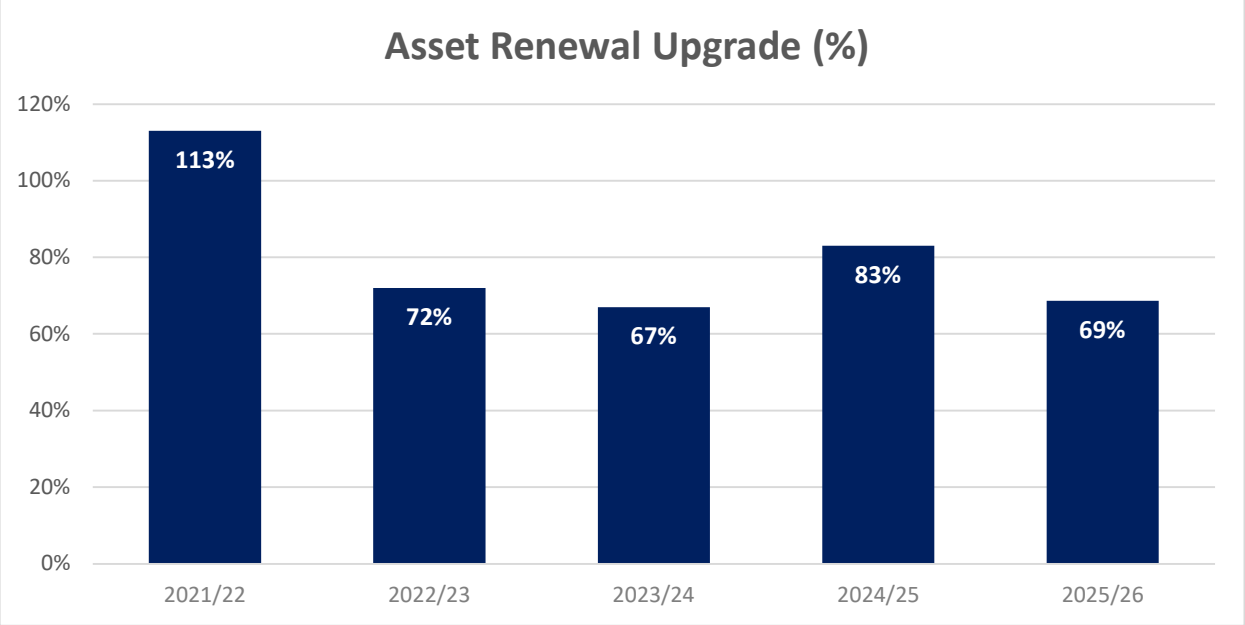
Obligations

Council is committed to maintaining and renewing its infrastructure assets at appropriate service levels while continuing to deliver the services and facilities required by the community.

At 30 June 2026, Council's debt-to-rates ratio was 30%, an improvement on the previous year. The result was driven by the scheduled repayment of existing borrowings, combined with the strategic decision to defer planned new loan borrowings, following a review of Council's cash reserves and borrowing requirements. Remaining within the target range of 0% to 70%, the ratio highlights Council's disciplined approach to managing debt while supporting long-term financial sustainability.

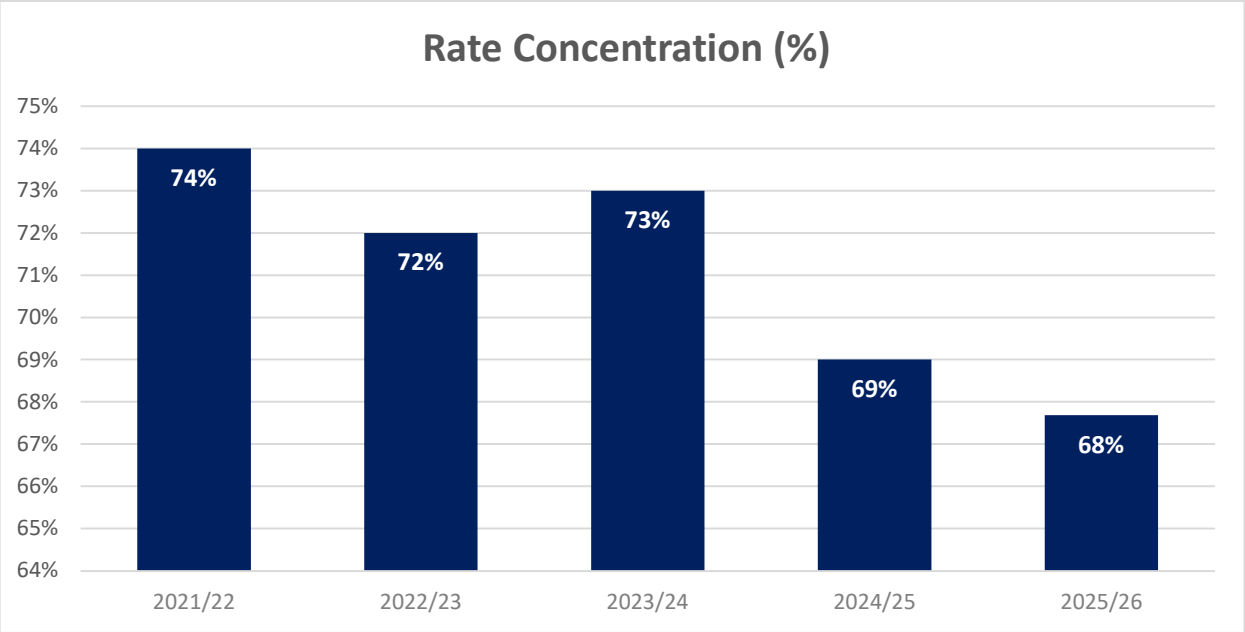
Council's asset renewal and upgrade ratio, which measures investment in asset renewal and upgrades as a percentage of depreciation expense, was 69%. This result is within the target range of 40% to 130% and demonstrates Council's ongoing commitment to maintaining and improving its infrastructure assets to support current and future community needs.





Stability and efficiency

Council generates revenue from a range of sources, including rates and charges, user fees, fines, grants, and contributions. Council's rates concentration ratio, which measures rate revenue as a proportion of adjusted underlying revenue, was 68% in 2025–26. This was a marginal improvement on the previous year and remained towards the upper end of the target range of 30% to 80%. The average residential rate per residential assessment was $1,813, comparable with similar outer metropolitan councils.



Economic factors

Rate capping The Victorian Government imposed a rate cap on all Victorian councils of 3% for the 2025–26 year.

Victorian Government waste levy The Victorian Government waste levy increased by 28% from $132.76 to $169.79 per tonne from 1 July 2025, significantly increasing waste management costs and placing additional financial pressure on Council.

Labour cost increases Wage inflation rates for the 2025–26 year were in accordance with Council's Enterprise Bargaining Agreement (EBA 10).

Capital Works Program 2025–2026

The Capital Works Program represents a major investment in providing new infrastructure and renewing existing assets for the Brimbank community.

The 2025–26 program comprised 191 projects with an adopted budget of $63.3 million.

During the year, Council completed 162 projects (85%) and delivered $54.56 million (86%) of the program by value.

Proactive governance, financial oversight and program management supported the effective delivery of projects and continued investment in community infrastructure across the municipality.

The following table summarises the total expenditure for each asset class.

Capital works summary

Capital works	$'000s
Sports facilities	8,749
Community facilities	3,880
Playgrounds, parks and gardens	2,663
Bike paths and shared paths	2,286
Town centres	2,940
Land rehabilitation	407
Road works	21,414
Footpaths	3,184
Traffic management	1,870
Stormwater drainage	947
Municipal facilities	24
Plant and equipment	6,206
Total	**54,570**

Capital works highlights

Sports facilities	$'000s
Sportsground Lighting Upgrades – Delahey Tennis Club The tennis court lighting upgrade at Delahey Tennis Club was completed as part of the annual Sportsground Lighting Upgrade Program, improving lighting quality, safety and usability of the courts and supporting increased opportunities for community participation.	591
Female Sports Facilities Upgrades – Ralph Reserve The refurbishment of pavilion changerooms and amenities at Ralph Reserve was completed as part of the Female Sports Facilities Upgrades program, enhancing access, inclusion and participation opportunities for women and girls in sport and active recreation.	1,335
Sports Reserve Car Parking Upgrade Program The Arthur Beachley Reserve Car Park project has been completed, delivering a new car park to improve parking capacity, accessibility and functionality for reserve users and the surrounding community.	540
New JR Parsons Football/Cricket Pavilion Construction of the new football and cricket pavilion, including associated car parking, progressed during 2025–2026. The project will provide improved sporting facilities and amenities for local clubs and the wider community.	3,997

Community facilities	$'000s
Westvale Men's Shed Safety and Usability Improvement The Westvale Men's Shed Safety and Usability Improvement project has progressed significantly, with the dust extraction system, battery storage and chemical storage units installed. The shed extension works have commenced and are scheduled to be completed in the second half of 2026. The project will improve safety, functionality and usability of the facility for members.	107
Community Facilities Toilet Upgrade Program The project has been successfully completed, delivering toilet upgrades at Sunshine Meeting Place and Deer Park Library. The works improve accessibility, functionality and compliance with the *Disability Discrimination Act 1992*, while renewing ageing facilities and providing safer, more accessible amenities for the community.	308

Community facilities	$'000s
Children's Service Facilities - Playground Upgrade Program The project has been completed, delivering the replacement of non-compliant playground equipment and associated improvements across Council's children's facilities. Works at Ardeer Kindergarten, St Albans Meadows and Albanvale Kindergartens have been completed, improving playground safety and ensuring compliance with relevant standards.	209
Community Services and Infrastructure Plan Implementation The Community Services and Infrastructure Plan Implementation Program has been successfully completed, delivering upgrades across Council's community facilities. Works included fencing and vinyl flooring upgrades at kindergartens, as well as facility upgrades at Biggs Street, St Albans Senior Citizens and Sydenham Neighbourhood House. These works improve safety, accessibility, functionality and the overall quality of community facilities.	316

Playgrounds, parks and gardens	$'000s
Neighbourhood Park Upgrades The Creating Better Parks Program has delivered upgrades across Overton Lea Boulevard, Hammerwood Avenue Reserve and Arthur Street Reserve, with construction completed during 2025–26. At Stockton Run Reserve and Singer Avenue Reserve, design and approval processes were completed during 2025–26, with construction scheduled to commence in 2026–27. The program improves local playgrounds and neighbourhood parks, providing safer, more accessible and engaging spaces for the community.	830
Suburban Park Upgrade The Suburban Park Upgrade Program is progressing the improvement of suburban parks. At JR Parsons Reserve, a concept design was completed following input from the community, sporting clubs and local stakeholders. The playground upgrade will be programmed to align with the adjacent pavilion upgrade works to minimise disruption to the community. At Copernicus Way Reserve, a concept design was developed during 2025–26, with further refinement planned in 2026–27 following community feedback.	158

Playgrounds, parks and gardens	$'000s
Flagship Park Renewal Program The Flagship Park Upgrade and Renewal Program has progressed key renewal and upgrade works across Council's major reserves. Kevin Flint Memorial Reserve has been successfully completed, providing improved facilities and amenity for the community. At Cliff Harvey Lagoon Reserve, planning and procurement were progressed during 2025–26, with the construction contract awarded and works scheduled to commence in late 2026. The program is supporting the ongoing renewal of Council's major reserves, improving their quality, functionality and community use.	370
Minor Parks Improvements Program The Minor Parks Improvements Program delivered a range of targeted improvements across Council's parks and reserves during 2025–26. New shade shelters were installed at Hammerwood Avenue Reserve and Overton Lea Reserve, improving shade, comfort and usability for the local community. An irrigation system upgrade at Cowley Reserve was also completed, supporting the ongoing maintenance and quality of the park's turf areas.	88

Roads and traffic management	$'000s
Road Rehabilitation – Various Locations The Road Rehabilitation Program delivered a strong outcome, with 37 of 39 road projects completed. The program renewed approximately 9.5 kilometres of roads and reconstructed 12.5 kilometres of footpaths, including associated kerbs and drainage improvements. These works strengthen the condition and resilience of Council's road network while improving safety, accessibility and long-term asset life. Two projects were not completed due to utility-related delays and will be completed in July 2026 without impacting the 2026–27 budget.	16,160
Road Pavement Asphalt Overlay Projects – Various Locations The 2025–26 program has been successfully delivered. The completed road resurfacing works have improved pavement condition, road safety and overall network quality across local areas.	4,330

Roads and traffic management	$'000s
Local Area Traffic Management Program (LATM) The LATM program has delivered various traffic management treatments across local areas, including Deer Park, Albion, Taylors Lake, St Albans, Derrimut and Sunshine West. The completed works improve local traffic management, road safety and overall accessibility for the community.	833
Blackspot Funding Program - Intersection of Glengala Road and Mernda Street, Sunshine West This project has delivered a new roundabout and raised safety platforms, including traffic islands and line marking. The completed works improve road safety, traffic management and pedestrian access at the site.	459

Bike paths and shared paths	$'000s
Foundry Road Active Travel Route The project has delivered an off-road shared user path along Foundry Road between Hampshire Road and Anderson Road, including safe pedestrian crossing points. The completed works provide an important walking and cycling connection and support the future extension of the route to Albion Station, as identified in the Cycling and Walking Strategy.	1,264
Footpath Rehabilitation Program - Various Locations The Footpath Renewal Program delivered significant improvements to pedestrian infrastructure across the municipality, with over 15 kilometres of footpaths renewed at various locations. The works replaced ageing and deteriorated footpaths, improving safety, accessibility and connectivity for residents and visitors.	3,184

Town centres	$'000s
Welcome Plaza The Welcome Plaza project in Sunshine progressed during 2025–26 and is creating a new welcoming public space adjacent to the Vietnamese Museum Australia. The plaza was designed through engagement with Traditional Owners and celebrates Brimbank's diverse refugee and migrant communities. Final works were scheduled for completion in July 2026.	1,415
Vietnamese Museum Australia Durham Road Carpark and Bus Stop Reconfiguration The project has delivered a reconfigured car park, new crossover, relocated bus stops and associated landscaping works, with improvements to the rear lane. The project also protected the existing significant tree on the site, improving access, functionality and the overall visitor experience at the Vietnamese Museum Australia.	279

Our People


Places - Exercise 1- Principles Review
What matters in your local community?
Share your ideas and have a say
yoursay.brimbank.vic.gov.au

Our values

At Brimbank, Council's work helps support the diverse needs of the community. Council's expected values and behaviours show what is important to Council and guide how staff work with each other and the community.



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 as of 30 June 2026

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 extensive experience as a senior executive. She was recognised for her leadership in the inaugural Top 50 Public Sector Women award in 2017.

Fiona is committed to making a difference by working with the community, councillors and staff to continue to deliver high-quality services and infrastructure across the city and is passionate about building a customer-focused culture that will serve the Brimbank community well, both now and into the future.

Her skills and experience span all areas of Council service planning and delivery such as youth and recreation, capital works, parks and open space, asset management, enforcement, operations and transport.

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

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's services, arts and cultural development, stakeholder management and community capacity-building programs.

Her professional experience is balanced with academic studies – Master of Public Health and Graduate Diploma in Health Promotion.

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 government and in the not-for-profit sector.

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 and people, culture and wellbeing.

Georgie is responsible for leading Council's strategic advocacy, communications and community engagement, governance, customer experience and corporate performance.

Georgie has a Bachelor of Arts and a Graduate Certificate in Policy and Human Services and has completed the Australian Institute of Company Directors Course.

Chris Leivers

Director, Infrastructure and City Services

Chris brings extensive experience in community services, infrastructure, and major projects, having held senior leadership roles in local government for many years. Chris joined Council in May 2023, having previously held senior roles at Yarra, Merri-bek and Maribyrnong City Councils, among others. At Yarra City Council, he also served as interim CEO.

Chris leads Council's Infrastructure and City Services Division, providing facilities and services that support safety and amenity across Brimbank. He manages an asset portfolio valued at more than $2.9 billion, including buildings, streets, footpaths, drains, parks, places, equipment and other infrastructure.

Chris holds a Bachelor of Arts/Recreation, postgraduate qualifications in Community Development. He is a Graduate of the Australian Institute of Company Directors, the LGPro Executive Leadership Program and the Institute of Public Administration's Integrity and Ethical Leadership program. He also served 3 terms as board member of Local Government Professionals Victoria, including on the Executive as Secretary and Treasurer during that time.

Marcelo Vidales

Director, Corporate Services

Marcelo is an accomplished and highly regarded executive leader committed to delivering high-quality outcomes that benefit the community.

Marcelo has a collaborative, supportive and results-driven approach and has led a range of portfolios in strategy, policy, regulation, organisational transformation, infrastructure, service and program delivery.

Marcelo is responsible for overseeing key functions that support Council to deliver services to the community, including Information Management and Technology, Finance, Project Management and Change and Continuous Improvement.

Marcelo holds qualifications in Business Management and has completed the Australian Institute of Company Directors course.

Kelvin Walsh

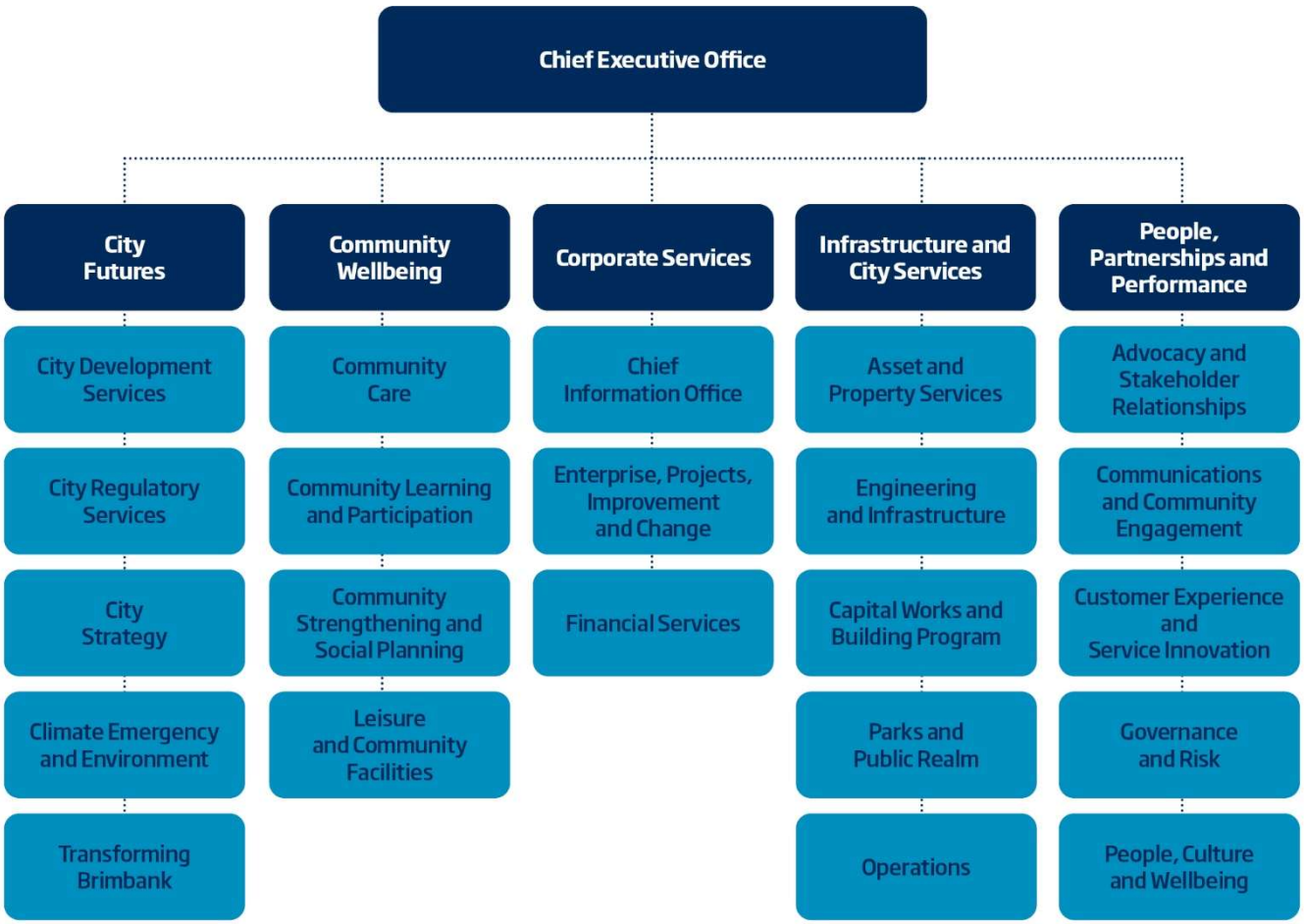
Director, City Futures

Kelvin is an experienced director who has worked in 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 Council in May 2018 to help create a community where people want to live, raise families and participate in active local life.

Kelvin holds a Bachelor of Applied Science (Planning), Bachelor of Architecture (Honours), Master of Metropolis (Architecture and Urban Culture) and an Executive Master of Public Administration. He is also a Graduate of the Australian Institute of Company Directors.

Organisation structure as of 30 June 2026



Major change

Strengthening workplace health, safety and wellbeing

In 2022, an independent assessment of Council's health and safety culture was commissioned by the Executive Leadership Team using the Leading the Way Health and Safety Maturity Model, a framework widely used across the public sector to measure and improve organisational health and safety performance.

The assessment provided an important baseline for understanding the organisational maturity and identified significant opportunities for improvement. Council achieved an overall maturity score of 29%, placing it at Level 2: Foundation. This result indicated that while core health and safety systems and processes were in place, health and safety was not yet consistently embedded into everyday decision-making, leadership practices or organisational culture.

This assessment led to the establishment of the *Health, Safety and Wellbeing Strategic Plan 2022-2026* and set an ambitious goal: to achieve Level 4: Leading and Learning by 30 June 2026. A leading and learning organisation is characterised by a proactive safety culture, strong organisational learning and a commitment to continually improving health, safety and wellbeing performance.

To support this journey, the significant achievements in 2025–2026 included:

- Continued to implement the actions identified in the *Health, Safety and Wellbeing Strategic Plan 2022-2026*, completing 73% of planned activities with the remainder scheduled to align with other projects
- Developed and implemented an *Occupational Violence and Aggression Action Plan* completing additional actions beyond those originally identified and delivering key initiative ahead of schedule
- Expanded the professional supervision and reflective practice program
- Delivered drug and alcohol awareness and reasonable cause training through the Fitness for Work Program
- Continued to refine health and safety risk registers to improve the management of physical and psychosocial hazards.

Through consistent investment and sustained effort, Brimbank achieved its health and safety maturity target during 2025–26, recording an overall maturity score of 85%, placing Council at Level 4: Leading and learning.

This achievement reflects the commitment of leaders and employees across the organisation. More importantly, it demonstrates the progress made in embedding health and safety into the way staff work, make decisions and care for one another and the community.

Continued investment in learning and development

Council continued to invest in learning and development, aligning programs with organisational priorities, workforce capability needs and individual career development. Key areas included leadership, diversity, equity and inclusion (DEI), occupational health and safety (OHS), compliance and technology and systems capability. This investment supports Council to attract, develop and retain skilled employees and maintain a high-performing workforce that delivers quality, cost-effective services to the community.

The 2025–26 Corporate Training Program (CTP) was informed by organisational priorities and identified skills and knowledge gaps. Leadership development remained a key focus, guided by Council's strategically aligned Leadership Model. Programs supported leadership capability at all levels, including the ongoing Leading Self and Others program. As the current 18-month Leadership Development Program concludes, evaluation and design of the next program is underway, with enhancements planned across all leadership levels. The mentor program also supports career development and knowledge sharing across Council.

Training in DEI, OHS and compliance supported the Gender Equality Action Plan and Occupational Violence Action Plan. Priority topics included gender equality, managing aggressive customers and situational awareness, drug and alcohol awareness and trauma-informed leadership.

In 2025–26, the CTP delivered more than 390 training sessions and 6,800 places across areas including technology and systems, policy and legislation and personal and professional development.

Workforce profile

As of 30 June 2026, Council employed 1,490 people, representing 881.9 full-time equivalent (FTE) positions. FTE measures employees' total working hours as the equivalent number of full-time positions. This was an increase of 21.2 (2.4%) from 2024–25. The workforce composition changed slightly, with a decrease in part-time employees and increases in both full-time and casual employees.

The organisation's age profile remained relatively stable. The proportion of employees aged over 45 decreased by one percentage point to 44%. The average age of employees decreased by 0.4 years to 43 years. The gender profile also remained consistent with previous years, with women making up 54% of Council's workforce and men 46%.

Employees by employment status

Status	2023–24	2024–25	2025–26
Casual	470	415	**451**
Full-time	659	679	**723**
Part-time	360	358	**316**
Total	1,489	1,452	**1,490**

Employees by age group

Age group	Female	Male	Persons of self-described gender	Total 2025–26
< 21	62	60		**122**
21-25	72	82		**154**
26-30	73	54	1	**128**
31-35	62	53		**115**
36-40	84	62		**146**
41-45	111	64		**175**
46-50	76	71		**147**
51-55	92	55		**147**
56-60	76	71		**147**
≥ 61	90	124		**214**
Total	797	692	1	**1,490**

Employees by directorate and employment status

Directorate	Status	Female	Male	Persons of self-described gender	Total
City Futures	Full-time	63	53		**116**
	Part-time	47	57		**104**
	Casual	4	16		**20**
Community Wellbeing	Full-time	116	38		**154**
	Part-time	143	34		**177**
	Casual	243	187	1	**431**
Corporate Services	Full-time	39	55		**94**
	Part-time	1	0		**1**
	Casual	0	0		**0**
Infrastructure and City Services	Full-time	43	234		**277**
	Part-time	6	3		**9**
	Casual	0	0		**0**
People, Partnerships and Performance	Full-time	67	13		**80**
	Part-time	25	2		**27**
	Casual	0	0		**0**
Total		**797**	**692**	**1**	**1490**

Lost time injuries and workers' compensation

Year	Injuries with lost time	WorkCover claims	Days lost due to workplace injury
2025–26	**16**	**7**	**657**
2024–25	17	14	768
2023–24	19	12	1,261
2022–23	27	12	1,045
2021–22	19	9	381
2020–21	18	24	957
2019–20	19	14	779
2018–19	12	18	713
2017–18	8	13	574
2016–17	13	14	1,163

Days lost by directorate

Directorate	Days lost
City Futures	163
Community Wellbeing	5
Infrastructure and City Services	489
Corporate Services	0
People, Partnerships and Performance	0
Total days lost	**657**

Gender equality and the prevention of violence against women

Council adopted the *Statement of Commitment for a Safe and Inclusive Brimbank* and the *Social Justice Framework* in February 2026. These documents strengthen Council's commitment to gender equity and the prevention of gender-based violence across its strategic priorities. This helps create safer, more inclusive opportunities for women across the community.

Improving gender equality and preventing gender-based violence is a health priority for the *We Are Brimbank Council Plan 2025–2029*, with a number of targeted actions completed during the year.

Key achievements included:

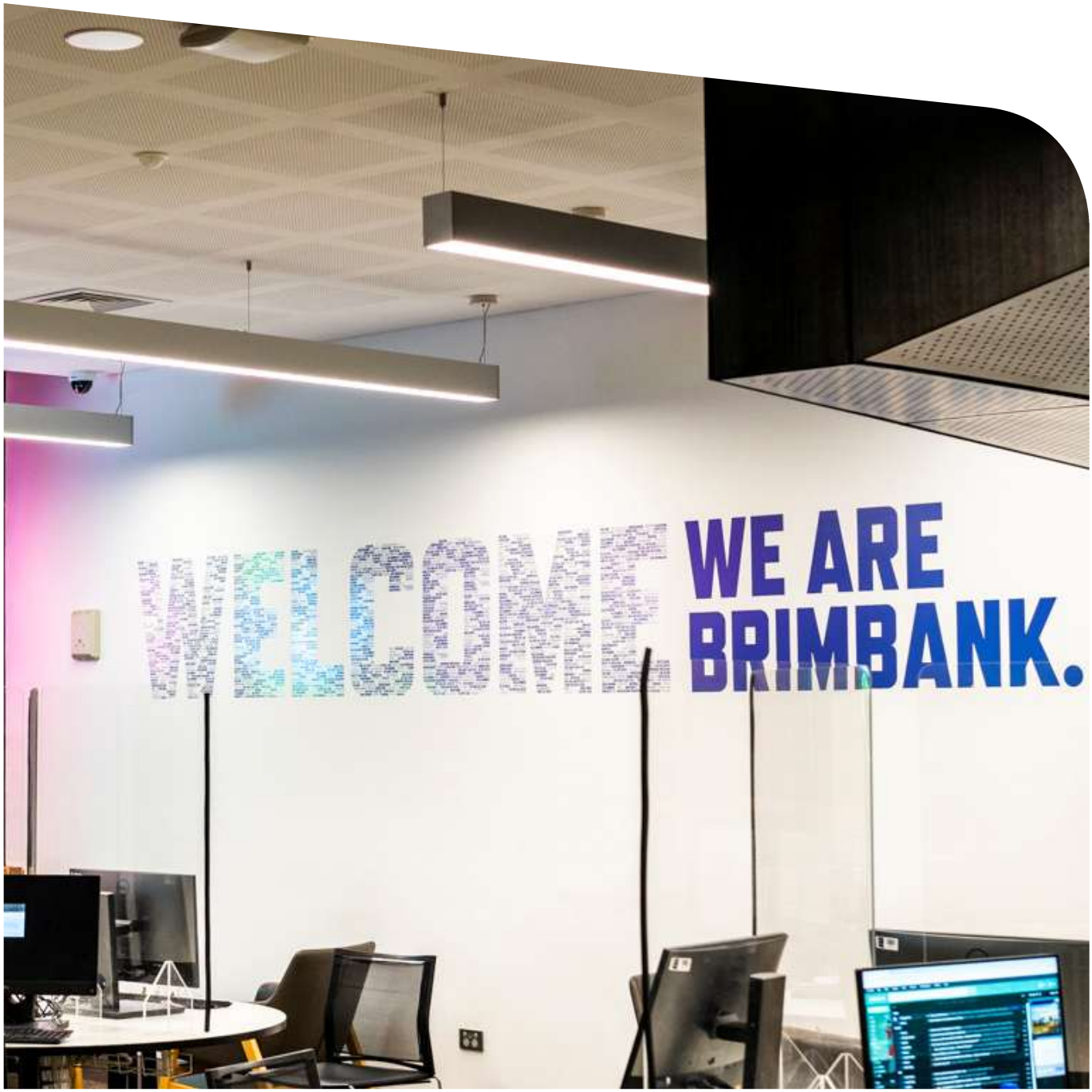
- The Brimbank Women in Business Lunch, an event held on 5 March 2026, celebrated International Women's Day with a presentation from Melissa Leong.
- Council staff attended the Growth Faculty International Women's Day presentation by Susie Wolff, *Driven to Change the Game*.
- A job readiness workshop was held in partnership with Fitted for Work, supporting women and gender-diverse young people to build confidence and prepare for employment.
- Two programs were offered to women looking to re-enter the workforce, with 30 women participating in workshops focused on building job readiness and confidence.
- A Café Operations Information Session was held in partnership with Jesuit Social Services for 15 Afghan women, followed by a 12-week training course to build practical barista skills and build confidence in hospitality and customer service. Jesuit Social Services also offered a Ready, Set, Barista course to 14 local participants, focussing on essential hospitality theory and job readiness.
- A DadFit health and wellbeing program was offered at Westvale and West Sunshine Community Centre, engaging 20 fathers in activities focused on wellbeing, social connection and shared parenting.
- The Women's Woodworking program at Westvale Men's Shed inducted 8 women in safe work practices.
- The Sons of the West and Daughters of the West programs were offered to more than 20 and 30 participants respectively, providing practical and interactive education on gender equity.
- The 16 Days of Activism against gender-based violence campaign included a united walk around Brimbank Aquatic & Wellness Centre, in collaboration with commUnity+.

Council continues to meet its obligations under the *Gender Equality Act 2020* to promote gender equality and support a more diverse, inclusive, equitable and high-performing workplace. In December 2025, Council submitted its Workplace Gender Audit and received confirmation of compliance from the Commission for Gender Equality in the Public Sector. Council has since submitted both the *2023–2025 Progress Report* and new *Gender Equality Action Plan (GEAP) 2026–2030*. The outcome of these submissions is expected in late 2026.

Key achievements in gender equality included:

- Established the Employee Experience Advisory Group (EXAG) to replace the Gender Equality Working Group and the bWell Committee. EXAG focuses on employee experience, including capability and knowledge building, employee support and employee engagement.
- Consultation to develop the new GEAP, focused on intersectionality and structural and systemic inequality. It also gave employees from diverse backgrounds an opportunity to inform decision-making. Consultation included the Executive Leadership Team, the Occupational Health and Safety Committee, the EXAG, employees attending the Enterprise Project Management Office round-table sessions, employee representatives including union representatives and Councillors.
- The new *Gender Equality Action Plan (GEAP) 2026–2030* was developed with 20 strategic actions aligned with the Diversity, Equity and Inclusion Framework strategic pillars.
- Thirty-six Gender Impact Assessments were completed during the 2023–2025 reporting period, demonstrating employees' commitment to making sure Council's policies, programs and services reflect the diverse needs and experiences of the community.
- Gender Equality Application and Resolution training was held 10 times to 173 Brimbank Leadership Network members to help them understand how gender equality and primary prevention principles apply to their work and build their capability and commitment to put these principles into practice.

Planning and accountability framework

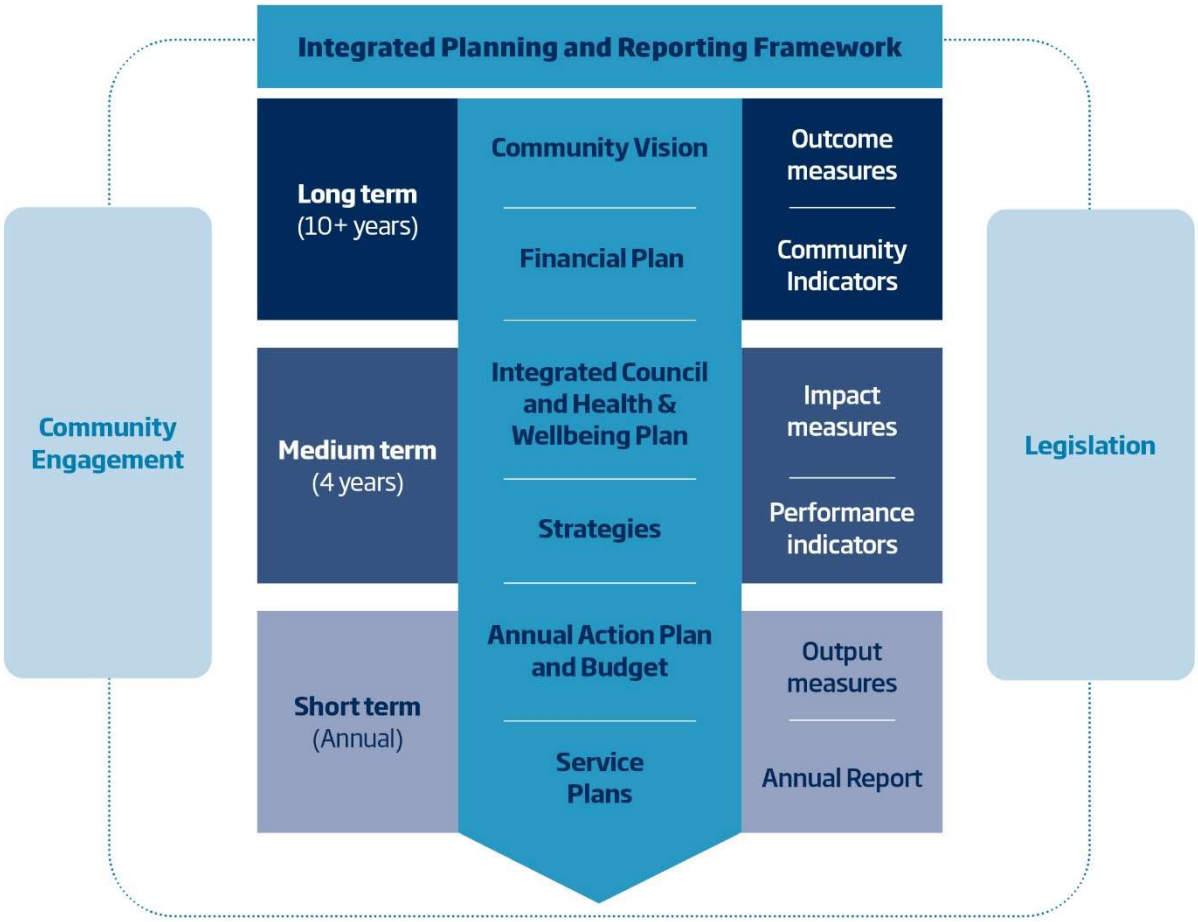


Integrated planning and reporting

The *Local Government Act 2020* requires councils to use an integrated approach to strategic planning and reporting. This approach brings together Council's key strategic documents, including:

- Community Vision 2050
- We Are Brimbank Council Plan 2025–2029
- Financial Plan 2025-2035
- Asset Plan 2025-2035
- Revenue and Rating Plan 2025-2029
- Annual Action Plan and Budget 2025/2026
- Annual Report 2025–2026
- Workforce Plan 2025-2029
- Organisational Strategy 2026-2030
- other Council strategies and plans - see page 130

Council uses an integrated approach to planning, monitoring and performance reporting, as shown in the diagram below:

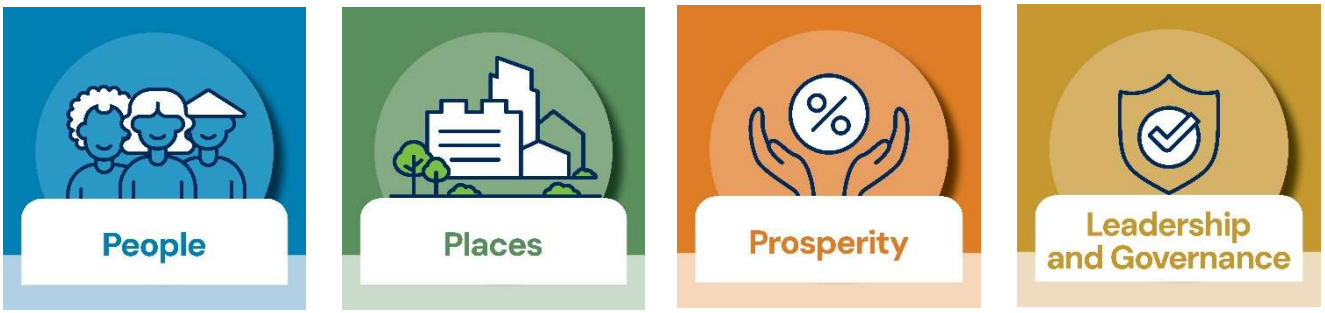


‘We are Brimbank’

The Council Plan, *We Are Brimbank Council Plan 2025–2029*, is a roadmap for achieving the community’s vision for Brimbank and improving health and wellbeing. It brings together the Community Vision 2050, Council Plan 2025–2029 and the Municipal Public Health and Wellbeing Plan.

Key pillars and strategic priorities

The *We Are Brimbank Council Plan 2025–2029* is built around 4 key pillars, shaped by the priorities and needs of the community and aligned with the Community Vision. The pillars guide the actions Council will take each year.



Brimbank health and wellbeing priorities

All councils are required to develop a Municipal Public Health and Wellbeing Plan every 4 years. Council has integrated their Municipal Public Health and Wellbeing Plan into the *We Are Brimbank Council Plan 2025–2029* to support a coordinated approach to planning and delivering initiatives to support the health and wellbeing of the community.

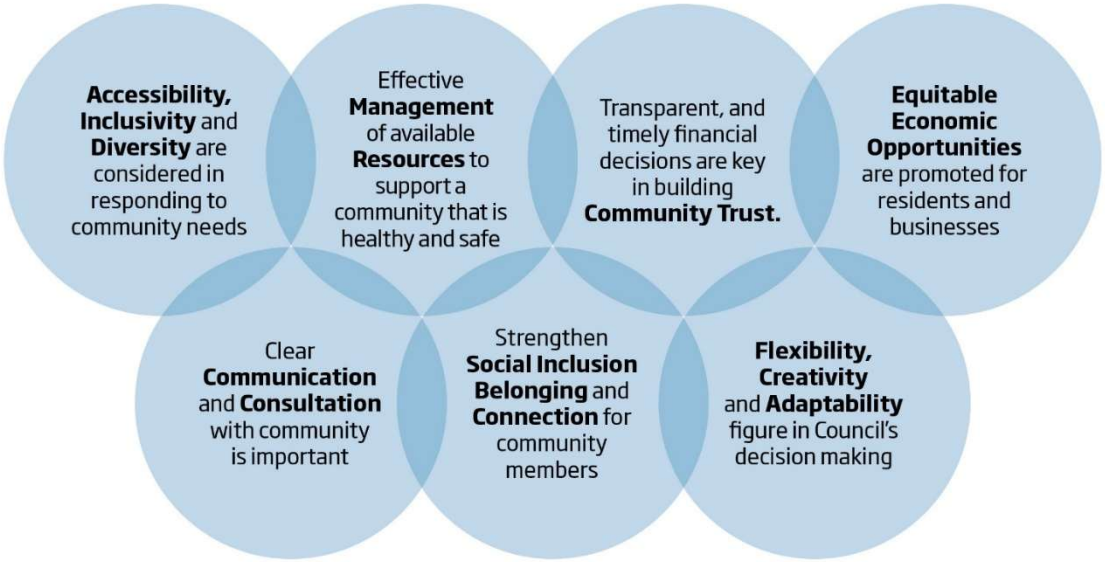
Council’s health and wellbeing priorities focus on improving outcomes through prevention and by addressing the social determinants of health. The 6 priorities are:

1. Mental wellbeing
2. Food security and healthy eating
3. Gender equality and prevention of gender-based violence
4. Social and economic inclusion
5. Active and healthy living
6. The health impacts of climate change

The priorities were identified using local health data, the *Health and Wellbeing Profile 2025*, alignment with Victorian health priorities, legislative requirements and community engagement.

Brimbank Community Principles

Members of the Brimbank Community Voice (BCV) panel took part in a deliberative engagement process in 2024–25 that helped develop the *We Are Brimbank Council Plan 2025–2029* and produced 7 Community Panel Principles to guide Council decision-making.



Council hosted a BCV panel workshop in March 2026 to review the Community Principles and assess how well they were reflected in the first-year actions of the *We Are Brimbank Council Plan 2025–2029*, set out in the *Annual Action Plan and Budget 2025/2026*.

The panel's feedback showed strong alignment between the first-year actions and the Community Principles and included the following highlights:

What's working well		Key improvement opportunities	
Strong focus on social connection and healthy lifestyles	Continued support for local business and economic development	Improved access to opportunities	More inclusive participation
Well-maintained roads, footpaths and public spaces	Good foundations in community engagement and advocacy	Stronger local economic pathways	Better communication about what Council is delivering

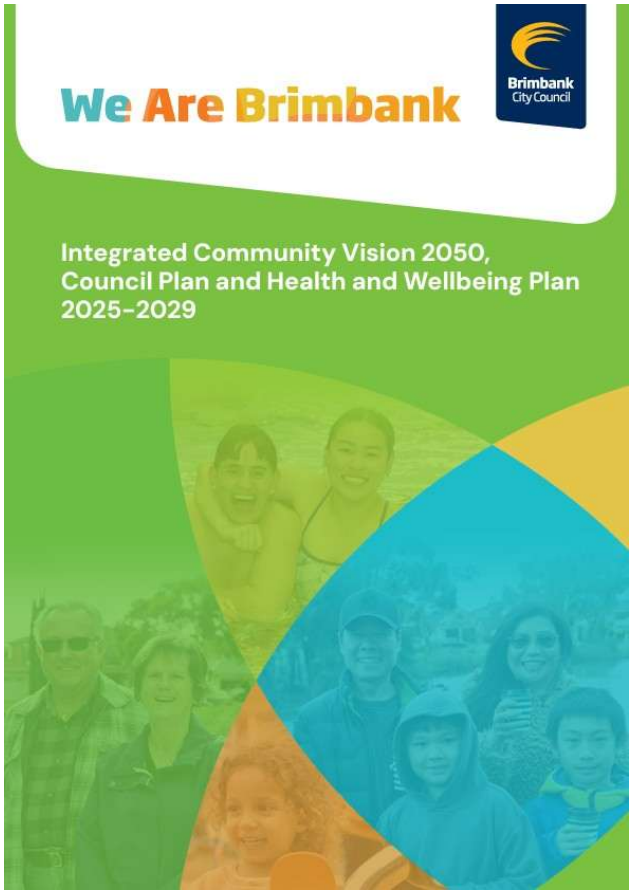
The panel identified opportunities to improve communication, access and economic participation. These will be considered when developing the *Annual Action Plan and Budget 2026/2027*.

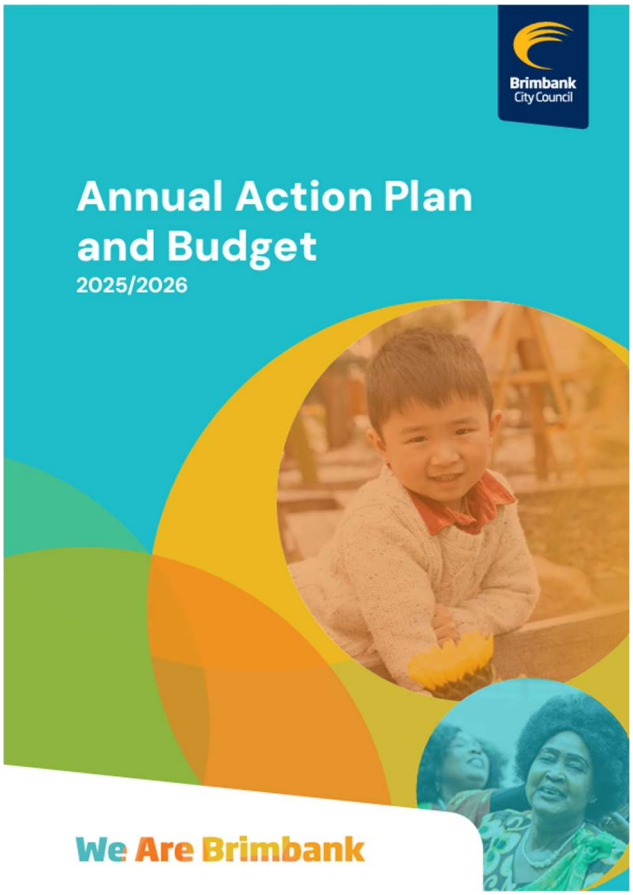
Our performance

Council's performance in 2025–26 is reported against each of the 4 key pillars in the *We Are Brimbank Council Plan 2025–2029.* These results show how Council is progressing towards the Council Plan, Health and Wellbeing Plan and the Council Vision 2050.

Over the next 4 sections, performance has been measured as follows:

- results achieved in relation to the strategic priorities in the *We Are Brimbank Council Plan 2025–2029*
- progress on the major initiatives identified in the *Annual Action Plan and Budget 2025/2026*
- information about the services Council funded in the *Annual Action Plan and Budget 2025/2026* and the people and groups who use these services
- results and commentary for the Local Government Performance Reporting Framework (LGPRF) prescribed service performance indicators





Key pillar: People

*The **People** pillar reflects the diverse needs of all residents and enhances social connection and inclusion, wellbeing, supporting marginalised groups, mental health, healthy lifestyles across the life stages, gender equality, cultural cohesion and mobilising community champions.*

Community feedback highlights access to health services, youth programs and mental health support as key priorities, alongside the importance of cultural events, public art and inclusive recreational opportunities.



People: Strategic indicators

The following statement shows results achieved in relation to the strategic indicators in the *We Are Brimbank Council Plan 2025–2029*.

Strategic priority	Indicators	Result	Commentary
Social connection and mental wellbeing – Everyone belongs and feels safe, supported and valued in a connected community that fosters positive mental wellbeing through inclusive services, strong social networks and accessible support	Percentage of adults who reported experiencing loneliness (Australian Bureau of Statistics [ABS] data)	30.3%	Just under a third of Brimbank residents reported experiencing loneliness according to the 2023 Victorian Population Health Survey, which provides data at the local government level every 3 years. This result is higher than corresponding levels for the Western Region (25.3%) and statewide (23.7%).
	Participation in Council-led programs and services supporting people to improve mental wellbeing and access services (*Annual Action Plan and Budget 2025/2026*)	87,500	Council-managed Neighbourhood Houses recorded approximately 87,500 attendances and visits during 2025-26. This includes repeat participation in scheduled programs and broader facility visitation.
	Participation in Council-led social connection initiatives (*Annual Action Plan and Budget 2025/2026*)	32,514/291,937	There were a total of 32,514 programs and events run Council, that were participated in or attended by 291,937 people. These included festivals and events, Library and Neighbourhood House programs.
	Community feedback highlights access to health services, youth programs and mental health support as key priorities, alongside the importance of cultural events, public art and inclusive recreational, literacy and lifelong opportunities	76-87	Community feedback via the 2026 Community Satisfaction Survey (CSS) shows services for people with disability and unpaid carers, family and children services, youth services, support for seniors, local library services, aquatic and leisure centres, sports and recreation facilities, community centres and Neighbourhood Houses and community and cultural activities scored between 76 and 87 in satisfaction, all in the 'very good' to 'excellent' ranges.
Healthy and active lifestyles – Community is empowered to lead healthy, active lives where environments, programs and partnerships promote physical activity, healthy choices and lifelong wellbeing	Satisfaction with Council's performance in providing important infrastructure that meets the needs of the whole community (Community Satisfaction Survey [CSS])	72	The 2026 CSS result of 72 out of 100, while 1 point lower than the 2025 result of 73, has remained consistent in the 'good' and 'very good' ranges over the last few years.
	Community satisfaction with Council's performance in providing recreation facilities [CSS]	80	The 2026 CSS result of 80 out of 100 remains consistent with 2025, up from 79 in 2024, and sits in the 'excellent' range.
	Opportunities for the community to be physically active in formal and informal sport and recreation (*Annual Action Plan and Budget 2025/2026*)	2,554,048	Council has 4 major sports and recreation facilities: Brimbank Aquatic and Wellness Centre, Sunshine Leisure Centre, Keilor Basketball and Netball Stadium and the Keilor Public Golf Course and Driving Range. In 2025–26 there were 2,554,048 visits across Council facilities including participation in formal programs such as swim school and informal use of Council gyms and pools.

Strategic priority	Indicators	Result	Commentary
	Participation in connection and wellbeing programs in neighbourhood houses and community gardens (*Annual Action Plan and Budget 2025/2026*)	87,500	Council-managed Neighbourhood Houses recorded approximately 87,500 attendances and visits during 2025-26. This includes repeat participation in scheduled programs and broader facility visitation.
	Maintain a contemporary Municipal Emergency Management Plan with input from emergency services and community	20 Mar 2024	The *Municipal Emergency Management Plan 2023–2026* was approved at the Municipal Emergency Management Planning Committee meeting on 20 March 2024.
Gender equity and preventing gender-based violence – Fairness, inclusivity and gender equity are embedded in all we do, and every person is safe, respected and free from violence and discrimination	Number of family violence consults and family violence prevention education sessions delivered (*Annual Action Plan and Budget 2025/2026*)	18	There were 18 family violence prevention education sessions held in 2025–26. Sessions were provided for playgroups, new parent groups, Maternal and Child Health staff and families.
	Participation rates in targeted neighbourhood house programs (*Annual Action Plan and Budget 2025/2026*)	87,500	Council-managed Neighbourhood Houses recorded approximately 87,500 attendances and visits during 2025-26. This includes repeat participation in scheduled programs and broader facility visitation.
Creativity, cultural cohesion, inclusion and pride – Cultural cohesion, inclusion and community pride are stronger through supporting creative expression, celebrating diversity, grant programs and ensuring all Brimbank community members feel valued, heard and connected	Community satisfaction with Council's performance in the delivery of community and cultural activities [CSS]	76	The 2026 CSS result of 76 out of 100 remains consistent with the 2025 result and sits in the 'very good' range.
	Cultural awareness capability building for community leaders and local organisations (*Annual Action Plan and Budget 2025/2026*)	7/410	There were 7 cultural awareness activities for community leaders and local organisations held in 2025–26. This included 4 Brimbank Service Provider Network meetings with approximately 200 services providers attending. These meetings provide an opportunity for Brimbank service providers to connect and identify opportunities for collaboration and partnerships. There were also 2 Cultures of Brimbank activities held focussing on people from Burma and South Sudan with 150 service partners and community members attending from diverse communities. These activities are designed to celebrate and deepen Council's understanding of the diverse community groups that call Brimbank home. Council also facilitated a tour of welcoming facilities and spaces for 60 community members from new and emerging communities.
	Reconciliation Action Plan (RAP) Impact Survey (other Council data)	-	The Reconciliation Action Plan Impact Survey was planned for August 2026, with the results to be reported in the 2026–27 Annual Report.
	Recognition activities and events held annually (*Annual Action Plan and Budget 2025/2026*)	29	Council delivered Aboriginal and Torres Strait Islander arts, culture and recognition activities by supporting National Reconciliation Week, NAIDOC Week and National Sorry Day including the 2025 NAIDOC flag raising at Sunvale Park, the launch of the restored Five Elements public artwork, the first ever public National Sorry Day commemoration event, First Nations exhibitions and ongoing arts, neighbourhood house and library programs that increased community access to cultural learning and celebration.

People: Major initiatives

The following statement shows Council's progress on the major initiatives identified in the *Annual Action Plan and Budget 2025/2026*.

Objectives	2025–26 action
	Completed / In progress / No longer viable
Social connection and mental wellbeing	Establish the Social Inclusion Action Group Program Create a welcoming environment where people can connect and find help to improve their mental health and wellbeing through our library services Foster social connection initiatives for seniors and carers Enhance mental wellbeing support for young people and their families
Healthy and active lifestyles	Build connection, wellbeing, and health for people of all ages and backgrounds through activities developed with and for community at our neighbourhood houses and community gardens Commence construction of the Dempster Park Children's and Community Centre Create opportunities for community to be physically active in formal and informal sport and recreation Enhance partnerships to improve reach to non-traditional users and priority community in leisure facilities
Gender equity and preventing gender-based violence	Deliver family violence prevention education sessions through early childhood programs Collaborate with partners on initiatives that support International Women's Day, Pride Month, IDAHOBIT Day and the 16 Days of Activism Against Gender-based Violence Work to strengthen staff safety and create a safer and more respectful environment for all

Objectives	2025–26 action
	Completed / In progress / No longer viable
Creativity, cultural cohesion, inclusion and pride	Foster opportunities for creativity through artistic and cultural activities, studios, performances, grants and other initiatives Enhance community inclusion and cultural engagement through: - the 'Living in Your Neighbourhood' Program - strengthening the Brimbank and Maribyrnong Interfaith Network - supporting cultural celebrations. Improve inclusion and wellbeing by working with the Brimbank Disability Network Group to identify and promote inclusive school holiday programs for children with disability and carers Deliver the Community Grants Program Promote cultural awareness and competency training for community leaders and local organisations to support local reconciliation with Aboriginal and Torres Strait Islander communities Deliver the actions from Brimbank's *Innovate Reconciliation Action Plan 2024-2026* Celebrate and recognise community contributions

People: Services

The following statement provides information about the services Council funded in the *Annual Action Plan and Budget 2025/2026* and the people and groups who use these services.

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Early Years Services supports families in their early childhood journey to access early years programs through service delivery, sector coordination and community partnerships. T**he servic**e provides a range of community-based early education and support programs for children aged 0 to school age and their primary carers	412,456	442,942	30,486
Maternal and Child Health offers consultations, flexible services, group sessions and support for families with significant risk factors affecting children's wellbeing	3,557,595	4,334,413	776,818
Youth Services enhance the wellbeing of young people by providing a range of services that support positive participation in the community. The s**ervice** also advocates, in partnership with young people, to ensure that their ideas and voices are heard around areas of need and concern	1,207,796	1,252,881	45,085
Ageing, Inclusion and Carers creates opportunities for greater participation, engagement and awareness for people with a disability, unpaid carers and older residents through community capacity building, strategic partnerships, advocacy, sector stewardship, community transport and coordinated program delivery	2,513,103	2,585,695	72,592
Arts and Culture, operating as Creative Brimbank, aims to build a vibrant and connected community by providing creative opportunities, supporting artists' development and managing various creative spaces	2,703,365	2,481,725	(221,640)
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	(2,142,870)	225,865	(2,368,735)
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	530,414	613,049	82,635
Leisure and Community Facilities planning includes managing hall bookings and supporting community groups, while the strategic unit develops policies for community infrastructure	829,163	906,505	77,342

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Keilor Basketball/Netball Stadium offers a range of recreational and competitive sporting options that allow all members of the Brimbank community to participate in physical activity and a safe place for social interaction	(72,535)	(85,218)	(12,683)
Keilor Golf Course includes an 18-hole golf course, a 20-bay driving range, a pro shop, club and cart hire, and a kiosk. Golf course management, operations, pro shop, driving range, bookings, coaching and programs will be managed by Leisure and Community Facilities while the maintenance of the course is managed by Council's Parks Team	(301,394)	(6,856)	294,538
Connected Communities and First Nations Unit focuses on equity, social justice and human rights outcomes for Aboriginal and Torres Strait Islander people and Culturally and Linguistically Diverse (CALD) communities. They work to build community capacity, increase participation, drive reconciliation, deliver community grants and provide leadership and governance training programs in Brimbank	1,692,619	1,525,674	(166,945)
Strengthening Communities works through a human rights lens. The Strengthening Communities Unit work to influence, engage, inform and create inclusion and access opportunities across key life stages, situations and abilities. The unit can effectively plan and coordinate evidence-based programs and services through strong partnerships and collaborations	937,424	1,161,374	223,950
Social Policy and Research provides the information that Council needs to make strategic decisions and undertake interventions that will achieve social and health equity for our community	1,229,551	1,111,085	(118,466)
Building Compliance provides administration and enforcement of key parts of the ***Building Act 1993*** and ***Building Regulations 2018*** within its municipal district and externally, when appointed commercially for ratepayers and customers	1,130,147	1,173,938	43,791
Environmental Health implements legislated immunisations and food safety programs through education, advice, service provision and enforcement to maintain a safe and high public health standard across Brimbank	435,827	643,895	208,068

People: Service performance indicators

The following is the statement of results and commentary for the Local Government Performance Reporting Framework (LGPRF) prescribed service performance indicators.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Cost of indoor aquatic facilities	($0.62)	($0.99)	($1.71)	**($1.08)**	The positive financial performance of the Brimbank Aquatic and Wellness Centre (BAWC) is the primary factor influencing the continued 'negative' cost of aquatic facilities. While Sunshine Leisure Centre remains in heavy deficit, this is offset by the BAWC swim school numbers and the solid retention of members. We are anticipating a greater spend in maintenance in the next couple of years as BAWC pushes beyond 4 years in age and the numerous items needing attention from an asset retention and management perspective.
Utilisation of aquatic facilities	7.60	9.73	9.92	**9.99**	Brimbank City Council finished the financial year at 9.99 visits per resident which was an improvement on the 2024–25 result. This was due to the retention of high gym and aquatic member numbers as well as growth of the learn to swim program. This number was achieved despite the Sunshine Leisure Centre's outdoor pool being closed for 5 months while maintenance was carried out.
Health inspections of aquatic facilities	2	1	1	**1**	Previously each facility had 2 inspections per financial year. This has now reduced to 1 inspection and 2 sampling rounds per financial year. Brimbank Aquatic and Wellness Centre was inspected in November, with seasonal mop ups in December. Sunshine Leisure Centre was inspected in July and November, with seasonal mop ups in December. Brimbank City Council continues to conduct inspections of aquatic facilities during peak and off-peak periods. The Leisure Team also gets biomedical tests on both facilities in addition to health inspections.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Time taken to action food complaints	1.17	1.5	1.24	**1.36**	This result is reported from 1 January 2025 to 31 December 2025 as food safety reporting is conducted by calendar year, rather than financial year. Brimbank City 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 slightly higher than the 2025 result.
Food safety assessments	101.92%	100.00%	100.00%	**100.00%**	The Food Safety service ensures that assessments have been conducted on all premises that are required to have one. The current 5-year exemption, which applied since 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 either been assessed or inspected to ensure compliance with the *Food Act 1994*.
Cost of food safety service	$340.9	$400.16	$433.81	**$466.52**	Brimbank City Council prioritises food safety and the health of the Brimbank community. The cost of the food safety service demonstrated an efficient service.
Food safety samples	New	100.00	103.32%	**100.00%**	This result is reported from 1 January 2025 to 31 December 2025 as the sampling requirements are gazetted for the calendar year rather than the financial year. The 2025 result is accepted by Council and all samples required in the gazette were obtained.
Critical and major non-compliance outcome notifications	95.97%	100%	100%	**100.00%**	Brimbank City Council continues to give precedence to the delivery of an effective and efficient risk-based food safety service. In 2025, all premises with major or critical non-compliance notifications were routinely followed up.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Library membership	New	34.80%	32.91%	**36.21%**	The membership rate of 36.21% 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.
Loans per head of population	New	7.38	7.33	**8.02**	A strong increase in borrowing by the community this year is reflective of a continued strong alignment of the collection with community needs and interests and outperforms the industry trend of declining loans. The result of 8.02 reflects continuous improvement in resource management, purchasing and maintenance practices.
Library visits per head of population	New	4.16	4.16	**4.36**	The improved result of 4.36 library visits per capita indicates that Brimbank libraries have a high and growing level of community engagement and utilisation across all facilities. The expansion of opening hours and program offerings at Keilor Library are also key factors in the growth of this metric.
Cost of library service per population	$40.65	$42.66	$43.74	**$48.72**	Brimbank City Council continues to deliver cost-efficient library services that foster social connection and community wellbeing. Rising security costs associated with anti-social behaviour contributed to unexpected increases in the cost base, contributing to an increase on the 2024–25 result. Libraries support the community by providing a wide range of resources including learning materials, leisure resources, a Language Other Than English (LOTE) collection and literacy development programs, English proficiency support, job seeking resources and other assistance.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Participation in first Maternal and Child Health (MCH) home visit	98.84%	96.07%	92.56%	**90.67%**	Brimbank City Council experienced Maternal and Child Health workforce challenges over 2025–2026. To ensure families with the greatest need continued to receive timely support, Council prioritised delivery of Key Age and Stage (KAS) appointments for infants up to 12 months of age and those with identified developmental concerns, supporting consistent participation rates at the 4-weeks KAS visit.
Infant enrolments in the MCH service	99.33%	100.81%	101.29%	**101.48%**	Infant enrolments in the Maternal and Child Health service have consistently exceeded 100%, demonstrating a high level of engagement with the service. The >100% result has been driven by infant transfers from other LGAs.
Cost of the MCH service	$77.14	$94.17	$85.69	**$85.20**	Brimbank City Council maintained a consistent cost of delivering Maternal and Child Health services in 2025–26. This reflects Council's continued focus on efficient and sustainable service delivery. The result should be considered in the context of ongoing workforce challenges, including vacancies arising from extended parental leave and other staff leave events, where recruitment challenges impacted Council's ability to maintain planned workforce capacity.
Participation in the MCH service	66.41%	67.45%	64.41%	**64.96%**	Brimbank City Council remains committed to delivering high-quality Maternal and Child Health services despite workforce challenges, including a number of extended parental leave and other staff leave events which affected service capacity and impacted participation outcomes.
Participation in the MCH service by Aboriginal children	77.54%	75.94%	96.59%	**91.58%**	Brimbank City Council prioritises high-quality Maternal and Child Health services to Brimbank's Aboriginal and Torres Strait Islander community. While the result is slightly lower than in 2024–2025, it remains consistently high and reflects the continued implementation of targeted outreach initiatives, including the dedicated First Nations Families Portfolio, proactive engagement and follow-up, and strong partnerships with Aboriginal organisations and health services to support culturally safe service delivery.

Key pillar: Places

As Brimbank grows and evolves, our community wants services and infrastructure to keep pace with change, while ensuring we take action on the climate emergency to achieve a sustainable and well-connected future.

*The '**Places**' pillar will work to protect natural environments and heritage and maintain clean, accessible and well-designed public spaces. Roads, footpaths and transport networks will support easy movement for all, while parks, trees and green spaces will enhance neighbourhoods and promote environmental sustainability and healthy living.*



Places: Strategic indicators

The following statement shows results achieved in relation to the strategic indicators in the *We Are Brimbank Council Plan 2025–2029*.

Strategic priority	Indicators	Result	Commentary
Roads, footpaths and 'getting around' Brimbank – Safety and accessibility of the transport network are strengthened by prioritising renewal, road and footpath upgrades, embedding inclusive design standards and enhancing lighting, shade, seating and wayfinding	Community satisfaction with Council's performance in maintenance and repairs of sealed local roads [CSS]	74	The 2026 CSS result of 74 out of 100 has was 2 points higher than the 2025 result of 72. This result is consistent with those of Metro and Western Melbourne results, which were also 74, according to the 2026 Governing Melbourne research by Metropolis Research Pty Ltd.
	Sealed local roads maintained to condition standards (Local Government Performance Reporting Framework [LGPRF])	94.43%	The proportion of sealed local roads maintained to the required condition standard has remained consistent over recent years. Brimbank City Council continues to prioritise the maintenance and rehabilitation of the local road network to ensure it meets the required service and condition standards.
	Delivery of cycling and pedestrian infrastructure projects (*Annual Action Plan and Budget 2025/2026*)	12.3km	Council completed over 12 km of cycling and pedestrian infrastructure projects including new, improved and safer connections and crossings in addition to $3.2 million of significant footpath renewal.
Public Spaces, Neighbourhoods and Amenity – Attractive, well-maintained and welcoming public spaces and amenities that cultivate neighbourhood identity, encourage local participation and build a sense of pride and belonging	Community satisfaction with Council's performance in providing recreational facilities [CSS]	80	The 2026 CSS result of 80 out of 100 was consistent with the 2025 result, up from 79 in 2024, and remained in the 'excellent' range.
	Satisfaction with Council's performance in providing important infrastructure that meets the needs of the whole community [CSS]	72	The 2026 CSS result of 72 out of 100 was 1 point lower than the 2025 result of 73 but remained consistent in the 'good' and 'very good' ranges seen over the past few years.
	Community satisfaction with Council's performance in the maintenance and cleaning of public areas [CSS]	75	The 2026 CSS result of 75 out of 100 was one point higher than the 74 recorded in 2024 and 2025 and remained in the 'very good' range.
	Number of dumped rubbish service requests (*Annual Action Plan and Budget 2025/2026*)	12,919	Over 2025-26 there were 12,919 dumped rubbish service requests. This included notifications of dead animals, old mattresses, general rubbish and dumped syringes.
	Number and type of community engagement and education activities (*Annual Action Plan and Budget 2025/2026*)	57	There were 57 conservation and sustainability events held, with 7,236 participants. These events support the community to be more sustainable through education programs such as My Smart Garden and Gardens for Wildlife, conservation volunteering opportunities, school programs and reusable goods drop off days.

Strategic priority	Indicators	Result	Commentary
	Number of illegal dumping infringements issued (*Annual Action Plan and Budget 2025/2026*)	313	A total of 313 litter infringements were issued for offences such as the unlawful deposit of litter, deposit of dangerous litter and the deposit of waste by both corporations and ordinary people.
	Number of joint actions with partners to promote safety and connect people to supports (*Annual Action Plan and Budget 2025/2026*)	10	A combined 10 meetings of the Safety and Wellbeing Partnership and Hotspots Working Group were held in 2025–26. Coordination of local community safety responses involving Council, Victoria Police, local services and State Government departments are conducted through these 2 groups, enabling services to work together and contribute towards shared community safety goals.
Climate emergency, conservation and environmental sustainability – Environmental stewardship is strengthened through climate action, sustainability, protection of natural assets and biodiversity, expanded green spaces that support healthy, climate-resilient lifestyles and community empowerment to act on climate change	Number of trees planted (*Annual Action Plan and Budget 2025/2026*)	3,866	In 2025–26 3,866 advanced trees were planted across the municipality out of a target of 4,000. Trees were planted in parks and reserves, as street tree infill, at the request of residents and as part of road rehab programs. Across the 4 years from 2025–29, Council has achieved 52% of its target of 16,000 advanced trees.
	Community satisfaction with Council's performance in meeting environmental responsibilities [CSS]	74	The 2026 CSS result of 74 out of 100 remains consistent with 2025 and is 1 point higher than the 2024 result of 73.
	Community satisfaction with Council's performance in delivering climate action leadership/initiatives [CSS]	72	The 2026 CSS result of 72 out of 100 has remained consistent over the last 3 financial years.
	Council greenhouse gas reduction rate (*Annual Action Plan and budget 2025/2026*)	2,198.4 t CO2-e	As a result of Council's successful Greenhouse Gas Reduction Program which included installing solar panels, completing insulation works and adding EV chargers, there was a reduction in the amount of greenhouse gases emitted in 2025–26 compared to the 5,528 t CO2-e in 2024–25.
	Kerbside collection waste diverted from landfill [LGPRF]	39.92%	The waste diversion rate increased slightly from last year's result. There was an increase in organic material due to changes in climatic conditions and an increase in green waste of 1,485 tonnes on the previous year. The recycling and garbage tonnages remained at similar levels to those of 2024–25.

Places: Major initiatives

The following statement shows Council's progress on the major initiatives identified in the *Annual Action Plan and Budget 2025/2026*.

Objectives	2025–26 action
	Completed | In progress | No longer viable
Roads, footpaths and 'getting around Brimbank'	Deliver safe, accessible and well-maintained roads and footpaths, including: - $77,000 for pedestrian missing links program - $3.2m for footpath repairs throughout Brimbank - $100,000 to replace and repair existing shared paths - Lighting upgrades for shared user paths on Wright St, Sunshine and $100,000 for lighting upgrades on Shared Path from Hampshire Rd to Derrimut Trail - $1.78m for the Foundry Road Shared User Path Implement traffic calming projects including: - Sydney Street, Albion - Parmelia Dr and Chichester Dr, Taylors Lake - Anderson Street/William Street, St Albans - Fitzgerald Road, Sunshine West Progress strategic work to improve access and connectivity and guide Council's transport priorities, investment, and advocacy

Objectives	2025–26 action
	Completed · In progress · No longer viable
Public spaces, neighbourhoods and amenity	Complete local park upgrade works to improve accessibility safety and amenities. Parks include: - Overton Lea Reserve, Sydenham - Stockton Run Reserve, Cairnlea - Hammerwood Avenue Reserve, Derrimut - Arthur Street Reserve, St Albans Deliver open space and recreation investments. Key projects include: - $1.15m Cliff Harvey redevelopment (to be delivered in 2026-2027) - $772,000 Sydenham Basin Reserve Dog Off-leash Area - The Neighbourhood Park Program, which allocates over $1m for the design and upgrade of 8 parks in 2025–26 - $321,000 HV McKay Memorial Gardens Artwork Complete design for Glengala Village streetscape upgrade Research, form and implement opportunities for creative expression in public spaces, including exhibitions, projections, murals, sculptures, and places for people to gather and perform Deliver JR Parsons Reserve sporting upgrades Undertake a feasibility study for a Splash Park at Brimbank Aquatic and Wellness Centre (BAWC) Maintain attractive and vibrant activity centres through delivery of activation and business development initiatives, including the Sunshine and St Albans Place Management Programs Continue to evaluate the health, wellbeing and amenity impacts from major infrastructure development, like Melbourne Airport's Third Runway, to inform appropriate mitigation measures Develop and deliver a response plan to address illegally dumped rubbish Establish a Rapid Response Park Amenity Team

	Work with partners through the Brimbank Hotspots Working Group to identify actions to address recurring antisocial behaviour Partner with local organisations, including Victoria Police, to uphold a human rights-informed approach to community safety and homelessness by connecting people with social, housing and alcohol and other drugs (AOD) support services, while ensuring public spaces remain safe and welcoming for all Promote road safety around schools through media campaigns and school crossing supervisors in school zones Consider relocating Brimbank's animal holding facility and review the service
Greening, conservation and environmental sustainability	Protect and expand tree canopy and vegetation to improve biodiversity, enhance liveability and respond to climate change impacts, such as excessive heat Deliver approximately 4,500 new trees in streets Improve the condition of Council's large-scale water assets (such as stormwater harvesting systems and sediment basins) Implement Green Links Conservation projects at yaluk baring park and Kororoit Creek Implement at Climate Emergency Strategy to guide Council action over the next 10 years Deliver Council's Greenhouse Gas Reduction Program Deliver capability building initiatives to help the community become more sustainable Deliver the Brimbank Environmental Leadership Program for residents to lead sustainability projects through workshops, mentoring and collaboration Enhance waste management, including reuse and recycling through the implementation of key actions from the Brimbank Waste, Recycling and Litter Strategy

Places: Services

The following statement provides information about the services Council funded in the *Annual Action Plan and Budget 2025/2026* and the people and groups who use these services.

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Sustainability 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	1,792,352	2,418,111	625,759
Conservation aims to protect and enhance biodiversity across the municipality, through managing conservation assets, providing advice and running community education programs	2,160,280	2,302,688	142,408
Western Alliance for Greenhouse Action (WAGA) collaborates with member councils to respond to climate change across the region and encourage their communities – residents and businesses – to 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	157,248	0	(157,248)
Contaminated Land coordinates consultants, contractors and resources to deliver works programs and projects to manage contaminated and potentially contaminated land (PCL) to meet Council's statutory responsibilities	615,020	735,000	119,980
Statutory Planning undertakes Council's statutory role of processing planning and subdivision applications under 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 licences, native vegetation removal, industrial and commercial land use and development, reduction of car parking requirements, signage, flood-prone land, contaminated land and subdivision	(2,343,633)	(3,528,771)	(1,185,138)
Planning Compliance enforces compliance with the Brimbank Planning Scheme and permits, both proactively and reactively. They issue planning infringement notices, provide advice on permit conditions and oversee the implementation of environmental plans for development sites	715,343	624,885	(90,458)
Animal Management provides education, enforcement and animal welfare services under state and local government legislation	1,645,087	1,461,808	(183,279)

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable)
			$000
Local Laws provides enforcement and compliance activities across Brimbank, under state and local government legislation in the areas of local laws	62,388	320,620	258,232
City Compliance undertakes the provision of local laws 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	(652,171)	(924,105)	(271,934)
School Crossing Services provide supervision during morning and afternoon school crossing times to ensure student and pedestrian safety and optimise traffic movement	1,244,965	1,442,032	197,067
Capital Works and Building Program is responsible for delivering Council's building facilities, including community and sporting facilities	612,492	591,114	(21,378)
Engineering and Infrastructure Services is responsible for planning, design, construction, maintenance and renewal and disposal of local roads, drainage systems and other vital infrastructure	3,008,821	2,962,665	(46,156)
Spatial Information Services (GIS) provides data, analytics and mapping services in the areas of social, economic, spatial, demographic, geographic and environment	553,795	328,360	(225,435)
Asset Management and Information Services provide enterprise asset management services as they relate to local government	919,709	872,164	(47,545)
Property Services provides enterprise support and management of property related matters including management of leases, licences, tenant partners/tenants, asset sales, property acquisitions, boundary disputes, illegal encroachments and public lighting	1,462,373	1,860,527	398,154
Urban Design delivers quality public realm outcomes within streets and activity centres that support community togetherness, active transport, greening and a resilient urban environment	601,325	2,978,686	2,377,361
Public Space delivers 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 the health and wellbeing of the community	534,025	661,527	127,502
Building Maintenance is responsible for the maintenance and essential service of Council-owned buildings, including public toilets, barbecues, security services, fire services and graffiti removal	11,876,884	10,352,853	(1,524,031)

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Road Maintenance is responsible for the maintenance of Council's road and drainage network and associated infrastructure in accordance with Council's Road Management Plan	5,218,783	5,193,235	(25,548)
Cleansing Services works to improve the amenity and liveability of Brimbank by maintaining the overall cleanliness of the municipality	6,010,511	5,851,695	(158,816)
Parks Services is responsible for maintaining the amenities and appearance of parks, open spaces, reserves, sporting fields, golf courses, streetscapes and roadside assets. This assists in creating an urban environment that supports the health and wellbeing of the community	18,646,174	16,245,412	(2,400,762)
Tree Services provides maintenance and ongoing care for Council's street tree and open space tree assets	2,824,367	2,482,241	(342,126)
Waste Services is responsible for developing effective waste and resource management strategies and waste disposal and recycling services across Brimbank	24,355,309	25,230,502	875,193
Pedestrian Services is responsible for the maintenance, upkeep and safety of the entire footpath network in Brimbank	1,660,744	1,770,609	109,865
Operations Group Management is responsible for the overall coordination, administration, planning and monitoring of all services within the Operations Department	852,717	834,577	(18,140)
Fleet Services undertakes purchasing and provides safe, reliable, economical and environmentally sound fleet and equipment	(1,290,268)	(2,442,161)	(1,151,893)
Fleet Maintenance is responsible for the maintenance and servicing of the entire Council fleet	3,195,169	3,057,594	(137,575)

Places: Service performance indicators

The following is the statement of results and commentary for the Local Government Performance Reporting Framework (LGPRF) prescribed service performance indicators.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Time taken to action animal management requests	2.11	1.28	1.26	**1.11**	Brimbank City Council places a strong emphasis on responsible pet ownership and community safety. This figure represents all requests requiring the attendance and action of one of Council's Animal Management Officers. Improvement has been gained over the previous reporting period as staff have progressed with training and familiarisation with Council procedures and processes. The result will be the target of ongoing improvement.
Animals reclaimed	28.00%	22.99%	28.77%	**20.88%**	Ongoing financial difficulties and pressures continue in the community with some people unable to pay the costs of longer-term animal care and animal collection which can result in an infringement for a breach of the *Domestic Animals Act 1994*, exposing the resident to fines. This figure has decreased as the pressures mentioned above continue for many in the community and due to their prolonged nature have in some cases worsened. Council and its partners are focused on the opportunity for animals that are not reclaimed to find new homes via adoption and rehoming pathways.
Animals rehomed	57.57%	94.67%	89.43%	**78.03%**	This result is a decrease on that of the previous year, with the drop due to ongoing financial pressures and constraints and the tightening of household budgets, limiting the possibilities of adoption/rehoming. Animals that remain in care are still available to be rehomed in the future and Council, in partnership with our stakeholders, remains committed to finding homes and rehoming opportunities for all animals where possible so that they have the best opportunity to find their 'furever' home.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Cost of animal management service per population	$9.86	$11.42	$12.56	**$12.48**	Brimbank City Council continues to prioritise the delivery of animal management services in a cost-efficient manner. This result is slightly higher than the same time last year although fewer animals were taken in during this reporting period. The result is expected to increase further by the end of the year due to increased costs and seasonal influences.
Animal management prosecutions	100.00%	100.00%	100.00%	**100.00%**	Brimbank City Council has a strong history of successfully prosecuting animal management cases. In 2025–26, 17 cases were successfully resolved, which was an increase of 3 from 2024–25, when we successfully resolved 14 cases. This result represents concluded prosecutions. Some other matters were withdrawn or adjourned to later in the year.
Sealed local road requests	96.69	80.24	69.78	**74.53**	Brimbank City Council responds to resident requests for sealed local roads within the approved requirements of the Road Management Plan. The variance in results from year to year is normal and not unexpected.
Sealed local roads maintained to condition standards	93.26%	92.43%	93.17%	**94.43%**	The proportion of sealed local roads maintained to the required condition standard has remained consistent over recent years. Brimbank City Council continues to prioritise the maintenance and rehabilitation of the local road network to ensure it meets the required service and condition standards.
Cost of sealed local road reconstruction	$105.01	$104.90	$139.52	**$153.75**	The increase in the reported pavement cost is attributable to the inclusion of a 12.5% project management fee. Notwithstanding this adjustment, cost efficiencies were able to be realised through innovative engineering approaches and value-based design solutions, ensuring project objectives and quality standards were maintained.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Cost of sealed local road resealing	$30.66	$33.30	$40.58	**$33.79**	Brimbank City Council continues to improve asset delivery by focusing on cost-effectiveness and constructability. The 2025–26 resurfacing program primarily included local residential roads requiring thinner asphalt overlays, resulting in a lower average cost per square metre than the previous year. In comparison, approximately 35% of the 2024–25 program comprised high-volume roads requiring thicker asphalt treatments.
Satisfaction with sealed local roads	60	72	72	**74**	The community satisfaction rating on Brimbank City Council's performance with sealed local roads is reported from the independent annual Community Satisfaction Survey for 2025–26. This result is an improvement on the 2024–25 result, indicating increased overall satisfaction with the condition of roads in the municipality for this year.
Time taken to decide planning applications	89	66	79	**55**	Brimbank City Council places a strong emphasis on working with applicants and objectors to achieve good outcomes in planning determinations and continues to balance time taken to negotiate land use and development issues with the need to ensure efficient processing of applications. In the 2025–26 reporting period there has been a decrease of 24 days in the median number of days taken to decide planning applications, down from 79 days in 2024–25 to 55 days. This may be attributed to changes introduced by the Victorian Government which have reduced public notification requirements and/or moved more application types into the VicSmart stream. This is the best result Council has achieved since LGPRF reporting commenced. The data for this measure was sourced from the Planning Permit Activity Reporting (PPARs) website on 20 July 2026.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Planning applications decided within required time frames	70.03%	84.32%	81.10%	**76.90%**	Brimbank City 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. While this result is slightly less than the result achieved last year, it is comparatively better than most other Councils. It is also noted that significant changes have been introduced for the way planning applications are assessed over the last 12 months which has resulted in changes in processes and retraining of Planners to accommodate these changes. The data for this measure was sourced from the Planning Permit Activity Reporting (PPARs) website on 20 July 2026.
Cost of statutory planning service	$2,927.80	$3,126.75	$3,558.09	**$3,403.21**	This result sees the average cost of assessing each planning application decrease by 4.35% when compared to the 2024–25 reporting period. While the overall costs increased by 8.6%, there was a 13.59% increase in the number of applications received during this period, meaning the overall cost is spread out over more applications. The data for this measure was sourced from the Planning Permit Activity Reporting (PPARs) website on 20 July 2026 and from Council's finance system.
Council planning decisions upheld at the Victorian Civil and Administrative Tribunal (VCAT)	85.71%	71.43%	100.00%	**66.67%**	Brimbank City Council places a strong emphasis on ensuring planning decisions are consistent with the Brimbank Planning Scheme and achieve positive outcomes for the community. Only 2 decisions on planning applications were set aside during the 2025–26 reporting period. In total there were only 6 appeals determined by VCAT during this time. This suggests that there is a strong alignment between the decisions being made and the expectations of the Brimbank Planning Scheme.
Kerbside collection bins missed	9.36	11.11	12.27	**12.65**	Brimbank City Council seeks to deliver an effective and efficient kerbside collection service for the community. This result is a slight increase on the 2024–25 result.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Cost of kerbside garbage bin collection service	$137.84	$180.36	$179.70	**$194.97**	Kerbside collection operating expenses have shown an increase over the last few years. A major reason for this is the Victorian Metropolitan Landfill Levy which has increased by over 31% since 2024–25. Other factors contributing to the 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, an opt-in food organics garden organics (FOGO) service and a weekly garbage collection service.
Cost of kerbside recyclables collection service	$39.84	$57.41	$42.85	**$54.52**	Brimbank City Council aims to deliver an effective and efficient kerbside recyclables collection service. Due to income from the Container Deposit Scheme (CDS) being specifically excluded in 2025–26, this result is higher than that of 2024–25 when this income was included.
Kerbside collection waste diverted from landfill	42.22%	40.66%	38.70%	**39.92%**	The waste diversion rate increased slightly from last year's result. There was an increase in organic material due to changes in climatic conditions and an increase of 1,485 tonnes of green waste compared with the previous year. The recycling and garbage tonnages remained at similar levels to those of 2024–25.
Expenses per head of municipal population	$1,182.54	$1,286.16	$1,316.47	**$1,464.28**	Brimbank City Council is committed to minimising expenditure where possible while ensuring the continued delivery of essential services. The increase in expenditure during 2025–26 was primarily attributable to higher employee costs, together with a modest increase in depreciation expense.
Infrastructure per head of municipal population	$10,188.95	$10,051.33	$11,391.65	**$11,611.25**	Brimbank City Council endeavours to maintain efficient and effective financial management. The increase in infrastructure asset values reflects the impact of asset revaluations and inflationary pressures. The result remains within the range anticipated by Council.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Population density per length of road	212.48	213.79	216.09	**216.12**	Brimbank City Council places a strong emphasis on maintaining a safe, reliable and effective road network that meets the needs of the community. The 2025–26 result is consistent with previous years and remains within the range expected by Council.
Own-source revenue per head of municipal population	$1,071.18	$1,139.15	$1,196.61	**$1,283.33**	Brimbank City Council is committed to effective and high-quality revenue management. The improved result in 2025–26 reflects increased revenue from statutory fees, user fees and charges, as well as higher interest income from investments. This result remains within the range anticipated by Council.
Recurrent grants per head of municipal population	$157.67	$63.13	$177.55	**$158.80**	The result reflects the higher level of Grants Commission funding received earlier than anticipated in the previous financial year.

Key pillar: Prosperity

Brimbank is an evolving hub for employment, innovation and investment, where everyone can learn, work and succeed.

*The '**Prosperity**' pillar will endeavour to create a strong local economy, promote access to education and training and inclusive employment pathways and work with partners to encourage the delivery of increased housing, including more opportunities for diverse, social and affordable housing. Supporting businesses and attracting investment will drive innovation and shared prosperity. At the same time, addressing challenges such as employment barriers will open up pathways for upskilling and increased workforce participation, ensuring economic opportunities for all.*



Prosperity: Strategic indicators

The following statement shows results achieved in relation to the strategic indicators in the *We Are Brimbank Council Plan 2025–2029*.

Strategic priority	Indicators	Result	Commentary
Economic development and business support – A strong, resilient and diverse local economy attracting investment, and fostering local business and employment opportunities, positioning Brimbank as a vibrant hub for innovation, commerce, industry and tourism	Community satisfaction with Council's performance in promoting local economic development and tourism [CSS]	76	Satisfaction with promoting local economic development and tourism stayed stable at 76 out of 100. This result was the same as the Metro Melbourne result and lower than the Western Melbourne result of 79 according to the 2026 Governing Melbourne research by Metropolis Research Pty Ltd.
	Number of Business Development programs and initiatives (*Annual Action Plan and Budget 2025/2026*)	15	The Economic Development Unit delivered approximately 15 different Business Development programs during 2025–26. The activities provided accessible and affordable mentoring, coworking, networking and information sharing to encourage skills development, business growth and industry development among local businesses and jobseekers. Activities were focused on assisting businesses in the start-up and growth phases. Programs for jobseekers focused on building skills and confidence and highlighting local employment and career options. Investment attraction and networking programs were provided in English, Vietnamese, Mandarin and Persian to allow more community members from culturally and linguistically diverse backgrounds to participate.
A future city (Transforming Brimbank) – Brimbank is a well-planned, sustainable, inclusive and connected city where social and economic opportunities are maximised and everyone has local access to the housing, goods and services, education, transport and the jobs they need	Community satisfaction with Council's performance in town planning policies [CSS]	75	Satisfaction with town planning policies decreased slightly from 76 to 75 out of 100. This result was the same as the Metro Melbourne result and lower than the Western Melbourne result of 77, as recorded in the 2026 Governing Melbourne research by Metropolis Research Pty Ltd.
	Planning applications decided within the relevant required timeframes [LGPRF]	76.90%	Brimbank City Council works with applicants and objectors to achieve good outcomes in planning determinations and has worked to improve processes to be as efficient as possible. While this result is slightly less than the 2024–25 result of 81.10%, it is comparatively better than most other councils. In the last 12 months significant changes to the way planning applications are assessed have been introduced. This has resulted in changes to existing process and the retraining of planners.
	Community Satisfaction with Council's performance in planning for population growth [CSS]	73	The 2026 CSS result of 73 out of 100 remained consistent with the 2025 result and increased from 72 in 2024. This result is higher than the Metro Melbourne result of 72, according to the 2026 Governing Melbourne research by Metropolis Research Pty Ltd.

Strategic priority	Indicators	Result	Commentary
	Level of external investment in Brimbank (*Annual Action Plan and Budget 2025/2026*)	$230m	Brimbank's major advocacy outcomes have raised over $230 million in external investment for projects such as the electrification of the Melton train line, initiatives to address illegal dumping and the revitalisation of Clarke Street in Sunshine, which forms part of Council's Transforming Brimbank program.
	Projects facilitated and/or influenced from with Transforming Brimbank (*Annual Action Plan and Budget 2025/2026*)	7	In 2025–26 the Transforming Brimbank Program facilitated and influenced significant city shaping projects in the Sunshine precinct: the Albion Quarter Structure Plan, the Sunshine Superhub, the Albion Station redevelopment, Sunshine Energy Park, Wominjeka Plaza and the Vietnamese Museum Australia. In April 2026 Council secured $7.5 million from the Victorian Government for urban renewal and precinct activation in Sunshine, including the revitalisation of Clarke Street.
Learning, Employment and Economic Inclusion – Economic participation, lifelong learning, digital inclusion and education pathways are strengthened through accessible services and partnerships and initiatives that help people reach their potential and thrive	Community satisfaction with Council's performance in promoting local economic development and tourism [CSS]	76	The 2026 CSS result of 76 out of 100 was consistent with the 2025 result, up from 73 in 2024 and remained within the 'very good' range.
	Community satisfaction with Council's performance in the delivery of community and cultural activities [CSS]	76	The 2026 CSS result of 76 out of 100 was consistent with the 2025 result and remained within the 'very good' range.
	Delivery of programs and infrastructure to support people in developing skills in creative industries (*Annual Action Plan and Budget 2025/2026*)	75	Council delivered more than 75 creative skills development workshops, training sessions and participatory activities across the year, alongside a range of longer-term mentoring and professional development opportunities. Programs included INfuse artist professional development, Creative Producer Lab, Festivals and Events training, Kids Art Labs, Yarn and Stitch, choir and music programs, youth arts and DJ development, theatre and technical skills workshops and First Nations creative career development. Activities supported children, young people, emerging artists, community creatives and volunteer event leaders to build practical, professional and industry skills, strengthen networks and gain experience in creative production, performance, arts administration and event delivery.

Prosperity: Major initiatives

The following statement shows Council's progress on the major initiatives identified in the *Annual Action Plan and Budget 2025/2026*.

Objectives	2025–26 action
	Completed / In progress / No longer viable
Economic development and business support	Encourage economic growth, innovation and investment in Brimbank by providing: - business development, networking and communication programs - investment attraction initiatives and development facilitation - programs that optimise and respond to the economic opportunities associated with Brimbank's cultural diversity. Complete Council's Visitor Economy Strategy to position Brimbank to attract greater visitation and tourism Support startups and encourage entrepreneurialism through the operation of iHarvest Sunshine and business development opportunities

Objectives	2025–26 action
	Completed / In progress / No longer valid
A future city (Transforming Brimbank)	Support the development of the Vietnamese Museum Australia (VMA) and develop the adjacent Welcome Plaza Partner with Victorian Government to: - Support delivery of the Albion Quarter Structure Plan to help attract development, investment and renewal to Sunshine CBD - Support the design and planning for Albion Station as the catalyst for future development of the Albion Quarter Support delivery of the design and plan for the Sunshine Super Hub in collaboration with State and Federal governments, and transport agencies Advocate for the entire implementation of the Sunshine Station Master Plan to deliver broad community benefits, including enhanced connectivity, improved accessibility, and local infrastructure uplifts Complete a delivery strategy and a business case for the first stage of Sunshine Energy Park Progress strategic work about Brimbank's housing needs, including how we encourage diverse and more affordable housing and response to State Government housing targets and the long-term implications for growth and development
Learning, employment and economic inclusion	Continue to deliver programs and initiatives that promote increased employment of local people by local businesses and encourage increased procurement of local businesses and services Promote access to employment and vocational training pathways for carers and people with disabilities by delivering targeted programs Work with young people and other identified cohorts on activities that develop their entrepreneurial and employment skills and networks through Council's Brimbank Learning Futures (BLF) service and partners Enable lifelong learning and skills development, including digital literacy for people of all ages and abilities through our library collections, programs, classes and celebrations Enable people to learn and share creative industry skills

Prosperity: Services

The following statement provides information about the services Council funded in the *Annual Action Plan and Budget 2025/2026* and the people and groups who use these services.

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Libraries provides collections, services and programs across 5 branches, as well as online library and a home library service for those unable to visit. They also manage the Discover Learning website, support local historical societies and offer extensive resources, facilities and programs to promote lifelong learning	7,814,959	7,431,248	(383,711)
Council's 6 **Neighbourhood Houses and Community Centres** provide community strengthening activities and programs that meets 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	1,626,066	1,788,164	162,098
Learning and Employment Pathways as well as Libraries and Neighbourhood Houses work with individuals and groups in the community to codesign initiatives that contribute towards better education, employment and social outcomes while encouraging lifelong learning	391,114	314,510	(76,604)
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	1,220,343	1,338,608	118,265
Place Management delivers a program to coordinate the revitalisation and place management of the St Albans and Sunshine Town Centres	508,660	480,986	(27,674)
Strategic and Transport Planning undertakes planning and prepares strategies to guide and integrate sustainable land use, development and transport that accommodates current and future community needs, while appropriate protecting the environment, heritage and a range of other assets and promotes modal shift to sustainable and active transport	1,844,326	1,951,084	106,758
Rail Projects coordinates between Council and State Government departments and agencies to ensure that major transport projects being delivered in Brimbank leave a lasting legacy for our community	640,724	618,833	(515,507)
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	1,187,340	671,833	(515,507)

Prosperity: Service performance indicators

The following is the statement of results and commentary for the Local Government Performance Reporting Framework (LGPRF) prescribed service performance indicators.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Recently purchased library collection	82.63%	73.91%	80.33%	**78.51%**	Brimbank City Council ensures that its library collection meets the evolving needs and preferences of the community while continuously improving resource management, purchasing and maintenance practices. This result is a slight drop from2024–25 as the Collections Team manage the increasing costs associated with the supply of items against a constrained budget.
Cost of library service per population	$40.65	$42.66	$43.74	**$48.72**	Brimbank City Council continues to deliver cost-efficient library services that foster social connection and community wellbeing. Rising security costs associated with anti-social behaviour contributed to unexpected increases in the cost base, contributing to an increase on the 2024–25 result. Libraries support the community by providing a wide range of resources, including learning materials, leisure resources, a Language Other Than English (LOTE) collection and literacy development programs, English proficiency support, job seeking resources and other assistance.
Loans per head of population	New	New	7.33	**8.02**	A strong increase in borrowing by the community this year is reflective of a continued strong alignment of the collection with community needs and interests and outperforms the industry trend of declining loans. The result of 8.02 reflects continuous improvement in resource management, purchasing and maintenance practices.
Library membership	New	New	32.91%	**36.21%**	The membership rate of 36.21% 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.
Library visits per head of population	New	New	4.16	**4.36**	The improved result of 4.36 library visits per capita indicates that Brimbank libraries have a high and growing level of community engagement and utilisation across all facilities. The expansion of opening hours and program offerings at Keilor Library are also key factors in the growth of this metric.

Key pillar: Leadership and Governance

*Effective '**Leadership and Governance**' promotes transparency in decision-making and budget allocation and ensures the community is well-informed about Council actions and resource distribution.*

Our work is customer driven and clear communication is key to building confidence and ensuring desired outcomes are achieved. Councillors and staff are supported and equipped to deliver best-practice governance and accessible and inclusive services, while fostering a culture of continuous improvement to meet evolving community needs.



Leadership and Governance: Strategic indicators

The following statement shows results achieved in relation to the strategic indicators in the *We Are Brimbank Council Plan 2025–2029*.

Strategic priority	Indicators	Result	Commentary
Advocacy and representation – An established strong, respected voice for the Brimbank community through effective advocacy and representation across all levels of government	Community satisfaction with Council's representation, lobbying, and advocacy on behalf of the community [CSS]	72	The 2026 CSS result of 72 out of 100 increased from 70 in 2025 and 71 in 2024.
	Representative community advocacy groups and attendance at community governance and leadership initiatives (*Annual Action Plan and Budget 2025/2026*)	20	In 2025–26 Councillors represented Council on 20 joint delegated and advisory committees formed by other organisations.
Community engagement and information – Community participation in local decision-making is supported through transparent, inclusive engagement, alongside clear and timely communication that keeps the community informed about services, programs, projects and Council decisions	Community satisfaction with the responsiveness of Council to local community needs [CSS]	72	The 2026 CSS result of 72 out of 100 has remained consistent over the past 3 financial years and matched the Metro Melbourne result, according to the 2026 Governing Melbourne research by Metropolis Research Pty Ltd.
	Community satisfaction with Council's community consultation and engagement [CSS]	75	The 2026 CSS result of 75 out of increased from 74 in 2025 and 2024. This result remains in the 'very good' range.
High performance and accountability – A high-performing organisation is enabled through strong, transparent, and accountable governance, effective planning, sound financial management and a culture of continuous improvement	Community satisfaction with performance providing 'value for rates' [CSS]	68	The 2026 CSS result of 68 out of 100 increased from 66 in 2025 and 67 in 2024.
	Number and type of professional development activities undertaken by Councillors and attendance (Governance data)	47	During 2025–26, 47 professional development activities were organised for Councillors including 34 on-the-job and 13 formal training sessions with an overall attendance rate of 83.75%.
	Community satisfaction with Council's performance in maintaining the trust/confidence of local community [CSS]	72	The 2026 CSS result of 72 out of 100 was consistent with the 2025 result and one point higher than the 2024 result of 71.
	Community satisfaction with Council's performance in making decisions in the interest of the community [CSS]	71	The 2026 CSS result of 71 out of 100 has remained consistent over the past 3 financial years, compared with 72 in 2025 and 70 in 2024.
	Evidence of Council decisions and actions aligned with Community Principles, reported annually, and shared with the Community Panel	March 2026	In March 2026, Council hosted a Community Panel workshop to assess how well the Community Principles were reflected in the Council Plan's first year. The feedback indicated a strong alignment between the first-year actions and the Community Principles.

Leadership and Governance: Major initiatives

The following statement shows Council's progress on the major initiatives identified in the *Annual Action Plan and Budget 2025/2026*.

Objectives	2025–26 action
	Completed | In progress | No longer viable
Advocacy and representation	Deliver the 'Rail Before Runway' advocacy campaign across 2025–26 Facilitate LeadWest Alliance and joint advocacy for sustainable growth, economic development, and improved liveability across Melbourne's western region Work with our partners and community to confirm and inform key priorities for advocacy ahead of the state election in 2026 Advocate for a public health approach to gambling reform to reduce harm from online gambling products and electronic gaming machines Implement the Community Governance and Leadership Learning program and promote Council's volunteer program
Community engagement and information	Inform and engage community, and priority target audience groups, through highly accessible and quality communications, across a range of channels Strengthen the capacity of the Community Panel and build its capability to enhance meaningful engagement between Council and the community
High performance and accountability	Embed the new contract management framework across the organisation to maximise the value that Council receives through contractual arrangements for delivery of services, systems and capital works Refine internal processes to ensure services are better coordinated and managed to reflect the needs of the community Implement a professional development program for Councillors Continue development and implementation of Council's long-term technology transformation

Leadership and Governance: Services

The following statement provides information about the services Council funded in the *Annual Action Plan and Budget 2025/2026* and the people and groups who use these services.

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable) $000
Occupation Health and Safety (OHS) provides systems and technical expertise for health, safety and wellbeing matters that impact the operation of the organisation. OHS works collaboratively with all areas in Council to achieve shared goals via the implementation of the OHS Strategic Plan 2022-2026 to comply with the ***Occupational Health and Safety Act 2004*** and other relevant legislation and codes	1,272,752	1,313,962	41,210
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	2,363,201	2,113,077	(250,124)
Organisational Development facilitates programs and activities that develop both the workforce and workplace capacity to meet Council's current and future service delivery requirements. Its primary purpose is ensuring Council has the right people in the right place at the right time	1,829,276	1,803,782	(25,494)
Information Communications Technology (ICT) provides support and services to all Council departments for efficient service delivery. This includes solution designing, planning, implementing specialist systems/applications and managing hardware, infrastructure and cybersecurity	16,408,457	19,285,201	2,876,744
Information Management ensures the secure registration, storage, retrieval and disposal of Council records in line with legislative requirements. The service supports staff with managing documents and promotes best practices, ensuring information is available for decision making while meeting compliance obligations	1,122,542	1,110,076	(12,466)
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 relationships, investment funds and asset accountability. The team also provides compliance with various external financial reporting and taxation requirements of both State and Federal Government	1,371,197	1,093,843	(277,354)

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable)
			$000
Revenue and Rates 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	1,436,328	1,490,073	53,745
Management Accounting provides Finance Partnering and Performance Reporting for the organisation. It is responsible for the preparation of the Annual Budget, long-term financial plan and quarterly financial reporting to Council	647,277	564,728	(82,548)
Systems Accounting is responsible for the management and maintenance of Council's financial and reporting systems	380,147	376,486	(3,661)
Procurement and Contracts manage and coordinate the delivery of Council's procurement activities in accordance with the Procurement Policy to support strategic goals of Council	889,376	949,323	59,947
Advocacy and Stakeholder Engagement leads the development and implementation of Council's advocacy and engagement strategies, providing strategic advice, leading work on campaigns and supporting Council in identifying, influencing and securing outcomes for the community. The Unit also coordinates the LeadWest advocacy alliance	315,368	357,740	42,372
Contact and Service Centres provide professional services over the phone, through live chat, face-to-face and in writing. The team aims to resolve enquiries at first contact wherever possible and to accurately record and respond to enquiries in the most efficient way possible	2,677,244	2,743,994	66,750
Enterprise Performance and Service Innovation 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 Local Government Performance Reporting Framework (LGPRF), Community Satisfaction Survey (CSS) and the Annual Report. The team provides internal executive headline reports, and delivers the Organisational Strategy and the organisation wide annual planning process	990,704	1,302,262	311,558
Customer and Digital Experience partners across the organisation to improve customer experience, with a strong focus on analysing customer feedback and service performance to drive improvements	701,000	649,641	(51,359)

Service/description	Net actual cost / (income)	Budget	Favourable / (unfavourable)
			$000
The Enterprise Project Management Office provides oversight and reporting on the management and delivery of projects, through the implementation of consistent governance structure, processes, systems, guidance and capability uplift for project planning, development and delivery	624,679	688,167	63,488
Legal Governance and Integrity supports 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, coordinates regulatory activity and provides internal legal advice	2,212,895	2,506,457	293,562
Risk and Compliance manages all risk management (strategic and operational) and insurance items for Council and the Audit and Risk Committee and Internal Audit functions	3,265,593	3,656,754	391,161
Council Business 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	797,595	879,266	81,671
Communications and Community Engagement leads 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	2,941,880	3,142,226	200,346
Civic Events delivers key ceremonies and community events, including citizenship ceremonies, Mayoral events and annual celebrations like NAIDOC Week. The team fosters civic participation and community pride by planning inclusive and engaging events	416,048	430,657	14,609

Leadership and Governance: Service performance indicators

The following is the statement of results and commentary for the Local Government Performance Reporting Framework (LGPRF) prescribed service performance indicators.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Expenses per property assessment	$2,840.83	$3,111.77	$3,205.01	**$3,541.23**	Brimbank City Council continues to provide an efficient property assessment service. The result has increased in 2025–26 due to increased costs, however it remains in line with results from previous years and the range expected by Council.
Average rate per property assessment	$1,717.81	$1,776.54	$1,846.79	**$1,900.59**	Brimbank City Council continues to provide an efficient property assessment service. The minimal rate increase remains within the Victorian Government's Rate Cap and is consistent with the range anticipated by Council.
Current assets compared to current liabilities	206.14%	216.10%	199.32%	**227.47%**	Brimbank City Council places a strong emphasis on the effective management of its assets and liabilities. The working capital ratio increased from 199.32% to 227.47% in 2025–26 primarily because current liabilities decreased proportionately more than current assets. Council continues to maintain sufficient current assets to meet its short-term obligations.
Unrestricted cash compared to current liabilities	73.75%	81.68%	65.22%	**23.81%**	Brimbank City Council places a strong emphasis on the effective management of its assets and liabilities. The unrestricted cash balance for 2025–26 has decreased compared with the previous financial year, primarily due to the full repayment of one of Council's loans, resulting in a corresponding reduction in liabilities. The rest remains within the range anticipated by Council.
Loans and borrowings compared to rates	50.81%	47.35%	47.82%	**30.43%**	Brimbank City Council places a strong emphasis on the effective management of its assets and liabilities. The 2025–26 result has decreased compared with the previous financial year, primarily due to the Local Government Funding Vehicle $21m loan repayment, resulting in a corresponding reduction in liabilities. The result remains within the range anticipated by Council.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Loans and borrowings repayments compared to rates	6.96%	6.04%	6.11%	**17.56%**	Brimbank City Council places a strong emphasis on the efficient and effective financial management, including the prudent management of loans and borrowings. Loan repayments increased during 2025–26, resulting in a reduction in the overall loan balance. This outcome remains within the range anticipated by Council.
Non-current liabilities compared to own source revenue	44.97%	40.84%	32.36%	**26.13%**	Brimbank City Council places a strong emphasis on efficient and effective financial management. The improved result in 2025–26 reflects a reduction in the overall loan balance, primarily due to the Local Government Funding Vehicle $21m loan repayment made during the year. This result remains within the range anticipated by Council.
Asset renewal and upgrade compared to depreciation	72.24%	67.26%	82.51%	**68.62%**	Brimbank City Council places a strong emphasis on ongoing renewal and upgrade of its assets and has allocated resources to a number of asset renewal projects over recent years. The increase in depreciation expenditure in 2025–26 is consistent with the impact of the infrastructure asset revaluation undertaken during the year.
Adjusted underlying surplus (or deficit)	4.88%	-1.57%	4.79%	**-0.81%**	This indicator has declined primarily due to the higher level of public open space contributions received in prior years in relation to the Orica development. The current result remains within the range anticipated by Council.
Rates compared to adjusted underlying revenue	72.35%	72.93%	69.17%	**67.68%**	Brimbank City Council endeavours to manage its revenue and rates efficiently and effectively. During the 2025–26 financial year, the proportion of rates relative to total revenue decreased slightly compared with the previous year. This change was primarily attributable to movements in underlying revenue, including the impact of the Victorian Local Government Grants Commission allocation. The result remains within the range anticipated by Council.
Rates compared to property values	0.30%	0.29%	0.30%	**0.30%**	Brimbank City Council continues to ensure rating levels are based on the community's capacity to pay and within the State Government rate cap limits. Rates, as a whole, include general rates, municipal charges and environmental charges. This result remains in the range set by Council.

Service indicator	2023 result	2024 result	2025 result	2026 result	Commentary
Council decisions made at meetings closed to the public	5.53%	4.25%	4.32%	**4.95%**	The result of 4.95% indicates that most of Brimbank City Council decisions were made at meetings open to the public. This result remains broadly consistent with the 2024–25 result of 4.32%
Satisfaction with community consultation and engagement	55	74	74	**75**	The community satisfaction rating for Brimbank City Council's performance in community consultation and engagement is reported from the independent Community Satisfaction Survey for 2025–26. This excellent result can be attributed to Council conducting extensive engagement and community consultations, both in person and online, using a variety of engagement methods. Consultations carried out during this period related to community services and infrastructure planning, climate strategy, disability planning, integrated transport strategy planning and life stages planning.
Cost of elected representation	$69,511.27	$65,955.09	$72,969.55	**$72,533.82**	The cost of elected representation in 2025–26 was slightly lower than that of 2024–25, which included the final months of the previous Council terms and the caretaker period, during which fewer Councillor expenses were incurred. This period also included costs associated with the induction of the newly elected Council. The 2025–26 result reflects a full year of elected representation costs, including ongoing Councillor professional development training requirements.
Councillor attendance at Council meetings	69.32%	80.11%	88.11%	**89.51%**	Councillor attendance was 89.51% representing a slight improvement compared to the 2024–25 result of 88.11%. This reflects a consistently high level of attendance at Brimbank City Council meetings.
Satisfaction with Council decisions	57	70	72	**71**	The community satisfaction rating for Brimbank City Council's performance in making decisions in the interest of the community is reported from the independent Community Satisfaction Survey 2025–26. While the result is one point less than that of 2024–25, it remains a strong result.

Governance, management and transparency



Report of operations for the year ended 30 June 2026

Governance framework

Council's power, role, purpose and functions are set out in the *Local Government Act 1989* (the 1989 Act) and the *Local Government Act 2020* (the Act).

Governance explains how decisions are made and how they are put into action. This means how Council operates as a decision-making body and how it works with the organisation that provides advice and implements decisions.

Council meetings

Council makes its decisions at meetings open to the public.

At meetings, Council considers a range of matters and aims to make decisions that meet its responsibilities in the best interests of the community.

On 21 October 2025, Council adopted its Schedule for Council Meetings for 2026, with meetings scheduled monthly. Meetings were generally held on the third Tuesday of the month.

Additional Council meetings may be held for a specific purpose. Only matters advertised and listed on the agenda for the meeting may be considered (except where Council resolves otherwise).

Council held 2 additional Council meetings in 2025–26:

1. To appoint the delegate and proxy for the LeadWest Joint Delegated Committee.
2. To elect the Mayor and Deputy Mayor.

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 at least 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 the previous 12 months are available on Council's website – www.brimbank.vic.gov.au.

Questions to Council

Community members can submit questions in writing before a scheduled Council meeting. Council answers them at the meeting or provides a written response.

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

In 2025–26, 5 petitions were presented to Council for receipt and response and 64 public questions were put to Council and answered at the meeting.

Councillors' allowances and expenses

In representing and serving the community, the Mayor and Councillors make a significant time commitment, often after normal business hours, to attend meetings, functions and respond to community enquiries. 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. Allowances help Councillors balance public service with their careers, finances and family life.

Section 39 of the Act provides for the 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 increased the base allowances payable to Mayors, Deputy Mayors and Councillors, with the increases phased in over 5 years for Mayors and Deputy Mayors and 3 years for Councillors.

A separate allowance was established for Deputy Mayors.

The new allowances applied retrospectively from 18 December 2021 and Council is required to pay members in line with the Tribunal's Determination.

For 2025–26, the base allowances from 1 July 2025 to 17 December 2025 for Brimbank City Council as a Category 3 Council were:

- $142,661 per annum for the Mayoral allowance
- $71,329 per annum for the Deputy Mayoral allowance
- $41,991 per annum for the Councillor allowance.

The base allowances from 18 December 2025 to 30 June 2026 for Brimbank City Council as a Category 3 Council were:

- $146,319 per annum for the Mayoral allowance
- $73,159 per annum for the Deputy Mayoral allowance
- $41,992 per annum for the Councillor allowance.

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

In line with the Councillor Support Policy 2025, Councillor expenses are reported quarterly in a governance report at a Council meeting. The total expenses reported for travel, communications and other support expenses in 2025–26 were $82,535.46.

Councillor Expense Report 2025–26	
Cr Joh Bauch	**$4,287.31**
Information and communication technology	$1,444.92
Travel (excluding professional development)	$239.83
Events and functions	$260.00
Child care/family care	$161.92
Vehicle mileage	$2,180.64
Cr Victoria Borg	**$2,876.09**
Information and communication technology	$840.00
Professional development – conferences, seminars and training (incl. accommodation and meals)	$227.16
Travel (excluding professional development)	$770.76
Events and functions	$1,038.17
Cr Thuy Dang	**$6,623.53**
Information and communication technology	$1,328.85
Professional development – conferences, seminars and training (incl. accommodation and meals)	$1,456.55
Travel (excluding professional development)	$2,632.33
Events and functions	$1,205.80
Cr Maria Kerr	**$11,591.60**
Information and communication technology	$1,313.64
Professional development – conferences, seminars and training (incl. accommodation and meals)	$200.00
Travel (excluding professional development)	$257.77
Events and functions	$258.17
Child care/family care	$9,562.02

Councillor Expense Report 2025–26	
Cr Daniel Kruk	**$22,890.80**
Information and communication technology	$859.04
Professional development – conferences, seminars and training (incl. accommodation and meals)	$13,990.26
Travel (excluding professional development)	$168.57
Events and functions	$221.85
Child care/family care	$7,651.08
Cr Lucy Nguyen	**$4,936.86**
Information and communication technology	$986.53
Professional development – conferences, seminars and training (incl. accommodation and meals)	$2,272.30
Travel (excluding professional development)	$1,473.03
Events and functions	$205.00
Cr Katharine Nikolic	**$1,435.83**
Information and communication technology	$840.00
Professional development – conferences, seminars and training (incl. accommodation and meals)	$277.70
Travel (excluding professional development)	$62.22
Events and functions	$255.91
Cr Duyen Anh Pham	**$1,255.38**
Information and communication technology	$1,040.38
Events and functions	$215.00
Cr Ranka Rasic	**$1,131.21**
Information and communication technology	$840.00
Professional development – conferences, seminars and training (incl. accommodation and meals)	$110.30
Events and functions	$180.91

Councillor Expense Report 2025–26	
Cr Virginia Tachos	**$14,738.05**
Information and communication technology	$1,444.35
Professional development – conferences, seminars and training (incl. accommodation and meals)	$3,740.43
Travel (excluding professional development)	$7,101.03
Events and functions	$2,452.24
Cr Kim Thien Truong	**$10,768.81**
Information and communication technology	$840.20
Professional development – conferences, seminars and training (incl. accommodation and meals)	$6,055.92
Travel (excluding professional development)	$1,102.51
Events and functions	$2,770.18
Total	**$82,535.46**

Model Councillor Code of Conduct

Councillors are responsible for representing the community and making decisions in its best interest. As community leaders of a major metropolitan city, the Mayor, Deputy Mayor and Councillors hold significant responsibilities for upholding the values of good governance, transparency and ethical leadership.

From 26 October 2024, all Victorian Councillors have been required to observe the Model Councillor Code of Conduct, which replaces the previous requirement for individual councils to develop their own councillor codes of conduct. This consistent standard outlines the principles, values and behaviours expected of Councillors in performing their roles under the *Local Government Act 2020* and other applicable legislation.

The Model Councillor Code of Conduct supports Councillors to work together respectfully and constructively, encourages civil debate and supports sound decision-making that reflects the community's diverse needs. By meeting these high standards of conduct, Councillors demonstrate their commitment to effective civic leadership and strengthening public trust in Council.

Attendance at 13 Council meetings in 2025–26 by Councillors

Name	Council meetings attended	Council meetings eligible to attend
Cr Joh Bauch	12	13
Cr Victoria Borg	12	13
Cr Thuy Dang	9	13
Cr Maria Kerr	10	13
Cr Daniel Kruk	12	13
Cr Lucy Nguyen	11	13
Cr Katharine Nikolic	13	13
Cr Duyen Anh Pham	12	13
Cr Ranka Rasic	13	13
Cr Virgina Tachos	12	13
Cr Kim Thien Truong	12	13

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 external committees formed by other organisations.

In 2025–26, the representatives/delegates to Council committees were:

Joint delegated committee	Role of committee	Councillor delegate (1 July 2025 to 8 December 2025)	Councillor delegate (9 December 2025 to 30 June 2026)
LeadWest Committee	Represent Brimbank, Hobsons Bay, Maribyrnong, Melton and Wyndham City Councils to support sustainable growth and regional development in Melbourne's west.	Cr Nikolic (del) Cr Nguyen (proxy)	Cr Nguyen (del) Cr Nikolic (proxy)
Audit and Risk Committee	Oversee internal and external audit and strategic risk activities. An advisory committee established under section 53 of the *Local Government Act 2020*.	Cr Dang (rep) Cr Kruk (rep) Cr Borg (sub) Cr Rasic (sub) (all Councillors ex-officio)	Cr Dang (rep) Cr Kruk (rep) Cr Bauch (sub) Cr Tachos (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 (Chair) Cr Borg (rep)	Cr Rasic (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 Kruk (Chair) Cr Nguyen (rep) Cr Pham (rep)	Cr Dang (Chair) Cr Kerr (rep) Cr Nguyen (rep)

Joint delegated committee	Role of committee	Councillor delegate (1 July 2025 to 8 December 2025)	Councillor delegate (9 December 2025 to 30 June 2026)
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 Truong (rep)	Cr Tachos (rep) Cr Truong (rep)
Brimbank Disability Advisory Committee	Oversee and guide the implementation, monitoring and review of the *Disability Action Plan 2022-2026* and advise Council on a range of matters affecting people with disability, their families and carers.	Cr Kerr (co-Chair) Cr Borg (rep) Cr Truong (rep)	Cr Borg (co-Chair) Cr Kerr (rep) Cr Truong (rep)
Brimbank Youth Council	Establish and maintain a formal communication channel between Council and young people aged 12–25 years who live, work, study or socialise in Brimbank.	Cr Nikolic (co-Chair) Cr Pham (rep)	Cr Nguyen (co-Chair) Cr Nikolic (rep)
Chief Executive Officer Employment Matters Committee	Provide guidance on the role of the CEO, performance and purpose of the CEO performance review.	Cr Borg Cr Dang Cr Nikolic Cr Rasic	Cr Dang Cr Kruk Cr Rasic Cr Tachos
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 Tachos (Chair) Cr Nguyen (sub)	Cr Tachos (Chair) Cr Nguyen (sub)

Joint delegated committee	Role of committee	Councillor delegate (1 July 2025 to 8 December 2025)	Councillor delegate (9 December 2025 to 30 June 2026)
Safety Wellbeing Partnership	Bring together key stakeholders to build and maintain a safe and inclusive community and support health and wellbeing initiatives.	Cr Pham (co-Chair) Cr Kerr (rep)	Cr Pham (co-Chair) Cr Kerr (rep)
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 Bauch (rep) Cr Pham (rep) Cr Kruk (sub)	Cr Bauch (rep) Cr Pham (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 Kruk (rep)	Cr Kruk (rep) Cr Dang (sub)
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. Acts as a community engagement activity within the broader Community Engagement Plan for the Sydenham Park Master Plan.	Cr Kruk (rep) Cr Rasic (rep)	Cr Nikolic (rep) Cr Rasic (rep)

External committees (Council delegates)	Role of committee	Councillor delegate (1 July 2025–8 December 2025)	Councillor delegate (9 December 2025-30 June 2026)
Brimbank Community Fund Advisory Committee	Provide guidance on the administration of the Brimbank Charitable Fund.	Cr Tachos (del) Cr Kruk (sub)	Cr Truong (del) Cr Borg (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 Borg (del) Cr Nikolic (del)	Cr Nguyen (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 Nikolic (sub)	Cr Nikolic (del) Cr Rasic (sub)
Local Government Working Group on Gambling	Support the local government sector to fulfil its various roles in relation to public health and wellbeing.	Cr Truong (del) Cr Nguyen (sub)	Cr Nguyen (del)
Metropolitan Transport Forum	Promote effective, efficient and equitable transport in metropolitan Melbourne.	Cr Nguyen (del) Cr Tachos (sub)	Cr Bauch (del) Cr Nguyen (sub)

External committees (Council delegates)	Role of committee	Councillor delegate (1 July 2025–8 December 2025)	Councillor delegate (9 December 2025-30 June 2026)
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 Nikolic (del) Cr Bauch (sub)	Cr Kruk (del) Cr Pham (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 Pham (del) Cr Kerr (sub) Cr Tachos (sub)	Cr Pham (del)

General Local Law 2018

Brimbank's *General Local Law 2018* (Local Law) was made on 21 November 2017 and came into operation on 1 January 2018. The Local Law applies across Brimbank and operates as subordinate legislation under Victorian and Australian 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 – www.brimbank.vic.gov.au.

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 Council's consideration.

The ARC Chair reviews the minutes of each ARC meeting and provides them to Council at the next available meeting. The Chair also prepares an Audit and Risk Committee performance 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 3 years to make sure that audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, Council's strategic risks, the Council Plan, the impact of any changes 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 resources. They are presented to the ARC for consideration at each meeting. The internal audit service provider has completed reviews on:

- grants management
- fleet management
- building maintenance (essential safety measures)
- immunisation management
- business continuity planning.

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

The ARC monitors whether internal audit recommendations are implemented by the agreed due dates. These recommendations are prioritised, and the ARC monitors those requiring the most immediate attention at every meeting. The ARC is pleased with Council's performance in responding and acting on audit recommendations.

External audit

Council is externally audited by the Victorian Auditor-General. For the 2025–26 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 Council's responses.

Risk management

During its meetings, the ARC discussed a range of risk management matters and placed particular emphasis on Council's internal risk management practices through the Strategic Risk and Internal Audit Group (SRIAG).

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

- Potentially Contaminated Land (PCL) program
- ICT and Connected Brimbank reporting
- a review of Council's operational and strategic risk profiles
- insurance program renewal and management of insurance claims
- child safety and wellbeing review and improvement project
- risk management training opportunities for Councillors and staff
- 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 May 2024	In accordance with Section 55 of the *Local Government Act 2020*, a fully reviewed Community Engagement Policy was endorsed at the Brimbank City Council Meeting No.633 on 21 May 2024. It is planned to review the Policy in 2027.
Community Engagement Guidelines	21 May 2024	In accordance with Section 55 of the *Local Government Act 2020*, a fully reviewed Community Engagement Policy was endorsed at the Brimbank City Council Meeting No.633 on 21 May 2024. The Policy includes Best Practice Guiding Principles and Council's deliberative engagement approach.
Financial Plan	17 May 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	21 Oct 2025	The *10-Year Asset Plan 2025-2035* was adopted at the Brimbank Council Meeting No.650 on 21 October 2025 in accordance with Section 92 of the *Local Government Act 2020*.
Revenue and Rating Plan	17 Jun 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 Jun 2025	The 2025/2026 Annual Budget was adopted at the Brimbank Council Meeting No.646 on 17 June 2025 in accordance with Section 94 and 96 of the *Local Government Act 2020*.

Governance and management item	Date	Related document/comment
Risk Policy	21 Apr 2026	The Risk Management Policy was adopted at the Brimbank Council Meeting No.657 on 21 April 2026. The Policy is enacted in Council's Risk Management Framework (RMF) and is consistent with AS ISO 31000:2018 Risk Management – Guidelines (Australian Standard).
Fraud Policy	17 Jun 2025	Council's suite of Fraud and Corruption policies and procedures were updated in March 2026 and endorsed by Brimbank City Council on 17 June 2026. This includes the Fraud and Corruption Policy and Procedure and the Fraud and Corruption Framework. These documents set out Council's commitment to preventing, detecting and responding to fraud and corruption. Council's Public Interest Disclosures Policy and Procedure were updated in April 2026 and also endorsed by Council on 17 June 2026. These documents set out Council's commitment and responsibilities for managing protected disclosures in accordance with the Public Interest Disclosures Act 2012 (Vic).
Municipal emergency management planning	16 Jun 2026	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: 21 October 2025, 10 December 2025, 2 March 2026, and 16 June 2026.
Procurement Policy	23 Jun 2020	The Procurement Policy was approved at the Brimbank Council meeting No.574 on 23 June 2020. A new Procurement Policy is due to be adopted by Council on 18 August 2026.

Governance and management item	Date	Related document/comment
Business Continuity Plan	24 May 2024	Council has a main Business Continuity Plan (BCP) which is supported by 5 individual Directorate BCPs and ICT and Customer Service BCPs that prioritise they key services that require immediate attention in the event of a disruption. The latest update of the Business Continuity Policy & Framework was last noted by Council's Audit and Risk Committee on 24 May 2024. It was updated in November 2025.
Disaster Recovery Plan	12 May 2026	The Brimbank ICT Disaster Recovery Plan was presented to Council's Audit and Risk Committee Meeting No.140 held on 3 September 2024 and was last updated on 12 May 2026.
Complaints Policy	12 Dec 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	7 Jul 2025	The *Workforce Plan 2025-2029* was developed over the 2024–25 financial year and was endorsed for publication in early 2025–26 in accordance with Section 46 of the *Local Government Act 2020*.
Payment of Rates and Charges Hardship Policy	21 Feb 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	21 Apr 2026	The Risk Management Framework was endorsed by Council's Audit and Risk Committee on 21 November 2025 and was noted at the Brimbank City Council Meeting No.657 on 21 April 2026 following a risk management training session for Councillors in March 2026.

Governance and management item	Date	Related document/comment
Audit and Risk Committee	10 Dec 2024	The Audit and Risk Committee is established in accordance with section 53 of the *Local Government Act 2020*. The reviewed Audit and Risk Committee Charter was adopted at the Brimbank Council Meeting No.641 on 10 December 2024.
Internal Audit	15 Feb 2021	Council's internal audit service provider is Crowe Australasia. They were appointed on 15 February 2021 with a 3-year contract that had a 2-year extension clause that has been accepted and implemented. A new provider will be appointed on 1 July 2026.
Performance Reporting Framework	21 Oct 2025	*We Are Brimbank Council Plan 2025-2029* was adopted at the Brimbank Council Meeting No.650 on 21 October 2025. The Council Plan includes Brimbank's Performance Reporting Framework.
Council Plan Report	17 Jun 2025	The *Annual Action Plan and Budget 2025/2026* was adopted at the Brimbank Council Meeting No.646 on 17 June 2025. Year One (2025/2026) Annual Action Plan and Budget Progress Reports were noted by Council at Council Meeting No.651 on 18 November 2025 (Year 1 Quarter 1), at Council Meeting No.655 on 17 February 2026 (Year 1 Quarter 2) and at Council Meeting No.658 on 19 May 2026 (Year 1 Quarter 3). The final quarterly report (Year 1, Quarter 4) will be presented for noting at the Council Meeting No.662 on 18 August 2026.
Quarterly Budget Reports	17 Jun 2025	The *Annual Action Plan and Budget 2025/2026* was adopted at the Brimbank Council Meeting No.646 on 17 June 2025. Quarterly budget reports were noted by Council at Council Meeting No.651 on 18 November 2025 (for the period ending 30 September 2025), Council Meeting No.655 on 17 February 2026 (for the period ending 31 December 2025) and at Council Meeting No.658 on 19 May 2026 (for the period ending 31 March 2026). The final quarterly report will be presented for noting at the Council Meeting No.662 on 18 August 2026.

Governance and management item	Date	Related document/comment
Risk Reports	4 Sep 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 Nos. 144-147, held between September 2025 and May 2026.
Performance Reports	4 Sep 2025	Performance Reporting indicator results (Local Government Performance Reporting Framework) were reported to Council's Audit and Risk Committee Meeting No.144 on 4 September 2025.
Annual Report	21 Oct 2025	The Annual Report 2024–2025 was adopted at the Brimbank Council Meeting No.650 on 21 October 2025 in accordance with Section 90 of the *Local Government Act 2020*.
Councillor Code of Conduct	23 Oct 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	30 Jun 2026	Brimbank City Council's Instruments of Delegations and Financial Authority Limits demonstrate Council's delegations of authority. The 9 instruments were all updated between September 2025 and 30 June 2026.
Meeting Procedures	19 Sep 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.

Statutory information

Carers recognition

Council has taken all practicable measures to comply with its responsibilities under the *Carers Recognition Act 2012*. Council has promoted the principles of the *Carers Recognition Act 2012* to people in care relationships, including those who receive Council services and to the wider community by distributing information through relevant Council services.

Council makes sure its employees are aware of the principles and responsibilities under the *Carers Recognition Act 2012* through training programs and policy updates.

Contracts

Council awards contracts to contractors after a tender process. These contracts are evaluated against a range of criteria. In 2025–2026, Council issued 45 tenders for amounts exceeding $250,000 for goods and services and $350,000 for works across the following service categories:

- Capital and infrastructure works
- Community services
- Consultancy and other work
- Operational services
- Plant and equipment
- Information management technology

In accordance with Council's Procurement Policy, the following suppliers were appointed without a public tender process or an approved exemption process for services above $250,000 (GST inclusive) and/or works above $350,000 (GST inclusive) based on cumulative expenditure from 1 July 2024 to 30 June 2026:

- All Traffic Management Solutions
- Daisy Garden Supplies
- Driver Hirer
- Eco Dynamics
- Tox Free T/A Cleanaway
- Westar Trucks
- Wurundjeri Aboriginal Corporation
- Zoggs Australia
- All Ready Safe
- West Traffic

Disability Action Plan

The *Disability Action Plan 2022-2026* was adopted by Council in November 2022. Following extensive community consultation, the plan's actions were co-designed with people with lived experience of disability. A new *Disability Access and Inclusion Plan 2027–2029* is currently being developed.

Documents available for public inspection

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, which 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 under this Act or any other Act.

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

The public can make various information requests to Council, including formal requests for documents and information and formal Freedom of Information (FOI) requests. Council responds to these requests in accordance with:

- the *Local Government Act 2020* including the public transparency principles
- the *Public Transparency Policy*
- Part II of the *Freedom of Information Act 1982.*

Domestic Animal Management Plan

In accordance with section 68A of the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan every 4-years and evaluate its implementation in the Annual Report.

Brimbank's *Domestic Animal Management Plan 2026-2029* was adopted in November 2025. The plan contains programs aimed at promoting responsible pet ownership and raising awareness of Council's animal management services. The plan can be found on Council's website – www.brimbank.vic.gov.au.

Food Act Ministerial Directions

Under section 7E of the *Food Act 1984*, councils must publish a summary of any Ministerial Directions received during the financial year in their annual reports. No Ministerial Directions were received by Council during 2025–26.

Freedom of Information Act 1982

The *Freedom of Information Act 1982* (FOI Act) grants individuals the right to access certain Council documents. The general right of access is limited by exemptions that have been designed to protect public interests and the private and business affairs of people Council holds information about.

The FOI Act has 4 main functions:

- to provide a general right of access to documents
- to allow individuals to amend incorrect information about them held by agencies
- to provide rights of appeal in relation to the previous 2 functions

- to require agencies to publish certain details about themselves and their functions.

Council information

Part II of the FOI Act requires Council to publish a range of information about its functions and procedures, the types of documents it keeps, reports and publications and freedom of information arrangements. This information is set out at www.brimbank.vic.gov.au.

Written requests for documents under the FOI Act must be addressed to:

Freedom of Information Officer
Brimbank City Council
PO Box 70
Sunshine 3020
FOIRequest@brimbank.vic.gov.au

FOI requests received	2025–26
Total number of requests	40
Access granted in full (no exempt material)	16
Access granted in part (some exempt material)	14
Access denied in full (all material exempt)	0
No documents	3
Request withdrawn or not proceeded with by the applicant	6
Requests not yet finalised as of 30 June 2026	1
Requests handled informally outside of the FOI Act	0
Number of decision reviews or complaints referred to the Office of Information Commissioner	2
Number of appeals to VCAT	0

Public Interest Disclosures Procedures

The *Public Interest Disclosures 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 2025–26, there were no complaints referred to the Independent Broad-based Anti-corruption Commission (IBAC) that were deemed public interest 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 Ministerial Directions were received by Council during 2025–26.

Infrastructure and development contributions

For 2025–26, the following information about infrastructure and development contributions is disclosed:

Total Development Contributions Plan (DCP) levies received in the 2025–26 financial year

DCP name and year approved	Levies received in 2025–26 financial year
Sunshine Town Centre DCP (2015)	$105,826.20
Brimbank DCP (2018)	$530,899.52
Total	**$636,725.72**

DCP land financial year, works, services or facilities accepted as works-in-kind in 2025–26

DCP name and year approved	Project ID	Project Description	Item Purpose	Project Value
Total				**$0.00**

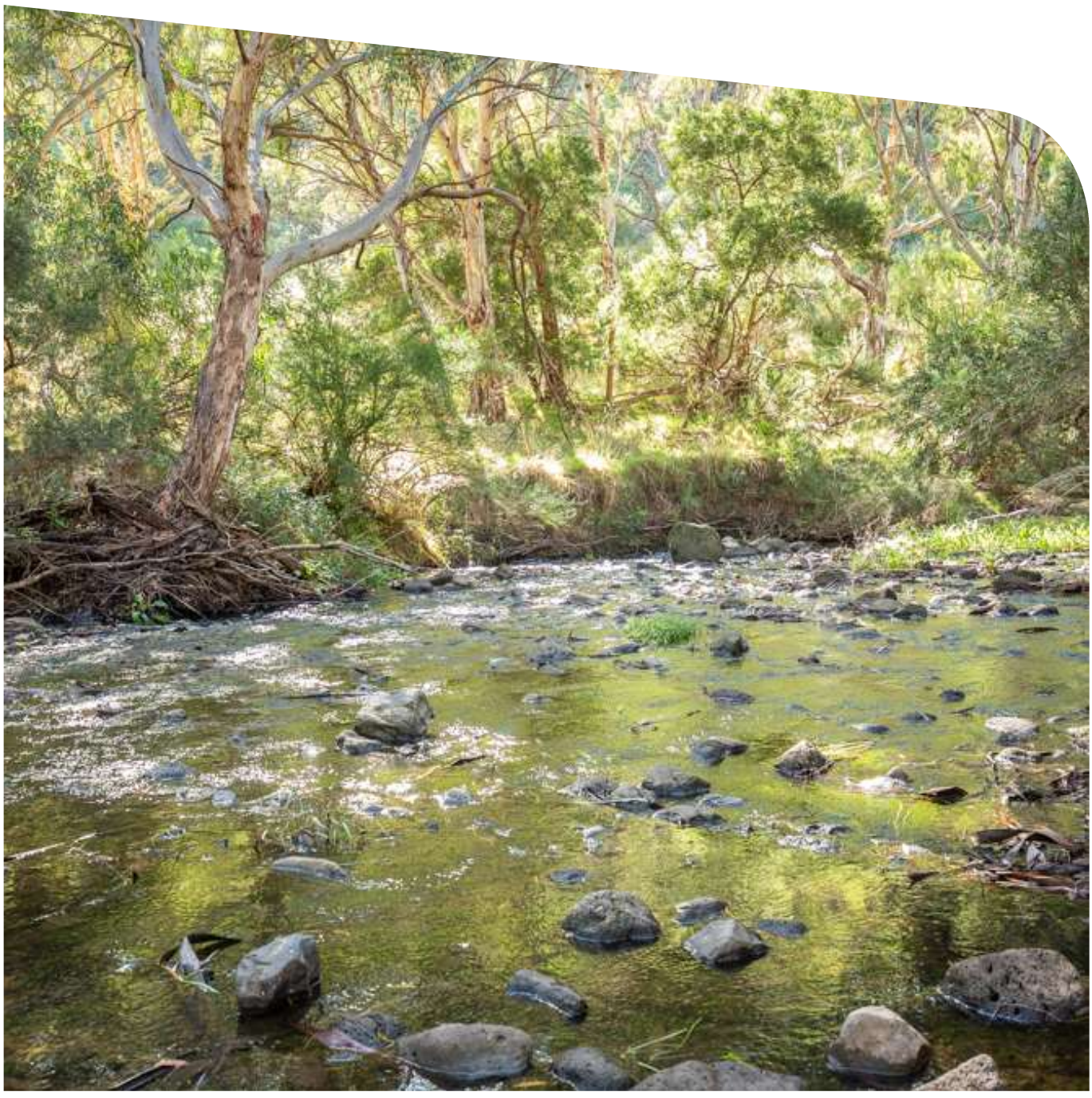
Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

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 (2018)	$5,359,668.76	$2,493,962.76	$0.00	$5,359,668.76
Total	**$5,359,668.76**	**$2,493,962.76**	**$0.00**	**$5,359,668.76**

Land, works, services or facilities delivered in 2025–26 financial year from DCP levies collected

Project description	Proj. ID	DCP name and year approved	DCP fund expended ($)	Works-in-kind accepted ($)	Council's contribution ($)	Other contributions ($)	Total project expenditure ($)	Percentage of item delivered
Hampshire Road Stage 3	31	Sunshine Town Centre (2015)	$952,888.92	$0.00	$587,902.59	$0.00	$1,540,791.51	100%
Errington Reserve Integrated Sports Pavillion	3	Brimbank DCP (2018)	$1,628,100.76	$0.00	$3,131,899.24	$0.00	$4,760,000.00	100%
Total			**$2,580,989.68**		**$3,719,801.83**		**$6,300,791.51**	

State of our strategies



Introduction

Council developed its first Strategy Management Framework in 2025. It aims to improve consistency in how Council develops, implements, reviews and reports on its strategies and plans.

This framework outlines Council's long-term approach to implementing the internal *Organisational Strategy 2022-2026* and the *We Are Brimbank Council Plan 2025*–2029, which brings together the Community Vision 2050, Council Plan 2025–2029 and Municipal Public Health and Wellbeing Plan.

2025–26 is the first year this consolidated reporting approach has been included in the Annual Report. The following strategies and plans are included in this year's reporting:

Arts and Culture Strategy 2024-2028	Page 132
Brimbank Biodiversity Strategy 2025-2035	Page 134
Brimbank Economic Development Strategy 2022-2027	Page 136
Brimbank Integrated Water Management Strategy 2025-	Page 137
Brimbank Lifelong Learning Strategy 2024-2029	Page 139
Brimbank Volunteer Program	Page 141
Climate Emergency Plan 2025–2035	Page 143
Community Services and Infrastructure Plan 2026-2040	Page 145
Disability Action Plan 2022-2026	Page 146
Domestic Animal Management Plan 2026-2029	Page 148
Innovate Reconciliation Action Plan 2024-2026	Page 149
LGBTQIA+ Action Plan 2024-2028	Page 151
Social Justice Framework 2026-2029	Page 152
Sports Facility Development Plan 2018-2028	Page 153
Transforming Brimbank Program	Page 154

Arts and Culture Strategy 2024-2028

Purpose

To guide how Council supports arts, culture and creativity to strengthen community connection, wellbeing and local identity and create more opportunities for people to participate in and benefit from a vibrant and inclusive cultural life.

Key achievements and outcomes for 2025–26

Council broadened access to arts and culture, strengthened Brimbank's local creative sector and created more opportunities for communities to celebrate their identity and connect with one another. Key achievements included:

- Held a significant program of community-led festivals and events across Brimbank, supporting cultural celebration, community participation and the activation of local places
- Improved access to arts and cultural experiences through a year-round program of theatre, exhibitions, public art and creative activities delivered across Council venues and community spaces
- Strengthened the local creative sector through artist residencies, studio spaces, commissions, professional development and the Creative Brimbank Artist Registry, enabling artists to develop and present new work
- Expanded inclusive participation through partnerships and targeted programs involving First Nations communities, culturally diverse communities, people with disability, children, young people and older residents
- Built creative skills and leadership through learning, mentoring, producing and participation opportunities that supported lifelong learning and pathways into the creative industries



Community impact and outcomes

Evidence of community impact is reflected in increasing demand, repeat and growing participation, broader representation and the active involvement of community members in shaping and providing creative programs. Demand for artist development was also strong.

Creative producer and youth arts initiatives developed leadership and practical industry skills, while inclusive partnerships provided further evidence of improved access and representation. Measurable results included:

- 44 community-led festivals and events supported, attracting more than 117,680 attendees
- 104 Bowery Theatre performances and events presented, generating 13,483 ticket sales
- 4 new works developed through the Bowery Theatre Residency Program, with 3 residency seasons and 8 performances presented
- At least 30 exhibitions presented, 3 murals completed and 5 NAIDOC visual arts activations held



- 13 artist studio spaces maintained, supporting between 13 and 14 artists each quarter
- More than 42 enquiries received for the Bowery Theatre Residency Program
- 100 creative participation sessions held, with more than 1,050 participants
- 23 after-school creative sessions held, with at least 211 attendees
- 10 L2R dance workshops and one performance involving 220 participants, 5 Arts Access Victoria workshops and 22 cultural-exchange workshops held with NEWGens, AfroPearls and PICAA

What's next?

- Continue to develop inclusive arts and cultural experiences, artist development programs and creative industry pathways
- Review and renew the *Festival and Events Policy* and associated support program
- Complete the Glengala Village public artwork and continue the annual program of murals, exhibitions and public art

Brimbank Biodiversity Strategy 2025-2035

Purpose

Biodiversity is central to how Council creates a city that is beautiful, healthy and thriving for both people and nature. This strategy is a long-term roadmap for protecting the diverse range of plants and animals and embedding ecological values into everyday decision-making.

Key achievements and outcomes for 2025–26

- Development of the Brimbank Biodiversity Strategy 2025-2035
- Enhanced 400 ha of conservation sites through supplementary planting and revegetation while managing key threats
- Delivered 2 Green Links grant projects
- Delivered the Gardens for Wildlife Program
- Partnered with Narrap (Wurundjeri Rangers) to deliver on-ground works at yaluk barring park



Community impact and outcomes

- As part of the Green Links program, an additional 0.92 ha was revegetated
- Areas with ecosystems and key species at highest risk were identified and prioritised for resources
- The Conservation Unit provided expert advice and guidance to project managers, ensuring positive biodiversity outcomes were realised in Council planning and operations
- Officers contributed to biodiversity projects by participating in consultations and providing feedback on government projects and legislative changes
- Threats such as weeds and pests were controlled and plant diversity increased in conservation assets, parks and reserves across the municipality
- Gaps in habitat within corridors were reduced
- Education activities were conducted across the municipality to help the community understand the local natural environment
- Conservation-focused events were conducted across the municipality to help people take action in their community to improve biodiversity and habitat connectivity
- Local and regional networks and partnerships within and outside to local government were facilitated
- Comprehensive Biodiversity Assessments were undertaken at 8 conservation assets
- 6,414 trees, shrubs and wildflowers were planted as part of capital works projects
- 17,693 trees, shrubs and understorey plants were planted as part of ongoing conservation site management
- 24 conservation events with 674 participants were held

What's next?

- Gather and collate ecological data on conservation assets and open space reserves to track changes over time
- Provide accessible information on biodiversity values within the municipality for internal projects
- Continue to adaptively manage conservation assets and develop a planting program that increases diversity at high-value sites
- Implement the Biodiversity Strategy actions



Brimbank Economic Development Strategy 2022-2027

Purpose

To help local businesses grow, attract investment and jobs and make sure Brimbank residents can participate in those opportunities while improving the places where economic activity happens.

Key achievements and outcomes for 2025–26

Council supported economic growth by delivering programs and initiatives that strengthened local business capability, encouraged entrepreneurship, promoted employment participation and attracted investment.

Key outcomes included:

- Business communication, networking and development activities
- Continued operation of iHarvest Coworking and delivery of the Ignite program to support start-ups and entrepreneurs
- Job expos promoting local employment opportunities
- In-language investment forums and business meetings that improved access to information and supported investment attraction

Community impact and outcomes

Business development, support and growth were fostered by:

- 43 editions of the Brimbank business e-bulletin published, with 1.5 million opens
- 7 Business Meetups and 10 Business Development Workshops held, with more than 582 registrations
- 2 Brimbank Business Breakfasts held along with the International Women's Day Women in Business lunch
- 5 in-language (Chinese, Vietnamese and Iranian) business investment and support forums held with 205 registrations

Entrepreneurship and employment participation were supported by:

- 89 iHarvest coworking trials, with iHarvest growing to 88 active memberships through a range of business communications and achieving a combined 12,597 online engagements
- 2 business entrepreneurial start-up programs
- 2 Job Fairs and 9 employment-related workshops
- 5,873 jobs listed on the Brimbank Joblink website, with 111 registered employers and 2,442 registered jobseekers

What's next?

The final-year actions of the *Economic Development Strategy 2022-2027* will be delivered and the *Local Jobs for Local People Strategy 2021-2026* will be reviewed and updated. Council will continue initiatives that support business growth, entrepreneurship, local employment and investment attractions. Awareness and participation in procurement opportunities among local businesses will be increased in line with Council's Procurement Strategy.

Brimbank Integrated Water Management Strategy 2025-2035

Purpose

To guide how Council manages water. The *Integrated Water Management Strategy 2025-2023* has 4 objectives:

- Prepare for more severe and frequent heat waves, drought and flood events
- Improve Integrated Water Management (IWM) systems, processes and asset management
- Strengthen communication, advocacy, education and participation
- Increase efforts in monitoring, evaluation, reporting and improvement



Key achievements and outcomes for 2025–26

- The Water Sensitive Urban Design (WSUD) maintenance program was delivered across multiple wetlands and sediment basins
- A contractor panel for WSUD rectification works was established
- An analysis of the viability and benefits of introducing a voluntary WSUD in lieu scheme in the municipality was completed
- Grants for sediment removal at Shearwater Meadow Reserve in Cairnlea and for the expansion and upgrade of the Keilor Golf Course and Green Gully stormwater harvesting systems were secured
- Flood mapping was updated

Community impact and outcomes

- The Maribyrnong River and Waterways Association expressed its interest in the strategy which has led to the identification of potential communication initiatives to be developed in collaboration with Council
- Community members reported awareness of and interest in the sediment removal projects in Cairnlea, leading to requests for similar projects in other areas
- Approximately 925 tonnes of sediment were removed from 2 sediment basins
- Council reduced costs by securing grant funding for sediment removal projects and the expansion of 2 stormwater harvesting systems
- Contribution rates were set between $48 and $60 per square metre to make the WSUD in lieu scheme economically viable
- 48 large-scale water assets were maintained, reducing plastic waste and weed coverage
- Flood mapping was completed for 100% of the Council area

What’s next?

- Improve water asset databases to better understand drinking water use, alternative irrigation water use and water quality outcomes
- Expand knowledge of WSUD processes, roles, responsibilities and hold points for WSUD projects
- Continue to maintain Council’s WSUD assets
- Continue the sediment removal program to rectify priority WSUD assets



Brimbank Lifelong Learning Strategy 2024-2029

Purpose

To guide Council's actions to improve learning outcomes in Brimbank and support community members of all ages to gain the skills, knowledge and confidence to pursue opportunities.

Key achievements and outcomes for 2025–26

- **Schools Community Exchange Program** – Council co-designed a workshop for teachers and service providers about emotional regulation to help them support young people in various educational settings
- **Raising Readers Project** – Council designed a program to help vulnerable families engage with libraries and support early literacy
- **School Transition Program** – Council planned and supported 2 workshops on preventing bullying that were attended by 186 young people and distributed 300 school transition booklets through school outreach programs
- **Building Digital Skills Program** – In partnership with Lively.org, 3 digital literacy sessions were held for 54 senior and Vietnamese participants.



Community impact and outcomes

As a direct result of these initiatives:

- Library memberships increased
- Engagement with kindergarten information sessions increased
- Participants reported increased digital literacy competence
- 61 bilingual story sessions were held with 1,741 participants
- 649 early years programs were held with 29,403 participants
- 4-year-old kindergarten enrolments increased by 2% and 3-year-old kindergarten enrolments increased by 9%.

What’s next?

- Council will continue with the Raising Readers Project, with expanded reach and engagement among more vulnerable families.
- The School Transition Program will continue to be delivered, and the School Community Exchange Program will be maintained in a revised format.
- There will be an increased focus on adult functional literacy initiatives with the development of a community cookbook.



Brimbank Volunteer Program

Purpose

To create inclusive, safe and meaningful volunteering opportunities that encourage community participation, foster social connection and wellbeing, celebrate diversity and build community resilience.

Key achievements and outcomes for 2025–26

Council has 231 registered volunteers, representing 48 countries and speaking 42 languages other than English.

Volunteers were engaged in more than 10 Council services in areas such as Libraries, Neighbourhood Houses and environmental programs, and in external partnership programs such as the Learner Driver Mentoring program with the TAC and the School Breakfast Club, which is managed by Foodbank. The efforts of volunteers have contributed to more than $150,000 in economic value to Brimbank.

During National Volunteer Week, Council recognised 85 volunteers for reaching significant service milestones as part of the annual We Are Brimbank Awards and Recognition Event.

Volunteers supported more than 10 civic and citizenship ceremonies, welcoming attendees, providing on-the-day assistance and contributing to a positive and inclusive experience.

Two former placement students will continue as volunteers within the Environment Department, supporting the Western Alliance for Greenhouse Action (WAGA).

A range of professional development and volunteer training opportunities were offered to volunteers including Cultural Awareness and Child Safety training.



Community impact and outcomes

The program has increased volunteer capability, community participation and inclusive service delivery. Volunteers have helped to create welcoming experiences for new citizens, their families and the broader community.

Ongoing training and professional development have strengthened volunteers' knowledge and confidence and participation in training activities has helped build community awareness and encourage meaningful conversations on important social issues. This has supported Council's commitment to fostering an informed, inclusive and connected community.

What's next?

The four future focus areas are:

- Ongoing commitment to recruitment, participation, support and development including exploring specific training opportunities for volunteers
- Appreciating and celebrating volunteers including continuing to work with Civic Events to deliver the annual We Are Brimbank Awards and the Volunteer Awards and Recognition Event
- Strengthening connections by creating more volunteer opportunities and pathways across Council and promoting volunteer opportunities with other organisations in Brimbank
- Maintaining service excellence by building the capacity and capability of staff to support volunteers.



Climate Emergency Plan 2020-2025

Purpose

To identify opportunities from the renewable energy transition and support the community to live and work sustainably in Brimbank. The plan includes 65 focused on reducing emissions for Council and the community and helping to manage and plan for existing climate impacts.

Key achievements and outcomes for 2025–26

- Delivered Council's successful **Greenhouse Gas Reduction Program** which included installing solar panels, completing insulation works and installing 4 additional EV chargers
- Delivered a **Community Engagement Program** which included 33 events with 4,689 attendees where 2,360 vegetable seedling punnets were given away, 9,701 kg of olives were harvested and 1,445 Lt of olive oil was produced and 23 cubic metres of reusable goods were collected
- Implemented a new **Utilities Management Program** which focuses on managing utility connections, monitoring and reporting utility consumption, building consistent and structured utilities management practices and identifying cost savings and recovery opportunities
- Improved the condition of Brimbank's **large-scale water assets** through sediment removal works, investigating improvements to the functionality of various waterbodies and expanding stormwater harvesting systems
- Delivered **Waste Education** activities such as the annual Reuseable Goods Drop Off Day and Brimbank's Detox Your Home event while also supporting an ongoing community clean-up group
- Delivered the **Sunshine Community Battery** located in Gresham Way Reserve, Sunshine West. The battery was decorated by artist Melanie Caple.

Community impact and outcomes

In addition to the programs above:

- 48 large-scale Water Sensitive Urban Design (WSUD) assets were maintained
- 535 m^3 of sediment was removed from the Station Waters Reserve and Shearwater Meadows sediment ponds
- At the Detox Your Home event Council collected:
    - 7,086 tonnes of chemicals
    - 11 cubic bags of polystyrene
    - 6 x 1,100 Lt bins of end-of-life textiles
    - 7 x 240 Lt bins of soft plastics

- 186 residents attended the first E-waste & More event, diverting more than 120 cubic metres of waste from landfill including 5,256 kg of mixed electrical waste, 764 kg of end-of-life textiles and 84 mattresses
- 3 Council sites were degasified and solar was installed at 2 sites
- 4 EV chargers were installed at the Sunshine multideck carpark and Council's Operations Centre
- 2,198.4 t CO_2-e of greenhouse gas was emitted which is a reduction from the previous year's total of 5,528 tonnes



What's next?

The next Climate Emergency Strategy is due to be endorsed by Council later in 2026. This strategy will set out five priority areas for action that will address the climate emergency:

- Community health and wellbeing
- Biodiversity, water and urban greening
- Buildings, infrastructure and transport
- Energy (transition to renewables)
- Local and circular economy

Community Services and Infrastructure Plan 2026-2040

Purpose

This plan refers to facilities that accommodate services that help meet the needs and support the wellbeing of individuals, families, groups and communities across all life stages.

Key achievements and outcomes for 2025–26

- Preferred Facility Standards were established. These are a consistent set of essential and desirable requirements across Council's community facilities and provide a strategic framework for planning, renewal and future investment
- Universal accessibility audits began across Council's kindergartens, community halls and community facilities to assess existing levels of accessibility and identify barriers to equitable access
- The updated Community Facilities Online Booking System was introduced, improving the customer experience by providing a more accessible, easy-to-use and efficient platform for booking Council's community facilities
- The annual infrastructure renewal program focused on addressing security, universal accessibility and compliance priorities across Council's community facilities

Community impact and outcomes

- Increased utilisation
- Improved accessibility, safety, functionality and sustainability
- More inclusive and welcoming facilities
- Enhanced health and wellbeing

Community facility upgrades included:

- Kitchen upgrades to 3 facilities
- Toilet upgrades to 2 facilities
- Flooring upgrades to 4 facilities
- Access for all abilities to 6 facilities
- HVAC systems to 2 facilities
- Storage upgrades to 2 facilities
- Playground upgrades to 2 facilities

What's next?

- Undertake long-term facility planning studies for the buildings that accommodate the Hunt Club Community and Arts Centre, Cairnlea Community Hub, Tin Shed Neighbourhood House and Duke Street Community House
- Deliver the Dempster Park Children's and Community Centre
- Continue planning for the St Albans Library Community Hub

Disability Action Plan 2022-2026

Purpose

The *Disability Action Plan 2022-2026* (DAP) sets the strategic direction for how Council will improve accessibility and inclusion across the municipality and reflects Council's continued commitment to reducing barriers and improving outcomes for people with disability, their families and carers.

Key achievements and outcomes for 2025–26

All 27 actions in the DAP were achieved during the life of the 4-year plan. Highlights include:

- Partnering with Victoria University to deliver 6 sessions for up to 15 carers to assist people with disability to develop job applications and interview skills.
- Working with Inclusion Melbourne and Employment Services to support employment and educational opportunities for people who identify as having a neurodiverse disability.
- Supporting a Jobs Expo at Watergardens Shopping Centre, where positions for people with disability were highlighted.
- Delivering a Jobs Showcase as part of National Carers Week, promoting disability support, employment services and pathways to training and employment.

Community impact and outcomes

The impacts of the DAP have been measured through engagement with the Disability Advisory Committee (DAC). Outcomes identified by the DAC include:

- Accessibility was embedded across libraries, digital platforms and facilities including adaptive equipment and accessible web tools.
- The Community Connector Program supported access to services and supports for residents and carers.
- Employment and skills pathways were expanded, including Jobs Expos, workshops and placements.
- Inclusive community events and programs were expanded, supporting participation and wellbeing.
- Policy and planning were strengthened, embedding inclusion into engagement frameworks and Council systems.
- Infrastructure improvements progressed across footpaths, parks and other accessibility upgrades.



Council measured outcomes and the performance through engagement with the DAC, the Brimbank Disability Network (BDN), community and staff engagement sessions. These outcomes included:

- The DAC met 5 times to monitor the DAP through discussion topics, staff presentations and co-design processes. There are currently 9 community members on the DAC.
- The BDN met 3 times to share information about services and programs for people with disability. There are currently 71 member organisations and individuals.
- Four community engagement sessions were held with 21 community members attending.
- Three staff engagement sessions were held, with 151 staff attending.

What's next?

The current DAP expires in December 2026 and a new *Disability Access and Inclusion Plan (DAIP)* is being developed. The DAIP will align with the *We Are Brimbank Council Plan 2025–2029* and will outline Council's approach to working with its internal and external partners to continue to improve access and inclusion for people with disability and carers in Brimbank.

Guided by consultation findings and recognising the work already underway, the following focus areas have been identified:

- **People – Inclusive Communities and Participation** focuses on ensuring people with disability can access services, information and supports in ways that enable independence, participation and inclusion in everyday life, consistent with the principles of equitable access and participation.
- **Places – Accessible and Inclusive Environments** focuses on reducing physical and environmental barriers by ensuring buildings, public spaces, transport and infrastructure are designed to be accessible, safe and usable for everyone.
- **Prosperity – Education, Employment and Economic Participation** focuses on improving access to employment, training and economic opportunities, supporting people with disability to participate fully in the workforce and local economy.
- **Leadership and Governance – Inclusive Systems and Accountability** focuses on embedding inclusion across policies, systems and decision-making and driving positive change in attitudes, practices and organisational leadership to reduce discrimination.

Domestic Animal Management Plan 2026-2029

Purpose

To outline programs, services and strategies Council has to promote and encourage the responsible ownership of dogs and cats. This includes outlining how Council intends to make sure people comply with the requirements of the *Domestic Animals Act 1994*, minimise the risk of attacks by dogs on people and animals and increase rates of reclaiming and rehoming animals.

Key achievements and outcomes for 2025–26

- Ongoing partnerships and programs with The Lost Dogs' Home and local providers continued to offer subsidised desexing opportunities for pets
- Relocation and service delivery options for pound services explored to support the development of a business case for Council consideration through the capital works and operational budget process
- Community outcomes and responses, along with staff support and employee safety, were strengthened through significant work to develop and review procedures and processes
- Employees completed community engagement training to prepare for the upcoming information and education program relating to the Cat Confinement Initiative

Community impact and outcomes

There has been increased participation in Council's subsidised pet desexing programs with a corresponding increase in positive community feedback. Enquiries about the future availability of these opportunities have also increased. Work is underway in partnership with The Lost Dogs' Home to explore future desexing program opportunities for the Brimbank community.

What's next?

Work will continue on procedures aimed at improving efficiency, community outcomes and supporting staff. Continued desexing programs will be explored to maximise available opportunities. The Cat Confinement Initiative will be implemented through an education and information campaign.



Innovate Reconciliation Action Plan 2024-2026

Purpose

Guides Council's ongoing work to strengthen relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples. It aims to support a more inclusive, culturally safe and equitable organisation and community.

Key achievements and outcomes for 2025–26

- Strengthened relationships with Traditional Custodians, Aboriginal organisations and service providers to support reconciliation outcomes
- Held Aboriginal and Torres Strait Islander arts, culture and recognition activities
- Improved cultural safety and recognition across Council places and services through updated cultural protocols
- Improved how Council leads, monitors and implements RAP commitments by establishing stronger organisational support
- Improved access and participation for Aboriginal and Torres Strait Islander children and families
- Engaged Evolve Communities to provide the 7 Steps to Practical Reconciliation Program
- Engaged Victorian-based Aboriginal and Torres Strait Islander-run businesses listed on Council's social procurement database



Community impact and outcomes

Community participation increased at National Reconciliation Week, NAIDOC Week, National Sorry Day, First Nations exhibitions, public art and community programs and events.

Inclusion and cultural safety also improved through more visible cultural recognition in Council places, including Acknowledgement of Country and Welcome to Country practices, plaques, Aboriginal place naming, interpretive signage and consultation with Traditional Custodians and the Brimbank Aboriginal and Torres Strait Islander Consultative Committee (BATSICC).

Improved outcomes include:

- The RAP monitoring tool records 85 deliverables in total, with 36 completed to date, representing 42.4% progress, and a further 38 deliverables in progress
- Quarterly governance and reporting have been maintained, with BATSICC meetings held every 3 months, Wurundjeri meetings held every 2 months and RAP progress reported through standing agenda items and quarterly reporting processes
- Cultural heritage capability has increased across Council
- Business and employment-related opportunities have been expanded
- Enrolment and participation in Maternal and Child Health services increased among Aboriginal and Torres Strait Islander children and their families, along with stronger monitoring of Key Age and Stage attendance, timely follow-up, flexible re-engagement and priority access to kindergarten
- Community access to cultural learning and recognition has increased

What's next?

- Review and expand cultural learning opportunities for all staff
- Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development
- Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes
- Continue Council's reconciliation journey by developing the next Reconciliation Action Plan in partnership with Traditional Custodians, BATSICC, Aboriginal and Torres Strait Islander communities, staff and key stakeholders, building on the achievements and learnings from the *Innovate Reconciliation Action Plan 2024–2026*.



LGBTQIA+ Action Plan 2024-2028

Purpose

To help Council support, empower and affirm LGBTQIA+ communities in Brimbank by guiding Council's services, programs, events and key initiatives.

Key achievements and outcomes for 2025–26

- In collaboration with the Australian Queer Archives, Council premiered the Brimbank LGBTQIA+ History Exhibition, helping to strengthen connection to culture and a sense of belonging among LGBTQIA+ communities in Brimbank
- Brimbank Youth Services held its 2025 Supporting LGBTQIA+ Students Teachers Breakfast in collaboration with Maribyrnong Youth Services
- Continued to collaborate with Queer Town to provide Introduction to LGBTQIA+ Training for staff, with almost 300 staff completing the training
- Connected with local LGBTQIA+ communities to participate in and create culturally safe and inclusive local programs and events



Community impact and outcomes

- Increased LGBTQIA+ representation in Council programming and committees
- Positive community feedback about the LGBTQIA+ History Exhibition as part of Midsumma 2026
- Strengthened relationships with the LGBTQIA+ community to increase civic pride and involvement within Council
- Notable increase in Brimbank's role in leading change and providing affirmation and support for LGBTQIA+ communities within Melbourne's western region

What's next?

Council will continue to work towards completing the actions for years 3 and 4, with a specific focus on:

- Providing a safe and welcoming first point of contact through inclusive signage and staff trained in LGBTQIA+ inclusivity at front-facing Council services
- Supporting and facilitating community infrastructure and planning that responds to LGBTQIA+ community needs by creating inclusive, safe and affirming spaces in Council facilities
- Working collaboratively with local sports organisations to promote and celebrate inclusivity and accessibility in sports for LGBTQIA+ communities.

Social Justice Framework 2026-2029

Purpose

To build a fair, inclusive and equitable community for everyone who lives, works, studies or visits Brimbank by guiding the development of Council plans, policies and services and ensuring that Brimbank's diverse communities are reflected in the *Innovate Reconciliation Action Plan 2024-2026, Disability Action Plan 2022-2026, Gender Equality Action Plan (GEAP) 2021-2025 and LGBTQIA+ Action Plan 2024-2028*.

Key achievements and outcomes for 2025–26

Council's role and approach to social justice was reviewed in 2025. Following community and stakeholder engagement, a new Social Justice Framework was adopted by Council in February 2026 and focuses on 5 key areas:

- Reconciliation
- Equity
- Leadership
- Participation
- Climate justice

To reflect Council's updated approach, an Inclusivity Statement was developed and was first used in the integrated We Are Brimbank Council Plan 2025–2029 and can be found at the start of this Annual Report.

Community impact and outcomes

- Council discontinued holding citizenship ceremonies on 26 January in recognition of the impact this has on First Nations peoples
- Council developed a Financial Hardship Policy for rates
- Gender inclusive changing rooms for sports pavilions are being installed
- Council prioritised advocacy on gambling harm and homelessness

What's next?

The Framework will guide how Council applies fairness, equity and inclusion when planning and delivering services, making decisions and supporting Brimbank's diverse community.

Sports Facility Development Plan 2023

Purpose

To help Council manage and develop sport and recreation facilities in Brimbank, this Plan identifies the key sporting infrastructure challenges posed by recreation participation trends and population and demographic changes in Brimbank and presents solutions within the constraints of the available budget.

Key achievements and outcomes for 2025–26



- Ralph Reserve changeroom upgrade
- Arthur Beachley carpark safety and accessibility upgrade
- German Shepherd Club kitchen upgrade
- Delahey Tennis Courts 1 and 2 resurfacing
- Delahey Tennis Courts 1–2 and 5–6 new LED lighting
- Keilor Recreation Reserve social rooms upgrade and LED floodlighting
- Community impact and outcomes

Evidence of the strategy's impact includes:



- Increased participation
- Improved accessibility and safety
- Greater inclusion and gender equity
- Enhanced health and wellbeing
- Environmental sustainability

What's next?

Implementation of annual rolling renewal programs and major capital projects. Future projects include:



- New sports pavilion at J.R Parsons Reserve
- Design of a new tennis pavilion at J.R Parsons Reserve
- Design of female-friendly facilities at Kevin Flint Memorial Reserve
- Improved sports reserve lighting at Keilor Park
- Multipurpose court and floodlighting works at Selwyn Park Tennis Courts
- Resurfacing of Courts 7, 8 and 9 at Lionheart Tennis Courts

Transforming Brimbank Program

Purpose

To ensure major investment and development deliver lasting benefits for the community. The program supports a more connected, inclusive and liveable city through improved transport, public spaces, jobs, recreation, culture and community infrastructure.

Key achievements and outcomes for 2025–26

- **Advocated for better community outcomes in Albion and Sunshine** to improve community safety, accessibility, active transport connections, public spaces and integration with surrounding neighbourhoods. Council sought improved walking and cycling connections and safer station environments
- **Investment in community and cultural spaces at Clarke Street** including Victorian Government investment and plans for a new public plaza, arts and cultural facilities, community event spaces and public art
- **Progressed Wominjeka Place and Vietnamese Museum Australia** creating a new community gathering place that celebrates First Nations heritage, multicultural communities and Brimbank stories
- **Progressed Sunshine Energy Park**, supporting the long-term vision for a major recreation, environmental and community destination for Melbourne's west. Community engagement for this project was recognised at the 2025 IAP2 Core Values Awards



Community impact and outcomes

- Planning and design for major transport and urban renewal projects through advocacy that focused on safety, accessibility, connectivity and public amenity were influenced
- Investment in community, cultural and public spaces in Sunshine was advanced, supporting opportunities for community participation, activation and local identity
- 5 key advocacy priorities were prepared to guide Council advocacy for the Albion Quarter Structure Plan
- 6 key advocacy priorities were submitted through Council's response to the Albion Station Early Designs
- 8 key asks were endorsed through Council's response to the Sunshine Superhub Early Designs
- $7.5 million Victorian Government investment announced for Sunshine precinct activation and community infrastructure initiatives
- The name 'Wominjeka Plaza' was officially gazetted on 19 February 2026 following community consultation

What's next?

- Continue to advocate for community safety, accessibility, amenity, active transport, open space and local benefit through Council's involvement in planning for the Albion Quarter, Albion Station and Sunshine Superhub
- Work with the Victorian Government and project partners to progress the Clarke Street initiatives and Sunshine Station works with clear information for the community and careful consideration of impacts on residents, traders, commuters and visitors
- Progress feasible and funded pathways for Wominjeka Plaza and Sunshine Energy Park, supported by continued engagement with Traditional Owners, multicultural communities, young people, local organisations and prospective funding partners



Performance Statement

For the year ended 30 June 2026

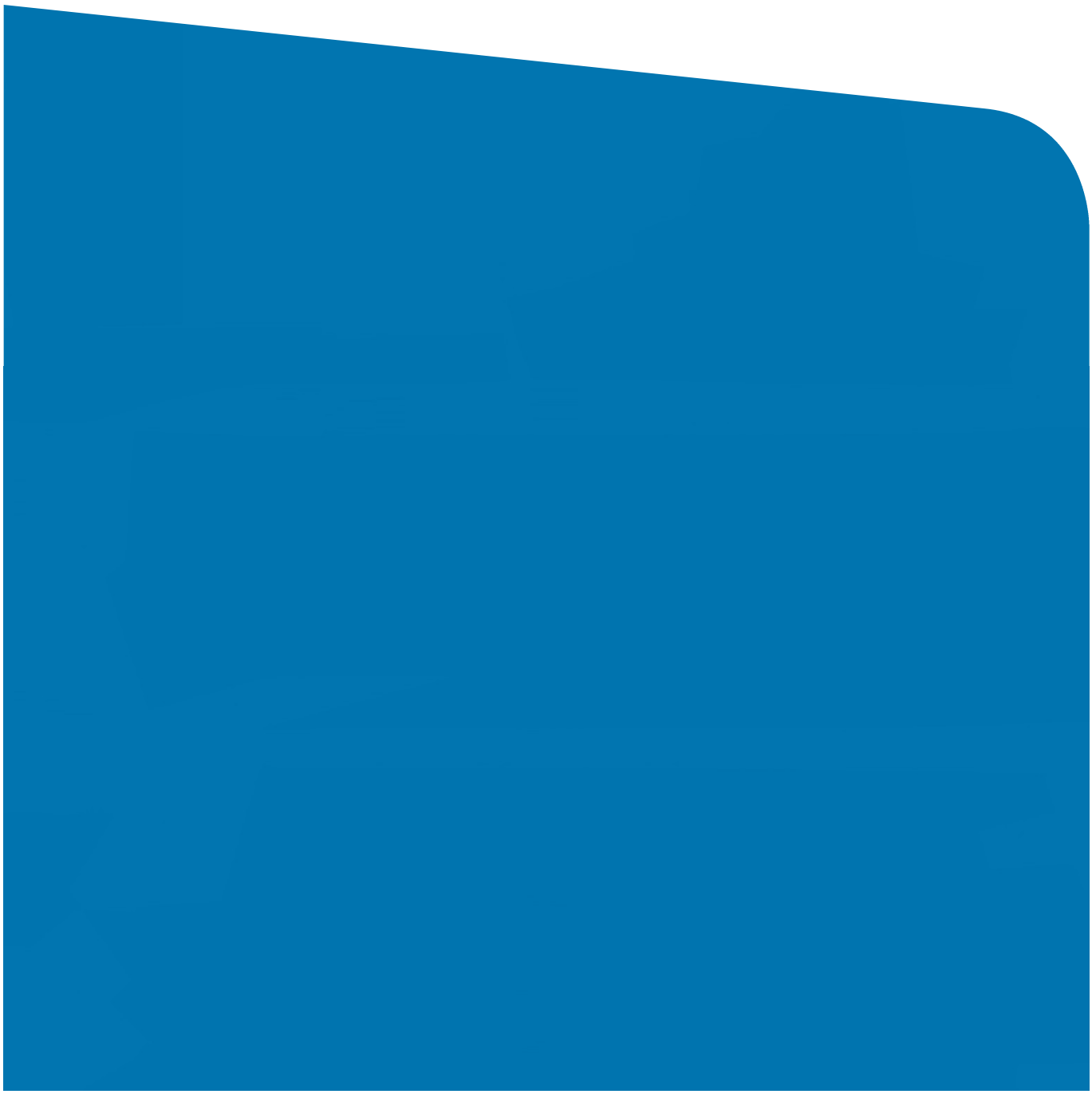


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Certification of the Performance Statement

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



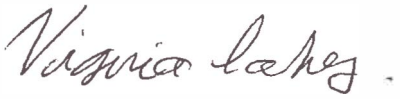
Shaun Owens
Principal Accounting Officer
Dated: 22 September 2026
Melbourne

In our opinion, the accompanying performance statement of the Brimbank City Council for the year ended 30 June 2026 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 Virginia Tachos
Mayor
Dated: 22 September 2026
Melbourne



Councillor Daniel Kruk
Councillor
Dated: 22 September 2026
Melbourne



Fiona Blair
Chief Executive Officer
Dated: 22 September 2026
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 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • 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 2026 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 (including Independence Standards)* (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
29 September 2026

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 municipalities in Greater Melbourne.

Section 2 - Service Performance Indicators

For the year ended 30 June 2026

Indicator	Results					Comment
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities						
Utilisation *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Municipal population]	7.60	9.73	9.92	N/A	9.99	Brimbank City Council finished the financial year at 9.99 visits per resident, which was an improvement on the 2024-2025 result. This was due to the retention of high gym and aquatic member numbers as well as growth of the learn to swim program. This number was achieved despite the Sunshine Leisure Centre's outdoor pool being closed for 5 months while maintenance was carried out.
Animal Management						
Health and safety *Animal management prosecutions* [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	100%	100%	N/A	100%	Brimbank City Council has a strong history of successfully prosecuting animal management cases. In 2025-2026, 16 cases were successfully resolved, which was an increase of 2 from 2024-2025, when we successfully resolved 14 cases. This result represents concluded prosecutions. Some other matters were withdrawn or adjourned until later in the year.
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	95.97%	100.00%	100.00%	N/A	100.00%	Brimbank City Council continues to give precedence to the delivery of an effective and efficient risk-based Food Safety service. In 2025, all premises with major or critical non-compliance notifications were routinely followed up.
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]	55	74	74	75	75	The community satisfaction rating for Brimbank City Council's performance in community consultation and engagement is reported from the independent Community Satisfaction Survey for 2025-2026. This excellent result can be attributed to Council conducting extensive engagement and community consultations, both in person and online, using a variety of engagement methods. Consultations carried out during this period related to community services and infrastructure planning, climate strategy, disability planning, integrated transport strategy planning and life stages planning.

Section 2 - Service Performance Indicators (continued)

Indicator	Results					Comment
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Libraries						
Participation						
Library membership [Number of registered library members / Population] x100	#N/A	34.80%	32.91%	N/A	36.21%	The membership rate of 36.21% 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.
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	66.41%	67.45%	64.41%	N/A	64.96%	Brimbank City Council remains committed to delivering high-quality Maternal and Child Health services despite workforce challenges, including extended periods of parental leave and other staff leave events which affected service capacity and impacted participation outcomes.
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	77.54%	75.94%	96.59%	N/A	91.58%	Brimbank City Council prioritises high-quality Maternal and Child Health services to Brimbank's Aboriginal and Torres Strait Islander community. While the result is slightly lower than in 2024-2025, it remains consistently high and reflects the continued implementation of targeted outreach initiatives, including the dedicated First Nations Families Portfolio, proactive engagement and follow-up, and strong partnerships with Aboriginal organisations and health services to support culturally safe service delivery.
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	93.26%	92.43%	93.17%	90.00%	94.43%	The proportion of sealed local roads maintained to the required condition standard has remained consistent over recent years. Brimbank City Council continues to prioritise the maintenance and rehabilitation of the local road network to ensure it meets the required service and condition standards.
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	70.03%	84.32%	81.10%	70.00%	76.90%	Brimbank City 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. While this result is slightly less than the result achieved last year, it is comparatively better than most other councils. It is also noted that significant changes have been introduced to the way planning applications are assessed over the last 12 months, which have resulted in changes in processes and retraining of planners to accommodate these changes. The data for this measure was sourced from the Planning Permit Activity Reporting (PPARs) website on 20 July 2026.
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	42.22%	40.66%	38.70%	43.27%	39.92%	The waste diversion rate increased slightly from last year's result. There was an increase in organic material due to changes in climatic conditions and an increase in green waste of 1,485 tonnes on the previous year. The recycling and garbage tonnages remained at similar levels to those of 2024-2025.

Section 3 - Financial Performance Indicators

For the year ended 30 June 2026

Indicator	Results					Forecasts				Material Variations and Comments
	2023	2024	2025	2026		2027	2028	2029	2030	
	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]	$2,840.83	$3,111.77	$3,205.01	$3,359.00	$3,541.23	$3,609.17	$3,755.19	$3,773.86	$3,810.92	Brimbank City Council continues to provide an efficient property assessment service. The result has increased in 2025/2026 due to increased costs, however, it remains in line with results from previous years and the range expected by Council.
Revenue level										
Average rate per property assessment [Sum of all general rates and municipal charges / Number of property assessments]	$1,717.81	$1,776.54	$1,846.79	$1,133.00	$1,900.59	$1,949.73	$1,991.26	$2,021.55	$2,051.67	Brimbank City Council continues to provide an efficient property assessment service. The minimal rate increase remains within the Victorian Government's Rate Cap and is consistent with the range anticipated by Council.
Liquidity										
Working capital										
Current assets compared to current liabilities [Current assets / Current liabilities] x100	206.14%	216.10%	199.32%	152.92%	227.47%	168.13%	163.18%	149.25%	138.87%	Brimbank City Council places a strong emphasis on the effective management of its assets and liabilities. The working capital ratio increased from 199.32% to 227.47% in 2025/26, primarily because current liabilities decreased proportionately more than current assets. Council continues to maintain sufficient current assets to meet its short-term obligations.
Unrestricted cash										
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	73.75%	81.68%	65.22%	77.90%	23.81%	18.79%	14.51%	3.76%	-10.12%	Brimbank City Council places a strong emphasis on the effective management of its assets and liabilities. The unrestricted cash ratio reflects increasing operating cost pressures, the need to maintain service delivery and operational requirements, and continued investment in asset renewal and maintenance programs to support the community's current and future needs.

Section 3 - Financial Performance Indicators (continued)

Indicator	Results					Forecasts				Material Variations and Comments
	2023	2024	2025	2026		2027	2028	2029	2030	
	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	50.81%	47.35%	47.82%	36.44%	30.43%	35.45%	36.17%	34.12%	33.57%	Brimbank City Council places a strong emphasis on the effective management of its assets and liabilities. The 2025/2026 result has decreased compared with the previous financial year, primarily due to the Local Government Funding Vehicle (LGFV) $21 Mil loan repayment, resulting in a corresponding reduction in liabilities. The result remains within the range anticipated by Council.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	6.96%	6.04%	6.11%	17.52%	17.56%	7.58%	8.06%	8.49%	9.18%	Brimbank City Council places a strong emphasis on efficient and effective financial management, including the prudent management of loans and borrowings. Loan repayments increased during 2025/2026, resulting in a reduction in the overall loan balance. This outcome remains within the range anticipated by Council.
Indebtedness										
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	44.97%	40.84%	32.36%	20.34%	26.13%	29.09%	28.90%	26.09%	26.20%	Brimbank City Council places a strong emphasis on efficient and effective financial management. The improved result in 2025/2026 reflects a reduction in the overall loan balance, primarily due to LGFV $21 mil loan repayment made during the year. This result remains within the range anticipated by Council.
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	72.24%	67.26%	82.51%	97.59%	68.62%	80.55%	72.18%	73.93%	82.36%	Brimbank City Council places a strong emphasis on the ongoing renewal and upgrade of its assets and has allocated resources to a number of asset renewal projects over recent years. The increase in depreciation expenditure in 2025/2026 is consistent with the impact of the infrastructure asset revaluation undertaken during the year.
Operating position										
Adjusted underlying result										
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	4.88%	-1.57%	4.79%	-2.91%	-0.81%	-8.15%	-7.85%	-7.26%	-6.30%	This indicator has declined primarily due to the higher level of public open space contributions received in prior years in relation to the Orica development. The current result remains within the range anticipated by Council.

Section 3 - Financial Performance Indicators (continued)

Indicator	Results					Forecasts				Material Variations and Comments
	2023	2024	2025	2026		2027	2028	2029	2030	
	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	72.35%	72.93%	69.17%	73.56%	67.68%	73.25%	72.47%	72.98%	72.86%	Brimbank City Council endeavours to manage its revenue and rates efficiently and effectively. During the 2025/2026 financial year, the proportion of rates relative to total revenue decreased slightly compared with the previous year. This change was primarily attributable to movements in underlying revenue, including the impact of the Victorian Local Government Grants Commission (VLGGC) allocation. The result remains within the range anticipated by Council.
Rates effort										
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.30%	0.29%	0.30%	0.31%	0.30%	0.32%	0.32%	0.32%	0.32%	Brimbank City Council continues to ensure rating levels are based on the community's capacity to pay and within the State Government rate cap limits. Rates, as a whole, includes general rates, municipal charges and environmental charges. This result remains in the range set by Council.

Section 4 - Sustainable Capacity Indicators

For the year ended 30 June 2026

Indicator	Results				Comment
	2023	2024	2025	2026	
	Actual	Actual	Actual	Actual	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	$1,182.54	$1,286.16	$1,316.47	$1,464.28	Brimbank City Council is committed to minimising expenditure where possible while ensuring the continued delivery of essential services to the community. The increased expenditure during 2025/2026 was primarily due to higher employee costs required to enable delivery of community services and Council commitments as well as a modest increase in depreciation expense.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	$10,188.95	$10,051.33	$11,391.65	$11,611.25	Brimbank City Council endeavours to maintain efficient and effective financial management. The increase in infrastructure asset values reflects the impact of asset revaluations and inflationary pressures. The result remains within the range anticipated by Council.
Population density per length of road [Municipal population / Kilometres of local roads]	212.48	213.79	216.09	216.12	Brimbank City Council places a strong emphasis on maintaining a safe, reliable and effective road network that meets the needs of the community. The 2025/2026 result is consistent with previous years and remains within the range anticipated by Council.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	$1,071.18	$1,139.15	$1,196.61	$1,283.33	Brimbank City Council is committed to effective and high-quality revenue management. The improved result in 2025/2026 reflects increased revenue from statutory fees, user fees and charges, as well as higher interest income from investments. This result remains within the range anticipated by Council.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	$157.67	$63.13	$177.55	$158.80	The result reflects the higher level of Grants Commission funding received earlier than anticipated in the previous financial year.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	1.00	1.00	1.00	1.00	Brimbank remains the second most disadvantaged municipality in Greater Melbourne and the third most disadvantaged municipality 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	10.9%	11.9%	12.6%	8.8%	Brimbank City Council experienced a decrease in staff turnover during the 2025/2026 financial year. The result remains within the range anticipated 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 2026-27 to 2029-30 in the Council's financial plan.

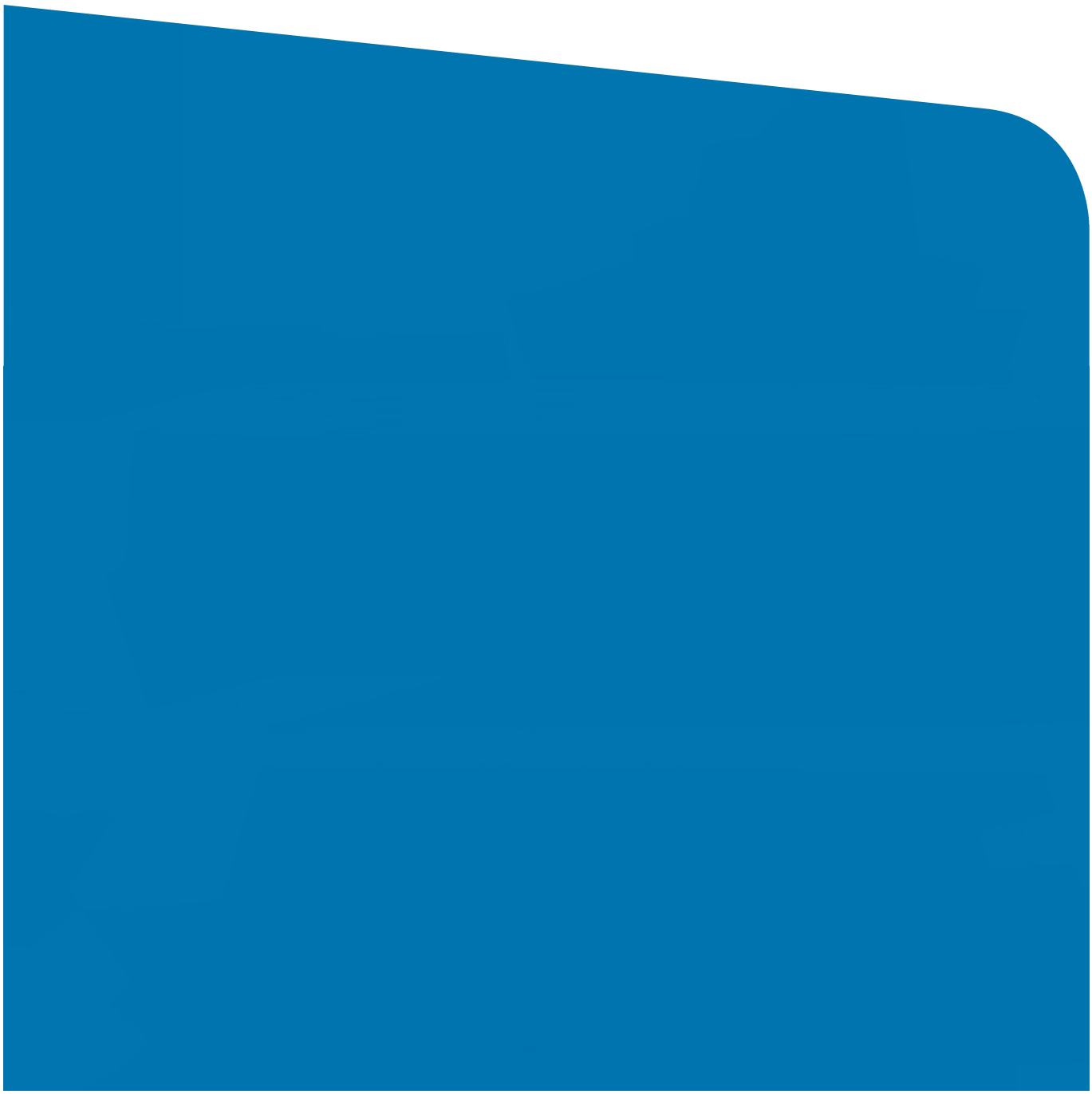
The Local Government (Planning and Reporting) Regulations 2020 requires an explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure. Explanations have not been provided for variations 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 authorised 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 authorised 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 2026



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 2025-26 financial year and the overall position at the end of the financial year (30 June 2026).

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:

1. Comprehensive Income Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Statement of Cash Flows
5. 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 2026.

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 2026.

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 2026.
- 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 2026.
- 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 2026.

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.



Shaun Owens CA
Principal Accounting Officer
Dated: 22 September 2026
Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of the Brimbank City Council for the year ended 30 June 2026 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 Virginia Tachos
Mayor
Dated: 22 September 2026
Melbourne



Councillor Daniel Kruk
Councillor
Dated: 22 September 2026
Melbourne



Fiona Blair
Chief Executive Officer
Dated: 22 September 2026
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 2026 • 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 2026 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 (including Independence Standards)* (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 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.



Travis Derricott
as delegate for the Auditor-General of Victoria

MELBOURNE
29 September 2026

Comprehensive Income Statement for the Year Ended 30 June 2026

	Note	2026 $'000	2025 $'000
Income / Revenue			
Rates and charges	3.1	194,832	189,504
Statutory fees and fines	3.2	10,221	10,101
User fees	3.3	23,514	22,527
Grant - operating	3.4	31,917	35,392
Grant - capital	3.4	3,721	5,942
Contributions - monetary	3.5	6,042	15,079
Contributions - non-monetary	3.5	3,444	4,949
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	488	1,354
Other income	3.7	25,277	13,625
Total income / revenue		**299,456**	**298,473**
Expenses			
Employee costs	4.1	123,538	114,987
Materials and services	4.2	85,724	78,533
Depreciation	4.3	62,004	56,582
Depreciation - right-of-use assets	4.4	2,281	2,039
Allowance for impairment losses	4.5	1,745	1,757
Borrowing costs	4.6	2,851	2,502
Finance costs - leases	4.7	396	393
Other expenses	4.8	11,654	4,069
Total expenses		**290,193**	**260,862**
Surplus/(deficit) for the year		**9,263**	**37,611**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.1	284,271	286,169
Total other comprehensive income		**284,271**	**286,169**
Total comprehensive result		**293,534**	**323,780**

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

Balance Sheet as at 30 June 2026

	Note	2026 $'000	2025 $'000
Assets			
Current assets			
Cash and cash equivalents	5.1	72,202	118,381
Trade and other receivables	5.1	47,442	47,704
Other financial assets	5.1	42,000	6,000
Inventories	5.2	163	99
Prepayments	5.2	1,163	2,272
Other assets	5.2	1,009	602
Total current assets		**163,979**	**175,058**
Non-current assets			
Trade and other receivables	5.1	18	27
Right-of-use assets	5.8	6,889	7,477
Property, infrastructure, plant and equipment	6.1	3,300,627	3,021,369
Total non-current assets		**3,307,534**	**3,028,873**
Total assets		**3,471,513**	**3,203,931**
Liabilities			
Current liabilities			
Trade and other payables	5.3	24,319	22,063
Trust funds and deposits	5.3	4,814	3,859
Contract and other liabilities	5.3	4,504	3,667
Provisions	5.5	26,177	24,872
Interest-bearing liabilities	5.4	10,482	31,323
Lease liabilities	5.8	1,793	1,972
Total current liabilities		**72,089**	**87,756**
Non-current liabilities			
Trust funds and deposits	5.3	8,031	8,364
Provisions	5.5	4,071	3,398
Interest-bearing liabilities	5.4	48,812	59,294
Lease liabilities	5.8	5,536	5,679
Total non-current liabilities		**66,450**	**76,735**
Total liabilities		**138,539**	**164,491**
Net assets		**3,332,974**	**3,039,440**
Equity			
Accumulated surplus		1,144,718	1,135,851
Reserves	9.1	2,188,256	1,903,589
Total equity		**3,332,974**	**3,039,440**

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

Statement of Changes in Equity for the Year Ended 30 June 2026

	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2026					
Balance at beginning of the financial year		3,039,440	1,135,851	1,841,724	61,865
Surplus/(deficit) for the year		9,263	9,263	-	-
Net asset revaluation gain/(loss)	9.1	284,271	-	284,271	-
Transfers to other reserves	9.1	-	(26,069)	-	26,069
Transfers from other reserves	9.1	-	25,673	-	(25,673)
Balance at end of the financial year		**3,332,974**	**1,144,718**	**2,125,995**	**62,261**

	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	-
Transfer 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**

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 2026

	Note	2026 Inflows/ (Outflows) $'000	2025 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		196,147	189,375
Statutory fees and fines		8,679	7,790
User fees		23,946	23,449
Grants - operating		32,243	35,914
Grants - capital		4,084	6,304
Contributions - monetary		(1,155)	15,387
Interest received		7,288	6,723
Trust funds and deposits taken		2,018	2,258
Other receipts		18,667	7,287
Net GST refund/(payment)		6,664	5,658
Employee costs		(121,008)	(113,910)
Materials and services		(91,081)	(81,552)
Trust funds and deposits repaid		(2,167)	(1,377)
Other payments		(4,281)	(4,129)
Net cash provided by/(used in) operating activities	9.2	**80,044**	**99,177**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(55,107)	(55,851)
Proceeds from sale of property, infrastructure, plant and equipment		1,511	3,221
Proceeds from sale of investments		-	-
Payments for investments		(36,000)	(6,000)
Net cash provided by/(used in) investing activities		**(89,596)**	**(58,630)**
Cash flows from financing activities			
Finance costs		(2,891)	(2,473)
Proceeds from borrowings		-	14,000
Repayment of borrowings		(31,323)	(9,097)
Interest paid - lease liability		(398)	(394)
Repayment of lease liabilities		(2,015)	(2,167)
Net cash provided by/(used in) financing activities		**(36,627)**	**(131)**
Net increase/(decrease) in cash and cash equivalents		(46,179)	40,416
Cash and cash equivalents at the beginning of the financial year		118,381	77,965
Cash and cash equivalents at the end of the financial year		**72,202**	**118,381**
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 2026

	2026 $'000	2025 $'000
Property		
Land	-	-
Land improvements	198	-
Total land	**198**	**-**
Buildings	2,139	11,203
Leasehold improvements	-	-
Heritage buildings	-	-
Total buildings	**2,139**	**11,203**
Total property	**2,337**	**11,203**
Plant and equipment		
Plant, machinery and equipment	5,153	2,991
Computers and telecommunications	164	1,986
Fixtures, fittings and furniture	-	-
Library books	866	865
Artworks	307	100
Total plant and equipment	**6,490**	**5,942**
Infrastructure		
Roads	27,354	26,639
Footpaths and cycleways	785	1,732
Drainage	718	1,950
Recreational, leisure and community facilities	10,451	3,099
Parks, open space and streetscapes	6,435	4,203
Total infrastructure	**45,743**	**37,623**
Total capital works expenditure	**54,570**	**54,768**
Represented by:		
New asset expenditure	12,023	8,064
Asset renewal expenditure	30,339	37,215
Asset upgrade expenditure	12,208	9,489
Total capital works expenditure	**54,570**	**54,768**

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 2026

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 3.4)
- 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 2026 budget figures detailed below are those adopted by council on 17 June 2025. 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.

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 2026 $'000	Actuals 2026 $'000	Variance $'000	Variance %	Ref
Income / Revenue					
Rates and charges	195,607	194,832	(775)	0%	
Statutory fees and fines	9,225	10,221	996	11%	**1**
User fees	20,133	23,514	3,381	17%	**2**
Grant - operating	25,873	31,917	6,044	23%	**3**
Grant - capital	6,778	3,721	(3,057)	-45%	**4**
Contributions - monetary	5,433	6,042	609	11%	**5**
Contributions - non-monetary	3,993	3,444	(549)	-14%	**6**
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(3)	488	491	-16367%	**7**
Other income *	12,471	25,277	12,806	103%	**8**
Total income / revenue	**279,510**	**299,456**	**19,946**	**7%**	
Expenses					
Employee costs	116,476	123,538	(7,062)	-6%	**9**
Materials and services	88,452	85,724	2,728	3%	
Depreciation	57,886	62,004	(4,118)	-7%	
Depreciation - right-of-use assets	1,995	2,281	(286)	-14%	**10**
Allowance for impairment losses	1,100	1,745	(645)	-59%	**11**
Borrowing costs	2,927	2,851	76	3%	
Finance costs - leases	379	396	(17)	-4%	
Other expenses **	3,931	11,654	(7,723)	-196%	**12**
Total expenses	**273,146**	**290,193**	**(17,047)**	**-6%**	
Surplus/(deficit) for the year	**6,364**	**9,263**	**2,899**	**46%**	

***** Other Income includes one-off proceeds from legal outcome.
****** Other Expenses includes one-off refund of developer contributions.

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 favourable to budget mainly due to higher than anticipated revenue from infringement notices.
2	User fees	User fees ended the year favourably against budget, primarily driven by strong revenue performance across community centres and facilities, including Brimbank Aquatic and Wellness Centre (BAWC), Sunshine Leisure Centre (SLC), and Keilor Public Golf Course (KPGC). Higher than anticipated visitation levels, gym memberships, and learn to swim participation contributed favourable variances of $1.83 million in BAWC, $0.37 million in SLC, and $0.29 million in KPGC. The remaining favourable variance was largely attributable to higher than expected revenue from planning, consents and licensing permits.

2.1.1 Income / Revenue and expenditure (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
3	Grant - operating	Operating grants were favourable to budget, primarily due to the timing of Financial Assistance Grant (FA Grant) payments. During the year, Council received $14.13 million (80%) of the 2026–27 FA Grant in advance, in addition to $8.30 million (50%) of the 2025–26 FA Grant. The budget assumed the full 2025–26 FA Grant of $16.84 million would be received during the year, with no 2026–27 funding received in advance.
4	Grant - capital	Capital grants were $3.06 million unfavourable to budget. The timing of grant funding, including unbudgeted grants received during the year, prior-year grants carried forward and grants deferred to 2026–27, resulted in a net $0.60 million unfavourable variance. A further $2.46 million unfavourable variance resulted from the reclassification of capital grant revenue to monetary contributions following a review of the appropriate accounting treatment.
5	Contributions - monetary	Contributions - monetary were $0.61 million favourable to budget. Lower than anticipated contributions from Public Open Space, Brimbank and Sunshine developments, and environmental organisations resulted in a $1.85 million unfavourable variance. This was more than offset by a $2.46 million favourable variance from the reclassification of capital grant revenue to monetary contributions.
6	Contributions - non-monetary	Non-monetary contributions for the reporting period were unfavourable to budget by $0.55 million. This reflects the recognition of contributed assets arising from development and subdivision activity within the municipality. These assets are vested in Council upon practical completion and subsequently form part of Council's infrastructure and community asset base. The unfavourable variance primarily reflects the timing of contributed assets reaching practical completion relative to budget assumptions.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain on disposal of property, infrastructure, plant and equipment was $0.49 million favourable to budget. This reflects the net favourable difference between disposal proceeds received and the written down value of assets disposed during the reporting period.
8	Other income	Other income for the reporting period exceeded budget by $12.81 million, predominantly due to unbudgeted proceeds of $10.00 million related to the finalisation of a legal outcome. Additional favourable variances were recorded in interest income ($1.07 million), as well as across other supplementary revenue and administration fees ($0.50 million), contributing to the overall favourable outcome.
9	Employee costs	Employee expenses for the period ended 30 June 2026 were higher than anticipated service delivery and operational requirements to support community needs and Council commitments.
10	Depreciation - right-of-use assets	Depreciation of right-of-use assets exceeded budget due to leasing arrangements recognised under AASB 16. The variance is largely attributable to renewals of Council's fleet vehicle leases and the associated amortisation expense recognised during the reporting period.
11	Allowance for impairment losses	Allowance for impairment losses relates to outstanding debts assessed as unlikely to be recovered. The unfavourable variance was mainly driven by higher infringement debt levels and associated challenges in debt recovery.
12	Other expenses	Other expenses for the reporting period were unfavourable to budget by $7.72 million, primarily attributable to the unbudgeted refund of developer contributions.

2.1.2 Capital works

	Budget 2026 $'000	Actuals 2026 $'000	Variance $'000	Variance %	Ref
Property					
Land improvements	675	198	477	71%	**13**
Total land	675	198	**477**	**71%**	
Buildings	13,955	2,139	11,816	85%	**14**
Total buildings	**13,955**	**2,139**	**11,816**	**85%**	
Total property	**14,630**	**2,337**	**12,293**	**84%**	
Plant and equipment					
Plant, machinery and equipment	4,343	5,153	(810)	-19%	**15**
Computers and telecommunications	765	164	601	79%	**16**
Library books	884	866	18	2%	
Artworks	-	307	(307)	100%	**17**
Total plant and equipment	**5,992**	**6,490**	**(498)**	**-8%**	
Infrastructure					
Roads	29,863	27,354	2,509	8%	
Footpaths and cycleways	2,064	785	1,279	62%	**18**
Drainage	950	718	232	24%	**19**
Parks, open space and streetscapes	6,362	6,435	(73)	-1%	
Recreational, leisure and community facilities	3,434	10,451	(7,017)	-204%	**20**
Total infrastructure	**42,673**	**45,743**	**(3,070)**	**-7%**	
Total capital works expenditure	**63,295**	**54,570**	**8,725**	**14%**	
Represented by:					
New asset expenditure	6,804	12,023	(5,219)	-77%	
Asset renewal expenditure	40,340	30,339	10,001	25%	
Asset upgrade expenditure	16,151	12,208	3,943	24%	
Total capital works expenditure	**63,295**	**54,570**	**8,725**	**14%**	

(i) Explanations of material variations

Variance Ref	Item	Explanation
13	Land improvements	Land improvements were favourable to budget by $0.48 million, primarily due to delays in the delivery of the Landfill Gas Mitigation Measures projects at Sunshine Energy Park and Carrington Drive. Additional works and site investigations were undertaken to support environmental protection outcomes and ensure regulatory compliance, resulting in the projects being deferred beyond the end of the financial year.

2.1.2 Capital works (continued)

(i) Explanations of material variations

Variance Ref	Item	Explanation
14	Buildings	Buildings were favourable to budget by $11.8 million, predominantly due to the following: 1. Project expenditure deferred and/or carried forward of approximately $1.15 million, including: • Dempster Park Children's and Community Centre • JR Parsons Football/Cricket Pavilion • St Albans West Kindergarten Replacement 2. Lower than anticipated project expenditure of approximately $2.56 million, including: • Selwyn Park Tennis Courts • Lionheart Reserve Tennis Pavilion Upgrade • Sunshine Leisure Centre Upgrade and Renewal Works • Dempster Park Children's and Community Centre • Sports Reserve Car Parking Upgrade Program 3. The remaining variance reflects asset classification refinements arising from the final capitalisation review of completed projects. As a result, expenditure associated with the following projects was allocated to the Recreation, Leisure and Community Facilities asset category, including: • Female Sports Facilities Upgrade - Ralph Reserve • JR Parsons Football/Cricket Pavilion • Community Battery Installation Program • St Albans West Kindergarten Replacement Note: The JR Parsons Football/Cricket Pavilion and St Albans West Kindergarten Replacement projects remain in progress. While completed project components have been capitalised and classified based on the final asset assessment, further project expenditure is anticipated and will be capitalised upon achievement of future project milestones and practical completion.
15	Plant, machinery and equipment	Expenditure on Plant, machinery and equipment was unfavourable to budget by $0.81 million. This was largely attributable to the delivery of plant and machinery ordered in previous years, with expenditure of approximately $0.74 million recognised in the current year. The balance of the variance reflects higher than anticipated asset replacement costs, including the urgent replacement of critical equipment.
16	Computers and telecommunications	Expenditure on Computers and telecommunications was favourable to budget by $0.63 million, largely due to the delayed delivery of ICT-related capital projects, resulting in expenditure being carried forward to future periods. The variance was further impacted by project costs being lower than originally estimated.
17	Artworks	Expenditure on Artworks was unfavourable to budget by $0.31 million due to the reclassification of completed Public Art project expenditure to the Artworks asset category following the final capitalisation assessment. The corresponding expenditure had originally been budgeted within Parks, Open Space and Streetscapes.
18	Footpaths and cycleways	Footpaths and cycleways were favourable to budget by $1.28 million, primarily driven by the asset reclassification refinement of completed project expenditure for Road Active Travel Route to Parks, Open Space and Streetscapes. The corresponding expenditure had originally been budgeted within Footpaths and cycleways.
19	Drainage	Drainage was favourable to budget by $0.23 million, predominantly reflecting the deferred expenditure on Water Sensitive Urban Design rectification and renewal projects, with a portion of the budget carried forward to future periods.
20	Recreational, leisure and community facilities	Recreational, leisure and community facilities were unfavourable to budget by $7.02 million, primarily due to the following: 1. Project expenditure deferred and/or carried forward of approximately $1.07 million largely attributable to delays in the design development and permit approval processes associated with Sports Surface/Ground Reconstruction programs. 2. The impact of the deferred project expenditure was more than offset by the asset classification refinements arising from the final capitalisation review of completed projects from the Buildings asset category to the Recreation, Leisure and Community Facilities asset category, outlined in the Buildings variance commentary within Note 2.1.2, reference number 14.

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

2026	Income / Revenue $'000	Expenses $'000	Surplus/ (Deficit) $'000	Grants included in income / revenue $'000	Total assets $'000
CEO & Executive Services	-	1,017	(1,017)	-	-
People, Partnerships & Performance	910	20,887	(19,977)	19	-
Corporate Services	235,677	90,471	145,206	26,157	165,394
Infrastructure and City Services	3,851	87,066	(83,215)	64	3,230,180
City Futures	28,598	37,814	(9,216)	1,568	-
Community Wellbeing	30,420	52,938	(22,518)	7,830	75,939
	299,456	**290,193**	**9,263**	**35,638**	**3,471,513**

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**

	2026 $'000	2025 $'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 2025/26 was $63.727 billion (2024/25 $62.070 billion).

General rates	147,701	141,129
Supplementary rates and rate adjustments	1,005	2,378
Municipal charge	7,042	6,807
Waste management charge	39,084	39,190
Total rates and charges	**194,832**	**189,504**

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2025, and the valuation was first applied in the rating year that commenced 1 July 2025.

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	4,646	4,709
Court recoveries	141	137
Town planning fees	1,338	1,200
Permits	596	588
Land information certificates	195	158
Registration	2,327	2,229
Other	978	1,080
Total statutory fees and fines	**10,221**	**10,101**

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	1	183
Leisure centre and recreation	20,460	19,663
Statutory planning	675	709
Building services	540	246
Waste management services	9	6
Valuation/supplementary	36	40
Non voter infringements	305	240
Land clearance	192	290
Local laws	255	262
Other	1,041	888
Total user fees	**23,514**	**22,527**

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.

	2026 $'000	2025 $'000
3.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	25,185	28,169
State funded grants	10,453	13,165
Total grants received	**35,638**	**41,334**
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants	22,436	24,873
General home care	-	138
Other	127	1,054
Recurrent - State Government		
Community health	48	49
School crossing supervisors	775	784
Maternal and child health	3,051	2,873
Aged care	235	506
Family and children	1,072	1,322
General home care	5	13
Libraries and learning	1,421	1,410
Recreation	693	681
Other	-	6
Total recurrent operating grants	**29,863**	**33,709**
Non-recurrent - Commonwealth Government		
Other	-	5
Non-recurrent - State Government		
Libraries and learning	129	103
Recreation	-	27
Environment	751	427
Family and children	924	821
Planning and development	41	143
Aged care	150	-
Other	59	157
Total non-recurrent operating grants	**2,054**	**1,683**
Total operating grants	**31,917**	**35,392**
(b) Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,608	1,472
Total recurrent capital grants	**1,608**	**1,472**
Non-recurrent - Commonwealth Government		
Roads	832	470
Recreational, leisure and community facilities	77	157
Other	105	-
Non-recurrent - State Government		
Roads	85	1,893
Buildings	753	878
Parks, open space and streetscapes	181	255
Recreational, leisure and community facilities	55	792
Other	25	25
Total non-recurrent capital grants	**2,113**	**4,470**
Total capital grants	**3,721**	**5,942**

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 unspent grants.

	2026 $'000	2025 $'000
(d) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	2,541	1,835
Received during the financial year and remained unspent at balance date	2,844	2,541
Received in prior years and spent during the financial year	(2,541)	(1,835)
Balance at year end	**2,844**	**2,541**
Capital		
Balance at start of year	1,126	1,137
Received during the financial year and remained unspent at balance date	1,660	1,126
Received in prior years and spent during the financial year	(1,126)	(1,137)
Balance at year end	**1,660**	**1,126**

Unspent grants are determined and disclosed on a cash basis.

	2026 $'000	2025 $'000
3.5 Contributions		
Monetary	6,042	15,079
Non-monetary	3,444	4,949
Total contributions	**9,486**	**20,028**

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

Land	1,103	1,582
Infrastructure	2,341	3,367
Total non-monetary contributions	**3,444**	**4,949**

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	1,511	3,221
Written down value of assets disposed	(1,023)	(1,867)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**488**	**1,354**

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	381	554
Insurance recovery	155	204
Subdivisional fees	436	66
Asset protection enforcement	40	80
Interest	7,288	6,723
Rent	2,438	2,628
Recovery	1,881	1,305
Rebates	160	118
Merchandise	810	804
Other	11,688	1,143
Total other income	**25,277**	**13,625**

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.

	2026 $'000	2025 $'000
Note 4 The cost of delivering services		
4.1 (a) Employee costs		
Wages and salaries	107,691	101,299
Workcover	3,364	2,601
Superannuation contributions (refer below)	12,267	10,889
Fringe benefits tax	216	198
Total employee costs	**123,538**	**114,987**
(b) Superannuation contributions		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	516	500
	516	**500**
Employer contributions payable at reporting date	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5,007	4,894
Employer contributions - other funds	6,744	5,495
	11,751	**10,389**
Employer contributions payable at reporting date	-	-

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	35,155	33,535
General maintenance	8,905	7,282
Materials and services	16,587	15,023
Consultants	4,116	3,408
Information technology	6,381	4,645
Insurance	3,381	3,351
Utilities	7,589	6,769
Other	3,610	4,520
Total materials and services	**85,724**	**78,533**

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

4.3 Depreciation

Property	5,906	5,904
Plant and equipment	4,640	4,077
Infrastructure	51,458	46,601
Total depreciation	**62,004**	**56,582**

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

4.4 Depreciation - right-of-use assets

Vehicles	2,281	2,039
Total depreciation - right-of-use assets	**2,281**	**2,039**

	2026 $'000	2025 $'000
4.5 Allowance for impairment losses		
Parking fine debtors	1,001	1,039
Other debtors	744	718
Total allowance for impairment losses	**1,745**	**1,757**
Movement in allowance for impairment losses in respect of debtors		
Parking infringements		
Balance at the beginning of the year	4,059	3,497
New allowances recognised during the year	509	562
Amounts already allowed for and written off as uncollectible	-	-
Amounts allowed for but recovered during the year	-	-
Other debtors		
Balance at the beginning of the year	1,820	1,606
New allowances recognised during the year	407	214
Amounts already allowed for and written off as uncollectible	-	-
Amounts allowed for but recovered during the year	-	-
Balance at end of year	**6,795**	**5,879**

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	2,851	2,502
Total borrowing costs	**2,851**	**2,502**

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	396	393
Total finance costs	**396**	**393**

4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	79	75
Auditors' remuneration - internal audit	88	117
Councillors' allowance	595	544
Bank fees and charges	854	839
Pensioner rebate	377	373
Environmental protection	565	536
Community grants	783	752
Other	8,313	833
Total other expenses	**11,654**	**4,069**

	2026 $'000	2025 $'000
Note 5 Investing in and financing our operations		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	14	15
Cash at bank	3,380	1,609
Cash at call	23,808	25,757
Term deposits	45,000	91,000
Total cash and cash equivalents	**72,202**	**118,381**
(b) Other financial assets		
Current		
Term deposits	42,000	6,000
Total current other financial assets	**42,000**	**6,000**
Total other financial assets	**42,000**	**6,000**
Total cash and cash equivalents and other financial assets	**114,202**	**124,381**

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	32,173	33,123
Special rate assessment	2,039	2,207
Infringement debtors	9,763	8,786
Allowance for expected credit loss - infringements	(4,566)	(4,057)
Net GST receivable	2,139	2,265
Non statutory receivables		
Other debtors	8,123	7,202
Allowance for expected credit loss - other debtors	(2,229)	(1,822)
Total current trade and other receivables	**47,442**	**47,704**
Non-current		
Non statutory receivables		
Other debtors	18	27
Total non-current trade and other receivables	**18**	**27**
Total trade and other receivables	**47,460**	**47,731**

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)	898	1,518
Past due by up to 30 days	568	415
Past due between 31 and 180 days	1,221	836
Past due between 181 and 365 days	713	481
Past due by more than 1 year	2,512	2,157
Total trade and other receivables	**5,912**	**5,407**

	2026 $'000	2025 $'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 $2,229,000 (2025: $1,822,000) were impaired. The amount of the allowance raised against these debtors was $2,229,000 (2025: $1,822,000). 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	3
Past due by up to 30 days	12	9
Past due between 31 and 180 days	2	1
Past due between 181 and 365 days	7	-
Past due by more than 1 year	2,205	1,809
Total trade and other receivables	**2,229**	**1,822**

5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	163	99
Total inventories	**163**	**99**

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	1,163	2,272
Accrued income	1,004	597
Other	5	5
Total other assets	**2,172**	**2,874**

	2026 $'000	2025 $'000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	14,931	14,579
Accrued expenses	9,388	7,484
Total current trade and other payables	**24,319**	**22,063**
(b) Trust funds and deposits		
Current		
Refundable deposits	1,424	1,322
Emergency Services and Volunteers Fund	2,615	1,842
Other refundable deposits	775	695
Total current trust funds and deposits	**4,814**	**3,859**
Non-current		
Refundable deposits	8,031	8,364
Total non-current trust funds and deposits	**8,031**	**8,364**
Aggregate amount of trust funds and deposits:		
Current	4,814	3,859
Non-current	8,031	8,364
Total trust funds and deposits	**12,845**	**12,223**
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance - operating	2,844	2,541
Grants received in advance - capital	1,660	1,126
Total contract liabilities	**4,504**	**3,667**
Total contract and other liabilities	**4,504**	**3,667**

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, open space 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.

Emergency Services and Volunteers Fund - Council is the collection agent for the Emergency Services and Volunteers Fund 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.

	2026 $'000	2025 $'000
5.4 Interest-bearing liabilities		
Current		
Other borrowings - secured	7,152	28,135
Treasury Corporation of Victoria borrowings - secured	3,330	3,188
Total current interest-bearing liabilities	**10,482**	**31,323**
Non-current		
Other borrowings - secured	22,593	29,745
Treasury Corporation of Victoria borrowings - secured	26,219	29,549
Total non-current interest-bearing liabilities	**48,812**	**59,294**
Total interest-bearing liabilities	**59,294**	**90,617**

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	10,482	31,323
Later than one year and not later than five years	37,471	41,484
Later than five years	11,341	17,810
Total	**59,294**	**90,617**

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 Treasury 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
2026				
Balance at beginning of the financial year	10,683	254	17,333	28,270
Additional provisions	6,820	12	2,952	9,784
Amounts used	(7,047)	-	(1,931)	(8,978)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	534	-	638	1,172
Balance at the end of the financial year	**10,990**	**266**	**18,992**	**30,248**
Provisions - current	10,990	266	14,921	26,177
Provisions - non-current	-	-	4,071	4,071
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

	2026 $'000	2025 $'000
5.5 Provisions (continued)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	7,701	7,226
Sick leave	266	254
Long service leave	612	592
	8,579	**8,072**
Current provisions expected to be wholly settled after 12 months		
Annual leave	3,289	3,457
Long service leave	14,309	13,343
	17,598	**16,800**
Total current employee provisions	**26,177**	**24,872**
Non-current		
Long service leave	4,071	3,398
Total non-current employee provisions	**4,071**	**3,398**
Aggregate carrying amount of employee provisions:		
Current	26,177	24,872
Non-current	4,071	3,398
Total aggregate carrying amount of employee provisions	**30,248**	**28,270**

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.

	2026 %	2025 %
Key assumptions:		
- discount rate	4.525%	3.717%
- index rate	4.150%	4.250%

	2026 $'000	2025 $'000
5.6 Financing arrangements		
The council has the following funding arrangements in place as at 30 June 2026:		
Credit card facilities	500	500
Treasury Corporation of Victoria facilities	29,549	32,737
Other facilities	29,745	57,880
Total facilities	**59,794**	**91,117**
Used facilities	(59,456)	(90,801)
Unused facilities	**338**	**316**

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

2026	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	4,876	3,995	1,070	1,253	11,194
Community health	2,839	2,839	-	-	5,678
Security services	68	6	-	-	74
Cleaning council facilities and built assets	2,496	1,361	614	614	5,085
Lease	2,287	2,287	3,267	4,522	12,363
Plant and equipment	404	-	-	-	404
Consultancy	599	309	-	-	908
Total	**13,569**	**10,797**	**4,951**	**6,389**	**35,706**
Capital					
Roads	3,239	-	-	-	3,239
Open space	571	238	5	5	819
Buildings	8,451	1,183	-	-	9,634
Total	**12,261**	**1,421**	**5**	**5**	**13,692**

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**

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 2025	401	7,076	7,477
Additions	-	1,693	1,693
Depreciation charge	(190)	(2,091)	(2,281)
Balance at 30 June 2026	**211**	**6,678**	**6,889**

	2026 $'000	2025 $'000
Lease liabilities		
Maturity analysis - contractual undiscounted cash flows:		
Less than one year	2,087	2,278
One to five years	5,682	5,298
More than five years	440	1,034
Total undiscounted lease liabilities as at 30 June:	**8,209**	**8,610**
Lease liabilities included in the balance sheet at 30 June:		
Current	1,793	1,972
Non-current	5,536	5,679
Total lease liabilities	**7,329**	**7,651**

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.

	2026 $'000	2025 $'000
Expenses relating to:		
Short-term leases	43	41
Leases of low value assets	-	-
Total	**43**	**41**
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	43	41
Total lease commitments	**43**	**41**

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

	Carrying amount 30 June 2025 $'000	Additions $'000	Contributions $'000	Revaluation $'000	Depreciation $'000	Disposal $'000	Write-off $'000	Transfers $'000	Carrying amount 30 June 2026 $'000
Summary of property, infrastructure, plant and equipment									
Property	1,046,045	2,277	1,103	284,271	(5,906)	-	-	59	1,327,849
Plant and equipment	24,123	6,489	-	-	(4,640)	(1,023)	-	-	24,949
Infrastructure	1,944,336	38,558	2,341	-	(51,458)	-	-	6,806	1,940,583
Work in progress	6,865	7,246	-	-	-	-	-	(6,865)	7,246
Total	**3,021,369**	**54,570**	**3,444**	**284,271**	**(62,004)**	**(1,023)**	**-**	**-**	**3,300,627**

	Opening WIP $'000	Additions $'000	Write-offs $'000	Transfers $'000	Closing WIP $'000
Summary of Work in Progress					
Property	60	358	-	(59)	359
Infrastructure	6,805	6,888	-	(6,806)	6,887
Total	**6,865**	**7,246**	**-**	**(6,865)**	**7,246**

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 2025	8,397	755,693	**764,090**	323,496	4,678	315	**328,489**	60	**1,092,639**
Accumulated depreciation at 1 July 2025	-	-	**-**	(45,582)	(892)	(60)	**(46,534)**	-	**(46,534)**
	8,397	**755,693**	**764,090**	**277,914**	**3,786**	**255**	**281,955**	**60**	**1,046,105**
Movements in fair value									
Additions	-	198	**198**	2,079	-	-	**2,079**	358	**2,635**
Contributions	771	332	**1,103**	-	-	-	**-**	-	**1,103**
Revaluation	-	234,107	**234,107**	50,196	-	(32)	**50,164**	-	**284,271**
Disposal	-	-	**-**	-	-	-	**-**	-	**-**
Write-off	-	-	**-**	-	-	-	**-**	-	**-**
Transfers	-	-	**-**	59	-	-	**59**	(59)	**-**
	771	**234,637**	**235,408**	**52,334**	**-**	**(32)**	**52,302**	**299**	**288,009**
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	**-**	(5,833)	(65)	(8)	**(5,906)**	-	**(5,906)**
Accumulated depreciation of disposals	-	-	**-**	-	-	-	**-**	-	**-**
Revaluation movement	-	-	**-**	-	-	-	**-**	-	**-**
Transfers	-	-	**-**	-	-	-	**-**	-	**-**
	-	**-**	**-**	**(5,833)**	**(65)**	**(8)**	**(5,906)**	**-**	**(5,906)**
At fair value 30 June 2026	9,168	990,330	**999,498**	375,830	4,678	283	**380,791**	359	**1,380,648**
Accumulated depreciation at 30 June 2026	-	-	-	(51,415)	(957)	(68)	**(52,440)**	-	**(52,440)**
Carrying amount	**9,168**	**990,330**	**999,498**	**324,415**	**3,721**	**215**	**328,351**	**359**	**1,328,208**

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	**Total plant and equipment $'000**
At fair value 1 July 2025 *	48,601	6,482	3,421	12,211	1,621	**72,336**
Accumulated depreciation at 1 July 2025	(32,430)	(4,170)	(2,748)	(8,865)	-	**(48,213)**
	16,171	**2,312**	**673**	**3,346**	**1,621**	**24,123**
Movements in carrying value						
Additions	5,152	164	-	866	307	**6,489**
Contributions	-	-	-	-	-	**-**
Revaluation	-	-	-	-	-	**-**
Disposal	(1,023)	-	-	-	-	**(1,023)**
Write-off	-	-	-	-	-	**-**
Transfers	-	-	-	-	-	**-**
Impairment losses recognised in operating result	-	-	-	-	-	**-**
	4,129	**164**	**-**	**866**	**307**	**5,466**
Movements in accumulated depreciation						
Depreciation and amortisation	(2,642)	(885)	(279)	(834)	-	**(4,640)**
Accumulated depreciation of disposals	-	-	-	-	-	**-**
Impairment losses recognised in operating result	**-**	-	-	-	-	**-**
Transfers	**-**	-	-	-	-	**-**
	(2,642)	**(885)**	**(279)**	**(834)**	**-**	**(4,640)**
At fair value 30 June 2026*	52,730	6,646	3,421	13,077	1,928	**77,802**
Accumulated depreciation at 30 June 2026	(35,072)	(5,055)	(3,027)	(9,699)	-	**(52,853)**
Carrying amount	**17,658**	**1,591**	**394**	**3,378**	**1,928**	**24,949**

* Artworks are measured at fair value, all other categories are recognised at cost.

6.1 Property, infrastructure, plant and equipment (continued)

(c) Infrastructure

	Roads $'000	Bridges $'000	Footpath and cycleways $'000	Drainage $'000	Recreational, leisure and community facilities $'000	Parks, open space and streetscapes $'000	Work in progress $'000	**Total infrastructure $'000**
At fair value 1 July 2025	1,448,703	22,604	199,118	461,844	99,122	120,864	6,805	**2,359,060**
Accumulated depreciation at 1 July 2025	(226,079)	(3,762)	(45,047)	(62,356)	(36,213)	(34,462)	-	**(407,919)**
	1,222,624	**18,842**	**154,071**	**399,488**	**62,909**	**86,402**	**6,805**	**1,951,141**
Movements in fair value								
Additions	26,130	-	696	719	5,379	5,634	6,888	**45,446**
Contributions	1,187	-	200	917	-	37	-	**2,341**
Revaluation	-	-	-	-	-	-	-	**-**
Disposal	-	-	-	-	-	-	-	**-**
Write-off	-	-	-	-	-	-	-	**-**
Transfers	844	-	90	-	5,072	800	(6,806)	**-**
	28,161	**-**	**986**	**1,636**	**10,451**	**6,471**	**82**	**47,787**
Movements in accumulated depreciation								
Depreciation and amortisation	(30,332)	(270)	(7,258)	(8,186)	(3,085)	(2,327)	-	**(51,458)**
Accumulated depreciation of disposals	-	-	-	-	-	-	-	**-**
Revaluation movement	**-**	-	-	-	-	-	-	**-**
Transfers	**-**	-	-	-	-	-	-	**-**
	(30,332)	**(270)**	**(7,258)**	**(8,186)**	**(3,085)**	**(2,327)**	**-**	**(51,458)**
At fair value 30 June 2026	1,476,864	22,604	200,104	463,480	109,573	127,335	6,887	**2,406,847**
Accumulated depreciation at 30 June 2026	(256,411)	(4,032)	(52,305)	(70,542)	(39,298)	(36,789)	-	**(459,377)**
Carrying amount	**1,220,453**	**18,572**	**147,799**	**392,938**	**70,275**	**90,546**	**6,887**	**1,947,470**

6.1 Property, infrastructure, plant and equipment (continued)

Acquisition
Initial measurement
Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided 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 to Note 8.4 for more information on how Council measures fair value.

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 - Westlink (API No: 62944). 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. Where land use is not restricted, highest and best use is assumed to be current use, except where the land is held for sale, or highly likely to be used for an alternative purpose within 12 months of the reporting date.

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 2026 are as follows:

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Date of Valuation	Type of Valuation
Land	-	990,330	-	06/2026	full
Specialised land	-	-	9,168	06/2026	full
Buildings	-	-	324,630	06/2026	full
Total	**-**	**990,330**	**333,798**		

Refer to note 8.4 for the definition of the Fair Value Hierarchy Levels.

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 2026 are as follows:

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Date of Valuation	Type of Valuation
Roads	-	-	1,220,453	06/2025	full
Bridges	-	-	18,572	06/2025	full
Footpath and cycleways	-	-	147,799	06/2025	full
Drainage	-	-	392,938	06/2025	full
Recreational, leisure and community	-	-	70,275	06/2025	full
Parks, open space and streetscapes	-	-	90,546	06/2025	full
Total	**-**	**-**	**1,940,583**		

Refer to note 8.4 for the definition of the Fair Value Hierarchy Levels.

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.

	2026 $'000	2025 $'000
Reconciliation of specialised land:		
Land under roads	9,168	8,397
Total specialised land	**9,168**	**8,397**

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 Virginia Tachos (Mayor from 25/11/25) Councillor Maria Kerr (Deputy Mayor from 25/11/25) Councillor Joh Bauch Councillor Victoria Borg (Deputy Mayor from 20/11/25 to 25/11/25) Councillor Thuy Dang (Mayor from 20/11/24 to 25/11/25) Councillor Daniel Kruk Councillor Lucy Nguyen Councillor Katherine Nikolic Councillor Duyen Anh Pham Councillor Ranka Rasic Councillor Kim Thien Truong
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

	2026 No.	2025 No.
Total number of Councillors	11	17
Total Chief Executive Officer and other Key Management Personnel	6	6
Total number of Key Management Personnel	**17**	**23**

(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.

	2026 $'000	2025 $'000
Total remuneration of Key Management Personnel was as follows:		
Short-term employee benefits	2,325	2,246
Other long-term employee benefits	47	47
Post-employment benefits	268	259
Termination benefits	-	20
Total	**2,640**	**2,572**

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:

	2026 No.	2025 No.
$10,000 - $19,999	-	6
$20,000 - $29,999	-	6
$30,000 - $39,999	-	2
$40,000 - $49,999	7	-
$50,000 - $59,999	1	1
$60,000 - $69,999	1	1
$70,000 - $79,999	1	-
$100,000 - $109,999	1	1
$230,000 - $239,999	1	-
$270,000 - $279,999	-	1
$300,000 - $309,999	-	1
$310,000 - $319,999	-	1
$320,000 - $329,999	1	1
$330,000 - $339,999	1	1
$340,000 - $349,999	2	-
$420,000 - $429,999	-	1
$460,000 - $469,999	1	-
Total	**17**	**23**

(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.

	2026 $'000	2025 $'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	4,612	4,708
Other long-term employee benefits	128	134
Post-employment benefits	550	549
Termination benefits	202	147
Total	**5,492**	**5,538**

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

	2026 No.	2025 No.
Income Range:		
$170,000 - $179,999	5	9
$180,000 - $189,999	-	3
$190,000 - $199,999	2	9
$200,000 - $209,999	7	1
$210,000 - $219,999	2	3
$220,000 - $229,999	4	3
$230,000 - $239,999	3	-
$240,000 - $249,999	1	1
$250,000 - $259,999	1	-
$260,000 - $269,999	-	1
$270,000 - $279,999	1	-
$320,000 - $329,999	1	-
Total	**27**	**30**

	2026 $'000	2025 $'000
Total remuneration for the reporting year for other senior staff included above, amounted to:	**5,492**	**5,538**

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 $54,944 (2025: $57,177).

(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 (2025: 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 (2025: 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 (2025: 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 Australian Accounting Standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards.

The Australian Accounting Standards Board (AASB) has issued AASB 18 Presentation and Disclosure in Financial Statements. When applicable AASB 18 supersedes AASB 101 Presentation of Financial Statements. AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. AASB 18 is expected to first apply to Council for the 2028-29 financial year.

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 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. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

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. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under *AASB 13 Fair Value Measurement* , with the consequence that *AASB 136 Impairment of Assets* does not apply to such assets that are regularly revalued.

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
2026			
Property			
Land and land improvements	615,606	234,107	**849,713**
Buildings	51,156	50,164	**101,320**
	666,762	**284,271**	**951,033**
Plant and equipment			
Art works	254	-	**254**
	254	**-**	**254**
Infrastructure			
Roads	703,135	-	**703,135**
Bridges	12,296	-	**12,296**
Footpath and cycleways	113,618	-	**113,618**
Drainage	262,742	-	**262,742**
Recreational, leisure and community	31,057	-	**31,057**
Parks, open space and streetscapes	50,068	-	**50,068**
Off street car parks	1,792	-	**1,792**
	1,174,708	**-**	**1,174,708**
Total asset revaluation reserves	**1,841,724**	**284,271**	**2,125,995**
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**

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
2026				
Other reserves				
Developer contribution - open space	33,808	-	(5,226)	**28,582**
Developer contribution plan - Brimbank and Sunshine	4,810	637	(5,447)	**-**
Discretionary loan repayment	13,700	1,300	(15,000)	**-**
Major capital works projects	9,547	-	-	**9,547**
Legal outcome	-	10,000	-	**10,000**
Deferred grant funding	-	14,132	-	**14,132**
Total other reserves	**61,865**	**26,069**	**(25,673)**	**62,261**
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**

Developer contribution - open space 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:
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.

Legal outcome:
This reserve has been opened to fund community initiatives that will be determined by Council at a future Council Meeting.

Deferred grant funding:
This reserve has been opened to identify funding received in advance that is held by Council to support operations in the following financial year. Establishing the reserve improves transparency by clearly identifying these funds for their intended future purpose.

	2026 $'000	2025 $'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	9,263	37,611
Non-cash adjustments:		
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(488)	(1,354)
Depreciation	64,285	58,621
Contributions - non-monetary assets	(3,444)	(4,949)
Finance costs	3,289	2,867
Other	537	1,083
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	271	(2,196)
(Increase)/decrease in prepayments	1,109	(871)
(Increase)/decrease in accrued income	(407)	174
(Increase)/decrease in other assets	-	-
(Increase)/decrease in inventories	(64)	(16)
Increase/(decrease) in trade and other payables	2,256	5,138
Increase/(decrease) in trust funds and deposits	622	1,680
Increase/(decrease) in contract and other liabilities	837	695
Increase/(decrease) in provisions	1,978	694
Net cash provided by/(used in) operating activities	**80,044**	**99,177**

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 2026, this was 12% as required under Superannuation Guarantee (SG) legislation (2025: 11.5%)).

Defined benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of *AASB 119 Employee Benefits* .

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 2025, 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 2025 (of which Council is a contributing employer) was 110.5%.

The financial assumptions used to calculate the VBI were:

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

As at 30 June 2026, a triennial actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2026. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2025 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 2025 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 2026, this rate was 12% of members' salaries (11.5% in 2024/25). 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 2025 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 2025 and 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:

	2025 (Interim) $m	2024 (Interim) $m	2023 (Triennial) $m
• A VBI surplus	200.1	108.4	85.7
• A total service liability	229.4	141.4	123.6
• A discounted accrued benefits surplus	242.8	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 2025.

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 2025.

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 2025.

The 2026 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2026 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2026. The last interim actuarial investigation conducted prior to 30 June 2026 was at 30 June 2025. The VBI of the Defined Benefit category at that date was 110.5%.

The financial assumptions used to calculate the 30 June 2025 VBI were:

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

Council was notified of the 30 June 2025 VBI during August 2025.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2025 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

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 that investigation was:

	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 2026 are detailed below:

Scheme	Type of Scheme	Rate	2026 $'000	2025 $'000
Vision Super	Defined benefits	12.0% (2025: 11.5%)	516	500
Vision Super	Accumulation	12.0% (2025: 11.5%)	5,007	4,894
Other funds	Various	12.0% (2025: 11.5%)	6,744	5,495

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2027 is $493,000.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2025-26 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 a 4-year period
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 *Local Government Act 2020*

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
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 4 years and included in Council Plan
Strategies	High-level actions directed at achieving the strategic objectives in 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
CBD	Central Business District
CEO	Chief Executive Officer
CO_2	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
LGFV	Local Government Funding Vehicle
LOTE	Language Other Than English
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
VLGGC	Victorian Local Government Grants Commission

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