Draft

Brimbank City Council

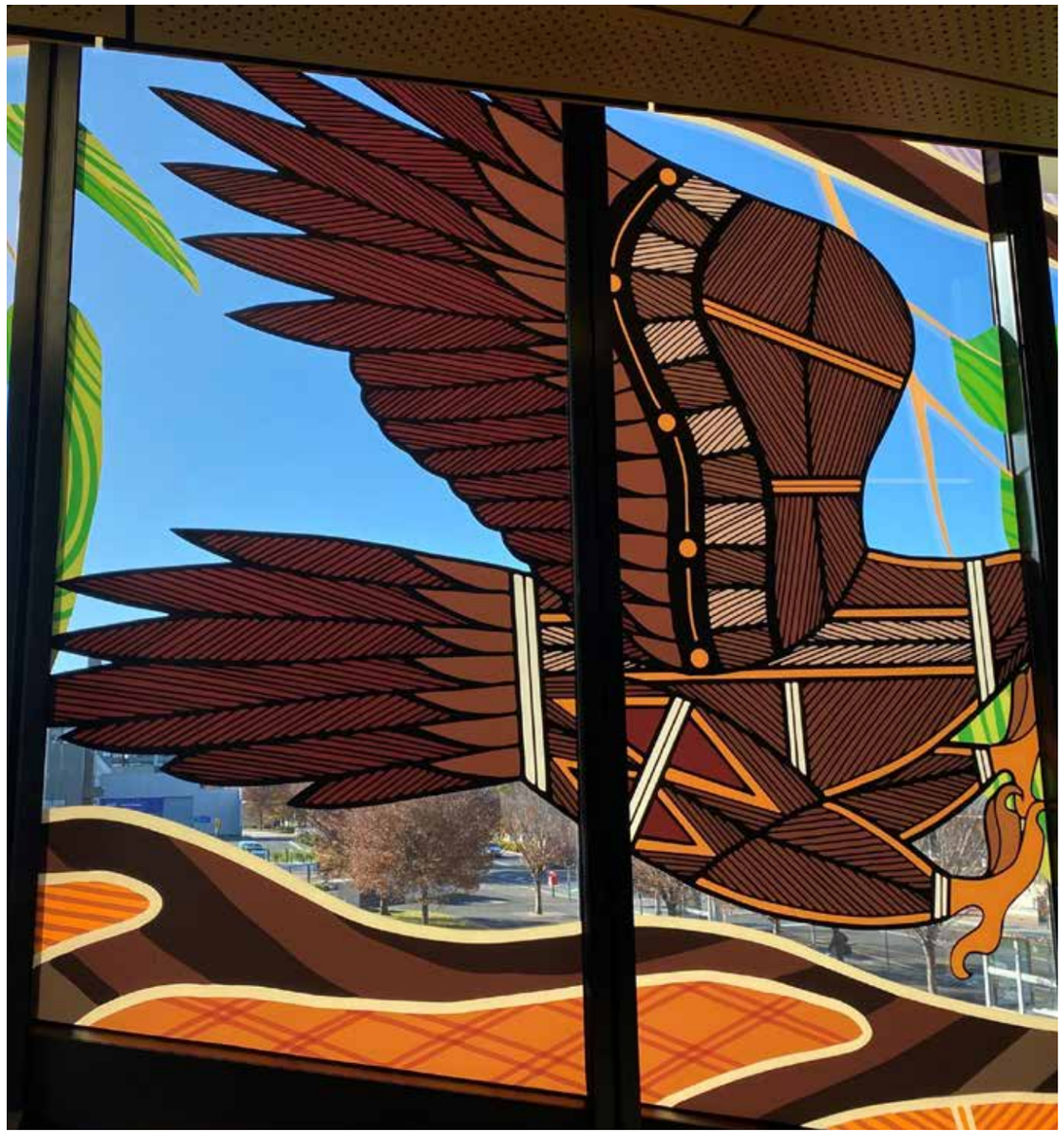
Financial Plan

2025–2035





We Are Brimbank



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Acknowledgement of Country

Brimbank City Council respectfully acknowledges and recognise the Wurundjeri and Bunurong People as the Traditional Custodians of the land and waterways on which the municipality sits and pays respect to their Elders past, present and future. For the Traditional Custodians, the lands and waterways in the City of Brimbank have always been a significant trading and meeting place.

Council acknowledges that Aboriginal and Torres Strait Islander self-determination is a human right enshrined in the United Nations Declaration on the Rights of Indigenous People, and we are committed to working towards social, economic and cultural equity for Brimbank Aboriginal and Torres Strait Islander people.

1 Introduction

1.1 Introduction

The Financial Plan 2025-2035 (FP) reflects Council's ongoing priority to make Brimbank a truly diverse community in the heart of the west and a place where people can enjoy living, working and growing. The next ten year's are exciting times for our community but it's not without its challenges as well.

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

Through Transforming Brimbank Future Priorities 2050, Council is also committed to growing Brimbank into powerhouse of Melbourne's west. The Melbourne Airport Rail and Sunshine Super Hub are transformational infrastructure projects which will generate unprecedented business, employment, health, education and social opportunities for the region. Combined with the creation of the Sunshine Priority Precinct and major private investment, Brimbank is being reimagined. Council is committed to working collaboratively to leverage the coming investment to deliver positive social, economic and environmental benefits for Brimbank and the surrounding regions.

The FP outlines Council's objective of being financially sustainable in the short, medium and long-term to delver on future projects and address challenges, while upholding strong financial management principles by ensuring revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with a Council's financial policies and strategic plans; financial risks are monitored and managed prudently having regard to economic circumstances; and financial policies and strategic plans are predictable in the financial impact on the municipal community.

1.2 Purpose of the Financial Plan

The purpose of the FP is to guide future strategies and actions to ensure that Council continues to operate in a sustainable manner.

The FP is designed as a 'high-level' summary document that outlines future planning of Council's financial outcomes, particularly in relation to key components such as rate levels, service levels to the community, major infrastructure asset replacement and renewal, loan borrowings and cash reserves.

The FP is driven by the content of a range of strategic documents prepared by Council including:

- Brimbank Community Vision 2040
- Brimbank Council Plan
- Asset Plan

The FP and Council Plan are a guide for future action and encourage Council to consider the impact that decisions made today will have on Council's long-term sustainability.

The FP has been developed to provide the following outcomes for Council:

- Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome
- Establish a financial framework against which Council's strategies, policies and financial performance can be measured against
- Ensure that Council complies with sound financial management principles, as required by the Victorian *Local Government Act 2020* (the Act)
- Allow Council to meet the objectives of the Act to promote social, economic, and environmental viability and sustainability of the municipal district (Section 9 (2)(c)) and maintaining the ongoing financial viability of Council (Section 9 (2)(g)).

1.3 Regulatory Framework

Council has a legislative requirement to comply with the financial management principles as detailed under Section 101 of the Act.

1 The following are the financial management principles:

  a revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans

  b financial risks must be monitored and managed prudently having regard to economic circumstances

  c financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community

  d accounts and records that explain the financial operations and financial position of the Council must be kept.

2 For the purposes of the financial management principles, financial risk includes any risk relating to the following:

  a the financial viability of the Council

  b the management of current and future liabilities of the Council

  c the beneficial enterprises of the Council.



2 Financial Plan context

This section describes the context and external/internal environment and consideration in determining the 10 year financial projections and assumptions.

2.1 Strategic Integrated Planning Framework

The FP does not operate in isolation from Council's strategic planning framework but rather complements this work and acts as a resourcing tool to enable Council to achieve the objectives outlined in the Community Vision 2040 and the Council Plan.

Council has an integrated planning approach that aligns our strategic, financial and operational policies, plans and strategies with the community's aspirations for Brimbank both now and into the future.

The integrated planning approach is based on the Community Vision 2040 vision and goals and how these will be achieved according to the timeframe: short term (annual); medium term (four years); and long term (10 to 20 years).

The Community Vision 2040 describes the community's vision and priorities for the future and establishes a shared basis for planning, service delivery and advocacy undertaken by Council, service providers, community groups and community members. It provides a framework for the development of the Council Plan and addressing community health and wellbeing priorities in partnership with government and health sector organisations.

The Council Plan describes the outcomes Council aims to achieve during its term, the strategies that will shape its program of work over the next four years and the resources required to achieve the desired outcomes.

The FP and Annual Budget document the financial resources required to achieve the goals and strategic objectives in the Council Plan.

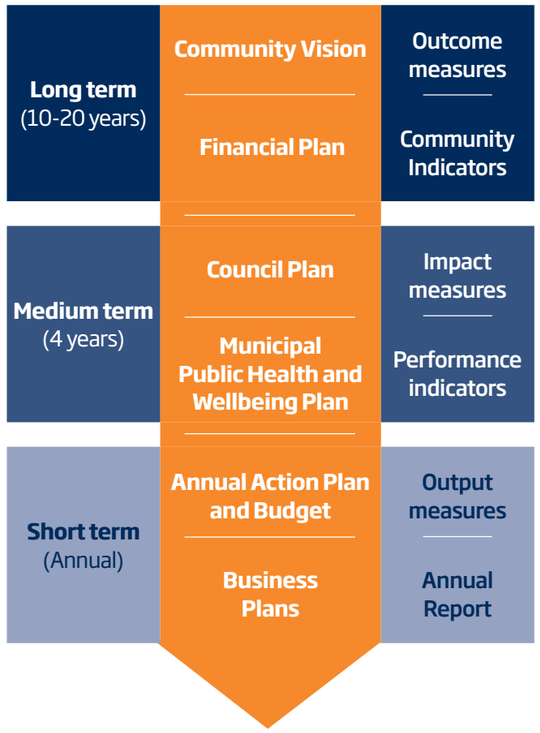
The Municipal Strategic Statement provides a strategic vision for our future by setting out objectives for prospective land use and development in Brimbank.

A range of policies, plans and strategies are developed, implemented and reviewed by Council on a regular basis. These guide Council's roles in planning for services and infrastructure, partnerships and advocacy and are aligned with the goals and strategic objectives in the Council Plan.

Progress is communicated through the Annual Report.

The integrated planning approach provides a basis for reporting and measuring across all Council activity on what has been achieved and progress towards meeting the vision for Brimbank.

The diagram below depicts Council's integrated planning framework:



2.2 Community Vision

The Brimbank Community Vision 2040 describes the community's vision and priorities for the next 20 years. It establishes a shared framework for the community and partner organisations to work towards, under three themes:

- People
- Place
- Prosperity

Council places its community first in everything it does. Under the additional theme of Performance, Council measures the success of the strategic objectives within the three themes of the Community Vision 2040. As an organisation, Council works in ways that demonstrate integrity and transparency to provide a comprehensive picture of Council's performance to the community. This is achieved through quarterly Council Plan Progress Reports, the Brimbank Annual Report and adherence to the 86 indicators in the Local Government Performance Reporting Framework.

2.3 Council Plan

Council and community planning is about envisioning and making choices that will shape the future. The role of local government is not only one of leadership, but also planning, advocacy and facilitating community participation.

The Council Plan describes the outcomes Council aims to achieve during its term, the strategies that will shape its program of work over the next four years and the resources required to achieve the desired outcomes.

Under the Act, a Council Plan must be prepared every four years after a general election, guided by deliberative engagement and adopted by the 31 October in the year following.

The Act stipulates that the Council Plan is required to include:

- The strategic direction of the Council
- Strategic objectives for achieving the strategic direction
- Strategies for achieving the objectives for a period of at least the next four financial years
- Strategic indicators for monitoring the achievement of the objectives
- A description of the Council's initiatives and priorities for services, infrastructure and amenity
- Any other matters prescribed by the regulations.

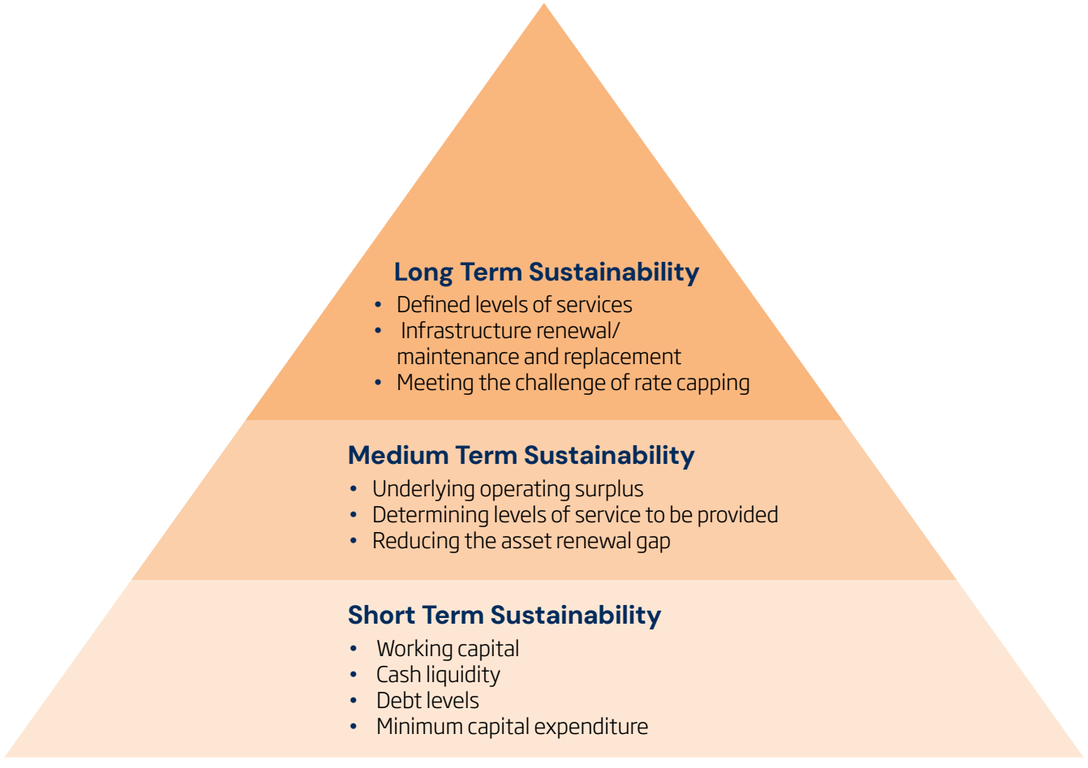
2.4 Financial Plan objectives

The key objective of the FP is financial sustainability in the medium to long term, while achieving Council's strategic priorities as specified in the Community Vision and the Council Plan.

The objectives of this FP are as follows (not prioritised):

- Meeting the service needs of the community (both now and future) and remaining financially sustainable for future generations;
- Progressively addressing the funding gap and increase capital expenditure through the life of the FP as outlined in the Asset Plan;
- Ensuring that rates, fees and charges are manageable and sustainable;
- Providing a stable level of rates structure;
- Loan borrowings are able to be serviced and maintained at a prudent level;
- Maintaining a strong cash position, ensuring Council remains financially sustainable in the long term;
- Maintain a positive liquidity ratio;
- Achieving an underlying operational surplus;
- Continuing to pursue funding for strategic capital projects from the State Government and Federal Government; and
- Ensuring decisions are made having regard to their financial effects on future generations.

In addition to the specific objectives outlined, it is also recognised that sound financial management can be demonstrated in the diagram below, based on the hierarchy of needs approach:



2.5 Strategic Financial direction

The FP establishes the strategic financial framework for Council to meet the funding and investment challenges that lie ahead. It is prepared to ensure that the affordability of activities included in the Council Plan are considered and budgeted for.

The biggest challenge facing Council will be to maintain services and manage growth at a level to meet community expectations while rates, being Council's main source of income, are capped in line with the Victorian Government's rate capping system.

Additionally, Council will annually review its borrowing strategy, Asset Plan, capital investment, capital works program, the range and level of services provided and the revenue raised relative to user fees and charges and grants.

Brimbank City Council faces a number of diverse and complex strategic challenges outlined in the following pages.

The FP will assist in addressing these challenges by informing future planning. The other key related issue is the risk and liability that Council and the community face if Council does not invest in asset renewal at an adequate rate (with a minimum desired rate equal to Council's annual depreciation charge).

The FP represents a comprehensive approach to document and integrate the various financial strategies of Council. The development of the long-term financial projections represents the output of several strategic areas that produce the financial direction of Council as shown in the diagram below. Each of these elements is detailed in the FP.



Navigating our changing future

Brimbank and our community are impacted by a range of challenges and influences that affect how we plan for the future. From climate change and economic shifts to population growth and changing community needs, these factors create both opportunities and pressures for Council. Understanding these challenges and influences helps us make informed decisions, adapt to change and ensure Brimbank remains a thriving, resilient, and sustainable place for all.

Challenges and influences	Impact on the Financial Plan/ Council delivery of services and programs
Income limitations and rising costs	
Since 2016-2017, the Victorian Government has set a cap on how much Councils can increase rates. For 2025-2026, the cap is set at 3.00%, which is a small increase from the 2.75% cap in 2024-2025. However, this still restricts Council's ability to keep up with rising costs. At the same time, the increasing cost of infrastructure, materials and services further challenge Council's financial capacity.	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	
The State Government requires Council to collect the Emergency Services and Volunteers Fund (ESVF) on its behalf, adding to Council's financial responsibilities without additional funding support.	This affects Council's ability to allocate resources efficiently, reducing available funds for local services and requiring additional administrative effort to manage these responsibilities.
Growing gap between services and funding	
As Federal and State Government funding remains static or declines, the gap between the cost of delivering services and available subsidies continues to widen. Grant revenue is projected to decrease by 8.64% in 2025-2026.	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.
High service demands without resources	
Council is expected to respond to a wide range of community needs–such as managing building cladding in line with legislation and helping communities cope with cost-of-living pressures–even when it lacks the funding and resources to do so. At the same time, it must comply with state and federal laws and deliver a range of mandated services, many of which require substantial administrative effort and resourcing.	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, such as new traffic management accreditation requirements for Parks Services, which have increased annual Council costs significantly.



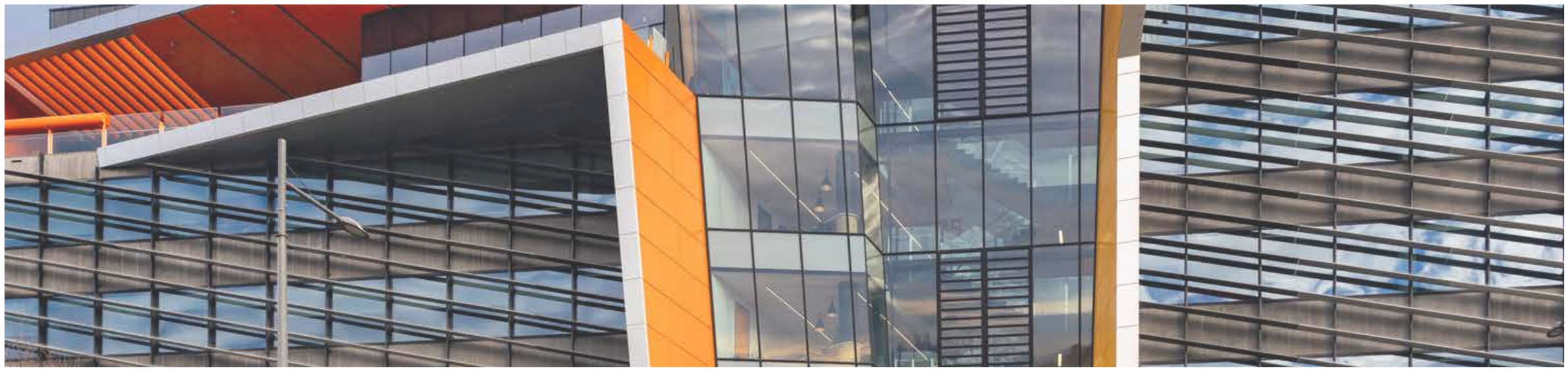


Challenges and influences	Impact on the Financial Plan/ Council delivery of services and programs
Growing community expectations for digital services	
Residents increasingly expect fast, accessible and user-friendly digital services for tasks like paying rates, finding information and submitting requests online.	While new technology can make services more efficient, it comes with additional implementation costs, cybersecurity, system upgrades and ongoing maintenance.
Environmental challenges	
Climate change, extreme weather events and waste management put pressure on Council resources, as these issues cannot be ignored without causing long-term harm. Historically, Brimbank was Melbourne's manufacturing hub and, unfortunately, a dumping ground for much of the city's waste. This legacy has left us with significant ongoing costs tied to managing former landfill sites and addressing contamination issues.	Managing contamination, maintaining landfill sites and addressing illegal dumping requires significant funding, limiting resources available for other community priorities. The need for long-term environmental investment shapes Council's planning and decision-making, requiring services and programs to incorporate sustainability, effective waste management, and environmental restoration. Our planning and decision making is also influenced by the impacts of climate change on our environment and community health.
Waste management	
Brimbank faces rising waste management costs due to increasing State Government landfill levies. From 1 July 2025, the levy will rise from $132.76 to $169.79 per tonne, adding financial pressure on Council. This increase of almost 28% is applied to all waste disposed of via landfill by Council and is a significant contributor to the increasing cost of waste management. Illegal dumping further strains resources and increases the cost of maintaining a clean, sustainable environment.	With higher waste management costs, Council must allocate resources carefully, potentially impacting other services. This reinforces the need for waste reduction strategies, including recycling, minimisation, enforcement and community education to manage costs while protecting the environment.

2.6 Financial Policy Statements

This section defines the measures that demonstrates Council's financial sustainability in order to fund the aspirations of the Community Vision 2040 and the Council Plan.

Policy Statement	Measure	Target	Forecast 24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Council achieves an Underlying Surplus in the Income Statement excluding non-recurrent grants, monetary contributions and non-monetary assets. ($'000)	Adjusted Underlying Surplus > $0	>$0	(3,648)	(8,212)	(9,097)	(10,136)	(9,021)	(4,595)	(5,113)	(4,980)	(5,003)	(5,502)	(6,022)
Council's Liquidity Ratio is equal to or greater than 1:1	Current Assets/Current Liabilities > 1	>1	2.33	1.45	1.93	1.91	1.79	1.66	1.72	1.74	1.61	1.59	1.63
Council's Self-financing Ratio is equal to or greater than 10%	Net Operating Cash Flows / Underlying Revenue = > 10%	= >10%	26.23%	23.93%	22.81%	21.95%	21.72%	23.13%	22.94%	22.34%	21.85%	21.23%	20.41%
Council's Debt Servicing Ratio is equal to or below 5%	Borrowing Costs/Cash Revenue = <5%	= <5%	0.89%	1.07%	0.99%	1.06%	1.05%	1.06%	1.01%	0.94%	0.76%	0.60%	0.45%
Council's Debt Commitment Ratio is equal to or below 10%	Principle Repayments and Borrowing Costs/ Rates = <10%	= <10%	6.12%	17.52%	7.64%	8.22%	8.62%	9.29%	7.79%	6.99%	6.28%	5.74%	5.27%
Council's indebtedness ratio is equal to or below 40%	Non-current Liabilities / Own-source Revenue = <40%	= <40%	36.92%	20.42%	26.44%	28.52%	25.87%	24.09%	23.12%	21.50%	16.98%	12.72%	9.06%
Council will achieve an Asset Renewal ratio of 1	Renewal & Upgrade Expenditure / Depreciation = 1	=1	1.08	0.94	0.81	0.82	0.86	0.98	0.84	0.85	0.85	0.76	0.77



2.7 Strategic Actions

The following table highlights the outcomes, strategies and key actions of the adopted Financial Plan 2025-2035.

Details	Outcome	Strategy	Action
Financial Sustainability	That Council is able to meet current and future expenditure as it falls due and also have the ability to absorb foreseeable changes and materialising risks without significantly changing revenue and expenditure policies.	That Council achieve an underlying surplus in the Income Statement excluding non-recurrent grants, capital contributions and non-monetary assets. Council's liquidity ratio is equal to or greater than 1:1. That the cash position be sufficient to fund daily cash requirements as well as provide opportunities for funding of new acquisitions and short term contingencies. Council's self-financing ratio is equal to or greater than 10%.	That Council continue to undertake service reviews. That Council pursues recurrent grant funding and capital funding aligned with Council Plan objectives. That Council procure goods and services in accordance with Council Procurement Policy and procedures. That Council continue to implement a combination of zero based and incremental budgeting.
Long Term Borrowing Strategies	Loan borrowings are able to be serviced and provide services for current and future generations.	That Council retains its debt servicing ratio at or below 5% over the life of this FP. That Council retains its debt commitment ratio at or below 10% over the life of this FP. That Council retains its indebtedness ratio at or below 40% over the life of this FP. That Council's liquidity ratio is equal to or greater than 1:1.	Any new loan borrowings are to be used to fund capital investments where the community benefits are long term and there is a financial return to meet principle interest. That Council set aside sufficient funds in a reserve to repay any interest only debt in line with the Loan Repayment Reserve for Interest Only Debt - Major Policy.
Rating and Other Revenue Strategies	Provide a reasonable degree of consistency, equity and stability in the level of the rates burden and user fees and charges.	The Revenue and Rating Plan provides adequate funds to achieve an underlying surplus in the Income Statement excluding non-recurrent grants, capital contributions and non-monetary assets. The Revenue and Rating Plan provides adequate funds to ensure Council's liquidity ratio is equal to or greater than 1:1. The Revenue and Rating Plan provides adequate funds to fund capital works and reduce the Asset Renewal Gap over a period of time in accordance with Council's Asset Plan.	That Council retains Capital Improvement Value (CIV) as its valuation base. That Council retains the rating structure of eight differential rates and conduct an annual review, subject to compliance with legislative requirements. That Council review its municipal charge annually to ensure an equitable contribution towards the administration and governance costs of Council. That Council benchmark its discretionary user fees and charges with other equivalent Councils biennially to ensure comparability to its benchmark partners.
Asset Management and Capital Works Program	Assets will be fit for purpose to provide the desired level of service to the community.	That Council have a 10-year capital works program that aligns with Councils Asset Plan to ensure a balance between new assets and responsible renewal of existing assets, with an aim to achieve an Asset Sustainability Ratio of 1.0 by 2035.	Council complete / update its Asset Plan for all asset classes with a focus on ensuring that public assets are fit for purpose and provide the required level of service to the community. Capital works proposals must have a business case which includes a life cycle costing and meet the objectives of the Council Plan. Council conducts condition audits triennially on all asset classes.
Service Provision and Planning	Council generates sufficient surpluses from operations to continue to provide the existing level of services and meet community demands and expectations.	Council continues to consult with the community to determine that the desired service levels will be achieved including a combination of revenue raising and the rationalisation and review of existing service levels.	That Council annually determines the range and level of services provided through the annual budget process incorporating an analysis of the organisational and financial capability.

2.8 Assumptions to the Financial Plan Statements

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the 10 years from 2025/26 to 2034/35.

The table below outlines the annual escalations for the 10 year period for each income and expenditure line item contained in the Comprehensive Income Statement.

	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
CPI	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Growth in properties	0.75	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
Rates	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Supplementary Rates	$1.7m	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Service Charges	2. 5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Statutory Fees & Fines	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
User Fees & Charges	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Grants - Operating (recurrent)	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Grants - Operating (non-recurrent)	Once off payment or payments. Forecast with no increase.									
Grants - Capital (recurrent)	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Grants - Capital (non-recurrent)	Once off payment or payments. Forecast with no increase.									
Contributions - monetary	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contributions - non-monetary ($'000)	3,993	4,093	4,195	4,300	4,407	4,518	4,631	4,746	4,865	4,987
Other Income	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Interest on Investments	4.50%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Employee Costs	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
FBT	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Material & Services	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Utilities	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Bad & Doubtful Debts	Forecast with no increase.									
Depreciation & Amortisation	Rates are reviewed annually and are based on straight line method.									
Borrowing Costs	4.5%	4.0%	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Other Expenses	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

3 Financial Plan Statements

3.1 Comprehensive Income Statement

Year ending 30 June	Forecast 24/25 $'000)	Budget 25/26 $'000	Budget 26/27 $'000	Budget 27/28 $'000	Budget 28/29 $'000	Budget 29/30 $'000	Budget 30/31 $'000	Budget 31/32 $'000	Budget 32/33 $'000	Budget 33/34 $'000	Budget 34/35 $'000
Revenue											
Rates and charges	189,653	195,530	200,818	207,044	213,465	220,088	226,918	233,961	241,226	248,717	256,444
Statutory fees and fines	9,051	9,025	9,251	9,482	9,719	9,962	10,211	10,467	10,728	10,996	11,271
User fees	20,632	20,133	20,712	21,539	22,425	23,410	24,225	25,193	26,199	27,382	28,335
Grants - Operating (Recurrent)	25,847	24,056	24,657	25,273	25,905	26,553	27,217	27,897	28,594	29,309	30,042
Grants - Operating (Non-recurrent)	2,432	1,917	1,965	2,014	2,064	2,116	2,169	2,223	2,279	2,336	2,394
Grants - Capital (Recurrent)	1,472	1,812	2,152	2,265	2,265	1,200	1,200	1,200	1,200	1,200	1,200
Grants - Capital (Non-recurrent)	3,923	4,034	2,530	680	30	1,850	1,850	1,850	1,850	1,850	1,850
Contributions - Monetary	15,358	5,433	5,569	5,708	5,851	5,997	6,147	6,301	6,458	6,620	6,785
Contributions - Non monetary assets	3,057	3,993	4,093	4,195	4,300	4,407	4,518	4,631	4,746	4,865	4,987
Net gain on sale of non-current assets	495	(3)	41	42	44	45	46	47	48	49	50
Other income	12,945	12,471	12,965	13,465	13,995	14,557	15,155	15,790	16,468	17,191	17,964
	284,865	**278,401**	**284,752**	**291,708**	**300,064**	**310,185**	**319,655**	**329,560**	**339,797**	**350,516**	**361,323**
Expenses											
Employee costs	114,089	115,928	121,011	126,429	132,447	138,262	144,736	151,932	158,969	166,806	175,522
Materials and services	85,424	89,007	92,401	94,602	95,357	92,167	94,534	96,759	99,244	101,790	104,399
Bad and doubtful debts	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Depreciation and amortisation	56,160	57,886	58,754	59,635	60,530	61,438	62,359	63,295	64,244	65,208	66,186
Amortisation - right of use assets	1,995	1,995	1,379	1,909	1,820	1,712	1,712	951	887	887	0
Borrowing costs	2,515	2,927	2,772	3,057	3,093	3,255	3,183	3,048	2,551	2,063	1,607
Finance costs - leases	407	379	212	400	325	252	180	115	78	40	0
Other expenses	4,484	3,931	4,029	4,129	4,233	4,339	4,447	4,558	4,672	4,789	4,909
	266,175	273,152	281,657	291,261	298,904	302,526	312,252	321,758	331,745	342,683	353,723
Surplus/(deficit) for the year	**18,690**	**5,249**	**3,095**	**448**	**1,160**	**7,659**	**7,402**	**7,801**	**8,052**	**7,833**	**7,600**

3.2 Balance Sheet

As at 30 June	Forecast 24/25 $'000	Budget 25/26 $'000	Budget 26/27 $'000	Budget 27/28 $'000	Budget 28/29 $'000	Budget 29/30 $'000	Budget 30/31 $'000	Budget 31/32 $'000	Budget 32/33 $'000	Budget 33/34 $'000	Budget 34/35 $'000
Current assets											
Cash and cash equivalents	91,019	73,824	80,267	86,749	84,492	80,054	84,026	86,476	80,256	82,738	87,791
Trade and other receivables	44,522	43,533	42,513	41,464	40,382	39,269	38,122	36,940	35,723	34,470	33,179
Inventories	83	83	83	83	83	83	83	83	83	83	83
Other assets	2,177	2,177	2,177	2,177	2,177	2,177	2,177	2,177	2,177	2,177	2,177
	137,801	119,617	125,041	130,473	127,135	121,583	124,408	125,677	118,240	119,468	123,230
Non Current Assets											
Property, infrastructure, plant and equipment	2,748,912	2,754,049	2,752,830	2,755,108	2,758,669	2,773,224	2,777,611	2,781,326	2,786,109	2,782,486	2,774,652
Right-of-use assets	5,046	3,051	2,288	6,061	4,331	2,726	1,013	824	(0)	(887)	(0)
Trade and other receivables	52	52	52	52	52	52	52	52	52	52	52
	2,754,010	2,757,152	2,755,170	2,761,220	2,763,051	2,776,001	2,778,676	2,782,202	2,786,161	2,781,650	2,774,704
Total Assets	**2,891,811**	**2,876,769**	**2,880,210**	**2,891,694**	**2,890,186**	**2,897,584**	**2,903,085**	**2,907,879**	**2,904,401**	**2,901,118**	**2,897,934**
Current Liabilities											
Trade and other payables	19,086	19,256	19,856	20,332	20,519	19,919	20,432	20,917	21,456	22,008	22,575
Trust funds and deposits	4,338	4,638	4,938	5,238	5,538	5,838	6,138	6,438	6,738	7,038	7,338
Provisions	24,410	25,078	25,922	26,795	27,698	28,631	29,597	30,595	31,627	32,694	33,797
Lease liabilities	2,152	1,931	1,484	1,858	1,819	1,812	1,609	934	957	995	0
Interest bearing loans and borrowings	9,097	31,337	12,576	13,955	15,317	17,197	14,493	13,311	12,601	12,217	11,901
	59,083	82,240	64,777	68,178	70,891	73,398	72,269	72,194	73,378	74,952	75,611
Non Current Liabilities											
Trust funds and deposits	6,505	6,505	6,505	6,505	6,505	6,505	6,505	6,505	6,505	6,505	6,505
Provisions	3,165	3,226	3,336	3,449	3,567	3,688	3,813	3,943	4,077	4,215	4,359
Lease liabilities	7,187	5,256	3,772	8,126	6,307	4,495	2,886	1,952	995	(0)	(0)
Interest bearing loans and borrowings	81,520	39,943	59,127	62,294	58,614	57,537	58,249	56,120	44,229	32,397	20,811
	98,378	54,930	72,740	80,375	74,994	72,226	71,453	68,520	55,807	43,118	31,675
Total Liabilities	**157,461**	**137,170**	**137,517**	**148,553**	**145,885**	**145,624**	**143,722**	**140,715**	**129,185**	**118,069**	**107,286**
Net Assets	**2,734,350**	**2,739,599**	**2,742,693**	**2,743,141**	**2,744,301**	**2,751,960**	**2,759,363**	**2,767,164**	**2,775,216**	**2,783,049**	**2,790,648**
Equity											
Accumulated Surplus /(Deficit)	1,122,198	1,136,939	1,136,241	1,132,801	1,129,977	1,133,552	1,136,767	1,140,278	1,143,931	1,147,256	1,150,234
Reserves	1,612,152	1,602,659	1,606,452	1,610,340	1,614,324	1,618,409	1,622,595	1,626,886	1,631,285	1,635,793	1,640,414
Total Equity	**2,734,350**	**2,739,599**	**2,742,693**	**2,743,141**	**2,744,301**	**2,751,960**	**2,759,363**	**2,767,164**	**2,775,216**	**2,783,049**	**2,790,648**

3.3 Statement of Changes in Equity

As at 30 June	Forecast 24/25 $'000	Budget 25/26 $'000	Budget 26/27 $'000	Budget 27/28 $'000	Budget 28/29 $'000	Budget 29/30 $'000	Budget 30/31 $'000	Budget 31/32 $'000	Budget 32/33 $'000	Budget 33/34 $'000	Budget 34/35 $'000
Accumulated Surplus /(Deficit)											
Balance at the beginning of the year	1,112,661	1,122,198	1,136,939	1,136,241	1,132,801	1,129,977	1,133,552	1,136,767	1,140,278	1,143,931	1,147,256
Surplus /(deficit) for the year	18,690	5,249	3,095	448	1,160	7,659	7,402	7,801	8,052	7,833	7,600
Net asset revaluation increment /(decrement)	0	0	0	0	0	0	0	0	0	0	0
Transfers to reserves	(14,353)	(5,922)	(4,738)	(4,856)	(4,978)	(5,102)	(5,230)	(5,360)	(5,494)	(5,632)	(5,772)
Transfers from reserves	5,199	15,415	945	969	993	1,018	1,043	1,069	1,096	1,123	1,151
Balance at the end of the year	**1,122,198**	**1,136,939**	**1,136,241**	**1,132,801**	**1,129,977**	**1,133,552**	**1,136,767**	**1,140,278**	**1,143,931**	**1,147,256**	**1,150,234**
Asset Revaluation Reserve											
Balance at the beginning of the year	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555
Surplus /(deficit) for the year	0	0	0	0	0	0	0	0	0	0	0
Net asset revaluation increment /(decrement)	0	0	0	0	0	0	0	0	0	0	0
Transfers to reserves	0	0	0	0	0	0	0	0	0	0	0
Transfers from reserves	0	0	0	0	0	0	0	0	0	0	0
Balance at the end of the year	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**
Other Reserves											
Balance at the beginning of the year	47,444	56,597	47,105	50,897	54,785	58,770	62,854	67,040	71,332	75,730	80,238
Surplus /(deficit) for the year	0	0	0	0	0	0	0	0	0	0	0
Net asset revaluation increment /(decrement)	0	0	0	0	0	0	0	0	0	0	0
Transfers to reserves	14,353	5,922	4,738	4,856	4,978	5,102	5,230	5,360	5,494	5,632	5,772
Transfers from reserves	(5,199)	(15,415)	(945)	(969)	(993)	(1,018)	(1,043)	(1,069)	(1,096)	(1,123)	(1,151)
Balance at the end of the year	**56,597**	**47,105**	**50,897**	**54,785**	**58,770**	**62,854**	**67,040**	**71,332**	**75,730**	**80,238**	**84,859**

3.4 Statement of Cash Flows

Year ending 30 June	Forecast 24/25 $'000	Budget 25/26 $'000	Budget 26/27 $'000	Budget 27/28 $'000	Budget 28/29 $'000	Budget 29/30 $'000	Budget 30/31 $'000	Budget 31/32 $'000	Budget 32/33 $'000	Budget 33/34 $'000	Budget 34/35 $'000
Cash flows from operating activities											
Rates and charges	189,653	196,519	201,837	208,094	214,547	221,202	228,065	235,143	242,442	249,971	257,735
Statutory fees & fines	9,051	9,025	9,251	9,482	9,719	9,962	10,211	10,467	10,728	10,996	11,271
User charges	20,632	20,133	20,712	21,539	22,425	23,410	24,225	25,193	26,199	27,382	28,335
Grants	31,912	31,819	31,304	30,233	30,265	31,719	32,436	33,170	33,923	34,695	35,486
Contributions - monetary	15,358	5,433	5,569	5,708	5,851	5,997	6,147	6,301	6,458	6,620	6,785
Other receipts	12,945	12,471	12,965	13,465	13,995	14,557	15,155	15,790	16,468	17,191	17,964
Employee costs	(114,059)	(115,169)	(120,023)	(125,407)	(131,390)	(137,170)	(143,607)	(150,763)	(157,761)	(165,557)	(174,231)
Materials and services	(85,502)	(88,867)	(91,835)	(94,162)	(95,206)	(92,805)	(94,061)	(96,314)	(98,747)	(101,281)	(103,877)
Trust funds and deposits	300	300	300	300	300	300	300	300	300	300	300
Other payments	(5,584)	(5,031)	(5,129)	(5,229)	(5,333)	(5,439)	(5,547)	(5,658)	(5,772)	(5,889)	(6,009)
	74,706	66,634	64,950	64,022	65,173	71,733	73,324	73,628	74,239	74,428	73,760
Cash flows from investing activities											
Payments for property, infrastructure, plant & equipment	(62,702)	(60,281)	(55,560)	(57,895)	(61,028)	(72,836)	(63,596)	(65,010)	(65,545)	(57,935)	(56,534)
Proceeds from sale of property, infrastructure, plant & equipment	1,221	1,026	1,097	1,124	1,152	1,181	1,210	1,241	1,272	1,303	1,336
	(61,482)	(59,255)	(54,463)	(56,771)	(59,876)	(71,655)	(62,386)	(63,769)	(64,273)	(56,632)	(55,198)
Cash flows from financing activities											
Finance costs	(2,515)	(2,927)	(2,772)	(3,057)	(3,093)	(3,255)	(3,183)	(3,048)	(2,551)	(2,063)	(1,607)
Proceeds from interest bearing loans and deposits	14,000	12,000	13,000	18,500	13,000	18,000	12,500	10,000	0	0	0
Repayment of interest bearing loans and deposits	(9,097)	(31,337)	(12,576)	(13,955)	(15,317)	(17,197)	(14,493)	(13,311)	(12,601)	(12,217)	(11,901)
Interest paid - lease liability	(407)	(379)	(212)	(400)	(325)	(252)	(180)	(115)	(78)	(40)	0
Repayment of lease liabilities	(2,152)	(1,931)	(1,484)	(1,858)	(1,819)	(1,812)	(1,609)	(934)	(957)	(995)	0
	(171)	(24,574)	(4,044)	(769)	(7,554)	(4,517)	(6,965)	(7,408)	(16,186)	(15,315)	(13,509)
Net (decrease)/increase in cash held	**13,054**	**(17,194)**	**6,443**	**6,482**	**(2,257)**	**(4,439)**	**3,973**	**2,450**	**(6,220)**	**2,482**	**5,053**
Cash at beginning of the year	77,965	91,019	73,824	80,267	86,749	84,492	80,054	84,026	86,476	80,256	82,738
Cash at the end of the year	**91,019**	**73,824**	**80,267**	**86,749**	**84,492**	**80,054**	**84,026**	**86,476**	**80,256**	**82,738**	**87,791**

3.5 Statement of Capital Works

Year ending 30 June	Forecast 24/25 $'000	Budget 25/26 $'000	Budget 26/27 $'000	Budget 27/28 $'000	Budget 28/29 $'000	Budget 29/30 $'000	Budget 30/31 $'000	Budget 31/32 $'000	Budget 32/33 $'000	Budget 33/34 $'000	Budget 34/35 $'000
Property											
Land	0	0	0	0	0	0	0	0	0	0	0
Land Improvments	351	676	0	0	0	0	0	0	0	0	0
Buildings	14,954	13,598	12,852	9,487	19,550	23,250	17,800	17,350	21,350	13,750	3,041
Heritage buildings	0	0	0	0	0	0	0	0	0	0	0
	15,304	14,273	12,852	9,487	19,550	23,250	17,800	17,350	21,350	13,750	3,041
Plant and Equipment											
Plant, machinery and equipment	3,440	4,185	3,790	4,302	2,340	2,955	2,960	2,965	2,970	2,975	3,729
Computers and telecommunications	705	765	85	85	85	85	85	85	85	85	102
Library books	825	884	825	825	825	825	825	825	825	825	1,158
	4,970	5,834	4,700	5,212	3,250	3,865	3,870	3,875	3,880	3,885	4,989
Infrastructure											
Roads	28,542	27,804	27,897	28,081	28,063	28,481	28,116	28,305	27,920	28,025	35,122
Footpaths and cycleways	2,167	2,428	2,541	1,825	580	3,380	4,300	3,130	3,050	1,630	3,906
Drainage	2,090	950	1,525	1,050	1,525	1,025	1,525	1,025	1,525	1,025	1,212
Recreational, leisure and community facilities	3,663	3,745	1,500	6,330	3,025	4,425	3,175	4,175	3,125	4,275	5,381
Parks, open space and streetscapes	5,966	5,246	4,545	5,910	5,035	8,410	4,810	7,150	4,695	5,345	2,884
	42,428	40,174	38,008	43,196	38,228	45,721	41,926	43,785	40,315	40,300	48,504
	62,702	**60,281**	**55,560**	**57,895**	**61,028**	**72,836**	**63,596**	**65,010**	**65,545**	**57,935**	**56,534**
Renewal	38,123	38,527	38,480	42,363	36,189	41,212	36,666	38,364	37,365	35,921	43,464
Upgrade	22,263	15,980	9,316	6,808	15,959	19,007	15,449	15,704	17,037	13,371	7,613
New	2,317	5,774	7,763	8,723	8,880	12,617	11,481	10,942	11,144	8,643	5,456
	62,702	**60,281**	**55,560**	**57,895**	**61,028**	**72,836**	**63,596**	**65,010**	**65,545**	**57,935**	**56,534**
Current year	58,256	56,681	55,560	57,895	61,028	72,836	63,596	65,010	65,545	57,935	56,534
Prior year carry forward	4,446	3,600	0	0	0	0	0	0	0	0	0
	62,702	**60,281**	**55,560**	**57,895**	**61,028**	**72,836**	**63,596**	**65,010**	**65,545**	**57,935**	**56,534**

3.6 Statement of Human Resources

Year ending 30 June	Forecast 24/25 $'000	Budget 25/26 $'000	Budget 26/27 $'000	Budget 27/28 $'000	Budget 28/29 $'000	Budget 29/30 $'000	Budget 30/31 $'000	Budget 31/32 $'000	Budget 32/33 $'000	Budget 33/34 $'000	Budget 34/35 $'000
Staff Expenditure											
Employee costs - operating	114,089	115,928	121,011	126,429	132,447	138,262	144,736	151,932	158,969	166,806	175,522
Employee costs - capital	0	0	0	0	0	0	0	0	0	0	0
Total staff expenditure	114,089	115,928	121,011	126,429	132,447	138,262	144,736	151,932	158,969	166,806	175,522
Staff numbers											
Employees	**982.2**	**987.6**	**997.5**	**1,007.4**	**1,017.5**	**1,027.7**	**1,038.0**	**1,048.3**	**1,058.8**	**1,069.4**	**1,080.1**
Total staff numbers	**982.2**	**987.6**	**997.5**	**1,007.4**	**1,017.5**	**1,027.7**	**1,038.0**	**1,048.3**	**1,058.8**	**1,069.4**	**1,080.1**

3.7 Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2029	25/26 $'000	26/27 $'000	27/28 $'000	28/29 $'000	29/30 $'000	30/31 $'000	31/32 $'000	32/33 $'000	33/34 $'000	34/35 $'000
Employee Expenses										
Consolidated										
Permanent - Full time	**73,283**	**76,496**	**79,920**	**83,724**	**87,401**	**91,493**	**96,042**	**100,490**	**105,444**	**110,954**
Female	31,476	32,856	34,327	35,961	37,540	39,297	41,251	43,162	45,289	47,656
Male	38,622	40,315	42,120	44,125	46,063	48,219	50,616	52,961	55,572	58,476
Vacant	3,185	3,325	3,473	3,639	3,799	3,976	4,174	4,367	4,583	4,822
Permanent - Part time	**20,955**	**21,874**	**22,854**	**23,941**	**24,993**	**26,163**	**27,463**	**28,736**	**30,152**	**31,728**
Female	12,362	12,904	13,482	14,124	14,744	15,434	16,201	16,952	17,788	18,717
Male	4,160	4,342	4,536	4,752	4,961	5,193	5,451	5,704	5,985	6,298
Vacant	4,434	4,628	4,835	5,065	5,288	5,535	5,811	6,080	6,379	6,713
Casuals, temporary and other expenditure	**21,690**	**22,641**	**23,655**	**24,781**	**25,869**	**27,080**	**28,426**	**29,743**	**31,209**	**32,840**
Total Brimbank City Council	**115,928**	**121,011**	**126,429**	**132,447**	**138,262**	**144,736**	**151,932**	**158,969**	**166,806**	**175,522**
Office of the Chief Executive Officer										
Permanent - Full time	**161**	**168**	**176**	**184**	**192**	**201**	**211**	**221**	**232**	**244**
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Vacant	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	**87**	**91**	**95**	**99**	**104**	**108**	**114**	**119**	**125**	**132**
Female	87	91	95	99	104	108	114	119	125	132
Male	0	0	0	0	0	0	0	0	0	0
Vacant	0	0	0	0	0	0	0	0	0	0
Casuals, temporary and other expenditure	**457**	**477**	**498**	**522**	**544**	**570**	**598**	**626**	**657**	**691**
Total Office of the Chief Executive Officer	**705**	**736**	**768**	**805**	**840**	**880**	**924**	**966**	**1,014**	**1,067**
Corporate Services										
Permanent - Full time	**5,460**	**5,699**	**5,955**	**6,238**	**6,512**	**6,817**	**7,156**	**7,487**	**7,856**	**8,267**
Female	2,257	2,356	2,461	2,578	2,692	2,818	2,958	3,095	3,247	3,417
Male	2,475	2,584	2,699	2,828	2,952	3,090	3,244	3,394	3,562	3,748
Vacant	728	760	794	832	868	909	954	998	1,048	1,102
Permanent - Part time	**236**	**246**	**257**	**270**	**282**	**295**	**309**	**324**	**340**	**357**
Female	65	68	71	74	77	81	85	89	93	98
Male	0	0	0	0	0	0	0	0	0	0
Vacant	171	179	187	196	204	214	225	235	247	260
Casuals, temporary and other expenditure	**1,567**	**1,635**	**1,708**	**1,790**	**1,868**	**1,956**	**2,053**	**2,148**	**2,254**	**2,372**
Total Corporate Services	**7,263**	**7,581**	**7,921**	**8,298**	**8,662**	**9,067**	**9,518**	**9,959**	**10,450**	**10,996**
City Futures Division										
Permanent - Full time	**11,301**	**11,797**	**12,325**	**12,911**	**13,478**	**14,109**	**14,811**	**15,497**	**16,261**	**17,111**
Female	5,405	5,642	5,894	6,175	6,446	6,748	7,083	7,412	7,777	8,183
Male	4,895	5,110	5,338	5,593	5,838	6,112	6,415	6,712	7,043	7,411
Vacant	1,001	1,045	1,092	1,144	1,194	1,250	1,312	1,373	1,441	1,516
Permanent - Part time	**2,190**	**2,286**	**2,389**	**2,502**	**2,612**	**2,734**	**2,870**	**3,003**	**3,151**	**3,316**
Female	1,120	1,169	1,222	1,280	1,336	1,398	1,468	1,536	1,612	1,696
Male	1,022	1,067	1,114	1,167	1,219	1,276	1,339	1,401	1,470	1,547
Vacant	48	50	53	55	58	60	63	66	70	73
Casuals, temporary and other expenditure	**4,523**	**4,722**	**4,933**	**5,168**	**5,395**	**5,647**	**5,928**	**6,203**	**6,509**	**6,849**
Total City Futures Division	**18,015**	**18,804**	**19,646**	**20,581**	**21,485**	**22,491**	**23,609**	**24,703**	**25,921**	**27,275**

3.7 Summary of Planned Human Resources Expenditure cont.

For the four years ending 30 June 2029	25/26 ($'000)	26/27 $'000	27/28 $'000	28/29 $'000	29/30 $'000	30/31 $'000	31/32 $'000	32/33 $'000	33/34 $'000	34/35 $'000
Employee Expenses cont.										
Community Wellbeing Division										
Permanent - Full time	**18,308**	**19,111**	**19,966**	**20,917**	**21,835**	**22,858**	**23,994**	**25,105**	**26,343**	**27,720**
Female	13,271	13,852	14,473	15,161	15,827	16,568	17,392	18,197	19,095	20,092
Male	4,381	4,573	4,777	5,005	5,224	5,469	5,741	6,007	6,303	6,632
Vacant	657	686	717	751	784	820	861	901	945	995
Permanent - Part time	**13,706**	**14,307**	**14,947**	**15,659**	**16,346**	**17,112**	**17,962**	**18,794**	**19,721**	**20,752**
Female	8,977	9,370	9,790	10,256	10,706	11,207	11,765	12,309	12,916	13,591
Male	2,170	2,265	2,367	2,479	2,588	2,709	2,844	2,976	3,123	3,286
Vacant	2,559	2,671	2,791	2,924	3,052	3,195	3,354	3,509	3,682	3,875
Casuals, temporary and other expenditure	**9,681**	**10,106**	**10,558**	**11,061**	**11,546**	**12,087**	**12,688**	**13,276**	**13,930**	**14,658**
Total Community Wellbeing Division	**41,695**	**43,523**	**45,472**	**47,636**	**49,728**	**52,057**	**54,644**	**57,175**	**59,994**	**63,129**
People, Partnerships & Performance										
Permanent - Full time	**8,387**	**8,755**	**9,147**	**9,582**	**10,003**	**10,471**	**10,992**	**11,501**	**12,068**	**12,699**
Female	6,257	6,531	6,824	7,149	7,462	7,812	8,200	8,580	9,003	9,474
Male	1,331	1,390	1,452	1,521	1,588	1,662	1,745	1,826	1,916	2,016
Vacant	799	834	871	913	953	997	1,047	1,095	1,149	1,209
Permanent - Part time	**2,143**	**2,237**	**2,337**	**2,448**	**2,556**	**2,676**	**2,809**	**2,939**	**3,083**	**3,245**
Female	1,749	1,825	1,907	1,998	2,086	2,183	2,292	2,398	2,516	2,648
Male	201	209	219	229	239	251	263	275	289	304
Vacant	194	202	211	221	231	242	254	265	278	293
Casuals, temporary and other expenditure	**2,439**	**2,546**	**2,659**	**2,786**	**2,908**	**3,045**	**3,196**	**3,344**	**3,509**	**3,692**
Total People, Partnerships & Performance	**12,969**	**13,537**	**14,143**	**14,817**	**15,467**	**16,191**	**16,996**	**17,784**	**18,660**	**19,635**
Infrastructure and City Services										
Permanent - Full time	**29,665**	**30,966**	**32,352**	**33,892**	**35,380**	**37,037**	**38,878**	**40,679**	**42,684**	**44,914**
Female	4,125	4,306	4,499	4,713	4,920	5,150	5,406	5,657	5,936	6,246
Male	25,540	26,659	27,853	29,179	30,460	31,886	33,471	35,022	36,748	38,669
Vacant	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	**2,593**	**2,707**	**2,828**	**2,963**	**3,093**	**3,238**	**3,399**	**3,556**	**3,732**	**3,927**
Female	365	381	398	417	435	456	478	501	525	553
Male	767	801	837	876	915	958	1,005	1,052	1,104	1,161
Vacant	1,461	1,525	1,594	1,669	1,743	1,824	1,915	2,004	2,103	2,212
Casuals, temporary and other expenditure	**3,024**	**3,157**	**3,298**	**3,455**	**3,607**	**3,775**	**3,963**	**4,147**	**4,351**	**4,578**
Total Infrastructure and City Services	**35,282**	**36,829**	**38,478**	**40,310**	**42,080**	**44,050**	**46,240**	**48,382**	**50,767**	**53,419**
Total employee expenses	**115,928**	**121,011**	**126,429**	**132,447**	**138,262**	**144,736**	**151,932**	**158,969**	**166,806**	**175,522**

3.7 Summary of Planned Human Resources Expenditure cont.

For the four years ending 30 June 2029	25/26 (FTE)	26/27 (FTE)	27/28 (FTE)	28/29 (FTE)	29/30 (FTE)	30/31 (FTE)	31/32 (FTE)	32/33 (FTE)	33/34 (FTE)	34/35 (FTE)
Staff FTE Numbers										
Consolidated										
Permanent - Full time	**624.8**	**631.04**	**637.35**	**643.72**	**650.16**	**656.66**	**663.23**	**669.86**	**676.56**	**683.32**
Female	261.0	263.61	266.25	268.91	271.60	274.31	277.06	279.83	282.63	285.45
Male	334.5	337.89	341.26	344.68	348.12	351.60	355.12	358.67	362.26	365.88
Vacant	29.2	29.54	29.84	30.14	30.44	30.74	31.05	31.36	31.67	31.99
Permanent - Part time	**200.2**	**202.16**	**204.18**	**206.23**	**208.29**	**210.37**	**212.47**	**214.60**	**216.74**	**218.91**
Female	116.3	117.5	118.68	119.87	121.1	122.27	123.50	124.7	125.98	127.24
Male	41.5	42.0	42.37	42.80	43.2	43.66	44.10	44.5	44.98	45.43
Vacant	42.3	42.7	43.13	43.56	44.0	44.44	44.88	45.3	45.78	46.24
Casuals, temporary and other expenditure	**162.6**	**164.27**	**165.91**	**167.57**	**169.24**	**170.94**	**172.65**	**174.37**	**176.12**	**177.88**
Total Consolidated	**987.6**	**997.5**	**1,007.4**	**1,017.5**	**1,027.7**	**1,038.0**	**1,048.3**	**1,058.8**	**1,069.4**	**1,080.1**
Office of the Chief Executive Officer										
Permanent - Full time	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**
Female	1.0	1.0	1.0	1.0	1.0	1.1	1.1	1.1	1.1	1.1
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.7**
Female	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.7
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Casuals, temporary and other expenditure	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**
Total Office of the Chief Executive Officer	**2.6**	**2.6**	**2.7**	**2.7**	**2.7**	**2.7**	**2.8**	**2.8**	**2.8**	**2.8**
Corporate Services										
Permanent - Full time	**75.0**	**75.8**	**76.5**	**77.3**	**78.0**	**78.8**	**79.6**	**80.4**	**81.2**	**82.0**
Female	31.0	31.31	31.6	31.9	32.26	32.6	32.9	33.24	33.6	33.9
Male	34.0	34.34	34.7	35.0	35.38	35.7	36.1	36.45	36.8	37.2
Vacant	10.0	10.10	10.2	10.3	10.41	10.5	10.6	10.72	10.8	10.9
Permanent - Part time	**2.9**	**2.95**	**3.0**	**3.0**	**3.04**	**3.1**	**3.1**	**3.13**	**3.2**	**3.2**
Female	0.8	0.81	0.8	0.8	0.83	0.8	0.8	0.86	0.9	0.9
Male	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0
Vacant	2.1	2.14	2.2	2.2	2.21	2.2	2.3	2.27	2.3	2.3
Casuals, temporary and other expenditure	**16.0**	**16.16**	**16.3**	**16.5**	**16.65**	**16.8**	**17.0**	**17.15**	**17.3**	**17.5**
Total Corporate Services	**93.9**	**94.9**	**95.8**	**96.8**	**97.7**	**98.7**	**99.7**	**100.7**	**101.7**	**102.7**
City Futures Division										
Permanent - Full time	**92.0**	**92.9**	**93.8**	**94.8**	**95.7**	**96.7**	**97.7**	**98.6**	**99.6**	**100.6**
Female	44.0	44.4	44.9	45.3	45.8	46.2	46.7	47.2	47.6	48.1
Male	39.9	40.2	40.7	41.1	41.5	41.9	42.3	42.7	43.2	43.6
Vacant	8.2	8.2	8.3	8.4	8.5	8.6	8.7	8.7	8.8	8.9
Permanent - Part time	**26.3**	**26.5**	**26.8**	**27.1**	**27.3**	**27.6**	**27.9**	**28.2**	**28.5**	**28.7**
Female	13.4	13.6	13.7	13.8	14.0	14.1	14.3	14.4	14.6	14.7
Male	12.3	12.4	12.5	12.6	12.8	12.9	13.0	13.1	13.3	13.4
Vacant	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Casuals, temporary and other expenditure	**27.6**	**27.9**	**28.1**	**28.4**	**28.7**	**29.0**	**29.3**	**29.6**	**29.9**	**30.2**
Total City Futures Division	**145.9**	**147.3**	**148.8**	**150.3**	**151.8**	**153.3**	**154.8**	**156.4**	**157.9**	**159.5**

3.7 Summary of Planned Human Resources Expenditure cont.

For the four years ending 30 June 2029	25/26 (FTE)	26/27 (FTE)	27/28 (FTE)	28/29 (FTE)	29/30 (FTE)	30/31 (FTE)	31/32 (FTE)	32/33 (FTE)	33/34 (FTE)	34/35 (FTE)
Staff FTE Numbers cont.										
Community Wellbeing Division										
Permanent - Full time	**142.1**	**143.5**	**145.0**	**146.4**	**147.9**	**149.3**	**150.8**	**152.4**	**153.9**	**155.4**
Female	103.0	104.0	105.1	106.1	107.2	108.3	109.3	110.4	111.5	112.6
Male	34.0	34.3	34.7	35.0	35.4	35.7	36.1	36.5	36.8	37.2
Vacant	5.1	5.2	5.2	5.3	5.3	5.4	5.4	5.5	5.5	5.6
Permanent - Part time	**127.2**	**128.5**	**129.8**	**131.1**	**132.4**	**133.7**	**135.0**	**136.4**	**137.7**	**139.1**
Female	83.3	84.1	85.0	85.8	86.7	87.6	88.4	89.3	90.2	91.1
Male	20.1	20.3	20.5	20.8	21.0	21.2	21.4	21.6	21.8	22.0
Vacant	23.8	24.0	24.2	24.5	24.7	25.0	25.2	25.5	25.7	26.0
Casuals, temporary and other expenditure	**85.0**	**85.8**	**86.7**	**87.6**	**88.4**	**89.3**	**90.2**	**91.1**	**92.0**	**93.0**
Total Community Wellbeing Division	**354.3**	**357.8**	**361.4**	**365.0**	**368.7**	**372.4**	**376.1**	**379.8**	**383.6**	**387.5**
People, Partnerships & Performance										
Permanent - Full time	**63.0**	**63.6**	**64.3**	**64.9**	**65.6**	**66.2**	**66.9**	**67.5**	**68.2**	**68.9**
Female	47.0	47.5	47.9	48.4	48.9	49.4	49.9	50.4	50.9	51.4
Male	10.0	10.1	10.2	10.3	10.4	10.5	10.6	10.7	10.8	10.9
Vacant	6.0	6.1	6.1	6.2	6.2	6.3	6.4	6.4	6.5	6.6
Permanent - Part time	**17.9**	**18.1**	**18.3**	**18.5**	**18.7**	**18.9**	**19.0**	**19.2**	**19.4**	**19.6**
Female	14.6	14.8	14.9	15.1	15.2	15.4	15.5	15.7	15.9	16.0
Male	1.7	1.7	1.7	1.7	1.7	1.8	1.8	1.8	1.8	1.8
Vacant	1.6	1.6	1.7	1.7	1.7	1.7	1.7	1.7	1.8	1.8
Casuals, temporary and other expenditure	**14.0**	**14.1**	**14.3**	**14.4**	**14.6**	**14.7**	**14.9**	**15.0**	**15.2**	**15.3**
Total People, Partnerships & Performance	**94.9**	**95.9**	**96.8**	**97.8**	**98.8**	**99.8**	**100.8**	**101.8**	**102.8**	**103.8**
Infrastructure and City Services										
Permanent - Full time	**251.7**	**254.2**	**256.7**	**259.3**	**261.9**	**264.5**	**267.2**	**269.8**	**272.5**	**275.3**
Female	35.0	35.4	35.7	36.1	36.4	36.8	37.2	37.5	37.9	38.3
Male	216.7	218.9	221.0	223.3	225.5	227.7	230.0	232.3	234.6	237.0
Vacant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	**25.2**	**25.5**	**25.7**	**26.0**	**26.2**	**26.5**	**26.8**	**27.0**	**27.3**	**27.6**
Female	3.6	3.6	3.6	3.7	3.7	3.7	3.8	3.8	3.8	3.9
Male	7.5	7.5	7.6	7.7	7.8	7.8	7.9	8.0	8.1	8.2
Vacant	14.2	14.4	14.5	14.6	14.8	14.9	15.1	15.2	15.4	15.5
Casuals, temporary and other expenditure	**19.1**	**19.3**	**19.5**	**19.6**	**19.8**	**20.0**	**20.2**	**20.4**	**20.7**	**20.9**
Total Infrastructure and City Services	**296.0**	**298.9**	**301.9**	**304.9**	**308.0**	**311.1**	**314.2**	**317.3**	**320.5**	**323.7**
Total staff FTE numbers	**987.6**	**997.5**	**1,007.4**	**1,017.5**	**1,027.7**	**1,038.0**	**1,048.3**	**1,058.8**	**1,069.4**	**1,080.1**

4 Financial Performance Indicators

4.1 Key Financial Indicators

The following table highlights Council's projected performance across a range of key performance indicators. These indicators provide an analysis of Councils' 10 year financial projections and should be interpreted in the context of the organisations objectives and financial management principles.

Key Financial Indicators	Forecast 24/25	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29	Budget 29/30	Budget 30/31	Budget 31/32	Budget 32/33	Budget 33/34	Budget 34/35
Expenditure level	3,285	3,359	3,438	3,528	3,594	3,610	3,699	3,783	3,871	3,969	4,067
Revenue level	1,117	1,133	1,153	1,173	1,193	1,214	1,235	1,257	1,279	1,301	1,323
Adjusted underlying Surplus/Deficit excluding non-recurrent grants, monetary and non-monetary contributions ($'000)	(3,648)	(8,212)	(9,097)	(10,136)	(9,021)	(4,595)	(5,113)	(4,980)	(5,003)	(5,502)	(6,022)
Underlying Result ($'000)	18,690	5,249	3,095	448	1,160	7,659	7,402	7,801	8,052	7,833	7,600
Cash Balances ($'000)	91,019	73,824	80,267	86,749	84,492	80,054	84,026	86,476	80,256	82,738	87,791
Cash Flow From Operations ($'000)	74,706	66,634	64,950	64,022	65,173	71,733	73,324	73,628	74,239	74,428	73,760
Total Borrowings ($'000)	88,265	85,714	90,617	71,280	71,704	76,249	73,932	74,735	72,742	69,431	56,830
Capital Expenditure ($'000)	62,702	60,281	55,560	57,895	61,028	72,836	63,596	65,010	65,545	57,935	56,534
Debt servicing ratio	0.89%	1.07%	0.99%	1.06%	1.05%	1.06%	1.01%	0.94%	0.76%	0.60%	0.45%
Debt commitment ratio	6.12%	17.52%	7.64%	8.22%	8.62%	9.29%	7.79%	6.99%	6.28%	5.74%	5.27%
Debt exposure	4.73%	3.66%	3.63%	3.80%	3.62%	3.59%	3.44%	3.23%	2.60%	2.02%	1.46%
Adjusted working capital ratio	328.13%	184.92%	268.15%	264.00%	246.85%	227.87%	241.33%	247.50%	230.76%	229.45%	237.19%
Adjusted underlying result	-1.39%	-3.10%	-3.34%	-3.61%	-3.11%	-1.54%	-1.66%	-1.57%	-1.53%	-1.63%	-1.73%
Unrestricted cash	33.81%	18.94%	27.67%	29.66%	19.30%	6.62%	6.01%	3.05%	-11.88%	-14.73%	-14.43%
"Loans and borrowings (Debt compared to Rates)"	47.78%	36.45%	35.71%	36.83%	34.63%	33.96%	32.06%	29.68%	23.56%	17.94%	12.76%
Rates concentration	72.24%	73.80%	73.68%	73.65%	73.64%	73.87%	73.88%	73.86%	73.83%	73.76%	73.75%
Rates effort	0.30%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.32%	0.32%	0.32%	0.32%
Workforce turnover	9.77%	9.72%	9.62%	9.53%	9.43%	9.34%	9.25%	9.16%	9.07%	8.98%	8.89%

4.2 Vago Indicators

Analysis within the FP will be based on the financial indicators that the Victorian Auditor General's Office (VAGO) uses to ensure Local Government remains financially sustainable. These indicators are as follows:

Underlying result	Council generates enough revenue to cover operating costs and depreciation
Liquidity	Council has sufficient working capital to meet short-term commitments
Self-financing	Council generates sufficient operating cash flows to invest in asset renewal and repay debt it may have incurred in the past
Indebtedness	Council is not overly reliant on debt to fund capital programs
Capital replacement	Council has been replacing assets at a rate consistent with their consumption
Asset Renewal	Council has been maintaining existing assets at a consistent rate

Risk	Underlying Result	Liquidity	Self-financing	Indebtedness	Capital Replacement	Asset Renewal
Formula	Adjusted net surplus /total underlying revenue	Current assets / current liabilities	Net operating cash flows /underlying revenue	Non-current liabilities / own-source revenue	Capital expenditure / depreciation	Renewal & upgrade expenditure / depreciation
High	Negative 10% or less	Equal to or less than 1.0	Less than 10%	More than 60%	Equal to or less than 1.0	Equal to or less than 0.5
Medium	Negative 10% to 0%	1.0 to 1.5	10% to 20%	40% to 60%	1.0 to 1.5	0.5 to 1.0
Low	More than 0%	More than 1.5	20% or more	40% or less	More than 1.5	More than 1.0

4.3 Analysis of Financial Indicators

For the financial year 2025/26, the Victorian State Government announced a rate increase of 3.00%.

- Adjusted Underlying Surplus is forecasted to be negative from 2025/26 to 2034/35. This has been impacted by 10 years of rate capping, the compounded impact of a zero rate increase in 2020/21 and increases in depreciation expense because of increase costs of infrastructure assets. A negative result indicates Council is generating an insufficient surplus to fund operations. Future Councils will need to make decisions to address this risk including the reduction of services.
- Our Liquidity Ratio is in the Low Risk category over the period of the 10 year financial plan except for 2025/26 which is medium risk.
- Our Self financing Ratio is in the Low Risk category over the period of the 10 year financial plan.
- Our Loan Indebtedness Ratio is in the Low Risk category over the period of the 10 year financial plan.
- Capital Expenditure is maintained at a reasonable level, greater than $50 million over the period of the 10 year financial plan.



VAGO Financial Indicators	Forecast 24/25	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29	Budget 29/30	Budget 30/31	Budget 31/32	Budget 32/33	Budget 33/34	Budget 34/35
Adjusted Underlying Result	-1.29%	-2.99%	-3.24%	-3.53%	-3.05%	-1.50%	-1.62%	-1.53%	-1.49%	-1.59%	-1.69%
Liquidity Ratio	2.33	1.45	1.93	1.91	1.79	1.66	1.72	1.74	1.61	1.59	1.63
Self financing	26.51%	24.28%	23.14%	22.27%	22.04%	23.46%	23.27%	22.66%	22.16%	21.53%	20.70%
Indebtedness	36.92%	20.42%	26.44%	28.52%	25.87%	24.09%	23.12%	21.50%	16.98%	12.72%	9.06%
Capital Replacement	1.12	1.04	0.95	0.97	1.01	1.19	1.02	1.03	1.02	0.89	0.85
Renewal Gap	1.08	0.94	0.81	0.82	0.86	0.98	0.84	0.85	0.85	0.76	0.77

5 Strategies and Plans

5.1 Rates and Charges

5.1.1 Rate Capping

In 2015, the Victorian Government established the Fair Go Rates System resulting in the introduction in 2016/2017 of a rate cap, which limits the amount Councils can increase rates in a financial year.

The Minister for Local Government sets the average rate cap (ARC) based on the forecast change in the consumer price index (CPI) over the related financial year as published by the Department of Treasury and Finance (DTF) in December, plus or minus any adjustments. Councils can seek approval to raise an increase above this figure through a variation with the Essential Services Commission.

The *Local Government Act 1989* outlines that the rating system provides a "Reasonable degree of stability in the level of the rates burden", and that it is developed in a context of a public finance methodology, which includes principles of equity, benefit, efficiency and community resource allocation.

The Act requires Council to develop a Revenue and Rating Plan every four financial years that meets the above objectives.

On 23 December 2024, the Minister for Local Government, the Hon Nick Staikos MP, advised an annual rate for the 2025/26 financial year of 3.00 per cent. Councils can seek approval to raise an increase above this figure through a variation with the Essential Services Commission. Brimbank City Council has decided not to apply for a variation to the 2025/26 rate cap.

The forecast rate movements in total rate revenue over the next 10 years will be capped at the percentage increase consistent with CPI and the rate cap as announced by the Minister in December 2024.

Any unforeseen situations that may arise will be dealt with via the Annual Budget review.

5.1.2 Rating Structure

Council has developed a Revenue and Rating Plan in 2024/2025 as part of the budget process. The Act provides a Council must adopt a Revenue and Rating Plan for a period of at least four financial years by the 30 June after a general election.

The Revenue and Rating Plan is a requirement under the *Local Government Act 2020*. It is for a 4-year 'block' period starting on 30 June in the year after each general election. It provides a medium-term plan for how Council will generate income to deliver on the Council Plan, program and services and capital works commitments over a 4-year period. It defines the revenue and rating 'envelope' within which Council propose to operate.

It incorporates the consideration of:

- How revenue will be generated through rates on properties (including differential rates on different property classes)
- Fixed service charges that apply on services such as waste or recycling
- Fees and charges for services and programs – including pricing policies
- Developer contributions and other revenue
- Revenue generated from use or allocation of Council assets (including the application of discounts and waivers)
- Recurrent and non-recurrent operational and capital grants from other levels of government.

Type of differentials and the rate multiplier:

Type of Property	Rate Multiplier
Residential	x1.17
Commercial/Industrial	x2.47
Farm Land	Lowest Rate
Residential Flats/Units	x1.17
Vacant Land	x2.44
Commercial/Industrial Vacant Land	x4.00
Retirement Village	x1.09
Culture Recreation Land	x1.25

When determining what valuation to use when calculating rates Council uses the Capital Improved Value. Council is provided property valuations by the Valuer-General annually as required by the *Valuation of Land Act 1960*. These ensure the value we place on each property is up-to-date and reflects its current market value.

5.1.3 Rates and Charges

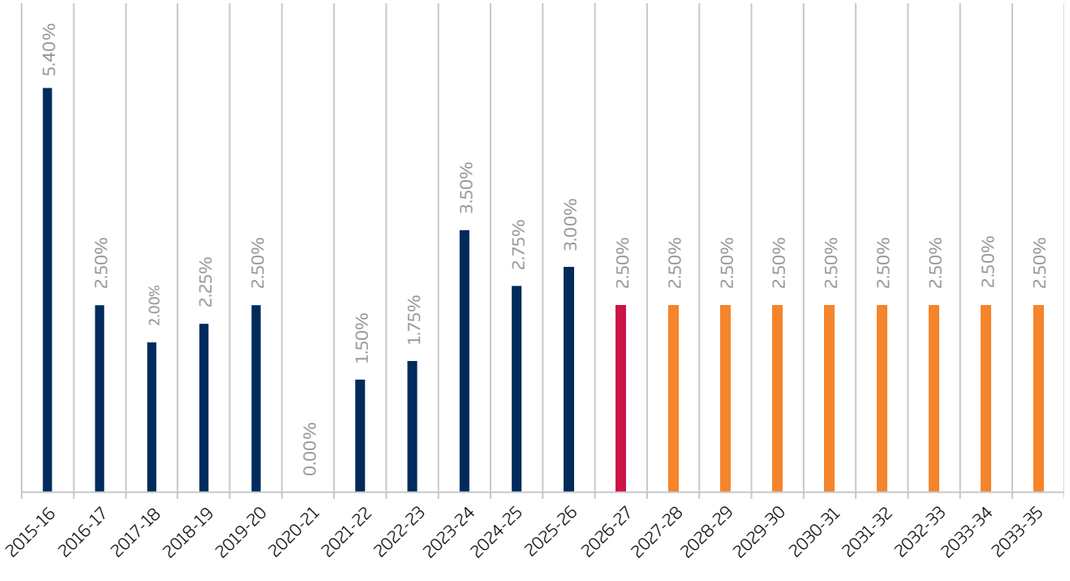
Rates and Charges revenue is an integral part of the Council's revenue base, the value of which is determined through Council's desire to achieve the strategies articulated in its various adopted Plans.

General Rates and Charges currently comprise approximately 70% of total operating revenue, and this is projected to remain constant throughout the plan period; however it would be desirable to reduce this strong dependence on rate income.

Rate increases in the FP are projected at the percentage increase consistent with CPI and the rate cap as announced by the Minister in December 2024 which currently is 3.00 per cent.

There are no projections that Council will apply for a variation to the rate cap at this stage, however, if Council decides to proceed with projects that are outside the FP then a variation to the rate cap will need to be considered as a potential funding source.

The graph below provides details of rates revenue increases from 2015/16 to 2024/25 and proposed rates and charges revenue increases for the next 10 years.



5.1.4 Municipal Charge

The Municipal Charge, raised in accordance with Section 159 of the Local Government Act 1989, is applied to each rateable property to allow Council to recover part of its administrative cost.

Legislation requires that this amount cannot exceed 20% of the total rates raised (including rates and municipal charge).

In 2025/26 the Council municipal charge is anticipated to be at 4.76% of total rates revenue.

Administrative costs including finance, asset management, information systems, corporate records, human resources and governance will be supported by this income.

5.1.5 Public Amenities Cleansing Levy

The Waste Management Levy applies to all rateable occupancies to ensure that all rateable occupancies fairly contribute to the cost of street sweeping, waste and rubbish collection and disposal from public places.



5.1.6 Environmental Service Charge

Environmental Service Charges directly funds the collection and disposal of household waste and recyclables. All residential, residential flats/units and retirement village units will incur a 140 litre Environmental Charge for the provision of a domestic garbage bin and recycling service, including non-rateable occupancies. Residents may request an 80 litre domestic garbage bin to replace this service with Environmental Charges to be adjusted from the date that the bins are replaced.

5.1.7 Green Waste Service Charge

The Green Waste Service Charges are available to all residential, residential flat/unit and retirement village units and directly funds the collection and disposal of green waste. Residents may request a 140 litre or 240 litre Green Waste bins.

5.1.8 Budgeted Service Charges

The budgeted charges for 2025/26 are as follows:

Service Charge Type	Rate ($)
Public Amenities Cleansing Levy	94.61
80 Litre Environmental Charge	225.87
140 Litre Environmental Charge	369.85
240 Litre Environmental Charge *	659.27
140 Litre Green Waste Charge	100.24
240 Litre Green Waste Charge	112.06

*No Longer available/existing clients only

5.1.9 Pensioner Rebate

Brimbank's rating structure also provides a pensioner rebate of $25.00. Details of the current number of estimated growth and the forecast pensioner rebate are detailed in the following table.

5.2 Borrowing Strategy

In developing the FP, borrowings were identified as an important source for the capital works program, and the cost of infrastructure should not be borne entirely by present ratepayers but be contributed to by future generations that will also derive a benefit.

The FP has made provision for new borrowings over the next 10 years and a provision has been made to refinance part of our existing borrowings as they come due.



5.2.1 Borrowing Assessment

The use of loan borrowings as a funding source for the budget and FP warrants careful consideration and is best applied within a financial strategy framework where the use of loan borrowings is governed by a set of principles which are further reinforced by a set of financial ratios which ensure that debt levels are retained within manageable levels.

Prior to undertaking any borrowings, Council needs to assess its repayment capacity so that the community is not burdened with unnecessary risk.

The basis for determining the utilisation of loan borrowings is as follows:

- Renewal, replacement or new infrastructure to meet specific needs agreed to by the Council
- Meet the Brimbank Council Plan strategic objectives
- All loan borrowings are able to be adequately serviced over the life of the loan
- The term of any loan will not exceed the expected life of the asset being funded
- All loan borrowings will be in accordance with Section 101 of the Act;
- Growth rate in the municipality or changing demographics;
- In determining the amount of loan borrowings, Council will also consider any financial effects placed upon future generations
- Generate financial return to meet repayments.

5.2.2 Current Debt Position

The total amount borrowed as at 30 June 2024 is $85.71 million.

Key Financial Indicators	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Residential Properties	72,073	72,613	73,158	73,706	74,259	74,816	75,377	75,943	76,512	77,086
Properties Rebated (%)	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
Concessions	16,655	16,780	16,906	17,033	17,161	17,290	17,419	17,550	17,682	17,815
Cost to Council ($)	416,399	419,522	422,668	425,838	429,032	432,250	435,492	438,758	442,049	445,365

5.2.3 Future Borrowing Requirements

The following table provides details of debt over the life of the FP.

Year	Refinancing / New $'000	Principal Paid $'000	Interest Paid $'000	Balance 30 June $'000
25/26	12,000	31,337	2,883	71,280
26/27	13,000	12,576	2,772	71,704
27/28	18,500	13,955	3,057	76,249
28/29	13,000	15,317	3,093	73,932
29/30	18,000	17,197	3,255	74,735
30/31	12,500	14,493	3,183	72,742
31/32	10,000	13,311	3,048	69,431
32/33	-	12,601	2,551	56,830
33/34	-	12,217	2,063	44,614
34/35	-	11,902	1,608	32,712

Future borrowings can be considered to fund the increasing capital works program of which the cost would be borne across current and future generations.

The following ratios are to be used in determining the amount of borrowings.

Ratio	Indicator	Threshold
Debt servicing ratio	Debt servicing cost to total revenue	5%
Debt commitment ratio	Debt servicing cost and redemption cost to rate revenue	10%
Debt exposure ratio	Total indebtedness to total realisable assets	40%
Indebtedness ratio	Net operating cash flows to underlying revenue (Council is not overly reliant on debt to fund capital programs)	40%

Debt servicing ratio

Debt servicing cost/total revenue

This ratio expresses the amount of interest paid as a percentage of Council's total revenue.

Debt commitment ratio

Debt servicing cost and redemption cost/rate revenue

This ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.

Debt exposure ratio

Total indebtedness/total realisable assets

This ratio enables assessment of Council's solvency and exposure to debt. The total indebtedness refers to the total liabilities of Council. Total liabilities are compared to total realisable assets which are all Council assets not subject to any restriction and are able to be realised. The ratio expresses the percentage of total liabilities for each dollar of realisable assets.

Indebtedness ratio

Non-current liabilities/underlying revenue

This ratio provides comparison of non-current liabilities (mainly loans) to own source revenue. The higher the percentage, the less able to cover non-current liabilities from the revenues Council generates itself.

Refer to Section 4 for details of the loan borrowing financial indicators.

5.3 Reserves Strategy

5.3.1 Current Reserves

5.3.1.1 Public Open Space Fund Reserve

This reserve services funds from developer contributions collected through Council's planning scheme. The funds held in the reserve will be utilised through infrastructure works for the identified purpose.

5.3.1.2 Developer Contributions Plan - Brimbank and Sunshine Reserve

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

5.3.1.3 Asset Revaluation

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards, AASB 13 Fair Value Measurement. Where assets are revalued, the revaluation increments are credited directly to the Asset Revaluation Reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense.

5.3.1.4 Loan Repayment

At the Ordinary Council Meeting on 27 May 2014, Council resolved to participate in the Municipal Association of Victoria 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. There will be allocations of set amounts of funds each year to this reserve.

5.3.1.5 Major Capital Works Projects

This reserve has been opened to provide a source of funding for major capital works projects to ensure ageing and out of date, vital infrastructure continues to improve the lives and futures of community members. Inflows are by Council Resolution from sale of Council land Surplus funds.



5.3.2 Reserve Usage Projections

The following table outlines the 10 year projection of each reserve fund.

Restricted Reserves	24/25 ($'000)	25/26 ($'000)	26/27 $'000	27/28 $'000	28/29 $'000	29/30 $'000	30/31 $'000	31/32 $'000	32/33 $'000	33/34 $'000	34/35 $'000
Public Open Space											
Opening balance	20,298	32,935	36,612	40,381	44,245	48,205	52,264	56,424	60,688	65,059	69,540
Transfer to reserve	12,638	3,677	3,769	3,863	3,960	4,059	4,160	4,264	4,371	4,480	4,592
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	**32,935**	**36,612**	**40,381**	**44,245**	**48,205**	**52,264**	**56,424**	**60,688**	**65,059**	**69,540**	**74,132**
Development Contributions											
Opening balance	5,199	415	945	969	993	1,018	1,043	1,069	1,096	1,123	1,151
Transfer to reserve	415	945	969	993	1,018	1,043	1,069	1,096	1,123	1,151	1,180
Transfer from reserve	(5,199)	(415)	(945)	(969)	(993)	(1,018)	(1,043)	(1,069)	(1,096)	(1,123)	(1,151)
Closing balance	**415**	**945**	**969**	**993**	**1,018**	**1,043**	**1,069**	**1,096**	**1,123**	**1,151**	**1,180**
Restricted Reserves Summary											
Opening balance	25,497	33,350	37,557	41,350	45,238	49,222	53,307	57,493	61,784	66,183	70,691
Transfer to reserve	13,053	4,622	4,738	4,856	4,978	5,102	5,230	5,360	5,494	5,632	5,772
Transfer from reserve	(5,199)	(415)	(945)	(969)	(993)	(1,018)	(1,043)	(1,069)	(1,096)	(1,123)	(1,151)
Closing balance restricted	**33,350**	**37,557**	**41,350**	**45,238**	**49,222**	**53,307**	**57,493**	**61,784**	**66,183**	**70,691**	**75,312**

Discretionary Reserves	24/25 ($'000)	25/26 ($'000)	26/27 $'000	27/28 $'000	28/29 $'000	29/30 $'000	30/31 $'000	31/32 $'000	32/33 $'000	33/34 $'000	34/35 $'000
Asset Revaluation											
Opening balance	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555	1,555,555
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**	**1,555,555**
Loan Repayment											
Opening balance	12,400	13,700	0	0	0	0	0	0	0	0	0
Transfer to reserve	1,300	1,300	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	(15,000)	0	0	0	0	0	0	0	0	0
Closing balance	**13,700**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Major Capital Works Project											
Opening balance	9,547	9,547	9,547	9,547	9,547	9,547	9,547	9,547	9,547	9,547	9,547
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	**9,547**	**9,547**	**9,547**	**9,547**	**9,547**	**9,547**	**9,547**	**9,547**	**9,547**	**9,547**	**9,547**
Discretionary Reserves Summary											
Opening balance	1,577,502	1,578,802	1,565,102	1,565,102	1,565,102	1,565,102	1,565,102	1,565,102	1,565,102	1,565,102	1,565,102
Transfer to reserve	1,300	1,300	0	0	0	0	0	0	0	0	0
Transfer from reserve	0	(15,000)	0	0	0	0	0	0	0	0	0
Closing balance discretionary	**1,578,802**	**1,565,102**	**1,565,102**	**1,565,102**	**1,565,102**	**1,565,102**	**1,565,102**	**1,565,102**	**1,565,102**	**1,565,102**	**1,565,102**

Reserves Summary											
Opening balance	1,602,999	1,612,152	1,602,659	1,606,452	1,610,340	1,614,324	1,618,409	1,622,595	1,626,886	1,631,285	1,635,793
Transfer to reserve	14,353	5,922	4,738	4,856	4,978	5,102	5,230	5,360	5,494	5,632	5,772
Transfer from reserve	(5,199)	(15,415)	(945)	(969)	(993)	(1,018)	(1,043)	(1,069)	(1,096)	(1,123)	(1,151)
Closing balance reserves	**1,612,152**	**1,602,659**	**1,606,452**	**1,610,340**	**1,614,324**	**1,618,409**	**1,622,595**	**1,626,886**	**1,631,285**	**1,635,793**	**1,640,414**

5.4 Asset Management

Management of Council's infrastructure assets is an essential component of Council's FP as it provides an indicator of the necessary financial commitment required to adequately sustain Council's asset base to an agreed standard over the long term.

This level of investment goes towards the day to day maintenance and operations of the assets, planned renewal programs, as well as large scale capital investments such as building new assets and replacing old ones.

5.4.1 Infrastructure Assets

Council has an estimated net book value of $2.7 billion of infrastructure assets which have built up progressively over the last 50-60 years. Some of these assets are approaching the end of their useful life and will need considerable capital investment to ensure their continued service.

The following table provides details of Council's infrastructure assets and their net book values as at 30 June 2024.

Asset Category	Current Net Book Value $'000	Percentage of Total Value %
Buildings	272,505	9.99%
Land	763,408	27.98%
Bridges and culverts	11,358	0.42%
Drains	310,606	11.38%
Footpaths & Cycle ways	151,272	5.54%
Roads	1,061,101	38.89%
Sport facilities	64,353	2.36%
Park Open Space/Playground equipment	66,369	2.43%
Computers and Telecoms	874	0.03%
Plant, machinery and equipment	16,510	0.61%
Artworks	1,521	0.06%
Furniture & fittings	952	0.03%
Heritage assets	263	0.01%
Library	3,310	0.12%
Leasehold improvements	3,851	0.14%
Total	**2,728,253**	**100.00%**

The specific details of these major asset categories are:

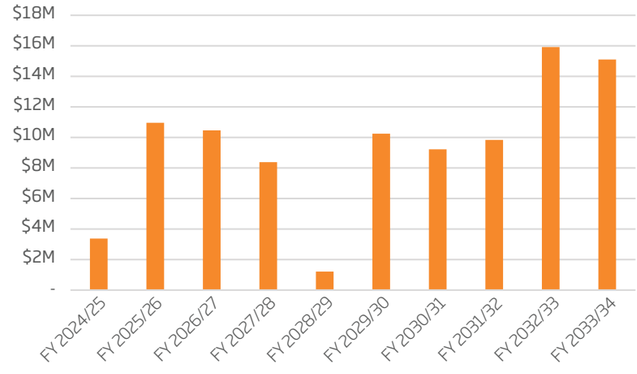
Description	Details	Inventory
Buildings	Complete inventory listing of Council owned buildings, including community centres, childcare centres, municipal offices, libraries, leisure centres, pavilions, public toilets, sheds, gazebos and animal pounds.	600 units
Council owned land	Complete inventory listing in hectares of council owned land including access ways, vacant land, parks and reserves.	1,943 ha
Bridges and culverts	Complete inventory listing of Council owned bridges and major culverts. Some of these assets may have a shared responsibility with other relevant authorities.	55 units
Drainage pipes	Complete inventory listing in kilometers of Council owned drainage pipes.	1,268 Km
Drainage pits	Compete inventory listing in units of Council owned drainage pits including all GPT's and litter baskets.	45,189 Units
Footpaths	Complete inventory listing in kilometres of Council owned footpath assets.	1,591 Km
Roads	Complete inventory listing in kilometers of Council owned road pavement including all surface pavement types, sealed and unsealed roads.	924 km

5.4.2 Asset Renewal

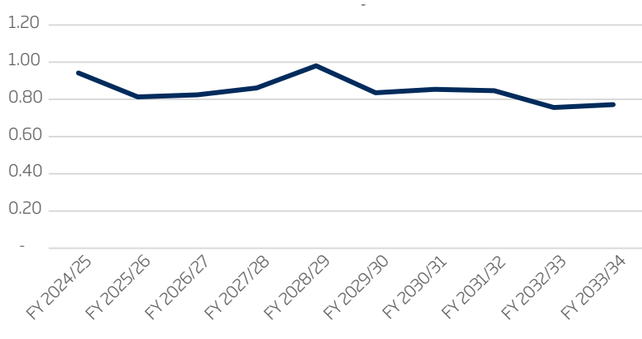
Asset renewal (Asset Renewal Gap) is the estimated funding shortfall in meeting the need to renew assets over time. The Asset Renewal Gap exists due to Council's inability to fund asset replacement when assets reach the end of their service life.

Preliminary details of the annual Asset Renewal Gap is as follows:

Asset Renewal Gap



Sustainability Index



5.5 Service Provision and Planning

Council's budgets over the last few years reflected a strong focus on improving the amenity, liveability, social connectedness, and governance of the municipality, both practical and strategic. Past budgets have invested significantly in accelerating these outcomes and have successfully established all services on the ground.

Council has also made significant advances in the planning and delivery of district based community facilities, creating a network of public infrastructure, community facilities and services that deliver on the district based approach.

5.5.1 Operating Expenditure/ Revenue

The 2025/26 budgeted operating expenses and revenue budget are $273.2 million and $278.4 million respectively. Council's provision of services includes:

- Children, youth and family services;
- Leisure, cultural and community strengthening;
- Library services;
- Roads, footpaths, drains and building maintenance;
- Parks and open space;
- Waste and recycling;
- Environmental health and immunisation;
- Planning and building services;
- Community regulations; and
- Ageing and inclusion.



5.6 Growth of Council

5.6.1 Population

The population forecasts indicate that the population will increase over the next 10 years. The salient statistics are:

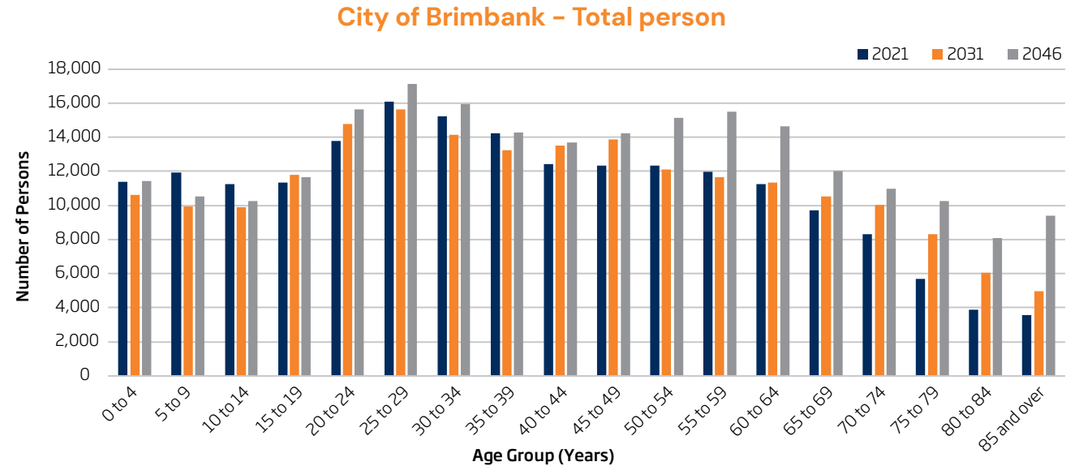
- The population of Brimbank will be 194,539 in 2026;
- It will increase by 7,893 to 202,432 by 2031; and
- It will increase by a further 8,652 to 211,057 by 2036.

The total population increase for the period 2026 to 2036 is expected to be 16,545.

Figures 1 and 2 below show the changes in the service age groups every five years. The major changes are:

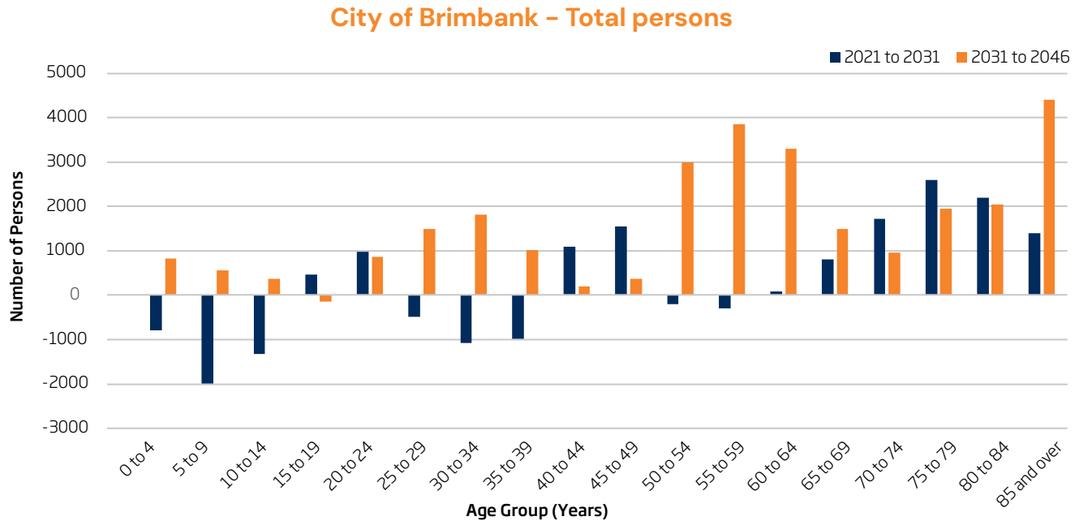
- Decline in Population Under Working Age: A significant decrease of 11.9% is anticipated in the cohort under working age, encompassing those aged 0 to 14 years.
- Marginal Increase in Working-Age Population: The working-age group (15 to 64 years) is expected to see a modest rise of 0.8%.
- Substantial Growth in Retirement-Age Population: The retirement-age demographic (65 years and over) is forecasted to grow by 27.9%, reflecting an aging population.
- Significant Increase in the 75 to 79 Age Bracket: Between 2021 and 2031, the 75 to 79 age group is expected to see the largest increase in numbers, rising by 2,596 individuals to make up 4.1% of the total population.

Figure 1
Forecast age structure – 5 year age groups



Source: Population and household forecasts, 2021 to 2046, National Forecasting Program, .id (informed decisions), June 2024.

Figure 2
Forecast change in age structure – 5 year age groups



Source: Population and household forecasts, 2021 to 2046, National Forecasting Program, .id (informed decisions), June 2024.

Private Dwellings

The below outlines the forecasted increase in private dwellings from 2026 to 2036.

Year	Structural private dwellings at end of year
2026	73,654
2031	77,125
2036	81,147

(Data exported from the .id Consulting website http://forecast.id.com.au/brimbank on 11 March 2025).

Based on the forecast population growth being relatively stable and changing demographics, it is assumed that the range of service delivery will change over the life of the FP and will operate within Council's current operating expenditure. Overall, the growth will be serviced in line with Council's continuous improvement, innovation and efficiency. The service level will be reviewed annually through the annual budget process.

Population changes and household formation rates in Brimbank may change, particularly due to external factors including migration rates and economic conditions. The take-up of new forms of higher density housing may also increase over the period of the FP. The population forecasts applied as part of the FP will be regularly reviewed, along with building construction data and other measures of population change.

The process of urban renewal in Brimbank will see a progressive changeover of some former industrial land to residential, commercial or mixed-uses. Following environmental investigations and the rezoning process, the redevelopment of these 'brownfield' sites will result in a change of land uses and the subdivision of land. Areas in Deer Park, St Albans and Sunshine are likely to be the focus for this change.



Brimbank City Council

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