

2014 - 2015 ANNUAL REPORT



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Introduction



Introduction

Wyndham City is committed to the transparent reporting of operations against the Annual Plan and Budget and Local Government Reporting Framework. The purpose of the Annual Report is to provide an overview of achievements for the year, a snapshot of the Council organisation and its elected Councillors, and a summary of how the Council performed against identified targets.



Purpose

THE CITY'S VISION

Diverse people, one community, our future.

THE CITY'S MISSION

We strive to serve the best interests of the Wyndham community by providing quality services; managing growth; and supporting residents to lead healthy, safe, vibrant and productive lives, while protecting our local environment.

THE CITY'S VALUES

Community Focus
Integrity
Respect
Commitment
Leadership
Teamwork

Snapshot of Council

Wyndham is the fastest growing municipality in Victoria, growing at a rate of 5.6 per cent.

This is an additional 10,604 persons or 204 new residents per week as at June 2014 (ABS).

The current population of the City of Wyndham is 199,715 (as at June 2014), with a projected population of 384,275 people in 2036. Wyndham had 65,335 households at June 2014. By 2036 Wyndham is estimated to have 132,919 households.

Wyndham is home to a young population with the largest age group being 35 to 49 years, with a population of 46,807 people. This is followed by 25 to 34 years with 36,646 persons.

Over a quarter (25.9%) of Wyndham residents speak English as a second language and 34% of the population were born overseas. The top five countries of birth of Wyndham residents (other than Australia) in 2011 were India, United Kingdom, New Zealand, Philippines and China.

There are currently 26 religions represented in Wyndham. While people of Christian faiths remain the largest in number, between 2006 and 2011 the non-Christian faiths experienced the fastest growth. This included a doubling of followers of Islam and Buddhism, a fivefold increase in followers of Hinduism and a sixfold increase in followers of Sikh tradition.

Highlights for 2014/15

Annual Arts Activation Program

Wyndham's annual Arts Activation program were well established this year. Achievements have included: the addition of a new artist residency program in Werribee's Old Shire Office, Point Cook and Wyndham Vale; RED in the Werribee CBD; yarn bombing in Point Cook; and the Emerge festival in Werribee CBD. Wyndham Art Gallery presented the inaugural Wyndham Art Prize which drew significant interest nationally.

Community Grants

Council's new Community Grant Program was endorsed by Council in September 2014. One of the aims of the new program was to provide greater support for community-led initiatives, particularly within Council's key priority areas of Community Health & Wellbeing, Community Strengthening and Environmental Sustainability. To this end, a total of 78 projects were funded under Council's new Community Grants Program during 2014-15 across all of the various funding streams. Approximately 30% of these projects had a specific focus on supporting Wyndham's diverse communities, particularly in relation to new and emerging cultural groups and people with disabilities.

Wyndham City a Finalist in Heart Foundation Awards

Wyndham has been recognised for its efforts in highlighting the dangers of heart disease, with the City being named as a finalist in the 2014 Heart Foundation Local Government Awards.

Wyndham City's nomination is in recognition of three initiatives—the Healthy Communities program, the Get Wyndham Moving campaign and Point Cook's Saltwater Coast Community Hub design, each of which contain recreational and healthy living components.

Lighting the West



Street Lighting energy efficient changeover

Wyndham City has completed the first stage of its lighting upgrades, with 2,450 residential street lights switched to a more energy efficient alternative.

Street lights across sections of Wyndham Vale, Werribee and Hoppers Crossing were switched from 80 watt mercury vapour to more energy efficient LED globes.

The changeover is part of the Lighting the West project, which is a partnership between Wyndham City, Moonee Valley, Maribyrnong and Hobsons Bay to bring sustainable street lighting to the west. This activity received funding from the Australian Government.



AquaPulse Opened

Construction of AquaPulse & Encore (formerly Wyndham Leisure and Events Centre) was completed on 15 May 2015.

Doors opened on Saturday, 27th June 2015, with the new indoor pools and waterslides a popular attraction.

AquaPulse is a premier venue for Wyndham City and the entire western region and will provide residents with access to state of the art facilities and some of the biggest waterslides in the State.

Wyndham Community Leadership Program

Wyndham's Building Blocks is a free community focused thematic program which aims to identify and nourish the professional and personal leadership skills of Wyndham's existing and emerging community leaders.

During 2014/15 seven Community Leadership programs were delivered. There have been 136 residents graduate, with ages from 21 to 87 and representation from 38 different cultural groups. The seven completed programs have resulted in the development of 58 new community projects, which are in varying stages of completion.

Support for a Wyndham Housing Project Campaign with Community Sector Partners

Wyndham City made significant gains this year in support of the Wyndham Crisis Housing Project. The project's steering committee endorsed the annual report on progress that has been incorporated into the project's information kit. Alongside this, Council has supported the group through meetings with the Minister for Housing and senior state government bureaucrats, development of support materials, data collection and analysis, and ongoing secretariat support.

Wyndham Housing and Neighbourhood Character Review

A review of residential elements of the Municipal Strategic Statement and its support via overlays and schedules was undertaken to ensure growth is positive and beneficial to the community. This was achieved through a review of the Housing and Neighbourhood Character Strategy that provides a 20 year plan to manage housing growth and change within the Wyndham area.

The plan identifies places where higher density development such as apartments and townhouses are appropriate, locations where more traditional houses will be most common, and areas that have special features that require additional protection. It also provides guidance to help improve the design of houses.

Eagle Stadium Construction Stage 1 Complete

Eagle Stadium Stage 1 (formerly Werribee Sports & Fitness Centre) construction was completed on 26 May 2015 and commenced operations on 27 May 2015.

The redeveloped \$47 million facility caters for a number of sporting groups from basketball and netball to badminton and table tennis and attracts people from across the western region and the State.

The redevelopment project was funded by Wyndham City together with \$650,000 from State Government and \$9 million from the Federal Government. The centre is now under the management of Western Leisure Services.



The Year in Review

Mayor's Message



In a momentous year for Wyndham City, it is my pleasure to present the Annual Report for 2014/15 which provides an overview of our major achievements and the deliverables to the community.

The year commenced with the Council adopting its 2014/15 annual budget and City Plan. The budget included an allocation of \$104.3 million for capital works, delivered with an average rate increase of 5.5 per cent. A key budget challenge for 2014/15 related to the \$594,000 shortfall in revenue, following the Federal Government's decision to freeze the CPI on assistance grants. We were incredibly proud to be able to meet our ongoing service commitments to the community in spite of this reduction in revenue.

With all levels of Government being faced with competing priorities it was particularly pleasing to see Wyndham benefit greatly from the 2014/15 State budget, with tens of millions of dollars being allocated toward much needed major projects across the City. The State Government's commitment to projects such as additional transit lanes for Palmers Road and an \$85 million expansion to the Werribee Mercy Hospital have been key priorities outlined in Wyndham's Advocacy Strategy.

Wyndham City continued its commitment to engaging with the community with its Wyndham 2040 consultation project. This innovative approach to generating input from our

community saw 2,040 stories collected from residents across the story to better understand what's important to residents and what might be important in the future. The outcome is a shared vision that will help Wyndham City plan for a community that is expected to double in size over the next 25 years.

In 2014/15 Wyndham City launched its new Community Leadership Program – Wyndham's Building Blocks which resulted in ten new projects planned by those who participated. The ten-week community leadership program was facilitated by Victoria University and was designed to encourage people to demonstrate leadership within their local communities and create positive change. As part of the pilot program, 39 Wyndham residents graduated from the program which included a number of accredited modules from certificate courses, allowing participants to pursue further education in one or more of fields they have studied in as part of the course.

Wyndham City reinforced its commitment to the environment in 2014/15 with the adoption of the Wyndham Biodiversity Policy which forms an integral part of the City's Environment and Sustainability Strategy. The Biodiversity Policy is designed to identify opportunities for conservation, enhancement of the natural environment and management of potential environmental threats.

This year culminated in the delivery of two of the most significant capital works projects in Wyndham's history which represented approximately six years of planning and construction works. On 27th May 2015, Wyndham City was delighted to open the doors to the Stage 1 redevelopment of the former Werribee Sports and Fitness Centre, now known as Eagle Stadium. The \$47 million redevelopment project is funded by Wyndham City together with \$650,000 from State Government and \$9 million from the Federal Government - funding secured with strong support by a community campaign launched in February 2013. Completion of Stage 1

of this facility provides residents with a state-of-the-art stadium capable of hosting regional basketball and netball competitions in the future.

In addition to this major project being underway, the City also completed the new AquaPulse sports and aquatics facility and the new Encore Events Centre with doors being open to the public on 27th June 2015. This transformation of the former Wyndham Leisure and Events Centre has forever changed the City's landscape in terms of quality of facilities and service delivery.

The \$54.4 million project was funded by Wyndham City with \$2.6million from the State Government and includes new pools, 2 waterslides, dedicated fitness centre and a new re-designed, high quality events space.

I commend the work of the Wyndham City staff in the delivery of these major projects and thank the community for their support during the construction phases. Together these projects represent major milestones for our community in terms of being able to enjoy the quality facilities they deserve.

Cr Peter Maynard
Wyndham City Mayor

CEO's Message



Wyndham City has much to celebrate for the year 2014/15, which is a significant achievement amidst the significant growth occurring across the City.

The adoption of the City's 2014/15 Annual Plan and Budget confirmed the organisation's commitment to operating within the City's long term financial strategy with a view to delivering service and infrastructure priorities while maintaining financial sustainability. This year the organisation continued its work in the area of continuous improvement with the delivery of the Excellence@Wyndham program. Now in its second year, the program delivered an Organisation Self Assessment (OSA) and Organisational Improvement Plan (OIP) in line with the Australian Business Excellence framework. The OIP provides a guiding document for improving internal systems and processes to deliver better outcomes for the community and stakeholders. This important work will continue in 2015/16 and beyond.

The year was also momentous with the City confirming its commitment to reconciliation, at an official Statement of Commitment Launch ceremony. The event marked a significant milestone for Wyndham City which will lead the Wyndham community on a journey of reconciliation. The Statement of Commitment confirms Wyndham City's commitment to work inclusively and in partnership with Aboriginal and non-Aboriginal people across the city to achieve a whole range of outcomes.

Wyndham City's involvement in the Lighting the West street lighting project has continued in 2014/15 and we will soon be reaping the environmental and financial rewards. With 6,300 street lights being upgraded to energy efficient LED technology, replacing inefficient mercury vapour lights Wyndham Council is projected to save \$20 million over the next 20 years. This partnership project with Councils from across Melbourne's West is a great example of how efficiencies can be gained by pooling resources.

In a growth municipality such as Wyndham, the organisation manages a rolling capital works program to provide community infrastructure in-line with the City's growth. In 2014/15 a new sports pavilion was completed at the Goddard Street Reserve in Tarneit at a cost of \$2.5 million. Tenant clubs – the Wyndham Suns Football Club and the Tarneit Cricket Club will enjoy the well-appointed new building, along with players, sports fans and the community. This year we also saw the movement of the Plaza Library to a bright new home within the new Pacific Werribee shopping centre. The new library is now located on the first floor of the building to provide improved access to its service, which can be enjoyed while visiting a popular location.

Works are also underway on a new Library for Tarneit, as well as the new Saltwater Community Centre which will be located in Point Cook. Both projects will be delivered in 2015/16 however significant progress was made in 2014/15 – at the same time the organisation was delivering two of the most complex capital works projects in the City's history, in Aquapulse and Encore Events Centre and Stage 1 of Eagle Stadium. With a combined value of approximately \$100 million – these projects are delivering state-of-the-art facilities to current and future residents and we are incredibly proud of what has been achieved. The organisational capacity to deliver these projects alongside core business requirements is a credit to the Councillors and staff involved.

Finally, 2014/15 was a year of recognition for the organisation with several projects being acknowledged for excellence across the sector. Wyndham's Information Technology department won the 2014 Mobile App Innovation for Government and Public Sector Award for the Ratesfinder app, which is used internally to document the progress of construction to determine when houses and buildings are able to be occupied and charged rates. The same team also received the 2015 Excellence in eGovernment Award in the GeoSpatial category for their Travel Diary iOS app and associated spatial analysis. Wyndham City's work on the development plan for the 1160 Sayers Road site in Tarneit was also recognised with Council's Major Projects team taking out a top prize at the combined IFME World Congress on Municipal Engineering and Institute of Public Works Engineering Australasia (IPWEA) International Conference. Wyndham City's Communication's Unit topped of the year with the Get Wyndham Moving advocacy campaign being recognised as the best Advocacy/Public Affairs communications campaign across all of Australia's local, state and federal governments for 2015.

We look forward to continuing our work in driving excellence in 2015/16 with a view to improving service delivery for Wyndham residents while planning for future growth.

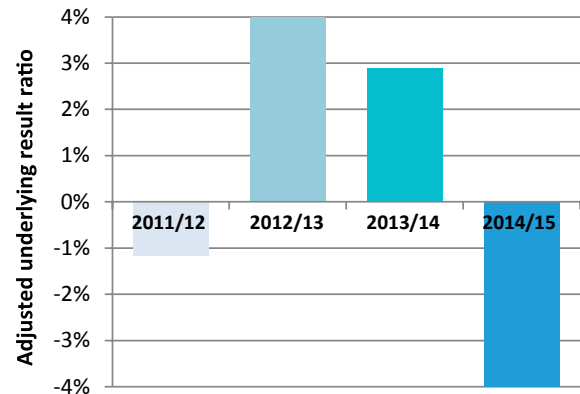
Kelly Grigsby
CEO

Financial Summary

Council's financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this Report.

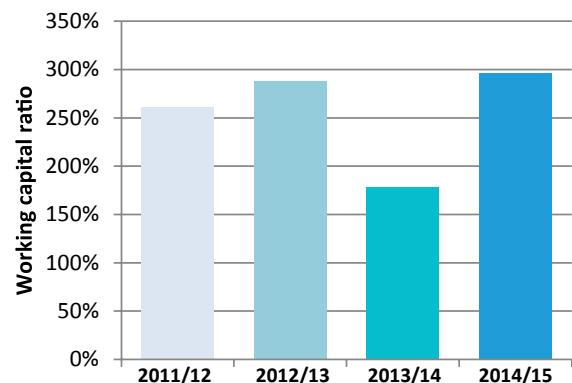
Operating Position

Council achieved a surplus of \$99.26 million in 2014/15. This surplus compares favourably to the prior year surplus of \$76.93 million. As per the Comprehensive Income Statement in the Financial Report, the favourable variance is due mainly to the higher level of donated assets and grants received by Council, and the increased rates and charges generated during 2014/15. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a deficit of \$9.50 million or -4.0% when compared to adjusted underlying revenue. This compares unfavourably to the expected target of >0%. During 2014/15 significant sections of roads were legislated and classified as arterial roads, with control transferring to VicRoads. These segments of road had an asset value of \$11.7 million which were written off, resulting in a negative impact to Council's adjusted underlying result. Excluding this abnormal adjustment, Wyndham's result would have met the expected target of >0%. The need to sustain an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$2.88 billion of community assets under Council's control.



Liquidity

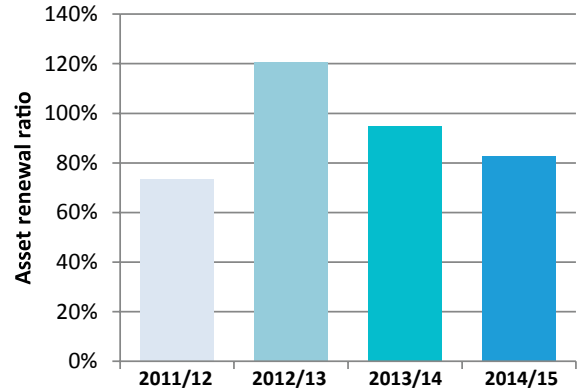
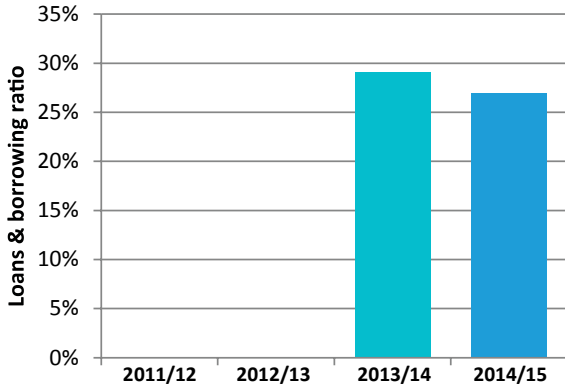
Cash has decreased by \$11.34 million from the prior year mainly due to payments for infrastructure assets (\$110.25 million compared to \$88.44 million in 2013/14) offset by cash inflows from operating activities such as from rates, grants and user fees. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's 2014/15 result of 296.9% is an indicator of satisfactory financial position and exceeds the expected target band of 120% to 200%. During 2014/15, Council refinanced \$40 million in existing short term loans by participating in a 7 year local government bond issued through the Local Government Funding Vehicle. This resulted in a reduction in our short term liabilities and has contributed to the strong liquidity ratio. If Council's \$40 million loan was retained as a short term borrowing rendering it a current liability, then Wyndham's working capital ratio would have been 166.5%.



Obligations

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, Council invested \$47.52 million in renewal works during the 2014/15 year. This was mostly funded from a combination of operations and cash reserves. At the end of the 2014/15 year Council's debt ratio which is measured by comparing interest bearing loans and borrowings to rate revenue was 27.0% which was within the expected target band

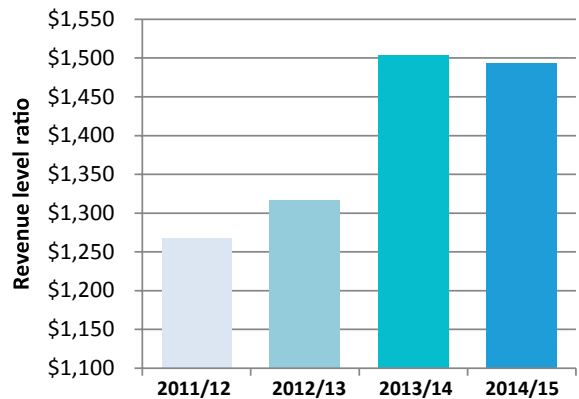
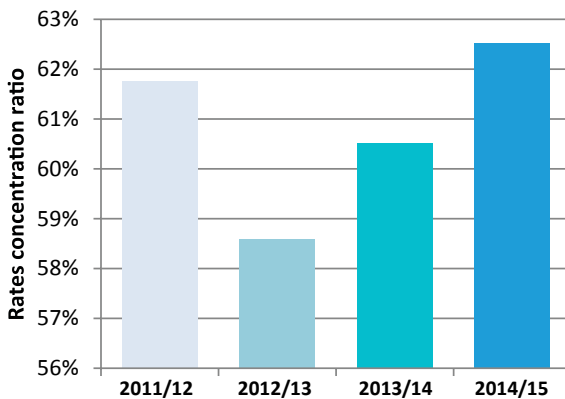
of 20%-60%. Council's asset renewal ratio which is measured by comparing asset renewal expenditure to depreciation was 82.5% which was slightly lower than the expected target band of 90%-110%. Council's current level of spending on asset renewal suggests that the life of Council's assets have not reached the end of their useful lives. Over time, it is expected that asset renewal will become more of a focus and be more of a demand on Wyndham's infrastructure spend.



Stability and Efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and developer contributions. Despite this, Council's rates concentration which compares rate revenue to adjusted underlying revenue was 62.5% for the 2014/15 year which is around the mid-range of the expected target band

of 40%-80%. Council has focussed on broadening its revenue base and for the 2014/15 year was able to maintain its rate increase to 5.5%. This resulted in an average residential rate per residential assessment of \$1,494 which compares favourably to similar councils in the inner metropolitan area.



Description of Operations

Wyndham City is responsible for many services, from family and children's services, traffic regulation, open space, youth facilities, waste management and community building; to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget. This broad range of community services and infrastructure for residents support the wellbeing and prosperity of our community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our City

Plan for the years 2013-2017 and the associated Budget 2014/15 and reported upon in this document. Refer to the section on Our Performance for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under the Victorian and Australian legislations.

Description of Operations

Major Capital Works

During 2014/15, the major capital works included the following:

Aquapulse & Encore



Aquapulse & Encore were officially opened on 27 June 2015 and have created a vibrant and attractive social hub that provides space for community events and recreation. The redeveloped centre is home to:

- A redeveloped Events Centre (Encore) to broaden the use of the existing facility.
- An expanded Aquatic and Leisure Centre (Aquapulse), including 3 new pools, a spa and an aqua play area with feature slides.
- Extended gymnasium facilities, from approximately 450m² to almost 1000m².
- Reconfigured car park with 185 additional car parks.
- Cafe and Piazza.

Tarneit Library



The Tarneit Library has been developed to meet the emerging needs of a fast growing community in the Wyndham north area. The library has been constructed as an addition to an existing Community centre comprising of Kindergarten, Maternal Child & Health and Community space thus providing a community learning hub accessible to the population in the northern regions of Wyndham.

As part of our continued focus on the environment, key features incorporated into the facility include solar hot water system, Water harvesting and LED lighting

Construction commenced in July 2014 and is anticipated to be completed in November 2015.

Saltwater Coast Promenade Community Centre – Point Cook

Our Community needs analysis clearly identified the need for a community centre in the South East region of Point Cook to provide a facility for early childhood wellbeing and integrated arts.

The community centre comprises of:

- 2 Kindergarten rooms
- 2 maternal child & health consulting rooms
- 3 community rooms & community courtyard
- A community garden with amphitheatre for an added performing arts component

Construction commenced in November 2014 and is estimated to be completed in February 2016.



Eagle Stadium

The redevelopment of Eagle Stadium has created an outstanding new indoor sport, recreational and fitness centre that provides best standards for competition sports and fitness training to the Wyndham community. This redevelopment will also make Eagle Stadium the largest indoor court sporting facilities in Melbourne's western region.

Construction of the project is in two stages. Stage 1 was completed in May 2015 and included:

- 8 new basketball courts, including additional floor area to meet National and International standards.
- Reconstruction of the external netball courts in a location to suit the extended building design.
- A 1500 seat show court.
- Improved café.
- Increased car parking.
- Reconfiguration of existing car parking and internal access roads.
- Environmentally Sustainable Design (ESD) initiatives including cooling systems designed for each area that reduce energy use, rainwater harvesting and an internal atrium that will bring natural ventilation.

Stage 2 is planned for completion in 2016 and will include:

- Refurbishment of 3 existing courts.
- An additional basketball court converting to a table tennis facility.
- A crèche.
- Improved Gym.



Major Changes

There were no major structural changes implemented in 2014/15. Wyndham Council adopted the Australian Business Excellence Framework as its integrated leadership and management system. This approach driven by Council's Excellence@Wyndham program is embedding sustainable and long term change into the organisation's structure and systems.

Major Achievements

Wyndham City's achievements have been recognised by external organisations across a number of categories including the:

- 2014 Innovation for Government and Public Sector Award (Ratesfinder app)
- 2015 Excellence in eGovernment Award in the GeoSpatial category (Travel Diary app)
- IFME World Congress on Municipal Engineering and Institute of Public Works Engineering Australasia - E.J Hooper Medal (1160 Sayers Road, Tarneit)
- Government Communications Australia - Best Advocacy/Public Affairs communications campaign (Get Wyndham Moving Campaign)

Council's approach to critical community challenges has been improved through the development of new and improved approaches as follows:

- Community Strengthening Policy and Framework
- Statement of Commitment to the Aboriginal community in Wyndham.
- Wyndham Biodiversity Strategy
- Aquatic Strategy
- Youth Policy
- Improved Community outcomes are the focus of the following achievements:
- Establishment of Council's Customer Service Strategy
- Wyndham 2040 Community Engagement (2040 stories from across the community describing aspirations for 2040.

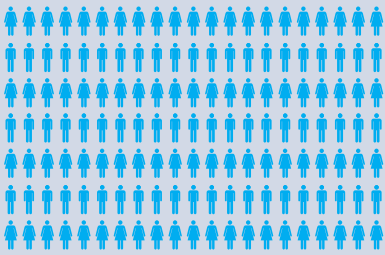
Improvements to organisational performance have been driven through undertaking:

- A Cultural Survey of all staff to establish Council's current culture and preferred culture.
- An Assessment of the organisation against the Australian Business Excellence Framework to identify areas for improvement in Council's leadership and management systems
- An Integrated Planning and Budgeting process to develop the 15/16 budget and annual plan.
- Service reviews in the areas of Building Services, Fleet Management, Aged and Disability Services and Immunisation Services.



Our Council

City Profile



Wyndham is the fastest growing municipality in Victoria, growing at a rate of

5.6 %

This is an additional

10,604

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or **204**

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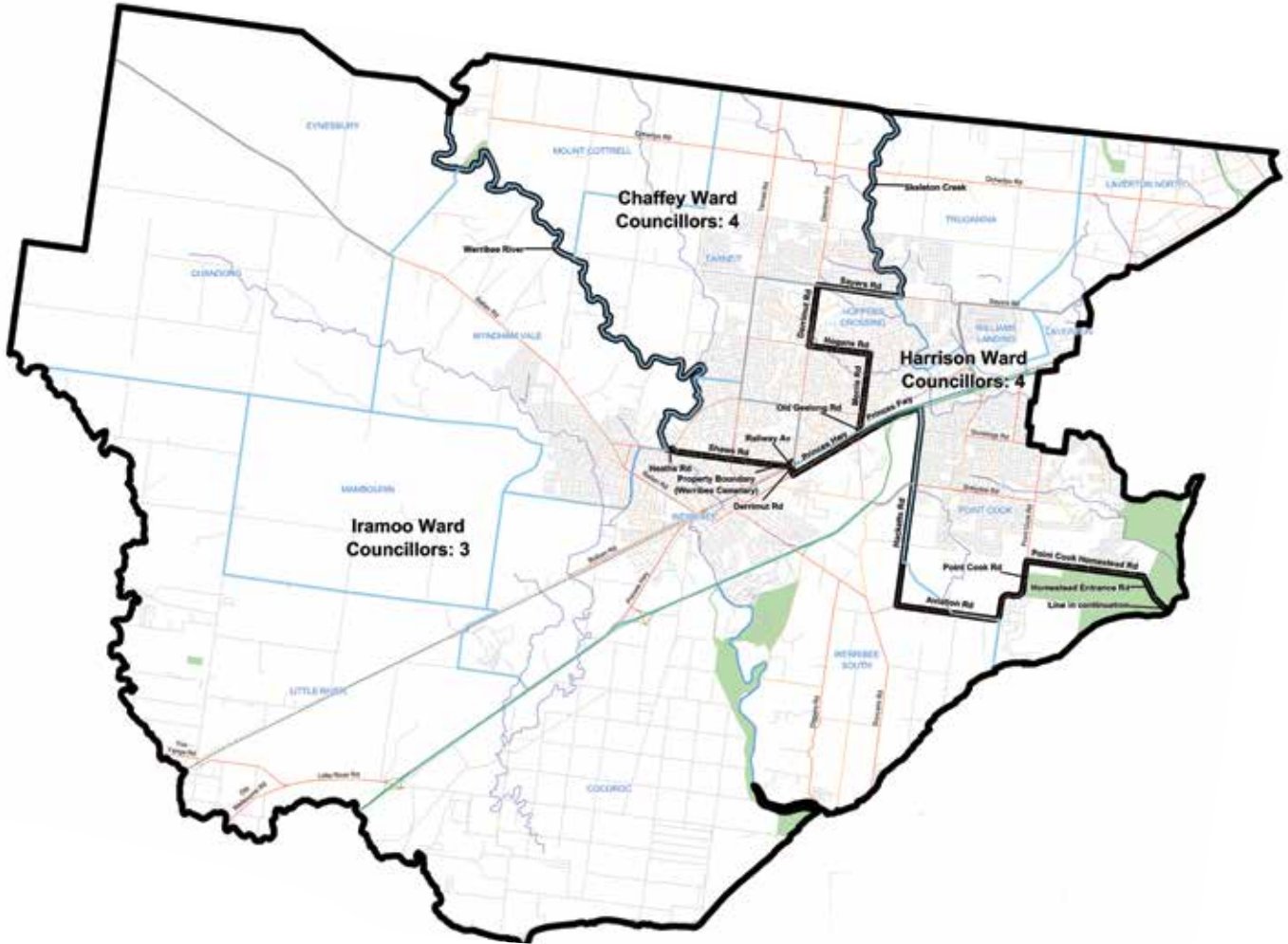
Wyndham City is home to a diversity of sectors: strong industrial and technology districts, several major retail precincts, intensive vegetable growing areas and grazing lands. Key tourism and open space attractions such as the Werribee Park Mansion, Werribee Open Range Zoo, the State Equestrian Centre, the Victoria State Rose Garden, the Point Cook Homestead and the Point Cook RAAF Museum surround the expansive urban area.

The City is large and diverse. The principal areas of population are Werribee and Hoppers Crossing, with substantial residential growth occurring in Tarneit, Point Cook, Truganina and Wyndham Vale. Werribee South is home to one of the most significant market garden regions in the State and the city has a major industrial area at Laverton North.

Once described as 'the country suburb' Wyndham has reinvented itself as a City of choice for many people choosing to live the 'city.coast.country' lifestyle. Now a thriving locality, Wyndham boasts first-class shopping precincts, an impressive events calendar and quality entertainment outlets while still supporting the development of close-knit communities that are becoming increasingly culturally diverse, with the top ten languages, other than English, spoken at home being Filipino/Tagalog, Italian, Mandarin, Hindi, Arabic, Punjabi, Cantonese, Spanish, Vietnamese and Karen.

The growth Wyndham continues to experience provides ongoing opportunities and challenges and puts pressure on Wyndham's infrastructure, which requires strong management from the City, in consultation with the community. Wyndham is focussed on working with the community to build a sustainable future.

Wyndham Ward Map



Councillor Profiles

Chaffey Ward

The Chaffey Ward is situated in the centre of the municipality. It comprises part of the suburbs of Werribee and Hoppers Crossing and is primarily residential in nature. The Werribee Plaza, Wyndham Leisure and Events Centre, Youth Resource Centre and Riverbend Historical Park are located within the Chaffey Ward.



Cr Michele Wharrie

Chaffey Ward

P: 0447 649 711
E: michele.wharrie@wyndham.vic.gov.au

Qualifications: Bachelor of General Studies, Bachelor of Social Work (Hons), Master of Criminology & Criminal Justice.

Years of Service: 2 years

Cr Wharrie is Council's Disability, Ageing and Inclusion Portfolio Holder.



Cr Marie Brittan, JP

Chaffey Ward

P: 0408 303 163
E: marie.brittan@wyndham.vic.gov.au

Years of service: 3 years (Previously elected 2008, retired 2009)

Cr Brittan is Council's Youth Portfolio Holder.



Cr John Gibbons, OAM

Chaffey Ward

P: 0428 995 849
E: john.gibbons@wyndham.vic.gov.au

Years of service: 3 years (Previously served 1979-94)

Cr John Gibbons is Council's Housing Portfolio Holder.



Cr Gautam Gupta

Chaffey Ward

P: 0413 211 534
E: gautam.gupta@wyndham.vic.gov.au

Qualifications: Bachelors of Speech, Language and Hearing, Graduate Diploma in Information Technology

Years of service: 3 years

Cr Gupta is Council's Cultural Diversity Portfolio Holder.

Iramoo Ward

The Iramoo Ward is situated in the south-western corner of the municipality. It incorporates the rural areas of Little River and Eynesbury and residential areas of Wyndham Vale, Werribee and Werribee South. The ward incorporates the agricultural precinct of Werribee South and associated foreshore. It is home to the Werribee CBD, Point Cook RAAF Base, Point Cook Homestead, Werribee Park Mansion and Open Range Zoo and the Western Treatment Plant.



Cr Heather Marcus

Iramoo Ward

P: 0400 533 371

E: heather.marcus@wyndham.vic.gov.au

Qualifications: Diploma in Business Studies

Years of service: 10

Cr Marcus is Council's Employment, Education and Training Portfolio Holder.



Cr Peter Gibbons, APM

Iramoo Ward

P: 0407 153 224

E: peter.gibbons@wyndham.vic.gov.au

Years of service: 3 years

Cr Peter Gibbons is Council's Environmental Sustainability Portfolio Holder.



**Cr Peter Maynard
(Mayor)**

Iramoo Ward

P: 0412 382 069

E: peter.maynard@wyndham.vic.gov.au

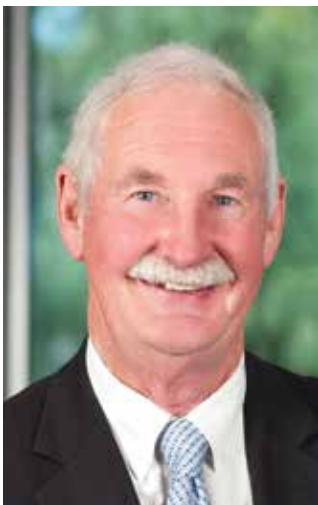
Qualifications: Bachelor of Commerce

Years of service: 3 years

Cr Maynard is Council's Sport, Leisure and Open Space Portfolio Holder.

Harrison Ward

The Truganina Ward is situated in the north-eastern corner of the municipality. It incorporates industrial precincts in Laverton North, commercial and residential areas in Hoppers Crossing and residential and rural areas in Truganina, Tarneit and Mount Cottrell. The rapidly expanding suburb of Point Cook and the new residential area of Williams Landing are also located in Truganina. The ward is home to the West Point business park and Port Phillip Prison.



**Cr Bob
Fairclough, OAM**

Harrison Ward

P: 0409 408 449

E: bob.fairclough@
wyndham.vic.gov.au

Qualifications: Doctor of
Philosophy, Master of Science,
Bachelor of Science

Years of service: 10

**Cr Fairclough is Council's
Community Wellbeing Portfolio
Holder**



**Cr Glenn
Goodfellow**

Harrison Ward

P: 0429 959 941

E: glenn.goodfellow@
wyndham.vic.gov.au

Qualifications: Qualifications:
Diploma Business Management
and Marketing, Diploma
Workplace Training and
Assessment, Graduate
Australian Institute of Company
Directors

Years of service: 7

**Cr Goodfellow is Council's
Transport Portfolio Holder**



**Cr Adele
Hegedich**

Harrison Ward

P: 0404 293 470

E: adele.hegedich@
wyndham.vic.gov.au

Qualifications: Bachelor of
Laws, Bachelor of Business
(Commercial Law), Graduate
Diploma in Legal Practice

Years of service: 6

**Cr Hegedich is Council's
Services Portfolio Holder.**



Cr Intaj Khan

Harrison Ward

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wyndham.vic.gov.au

Years of service: 3 years

**Cr Khan is Council's Economic
Development Portfolio Holder.**



Our People

Executive Structure



Kerry Thompson
Chief Executive Officer
(until 28th August 2015)

The role of CEO is about maximising success for the City and staff. This success is achieved through the maintenance of an appropriate organisation structure, the prompt implementation of Council decisions, day-to-day management of operations and the provision of timely advice to Council.



Kelly Grigsby
Director community Development
(Acting CEO effective 31st August 2015)

Community Development Directorate
Area of responsibility:

- Aged and Disability
- Governance
- Early Years and Youth
- Libraries and Community Learning
- Social Development.



Steven Lambert
Director, Corporate Services

Corporate Services Directorate
Area of responsibility:

- Financial Services
- Organisational Development
- Information Services
- Excellence@ Wyndham
- Business Services
- Risk and Compliance



Bill Forrest
Director, Advocacy

Area of responsibility:

- Advocacy



David Suder
Director Infrastructure

Area of responsibility:

- Asset Management and Maintenance
- Facilities and Recreation
- Major Projects
- Strategic Transport and Growth Infrastructure
- Urban Spaces and Civil Works
- Parks and Open Space



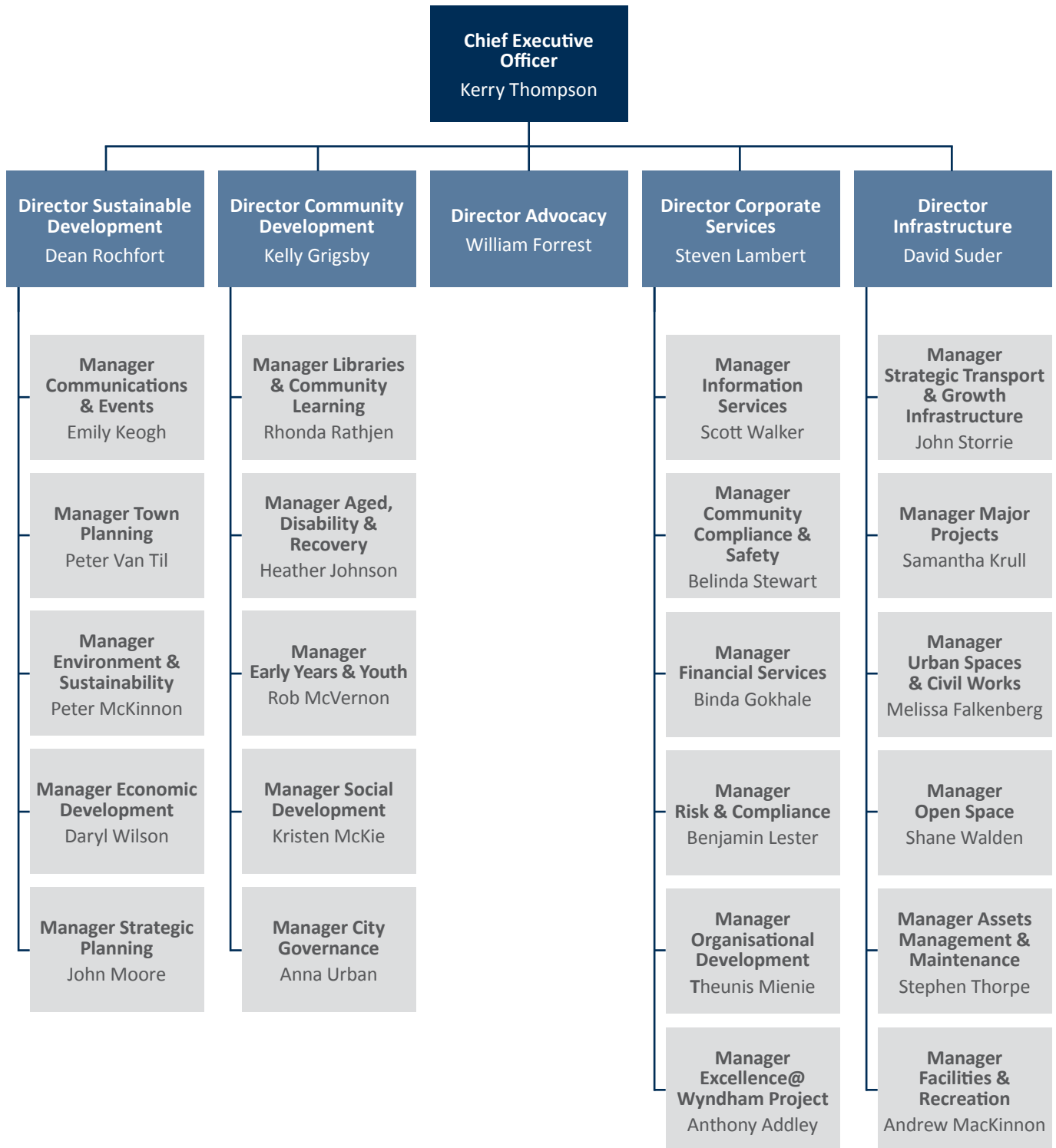
Dean Rochfort
Director Sustainable Development

Sustainable Development Directorate

Area of responsibility:

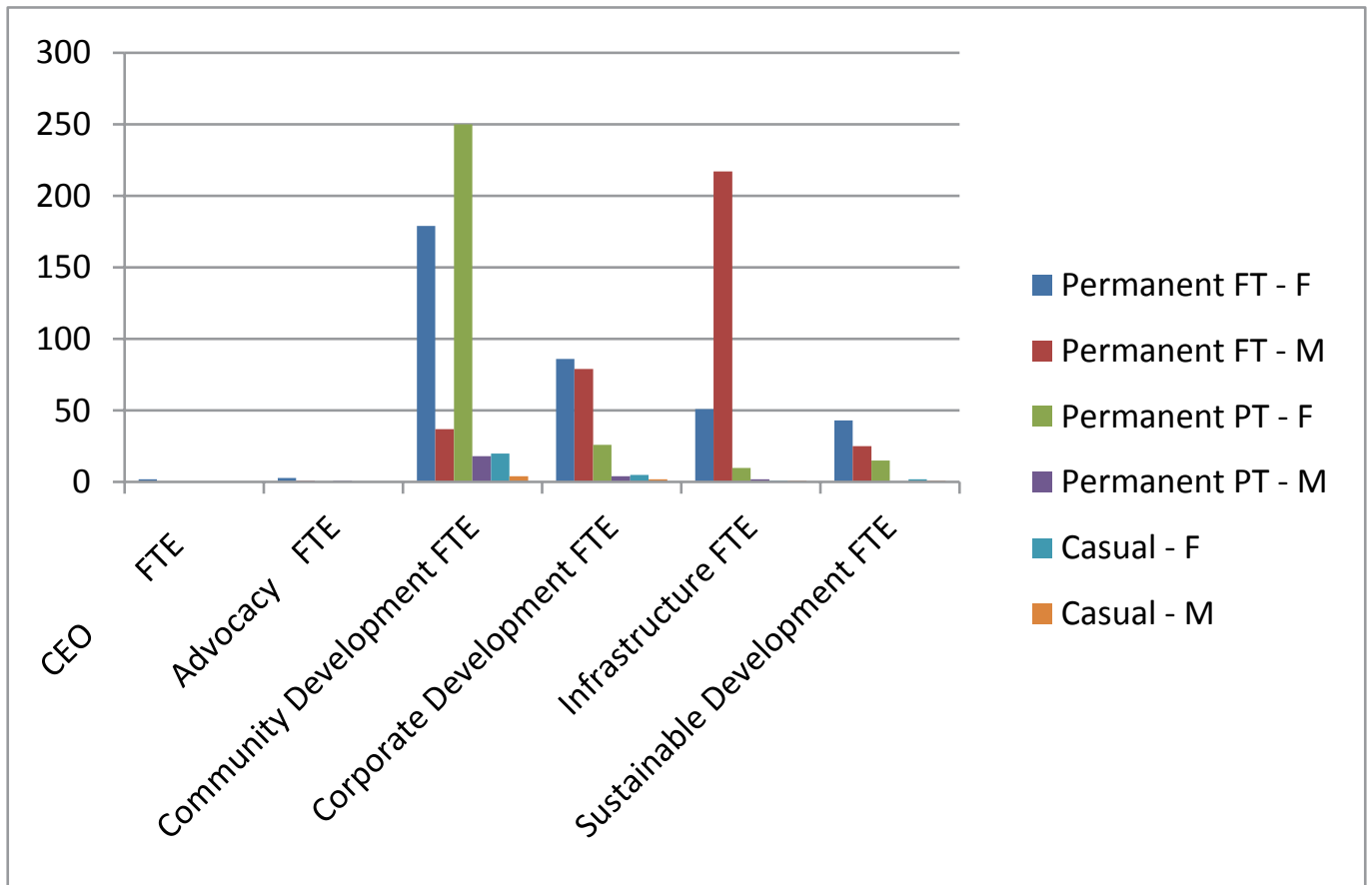
- Strategic Planning
- Town Planning
- Sustainability and Environment
- Economic Development
- Communications and Events

Leadership Management Team



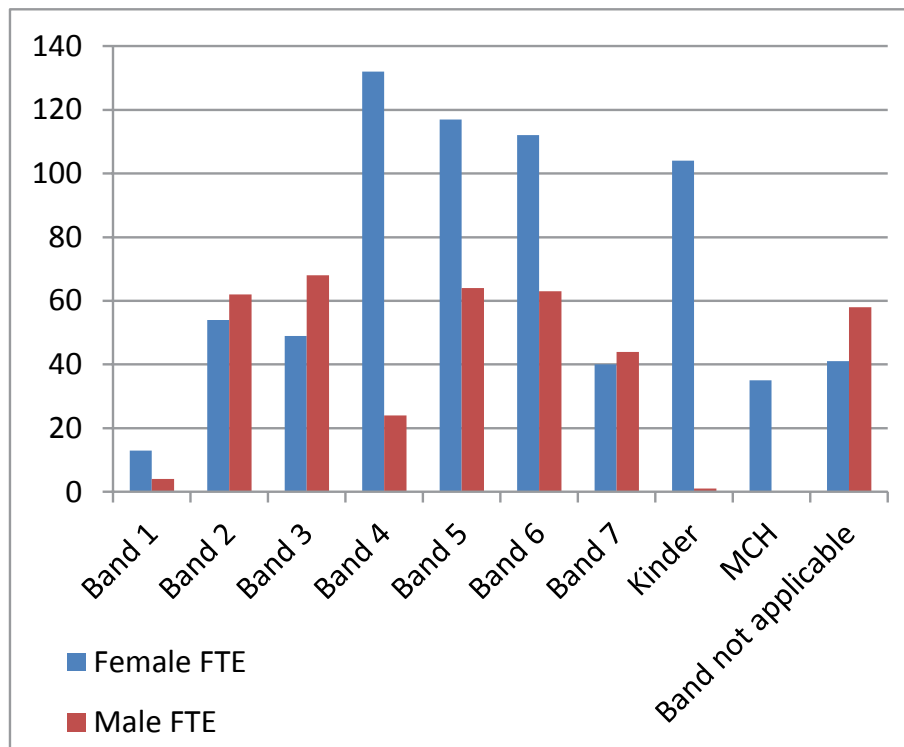
Council Staff

Employment Type & Gender	CEO FTE	Advocacy FTE	Community Development FTE	Corporate Service FTE	Infrastructure FTE	Sustainable Development FTE	Total FTE
Permanent FT-F	2	3	179	86	51	43	364
Permanent FT-M	0	1	37	79	217	25	359
Permanent PT-F	0	0	250	26	10	15	301
Permanent PT-M	0	1	18	4	2	0	25
Casual - F	0	0	20	5	1	2	28
Casual - M	0	0	4	2	1	1	8
	2	5	508	202	282	86	1085



Council Staff

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	13	4	17
Band 2	54	62	116
Band 3	49	68	117
Band 4	132	24	156
Band 5	117	64	181
Band 6	112	63	175
Band 7	40	44	84
Kinder	104	1	105
MCH	35	0	35
Band not applicable	41	58	99
			1085



Employee/Industrial Relations

Total staff turnover for the 2014/2015 year was 7.3%— which is a reduction of 0.3% on last year’s turnover. The average total turnover in Local Government is between 10.7 and 12.6 %. Retention is a key objective of the City Plan, the trend is downward and well below the average. Healthy turnover is good for an organisation; it creates new employment opportunities as well as the opportunity for Council to recruit against current and future needs. The municipality and therefore Council are growing and low turnover is good for the business at the moment, creating stability as we grow.

The average unplanned absenteeism per FTE is down from 11.9 days per annum to 10 days per annum. This is a 19% improvement.

The employee and Industrial Relations climate is healthy, the Staff Representative Consultative Council (SRCC) functions well and engagement with employees and employee representatives is healthy. Council commenced Enterprise Agreement Negotiations and to date the negotiations have been in good faith and constructive.

Workforce Development

Workforce Development supports organisational performance and results by being champions, partners, and advocates of our culture, values, capabilities and conduct.

Some of our major service enhancements in 2014/15 include:

- Becoming accredited coaches: we can now offer individual and team coaching for Council staff aimed at advancing and enhancing individual and organisational growth and improvement
- Development of a consulting model: we now partner with leaders and their teams to help improve performance and results. Services include diagnosis and assessment, training needs analysis, team development and development of bespoke programs
- OHS competency assessment and training: a dedicated resource is mapping the OHS competency and training needs for every role and providing training and coaching to close the competency gaps
- Leadership development: we have just completed 12m of Council's flagship leadership program Excel@Leadership which is delivered by internal facilitators. The program will engage all leaders from the CEO down about what it is to be a leader at Wyndham. To help embed the learning, monthly lunchtime 'food for thought' workshops provide an opportunity to share experiences and challenges
- Action Learning: we now have an Action Learning program aimed at improving individual capability through peer engagement over subjects of mutual interest.

Equal Employment Opportunity

Wyndham City is wholly committed to the principle of Equal Employment Opportunity (EEO) by fostering an environment which promotes merit and relationships based upon trust and mutual respect.

To ensure continued diligence in this area, Wyndham City has continued monitoring and providing an ongoing staff education and awareness program to reinforce individual rights and responsibilities regarding EEO, discrimination, harassment and bullying and these policies have are included in Wyndham's Corporate Code of Conduct. Wyndham City's Employee Assistance Program includes a Peer Support program. Employees undertake a voluntary role as Peer Support Contact Officers who also act as EEO Contact Officers. This provides additional support to employees in the clarification and advice to staff who may feel they have been harassed or discriminated against.

Wyndham City continues to undertake reviews of its policies, procedures and practices to ensure equity and transparency for all staff, and the elimination of direct and indirect discrimination.

Health, Safety and Wellbeing

Council believes it is a fundamental human right to be able to work and earn a living without facing the prospect of being injured or subjected to unnecessary danger. We remain committed to maintaining and continually improving a safety culture that creates a workplace that protects against harm to health, safety and wellbeing. Some of our major achievements in 2014/15 include:

- Lost time injuries are down from 50 to 36, representing a 38% improvement.
- Implementation of the Health Safety & Wellbeing Steering Group. The Steering Group provides governance and strategic oversight for health, safety and wellbeing;
- Implementation of a health and safety professional development program for all employees in a supervisory role;
- Completion of the Safety Management System review;
- Maintenance of our SafetyMAP accreditation (SafetyMAP is an audit tool designed by WorkSafe to help workplaces improve their ability to manage health and safety. This accreditation confirms our health and safety systems are embedded throughout the organisation); and
- Establishment of a Healthy Eating group which guides the development of healthy eating practices across the organisation.





Our Performance

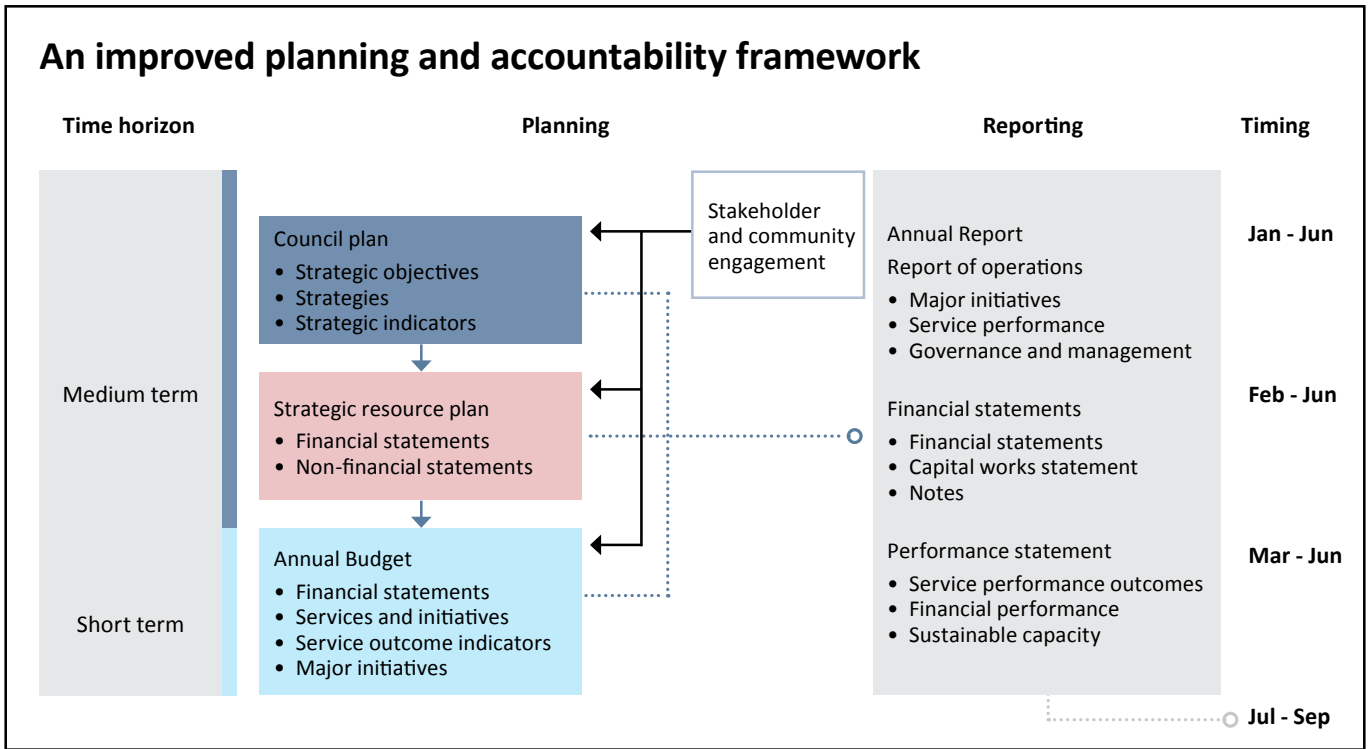
Planning and Accountability Framework

Under the Local Government Act councils are required to prepare the following planning and reporting documents:

- a council plan within the six months after each general election or by 30 June, whichever is later
- a strategic resource plan for a period of at least four years and include this in the council plan
- a budget for each financial year
- an annual report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. For 2014-15 this was adopted from the Local Government Better Practice Guide 2014-15. This framework is an interim step while council implements an integrated planning framework for Wyndham City Council.

It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.



City Plan

The Wyndham City Plan 2013-2017 includes four-year strategies under the five strategic themes of:

1. People: Community and Council working together
2. Place: Strong identity and managing growth
3. Services: For community wellbeing
4. Environment: Demonstrating local leadership and working towards best practice
5. Organisational Excellence, where the focus over the next four years is good governance, communication, advocacy, business operations and financial services

The strategies for each of the themes in the City Plan are listed to the right.

1. PEOPLE

1.1 Sense of community - To actively promote opportunities for building a sense of community identity, inclusion and connectedness between residents.

1.2 Community engagement and building

- To actively engage with the community to capture diverse perspectives and opportunities to improve the quality of Council decisions on policies, services and programs.

- To strengthen the capacity of citizens and community groups to participate in community life by providing opportunities for individuals to acquire knowledge, confidence, skills and experience.

1.3 Diversity - To foster an inclusive City where diversity is valued and where groups at greater risk of exclusion are supported to participate fully in community life.

1.4 Partnerships - To work in partnership with residents, community groups and agencies to educate and enable the wider Wyndham community to make changes

to their lifestyles for physical and mental health and wellbeing.

1.5 Economic prosperity - To grow business investment, skills development and employment opportunities in Wyndham.

2. PLACE

2.1 City Image - To enhance Wyndham's character and liveability through neighbourhood planning and civic improvement projects.

2.2 City Infrastructure - To deliver and maintain Wyndham's facilities and infrastructure in an efficient and equitable manner that meets community needs.

2.3 Sustainable Growth - To ensure Wyndham's population growth is matched by the development of new physical, social and economic infrastructure, while protecting the City's existing assets and natural environment.

3. SERVICES

3.1 Community - To assist local residents to enhance their health, wellbeing, safety and independence through the delivery of a range of services.

3.2 Customer Service - To be a Council easy to do business with by gaining a better understanding of needs and expectations, delivering our service commitments while continually striving to improve our customer-focused culture.

3.3 Leisure, Sports and Recreation - To provide residents of all ages and abilities with opportunities to participate in a wide range of leisure, sports and recreation pursuits.

4. ENVIRONMENT

4.1 Natural - To ensure the natural assets and biodiversity of Wyndham are protected and managed in a sustainable manner so they can be enjoyed now and by future generations.

4.2 Built - To work in partnership with the Wyndham community to educate and enable residents and businesses to plan and make changes to their lifestyles and

practices, to contribute to a sustainable, green and clean Wyndham City.

5. ORGANISATIONAL EXCELLENCE

5.1 Good Governance - To maintain community confidence in the integrity and efficiency of the organisation. To continue to ensure there is a focus and commitment to transparency and accountability in Council decision making processes.

5.2 Communications - To keep the community well informed of Council services, programs and activities. To promote Wyndham City's natural and heritage assets in order to attract increased visitation, local expenditure and community pride.

5.3 Business Operations - To deliver best practice management, governance, administrative and human resource systems that support the delivery of Council services and programs to the Wyndham community.

5.4 Advocacy - To promote and campaign to outside agencies such as State and Federal Governments in order to secure projects, funding and partnership initiatives for the benefit of the community.

5.5 Financial Services - To manage resources efficiently and effectively to ensure Council's financial sustainability now and into the future.

Performance





The City Plan 2013-2017 includes strategic objectives and strategies for achieving these for the four-year period, strategic indicators for monitoring achievement and a strategic resource plan.

Each year Council develops an annual plan. This is included in the City Plan 2013-2017 Year 2 Update adopted in June 2014. This 2014/15 Annual Plan within the City Plan details 168 actions undertaken in the financial year. This includes annual performance indicators. The progress towards achieving these actions is reported quarterly to Council and major achievements or areas not achieved are highlighted in this report.

Theme 1 - People

The following statement reports in Council's performance against the major initiatives identified in the Council Plan, under the theme, 'People'.

Results achieved in relation on to the strategic indicators included in the Council Plan.	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
1.4.2 Work with partners to develop evidence based approaches to reduce levels of disadvantage across the City.	Collaborate with LeadWest, NGAA and the advocacy partners for appropriate business support programs to deal with transition in jobs and the economy in Melbourne West / Outer Suburban areas	<ul style="list-style-type: none"> • Council has collaborated with LeadWest throughout the year on workforce redeployment. This has included the establishment of a regional economic task force, establishment of the north-west workforce development Centre, the launch of the low carbon West initiative which includes elements targeted at business. • Council has been working with the National Growth Areas Alliance, on securing at the Federal level for issues in growth areas and more infrastructure funding. Campaign in the lead up to the federal election next year is being finalised. 	●
1.1.6 Develop and strengthen local leadership and community groups	Work with current and emerging community groups to enhance community development initiatives undertaken across Wyndham	Neighbourhood Activation plans identifying local priorities and partners have been prepared for Pt Cook, Tarneit, Truganina and Wyndham Vale neighbourhood hubs. Implementation of the Plans have seen an increase in the number and range of activities reflecting local interests and increased connections with local residents and community groups.	●
1.1.6 Develop and strengthen local leadership and community groups	Implement Year 2 of the Wyndham Youth Plan and continue to target at-risk and hard to reach young people	All actions from the Youth Plan Action Plan have been delivered or are underway. Some of the developments that are underway with internal and external stakeholders are the development of a sexual and mental health providers network, finalisation of the Western Region Youth Charter, development of a model for assertive outreach, more inclusive youth friendly spaces, neighbourhood based provisions, increased community organisations over sporting events and increased community partnerships.	●
1.1.6 Develop and strengthen local leadership and community groups	Continue to support community networks and hold networking events where different community groups can share ideas and learn from each other	Community centres have focussed on developing local networks and relationships with residents and community organisations and partners in their local area. Local area networks have therefore been established on an informal basis. Active involvement and participation in each Centre has been sought. On the basis of this work, more formal networks will be established in 2015/2016 to build on this initial work.	●

Results achieved in relation on to the strategic indicators included in the Council Plan.	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
1.2.3 Provide trends and forecasts on the City's population, economy and development	Gather information about the social profile of the Wyndham community and research data into a central database for use in Council planning and decision making	The Common Data Set was developed by December 2014. The implementation process is iterative. An online tool enabling visualisation and analysis of a number of key community service data sets is available to key staff in the organisation. As the ongoing quality process of development continues, further data sets will be incorporated within the system.	
1.2.4 Facilitate and encourage active community engagement in Council's planning and decision making	Implement an organisation wide approach to enhance community engagement	A month of internal awareness-raising about the Community Engagement Tool Kit saw staff from across the organisation participate in a range of training and professional development opportunities, in order to embed good community engagement practice across the organisation. This included workshops being delivered by renowned community engagement specialist Jim Diers. Four Listening Posts and three Community Dinners were the flagship community engagement events in 2014/15, all supported by a range of Council departments. The development of Wyndham 2040 was also used as a method to further strengthen Community Engagement practice.	
1.3.2 Actively promote cultural diversity by supporting programs and events that foster greater understanding and help to celebrate the benefits of multiculturalism across the broader Wyndham community	Implement the first year of the Cultural Diversity plan	The Multicultural Policy and Action Plan was endorsed by Council in November 2014, following a comprehensive process of development including significant community consultation. The Year 1 actions identified within the plan have been completed on time. These have included the introduction of mandatory cultural awareness training for all staff; the development of organisational interpreting and translation guidelines and targeting a leadership program to women from new and emerging communities.	
1.3.3 Enhance the diversity of community groups applying and receiving Council grant	Implement action from Community Grants review in relation to community lead events	Council's new Community Grant Program was endorsed by Council in September 2014. One of the aims of the new program was to provide greater support for community-led initiatives, particularly within Council's key priority areas of Community Health & Wellbeing, Community Strengthening and Environmental Sustainability. To this end, a total of 78 projects were funded under Council's new Community Grants Program during 2014-15 across all of the various funding streams. Approximately 30% of these projects had a specific focus on supporting Wyndham's diverse communities, particularly in relation to new and emerging cultural groups and people with disabilities.	



Results achieved in relation on to the strategic indicators included in the Council Plan.	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
1.4.1 Work with non-government organisations, service providers and the local community to develop shared services to meet current and future community needs	Seek in conjunction with other Western Region Councils and key industry stakeholders and service providers State and/or Federal Government funding to further develop the establishment of a Western Region Animal Management Facility.	Wyndham, Brimbank and Hobsons Bay Councils are the continuing partners in this shared services project. Funding was sought under Local Government Victoria's Sustainable Business Capacity Program to support Stage 3 of the project, particularly the legal and governance models and the integration of external not-for-profit service providers. No response was received and it is now unclear whether the program will continue. The partner councils are continuing to look for other sources of funding to see the project continue.	●
1.2.7 Plan and deliver activated community hubs and facilities	Complete Penrose Promenade Community Centre and Saltwater Coast Community Hub (Design only)	1. Penrose promenade completed (Certificate of Practical Completion 17 December 2013) 2. Saltwater construction tender awarded at Ordinary Council Meeting on 27 October 2014	●
1.5.2 Enhance Wyndham's local economy	Develop Werribee City Centre Activation Program including communication, marketing, events and other initiatives	A marketing campaign to promote Werribee to developers, new businesses and investors was run from April to July 2015. The campaign included online advertising and a launch event. A broader activation program with other initiatives is in the process of being developed.	●

Prescribed Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations, under the theme, 'People'.

Service/Indicator/measure	Result	Material Variations
Libraries		
Utilisation Library collection usage [Number of library collection item loans / Number of library collection items]	7	The Plaza Library's collection usage was impacted during the year by the shopping centre's redevelopment, which included a two week closure to relocate the library.
Resource standard Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	78%	During the past five years Council libraries have had a considerable increase in new library items with the opening of the Wyndham Vale Library in 2011, with approximately 40,000 items.
Service cost Cost of library service [Direct cost of the library service / Number of visits]	\$6	Pacific Werribee Shopping Centre's redevelopment impacted on the attendance at the Plaza Library with an average 16% decrease in people coming to the library during this period. There were also extra expenses incurred due to the library relocation.
Participation Active library members [Number of active library members / Municipal population] x100	10%	This indicator only reports those members that have borrowed a physical item, excluding those members that have used a PC, WiFi, borrowed an eBook/eAudio or accessed the online database eLibrary. A membership campaign will occur in 2015/16 to increase library membership.
Food Safety		
Service standard Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	96%	The target of mandatory food assessments is 100%. The incomplete 4% food safety assessments reflect the difficulty in reaching premises that are mobile, not operating within the municipality and premises that are open after hours or on weekends. These outstanding inspections have been completed as a priority in the following calendar year 2015.
Service cost Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$541	High growth and development of new suburbs within the municipality has seen a 26% increase in new food premise applications in the past financial year.
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 food premises] x100	100%	There were seven reports of critical and major non-compliances which were all investigated and actioned. All issues identified have been rectified at the premises.

Theme 2 - Place

The following statement reports in Council's performance against the major initiatives identified in the Council Plan, under the theme, 'Place'.

Strategic Outcome	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
<p>2.2.1 Increase resources available for addressing transport congestion in Wyndham, recognising this will be a combination of direct works, leveraging action and funding from the State Government, and partnering on planning and infrastructure design projects</p>	<p>1. Implement the Get Wyndham Moving Campaign</p> <p>2. Discuss opportunities to partner with transport agencies in relation to commuter parking and grade separation projects</p>	<ul style="list-style-type: none"> • Council conducted a review of the 2014 campaign late in the year and formally adopted a new campaign outline for 2015 in February. • By midyear 2015 a number of the six major "asks" of the campaign had been delivered in part or in full. • Work is continuing on leveraging government support for commuter parking projects at Williams landing and Werribee, and the removal of level crossings, particularly Cherry Street. 	<p>●</p>
<p>2.2.5 Ensure Council and community assets are managed effectively and efficiently to deliver optimum community benefit</p>	<p>Achieve a positive outcome in the relocation of the Werribee Plaza library at Werribee Plaza.</p>	<p>The Plaza Library was successfully relocated as per project plan with a minimal closure period.</p>	<p>●</p>
<p>2.2.3 Ensure that health and wellbeing, accessibility and environmentally sustainable design principles are incorporated into the design of new and redeveloped Council owned facilities, roads and open spaces</p>	<p>Roll out Project Management Framework encompassing these and Crime Prevention through Environmental Design (CPTED) principles in the design phase of projects</p>	<p>Development of the Project Management Framework has not been completed due to a review of the organisational requirements. The Project Management Framework will be developed in 2015/16.</p>	<p>●</p>
<p>2.2.5 2.2.5 Ensure Council and community assets are managed effectively and efficiently to deliver optimum community benefit</p>	<p>Redevelop the Wyndham Leisure and Events Centre</p>	<p>Construction of AquaPulse & Encore (formerly Wyndham Leisure and Events Centre) was completed on 15 May 2015 and opened to the public on 27 June 2015.</p>	<p>●</p>
<p>2.2.5 Ensure Council and community assets are managed effectively and efficiently to deliver optimum community benefit</p>	<p>Continue redevelopment of Werribee Sports and Fitness Centre</p>	<p>Eagle Stadium Stage 1 (formerly Werribee Sports & Fitness Centre) construction was completed on 26 May 2015 and commenced operations on 27 May 2015. Stage 2 works underway in accordance with project timelines and budget.</p>	<p>●</p>

2.2.5 Ensure Council and community assets are managed effectively and efficiently to deliver optimum community benefit	Review management arrangements for Wyndham Leisure and Events Centre (WLEC), the Werribee Sports and Fitness Centre (WSFC) and Werribee Olympic Outdoor Pool (WOOP)	The Management Services Agreement was awarded by Council at its meeting in June 2015. The agreement was executed by both parties.	●
2.2.5 Ensure Council and community assets are managed effectively and efficiently to deliver optimum community benefit	Commence construction of the new Tarneit Library.	The construction tender was awarded in June 2014. Construction is progressing. Roof works completed. Internal and external works on target.	●
2.2.5 Ensure Council and community assets are managed effectively and efficiently to deliver optimum community benefit	Develop a Werribee CBD strategic improvement and priority plan.	A draft Strategic Plan was reported to the Organisational Briefing on 6 July 2015. Governance details are to be finalised and reported to Council in the coming weeks prior to public exhibition of the draft Strategic Plan.	●
2.3.1 Facilitate responsible development that promotes a healthy and safe community and sustainable outcomes	Finalise Council's Municipal Strategic Statement	The Municipal Strategic Statement was gazetted on the 28th May 2015 and is now incorporated in the Wyndham Planning Scheme.	●
2.3.1 Facilitate responsible development that promotes a healthy and safe community and sustainable outcomes	Work with the Metropolitan Planning Authority (MPA) to achieve optimum outcomes for the East Werribee development; determine the organisation's governance model, roles and approach to influencing this project	East Werribee Employment Precinct Governance structure has been finalised. Ongoing meetings of both the governance group and the East Werribee Employment Precinct Development Evaluation Committee successfully achieving WCC has input and influence into development outcomes to date.	●



Prescribed Service Performance Indicators





The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations, under the theme of 'Place.'

Service/Indicator/measure	Result	Material Variations
Roads		
Satisfaction of use Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	25	No material variations
Condition Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97%	Council has an active program to assess the conditions of the roads and action them according to the Road Asset Management Plan.
Service cost Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$120	Road reconstructions in Wyndham are mostly based on a 40 year design life and pavements tend to be more substantial than metro Melbourne due to local conditions and expansive clays. A number of large projects on the 14/15 program resulted in a lower than expected overall construction cost per square metre due to decreased complexity of construction associated with location, impact of utilities and construction methodology.
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$16	The total road resealing program was asphalt resheeting only, based on a 25 year life.
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	66	2014 Annual Community Survey rating for the satisfaction with the maintenance and repairs of sealed local roads.
Aquatic Facilities		
Service standard Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	3	No material variations
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	2	There were two reportable incidents. Neither resulted in injury and no WorkSafe follow up action was required.
Service cost Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0	There was no reportable indoor aquatic facility in Wyndham during 2014/15 due to the redevelopment of AquaPulse.
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$13	Werribee Olympic Outdoor Pool (WOOP) operated for the whole year due to the redevelopment of AquaPulse. WOOP will revert back to operating as a seasonal pool from the next financial year (2015/16) and hence the cost per visit is expected to decrease.
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	0	The utilisation of the aquatic facilities was 0.3 during the year as the only aquatic facility available was the Werribee Olympic Outdoor Pool and there was no indoor aquatic facility. The utilisation is expected to increase next financial year with the commencement of AquaPulse.



Theme 3 - Service

The following statement reports in Council's performance against the major initiatives identified

Strategic Outcome	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
3.2.1 Build an organisational culture that provides a positive customer experience	Identify gaps in Council's customer service delivery and develop an action plan to address	Action Plan included in Department Business Plan and submissions for new initiatives submitted as part of the budget process. Implementing Customer Service offering at one community centre as a pilot in 2015/16.	
3.2.2 Utilise technology to improve customer service response timelines	Assess and introduce E-service capability	Quarterly progress reports were not provided to council on this items hence its RED indicator. That said the implementation of web services for Building Certificates was completed. The submission and payment of applications online is an ongoing multi-phase eServices initiative, thus far four (Planning Information & Controls, Legal Point of Discharge, Building Regulation 326(2) Property Information Certificate and Land Information Certificates) have been tested and scheduled for rollout once other Property & Rating projects have been completed. One public app (Events) was completed and thus far has had approximately 1000 downloads. myWyndham was expanded and is now being visited 80 times per day.	
3.3.1 Review and continuously improve leisure, sports and recreation services/facilities to balance community expectation, value for money and Council's capacity to deliver	Review the Aquatic Strategy and refer any funding implications to the Long Term Financial Plan	Review of the Wyndham Aquatic Strategy 2011-16 was presented to Council's Executive Management Team in December 2014. The outcome of review is that a new Strategy required. Wyndham Aquatic Strategy 2015 was endorsed for public consultation at the January 2015 Ordinary Council Meeting. Wyndham Aquatic Strategy 2015 adopted 25 May 2015 Ordinary Council Meeting.	
3.3.1 Work with current and emerging sports clubs on the development of best practice approaches to club management by hosting bi-annual Sports Forums	Redevelop the Wyndham Leisure and Events Centre	The first round of meetings was held between 19 August 2014 and 17 September 2014. The second round was a single seminar style session held on 25 February 2015.	

Strategic Outcome	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
3.3.1 Review and continuously improve leisure, sports and recreation services/facilities to balance community expectation, value for money and Council's capacity to deliver	Work with current and emerging sports clubs on the development of best practice approaches to club management by hosting bi-annual Sports Forums	The first round of meetings was held between 19 August 2014 and 17 September 2014. The second round was a single seminar style session held on 25 February 2015.	●
3.3.1 Review and continuously improve leisure, sports and recreation services/facilities to balance community expectation, value for money and Council's capacity to deliver	Construct new active open space facilities as allowed for in annual budget	Construction is complete for both Clearwood Drive Reserve and Hummingbird Boulevard Reserve.	●
3.3.4 Provide opportunities for broader leisure activities	Promote better health outcomes through increased community participation in active community-based sport and recreation activities such as activity days hosted at new reserves	<p>1. Lacrosse. Six-week program at The Grange Reserve undertaken between 20 October 2014 and 17 November 2014. Program attracted 42 participants</p> <p>2. Soccer. Seven-week soccer program at Goddard Street Reserve undertaken between 5 November 2014 and 17 December 2014. Targeting young people that may have issues with participation in a full season of structured completion-based activity. Program attracted 83 participants</p> <p>3. Soccer: Partnered with City West Water and Wyndham Community Education Centre to deliver the "Diversity Cup" competition in 14 March 2015. Program attracted 11 teams and close to 200 participants.</p>	●



Prescribed Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Result	Material Variations
Maternal and Child Health (MCH)		
Satisfaction Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	105%	Birth notices are issued by maternity hospitals to the municipality on the mother's address as listing on her admission. As more families are moving into Wyndham with new babies, the number of first home visits has exceeded the birth notices received.
Service standard Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101%	Birth notices are issued by maternity hospitals to the municipality on the mother's address as listing on her admission. Many families move into Wyndham following the birth of their baby and the birth notice goes to another municipality. Therefore there are more infants enrolled than birth notices received.
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	71%	Council is implementing engagement strategies to increase the number of children actively participating in the MCH service including offering Outreach MCH service for families who have no transport and offering Key Ages & Stages (KA&S) checks in playgroups and childcare centres.
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	73%	Council is implementing the Koolin Balit Project to ensure the service is culturally safe for Aboriginal & Torres Strait Islander families. Other strategies to increase participation include establishing Koori playgroups, partner with VACCA and other Aboriginal agencies in Wyndham to better engage with the community in a place where they feel safe and offer the MCH service there.
Home and Community Care		
Service standard Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	78%	As at 1st July 2015, all the outstanding outcomes have been addressed although cannot be reflected in this reporting until a new audit confirms.
Participation Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	14%	Council services are meeting funded activity targets as per our funding agreements with State and Commonwealth governments.
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	14%	CALD service provision is equivalent to the participation for general community indicating Council is performing well in supporting access to HACC service for CALD residents.







Service/Indicator/measure	Result	Material Variations
Statutory Planning		
Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	65	65 days to make a decision on a planning application is a solid result given the growth of the municipality and the complexity of some applications associated with subdivision.
Service standard Planning applications decided within 60 days [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	67%	Council is working with Developers to ensure that applications are not put on hold or delayed but are processed in a timely manner. The introduction of VicSmart has seen simple applications processed in less than 10 days.
Service cost Cost of statutory planning service [Direct cost of statutory planning service / Number of planning applications received]	\$1317	Council has managed to contain costs despite the growth in the number of planning applications received.
Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	60%	Council makes planning application decisions which are consistent with the local planning scheme and when challenged at VCAT, VCAT have supported Council's decision 60%. This number excludes consent orders issued by VCAT when Council and an applicant have agreed on an outcome prior to or at a hearing.
Animal Management		
Service standard Animals reclaimed [Number of animals reclaimed / Number of animals collected]	45%	The percentage of dogs reclaimed is 75% compared to cats reclaimed of 10% (due to a majority of cats being unowned).
Service cost Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$46	No material variations
Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	21	Council has a very high success rate in dealing with and resolving matters that would otherwise require prosecution in a Court of Law. This year there were 22 cases that proceeded to Court with 21 cases successful.



Theme 4 – Environment

The following statement reports in Council's performance against the major initiatives identified in the Council Plan, under the theme, 'Environment'

Strategic Outcome	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
4.1.1 Sustain and enhance the natural environment and provide opportunities for conservation, education and recreation	Ensure key natural features are incorporated into our urban growth areas	Landscape Context Guidelines have been incorporated into the gazetted Municipal Strategic Statement as reference document. Adopted by Council December 2014. The Guidelines are used by Council in its comments on agency and exhibited Precinct Structure Plans (PSP) and Section 96As.	●
4.1.3 Embed sustainability principles across Council through procurement processes for service contracts, capital work programs and tenders	Report on Sustainable Procurement practices - Ensure capital works business cases include environmental criteria	<p>1. Annual report provided as part of State of Environment Report 2014-15 (adopted by Council October 2014).</p> <p>2. Capital Works business cases included environmental criteria, enhancements have been identified to continue this practice for 15/16. Procurement Policy has been updated and guidelines provided for staff.</p> <p>3. Site Environment Management Plans form part of all relevant civil work assessments - included with Road Opening Permits and Landscaping Plans</p>	●
4.1.5 Expand Wyndham's role in leading environmental programs including responding to climate change and engaging residents in environment programs at Community Centres	Increase community awareness of sustainability issues	Green Living Series has been expanded successfully. Almost 1100 participants engaged in 24 workshops/forums/tours (up from ~600 participants the previous year). Feedback from community positive and outcomes reported to Council in March 2015.	●

Strategic Outcome	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
4.2.1 Encourage environmentally sustainable development in new residential, industrial and commercial developments	Work with the Metropolitan Planning Authority in relation to master planning for the heritage precinct in the East Werribee Employment Precinct	Active participation in all planning meetings and other activities to date. MPA has deferred any further work until completion of the EWEP EOI process. Remains a standing items on the EWEP Governance and Development Agendas.	
4.2.1 Encourage environmentally sustainable development in new residential, industrial and commercial developments	Develop an organisational action plan and implementation program incorporating cross organisational buy in and responsibility to ensure environment and sustainability practices are incorporated into projects, events, service delivery	<p>Organisation Action Plan has been incorporated into 2015/16 Department Plan to provide Line of Sight for organisation. 15/16 City Plan KPIs will now be developed to embed these actions. Actions earmarked Include:</p> <ul style="list-style-type: none"> • Develop and adopt a Council ESD policy including a compliance measure • Improve sustainable procurement practices –complete including new guide, policy update, training, tender schedule and business case requirements • Monitor Site Environmental Management Plan approval process 	
4.2.1 Encourage environmentally sustainable development in new residential, industrial and commercial developments	Include into Western Alliance for Greenhouse Action (WAGA) Strategy “Transition to a low carbon economy” links to business events	Low Carbon West official launched in November 2014, promotion and links to business events has commenced including publication of article in Wyrning Business in September 2014.	
4.2.2 Substantially reduce levels of waste going to landfill and increase resource recovery	Implement the Council Refuse Disposal Facility master plan to position the facility as a regional sustainable waste management precinct	Transfer Station Master Plan completed - ready for public consultation. Other elements of the master plan will require input from other key internal stakeholders. Manager RDF has the lead role in the RDF whole of site Master Plan.	
4.2.2 Substantially reduce levels of waste going to landfill and increase resource recovery	<p>Develop a strategy for Universal Organics including:</p> <ul style="list-style-type: none"> • Assessment of truck/bin audits • A communications plan incorporated strategy • Infrastructure provision review (bins, transfer station at RDF, MRFS) 	Draft Strategy presented to Council March 2015. Waste diversion messages and communications reflecting audit results. Communications Plan drafted regarding introduction of selected food waste for 15/16 financial year commencement. Infrastructure provision review to form part of upcoming Waste Management Strategy.	
4.2.3 Minimise Council energy and potable water use, including substitution with recycled water	Deploy reduction of total corporate greenhouse emissions by 3.5% and streetlight emission reduction by 30%, subject to street lighting energy efficient bulk change over funding being successful	Stage One of bulk changeover to energy efficient lights complete with the full number of lights installed as planned. The project continues to progress however, Powercor are slow to update light changes in their system. This means that energy bills do not currently reflect the full greenhouse saving from the number of lights installed. Also street lighting energy use has decreased but the greenhouse intensity of electricity has increased due to the repeal of the carbon tax.	

Prescribed Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations, under the theme 'Environment.'

Service/Indicator/measure	Result	Material Variations
Waste Collection		
Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	115	No material variations
Service standard Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	5	No material variations
Service cost Cost of kerbside garbage collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$108	This cost indicator excludes other waste related activities (as per the indicator definitions) such as street sweeping, litter collection and supervisor/staff admin costs.
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$26	This cost indicator excludes other waste related activities (as per the indicator definitions) such as street sweeping, litter collection and supervisor/staff admin costs.
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	37%	Council is developing a new Waste Management Strategy, due for adoption in 2015/16, with a targeted focus on improving waste diversion rates in our kerbside recycling and waste bins.



Theme 5 – Organisational Excellence

The following statement reports in Council's performance against the major initiatives identified in the Council Plan, under the theme, 'Organisational Excellence.'

Strategic Outcome	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
5.4.1 Prosecute the Advocacy Strategy around the themes of traffic and transport, employment and skills, environment, infrastructure and infrastructure financing, and community health, wellbeing and safety	Implement a Congestion Campaign Fund to leverage State Government transport infrastructure dollars; fund works undertaken by Council to improve traffic flow, safety, walking and cycling networks; ease congestion on arterial roads; and improve public transport	<ul style="list-style-type: none"> • The campaign was reviewed late 2014 and continued in 2015. • The campaign won a national communications award for community engagement and public advocacy. • Council is able to leverage to significant capital project announcements from the state government using Get Wyndham Moving funding as leverage; an intersection upgrade at Palmers/Leakes Rd, and improvements to palmers road South of the freeway particularly targeting safe pedestrian access to the station, and improved access for buses. • Over 20 meetings and delegations to Ministers and Shadow Ministers initiated by Wyndham and approx. 10 joint delegations organised by Interface and/or LeadWest. 	●
5.2.1 Improve external communications to enhance the community's interaction and relationship with Council	Develop and introduce new methods to reach new or disengaged Wyndham residents, ratepayer, renters and businesses	The Wyndham 2040 Community Plan consultations provided this years strategy for reaching new or disengaged Wyndham residents, ratepayers, renters and businesses. It offered a comprehensive range of tailored approaches to engage with the diversity of community members. More than 2040 people have had input into this project representing a broad cross section of the Wyndham community, and many of these have given their contact details in order to continue to have opportunities to engage.	●
5.4.2 Build the evidence base to back up the Advocacy Strategy	Undertake a Household Survey including questions on advocacy priorities	The Household Survey was devised in the first half of the year. Central to the design was consideration of how the data could assist in advocacy and community planning initiatives. The delivery of the survey in the community commenced in May and completed in June. The final report is expected to be delivered to Council in July 2015.	●

Strategic Outcome	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
5.3.1 Review services to ensure they balance community expectation, value for money and Council's capacity to deliver within the context of the Long Term Financial Plan	Work with the Metropolitan Planning Authority in relation to master planning for the heritage precinct in the East Werribee Employment Precinct	<p>Service Reviews have been completed for the following four services:</p> <ul style="list-style-type: none"> • Aged and Disability Services; • Immunisation Services; • Fleet Management and Operations; • Building Services - Building Permits Service. 	●
5.3.2 Maximise our potential through the recruitment, engagement and performance of our people	<p>Implement the following Year 2 actions from Council's People Strategy:</p> <ul style="list-style-type: none"> - identification and implementation of priority actions following 2014 Culture Measure - achieve one of the five Level Two recognition points from the Healthy Achievement Program - Review Council's Health and Safety Management System 	<ul style="list-style-type: none"> • Council's Leadership Management team evaluated their own performance regarding agreed Culture priorities and implemented individual action plans. • Recognition achieved for one of the five Level Two recognition points from the Healthy Together Achievement Program. The remaining points could not be achieved as they would have negatively impacted on the provision of some of the major events/festivals delivered by Council. • Work is continuing and approximately 75% of the procedures that will make up the safety management system have been drafted. 	●
5.3.5 Embrace innovation and change that delivers best value to the community and service clients	Design, develop and implement key elements of the Business Continuity Management (BCM) system	Phase 1 of the Business Continuity management Program was successfully delivered, with all Business Impact Analysis workshops completed, and Business Continuity Plans developed and activated during a real incident.	●
5.3.5 Embrace innovation and change that delivers best value to the community and service clients	Undertake a holistic review of Municipal Emergency Management systems	<p>A holistic review of Emergency Management has not been completed but specific actions have been taken including the creation of a new Emergency Risk and Resilience unit as part of the Risk and Compliance Department. This gives Emergency Management a home within Council and ensure links with Directorate planning and the City Plan. In addition an audit of Council's Emergency Management planning was undertaken by the SES with the result certificate being presented to Council at its May OCM to acknowledge Council's contribution to the Municipal Emergency Management Planning Committee.</p> <p>A holistic review will be undertaken in 15/16.</p>	●

Strategic Outcome	2014/15 Supporting Action	Outcome	Green - Achieved Red - Not achieved
5.3.5 Embrace innovation and change that delivers best value to the community and service clients	Design an integrated Business Performance Reporting Framework	<p>This action relates to the mandatory Local Government Performance Reporting Framework, with the first report due for the financial year ending 30 June 2015.</p> <p>We have had preliminary discussions with our external auditors and are comfortable that we will be able to provide the required audit evidence.</p> <p>The annual results under the framework as at 30 June 2015 will be reported as part of the 2014/15 Annual Report.</p>	●
5.3.6 Improve Council's efficiency and effectiveness through the implementation of technology and process improvements	Develop Mobile applications	Five applications are complete and rolled out (Events, Building Sites, Travel Diary, Nature Strips and parks inspect).	●
5.3.6 Improve Council's efficiency and effectiveness through the implementation of technology and process improvements	Implement the revised IT Strategy	The IT Strategy is yet to be formally adopted by management or Council. That said most of the key Year 1 actions contained within it are either complete/in progress.	●
5.5.1 Ensure Council remains in a strong financial position	Undertake a review of Council's Capital planning processes and develop an improvement plan.	<p>A number of process improvements were implemented in 2014/15:</p> <ul style="list-style-type: none"> • Formation of Capital COG (Cross Organisational Group) to drive more robust governance processes; • Mid -Year capital review to allow the capital program (including risks/benefits of project over/underspend) to be managed more proactively; • Capital management incorporated into the Integrated Planning framework; • Capital budgeting extended to four years with the Strategic Resource Plan. <p>The 2015/16 Capital Plan was endorsed by Council at the Ordinary Council meeting in June 2015.</p>	●
5.2.1 Improve external communications to enhance the community's interaction and relationship with Council	Design branding and positioning strategy for WLEC and WISH	Wyndham City endorsed new names for the Wyndham Leisure and Events Centre and Rec Centre at the February 2015 Ordinary Meeting of Council. The names AquaPulse, Encore Events Centre and Eagle Stadium were adopted. Branding Style Guides were produced for each facility and the broader 'WynActive' brand in March and April.	●

Prescribed Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations, under the theme of 'Organisational Excellence.'

Service/Indicator/measure	Result	Material Variations
Governance		
<p>Transparency Council resolutions at meetings closed to the public [Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors] x100</p>	16%	There are some reports that are required to be included in closed meetings in accordance with section 89(2) of Local Government Act (for example personnel matters, contractual matters or any matter which Council considers would prejudice the Council or any person).
<p>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]</p>	69	Council has focused on increasing community consultation and engagement as a priority in the City Plan for this year through a number of initiatives including the establishment of portfolio committees, regular ward listening posts, multicultural community dinners and consultation to inform policy positions. A significant engagement exercise to collect 2,040 community stories was undertaken to inform the development of a long term community plan - Wyndham 2040.
<p>Attendance Council attendance at Council meetings [The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election)] x100</p>	90%	A number of Councillors took leave for medical reasons and to undertake caring responsibilities for family members.
<p>Service cost Cost of governance [Direct cost of the governance service / Number of councillors elected at the last council general election]</p>	\$48,619	The Mayor and Councillor allowances are set by the state government (currently \$92,333 and \$28,907 respectively plus 9.5% superannuation). These mandatory allowances accounted for 76.5% of the direct governance costs. Other costs include training, conferences, printing and phone expenses.
<p>Satisfaction Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	64	Community satisfaction with Council decisions has increased to 64 from last year of 61. This result may be partly attributed to Council's focus on engaging the community more closely to inform decision making.

Governance, Management and Other Information



Governance

Wyndham City Council is constituted under the Local Government Act 1989 to provide leadership for the good governance of Wyndham City Council and the local community. In providing this leadership Council's objectives include to:

- Achieve the best outcomes for the local community, having regard to the long term and cumulative effects of its decision
- Promote the social, economic and environmental sustainability of taking into account the diverse needs of the local community in decision-making
- Ensure resources are used efficiently and effectively, and
- Improve the overall quality of life of people in our community.

In meeting the above objectives, Council performs a number of critical roles, including:

- Acting as a representative government
- Taking into account the diverse needs of the local community in its decisions
- Establishing strategic objectives and monitoring achievements

- Ensuring that resources are managed in a responsible and accountable manner
- Advocating local interests more broadly to other communities and governments, and
- Fostering community cohesion and encouraging active participation in civic life.

Council actively promotes opportunities for the community to be involved in and to influence its decision-making. This Council has adopted its Community Engagement Framework and Model and has significantly expanded the internal and external opportunities for communities to input into a range of local and strategic issues of interest to them. Community members also have the opportunity to make submissions at Council Meetings.

While Council is the ultimate decision-making body, it delegates some decision-making to Council staff - through the Chief Executive Officer who is responsible for all staffing matters. The range and scope of these delegations are exercised in accordance with adopted Council policies and are available for public display.

Special Committees

Hearing of submissions committee – there was one Special Council Meeting on 1 June 2015 to hear the submissions received under s 223 for the budget. Council had received 9 submissions in total.

Code of conduct

Council has adopted its Councillor Code of Conduct incorporating its Governing Wyndham Framework on 22 September 2014.

Council regularly reviews these policies and significant reviews were made available for public comment in 2013 and 2014. The Code contains policies, practices and operational guidance on:

- How Councillors are supported to perform their fiduciary and governance roles
- Expected standards of conduct including teamwork and behaviour
- The roles and responsibilities of Councillors, the Mayor, the CEO and staff
- Resolving Internal Disputes, and
- The decision-making process at Wyndham.

Meetings of Council

- Amend Council conducts public meetings on the last Monday of each month.
- For the 2014-15 year, Council held the following meetings:
 - 12 Ordinary Meetings of Council
 - 5 Special Meetings

Councillor Attendance:

Councillors	Council Meeting	Special Council Meeting	Total
Cr Peter Maynard (Mayor)	12	5	17
Cr Marie Brittan	10	4	14
Cr Bob Fairclough	12	5	17
Cr John Gibbons	9	4	13
Cr Peter Gibbons	12	5	17
Cr Glenn Goodfellow	10	5	15
Cr Gautam Gupta	11	4	15
Cr Adele Hegedich	12	5	17
Cr Intaj Khan	12	5	17
Cr Heather Marcus	11	5	16
Cr Michele Wharrie	7	3	10

Conflict of Interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest. This obligation applies to individuals generally in the exercise of their duties.

A conflict of interest occurs when a personal or private interest compromises or may compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has comprehensive procedures in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings, and council staff are required to undertake mandatory conflict of interest training. During 2014-15, over 330 council staff participated in the training.

While procedures vary depending on the particular role and circumstances, in general, they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process of from the exercise of the public duty. Council records all disclosed conflicts of interest. During 2014-15, four conflicts of interest were declared by Councillors at Ordinary Council and special committee meetings.

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982, Council is required to publish certain statements in our annual report or separately on our website concerning our functions and information available to the public. Council publishes these statements separately, however provides the following summary of the application and operation of the Freedom of Information Act 1982.

Section 17 of the Freedom of Information Act 1982 details the process for obtaining access to documents, which is outlined as follows:

- Requests should be in writing;
- The document requested should be identified as clearly as possible; and
- The request should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in possession of Wyndham City should be addressed to the Freedom of Information and Privacy Officer, and can be made online, by email, post or in person.

Access charges (such as photocopying, search and retrieval charges) may also apply once documents have been processed and a decision on access has been made.

Further information about FOI can be found at www.foi.vic.gov.au and on Wyndham City's website.

Information Privacy

Victorian Councils are required to comply with the Privacy and Data Protection Act 2014 and the Health Records Act 2001 and their associated privacy principles. Councils are also required to adopt policies on the management and handling of personal and health information of individuals it has contact with.

Wyndham's Privacy Policy publicly articulates Council's commitment to protecting individuals' right to privacy and ensuring that personal and health information is handled responsibly, fairly and consistently with the Privacy and Data Protection Act 2014 and the Health Records Act 2001.

During 2014/15, there was one privacy complaint which, on investigation, was deemed unfounded.

Wyndham City received and processed 324 requests this financial year for access to personal information from statutory agencies. To ensure organisational awareness and compliance with privacy, 226 staff were trained throughout 2014/15. Information requests and any questions or complaints regarding people's right to privacy can be discussed with Council's Privacy Officer on 9742 0743.

FOI Requests	2014/15
Total number of requests	43
Access granted in full	1
Access granted in part	22
Access denied in full	1
Other	19
Number of internal reviews	0
Number of appeals to VCAT	0

Councillor Expenses

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing Council duties. Wyndham City manages this process via the Councillor Reimbursements and Entitlements Policy which provides guidance on the provision of resources and reimbursements to Councillors. The details of the expenses for the 2014/15 year are outlined below:

Sum of Amount	Column Labels							Grand Total
Row Labels	Carers Allowance	Conference, Event & Professional Development	Electronic Communication Expenses	Misc	Misc	Study Assistance	Travel Allowances	Grand Total
Cr Adele Hegedich	\$ -	\$ 154.95	\$ 4,210.00	\$ -	\$ -	\$ -	\$ -	\$ 4,364.95
Cr Bob Fairclough	\$ -	\$ 4,735.60	\$ 4,065.69	\$ -	\$ 27.00	\$ -	\$ 1,697.02	\$ 10,525.30
Cr Gautam Gupta	\$ -	\$ 411.79	\$ 4,210.00	\$ -	\$ 27.00	\$ -	\$ -	\$ 4,648.79
Cr Glenn Goodfellow	\$ -	\$ 2,529.53	\$ 3,045.90	\$ -	\$ 83.70	\$ -	\$ 847.08	\$ 6,506.22
Cr Heather Marcus	\$ -	\$ 1,007.27	\$ 3,840.26	\$ -	\$ -	\$ -	\$ 843.00	\$ 5,690.53
Cr Intaj Khan	\$ -	\$ 730.56	\$ 2,880.79	\$ -	\$ 56.70	\$ -	\$ -	\$ 3,668.05
Cr John Gibbons	\$ -	\$ 227.66	\$ 2,878.91	\$ -	\$ -	\$ -	\$ -	\$ 3,106.57
Cr Marie Brittan	\$ -	\$ 128.57	\$ 2,974.99	\$ -	\$ -	\$ -	\$ 20.35	\$ 3,123.91
Cr Peter Gibbons	\$ -	\$ 40.00	\$ 3,334.71	\$ -	\$ -	\$ -	\$ -	\$ 3,123.91
Cr Peter Maynard	\$ -	\$ 1,262.61	\$ 4,340.00	\$ -	\$ 54.00	\$ -	\$ 995.30	\$ 3,374.71
Cr Michele Wharrie	\$ -	\$ -	\$ 2,815.51	\$ -	\$ -	\$ -	\$ -	\$ 6,651.91
Grand Total	\$ -	\$ 11,228.54	\$ 38,596.76	\$ -	\$ 248.40	\$ -	\$ 4,402.75	\$ 54,476.45



Statutory Information

Under regulation 11 of the Local Government (General) Regulations 2004 (Vic), the following documents are to be made available for public inspection. All documents are available for viewing at the Wyndham City Civic Centre, 45 Princes Highway, Werribee.

Subsection of the regulations	Document required to be available	Location Available
(a)	Details of current allowances fixed for the Mayor and Councillors under ss 74 or 74A of the Act	Public Register
(b)	The total annual remuneration for all senior officers in respect of the current financial year and the previous financial year	Public Register
(c)	Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel, including accommodation costs	Public Register
(d)	Names of Council Officers who were required to submit a return of interest during the financial year and the dates the returns were submitted	Register of Interest List
(e)	Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted	Register of Interest List
(f)	Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act	Available on Council website
(g)	A list of all special committees established by Council and the purpose for which each committee was established	N/A as Council has no special committees
(h)	A list of all special committees established by the Council which were abolished or ceased to function during the financial year	N/A as Council has no special committees
(i)	Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act	N/A as Council has no special committees
(j)	A register of delegations kept under section 87 and 98 of the Act, including the dates on which the last reviews under sections 86(6) and 98(6) of the Act took place	Instrument of Delegation from Wyndham City Council to the Chief Executive and other members of Council staff. Instrument of Delegation from the Chief Executive to members of Council staff
(k)	Submissions received in accordance with section 223 of the Act during the previous 12 months	Public Register
(l)	Agreements to establish regional libraries under section 196 of the Act	N/A as Council has no regional libraries
(m)	Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease	Public Register

Subsection of the regulations	Document required to be available	Location Available
(n)	A register of authorised officers appointed under section 224 of the Act	Instrument of Appointments and Authorisations
(o)	A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant	Public Register
(p)	A list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council	Public Register
(q)	A list of contracts valued at \$100,000 (or such other higher amount as is fixed from time to time under section 186(1) of the Act) or more - (i) which the Council entered into during the financial year without first engaging in a competitive process and (ii) which are not contracts referred to in section 186(5) or (5A) of the Act	Public Register

Carers Recognition

The Carers Recognition Act 2012 promotes and values the role of people in care relationships and formally recognises the contribution that carers and people in care relationships make to the social and economic fabric of the Victorian community. Wyndham City Council has taken all practicable measures to comply with its obligations under the Act. Wyndham City Council has promoted the principles of the Act to people in care relationships who receive our services and to the wider community by:

- distributing printed material about the Act at community events or service points
- providing links to state government resource materials on our website
- providing digital and/or printed information about the Act to our partner organisations.

Wyndham City Council taken all practicable measures to ensure our staff have an awareness and understanding of the care relationship principles set out in the Act by:

- developing and implementing a staff awareness strategy about the principles in the Act and what they mean for staff; and

- offering training and induction programs in relation to the requirements of the Act.

Wyndham City Council has taken all practicable measures to consider the carer relationships principles set out in the Act when setting policies and providing services by:

- reviewing our employment policies such as flexible working arrangements and leave provisions to ensure that these comply with the statement of principles in the Act
- developing a satisfaction survey for distribution at assessment and review meetings between workers, carers and those receiving care.

Domestic Animal Management Plan

A new Domestic Animal Management Plan (DAM Plan) was adopted by Council for implementation from 1 July 2013 to 30 June 2016. The new DAM Plan was developed in consultation with the community and other stakeholders.

The DAM Plans key objectives aim to:

- Encourage responsible pet ownership through community education, incentives and enforcement;

- Encourage the registration and identification of dogs and cats;
- Minimise the potential for dogs and cats to cause a nuisance;
- Minimise the risk of attacks by dogs on people and animals;
- Identify all dangerous, menacing and restricted breed dogs in the City and ensure they are kept in compliance with the Act, Regulations and Local Laws; and
- Reduce the number of un-owned cats in the City.

All actions specified for 2014/15 were completed.



Risk Management

Wyndham City Council recognises that effective risk management is an integral part of good management practice and is a key component of good corporate governance. In 2013, Council adopted a strategic, consistent and structured enterprise-wide approach to risk management in line with the principles of the AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines, with a vision to foster a ‘Risk Aware, Risk Ready and Resilient’ organisation to ensure that effective risk management is embedded into activities and business processes.

Wyndham City’s Risk and Compliance department is responsible for the continued development and implementation of the new Enterprise Risk Management (ERM) system within Council, while also provide risk

management advice and expertise. The Risk and Compliance department oversees the following programs:

- Audit
- Business Continuity Management
- Compliance Management
- Fraud & Corruption Control
- Insurance and Claims Management
- Municipal Emergency Management
- Risk Management

Year two of the five-year Enterprise Risk Management (ERM) strategy saw the Risk and Compliance department successfully deliver several key programs for Council, such as the new Risk Management Framework, Strategic Risk Register and Risk Appetite Statement, Fraud and Corruption Control Program, completion of 12 internal audits on Council operations, and the Business

Continuity Management Program which resulted in all departments developing a Business Continuity Plan. The highlight for the year was overseeing Council’s Annual Insurance Tender for 2015/2016, which resulted in a \$1.2million reduction in premiums over the next three years (approximate) without reducing Council’s insurance coverage, and further insurance cost savings were achieved with a 50% reduction (approximate) in the payout of insurance claims submitted against Council.

These achievements have helped to effective management of risks by enhancing decision making, improving internal operations, identifying key exposures, minimising wastage, improving business performance, and identifying opportunities to improve outcomes for the community.

Audit and Risk Management Committee

In accordance with the Local Government Act Wyndham City has operated an Audit and Risk Management Committee since 1996. The Audit and Risk Management Committee is an independent advisory committee to Council. The Audit & Risk Management Committee provides independent assurance and advice to Council in relation to financial management, audit, risk management, internal controls, regulatory compliance and reporting and council operations. The membership of the Committee during the reporting period was:

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Ms Gaye Mason
Independent Member & Chair • Mr Jason Parker
Independent Member • Ms Danielle Walker
Independent Member • Cr Bob Fairclough
Mayor (until November 2014) | <ul style="list-style-type: none"> • Cr Peter Maynard
Mayor (from November 2014) • Cr Glenn Goodfellow - Councillor • Cr Intaj Khan - Councillor • Ms Kerry Thompson
Chief Executive Officer
(standing invitation) | <ul style="list-style-type: none"> • Mr Steven Lambert
Director, Corporate Services
(standing invitation) • Mr Ben Lester
Manager, Risk and Compliance
(Committee Secretary) |
|--|--|--|

Ms Gaye Mason was reconfirmed to serve a second consecutive and final three-year term as an independent member and Chair of the Audit and Risk Management Committee in June 2014. Cr Peter Maynard was elected Mayor in November 2014 and replaced Cr Bob Fairclough as the Mayoral representative on the Audit & Risk Management Committee.

The Committee meets four times annually to consider various issues, submissions

and reports and make recommendations to Council and Wyndham City management, such as:

- Endorsement of Council’s annual internal audit program
- Endorsement of the Council’s annual statement of financial accounts and performance reports
- Oversee the implementation of audits recommendations made by

the Victorian Auditor General Office (VAGO) and Victorian Ombudsman

- Review and provide advice on Council’s management of investments
- Endorsement of Council’s key policies
- Endorsement of Council’s Risk Management Policy, Strategy and Framework, Strategic Risk Register and Risk Appetite Statement


Governance and Management Checklist


The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist

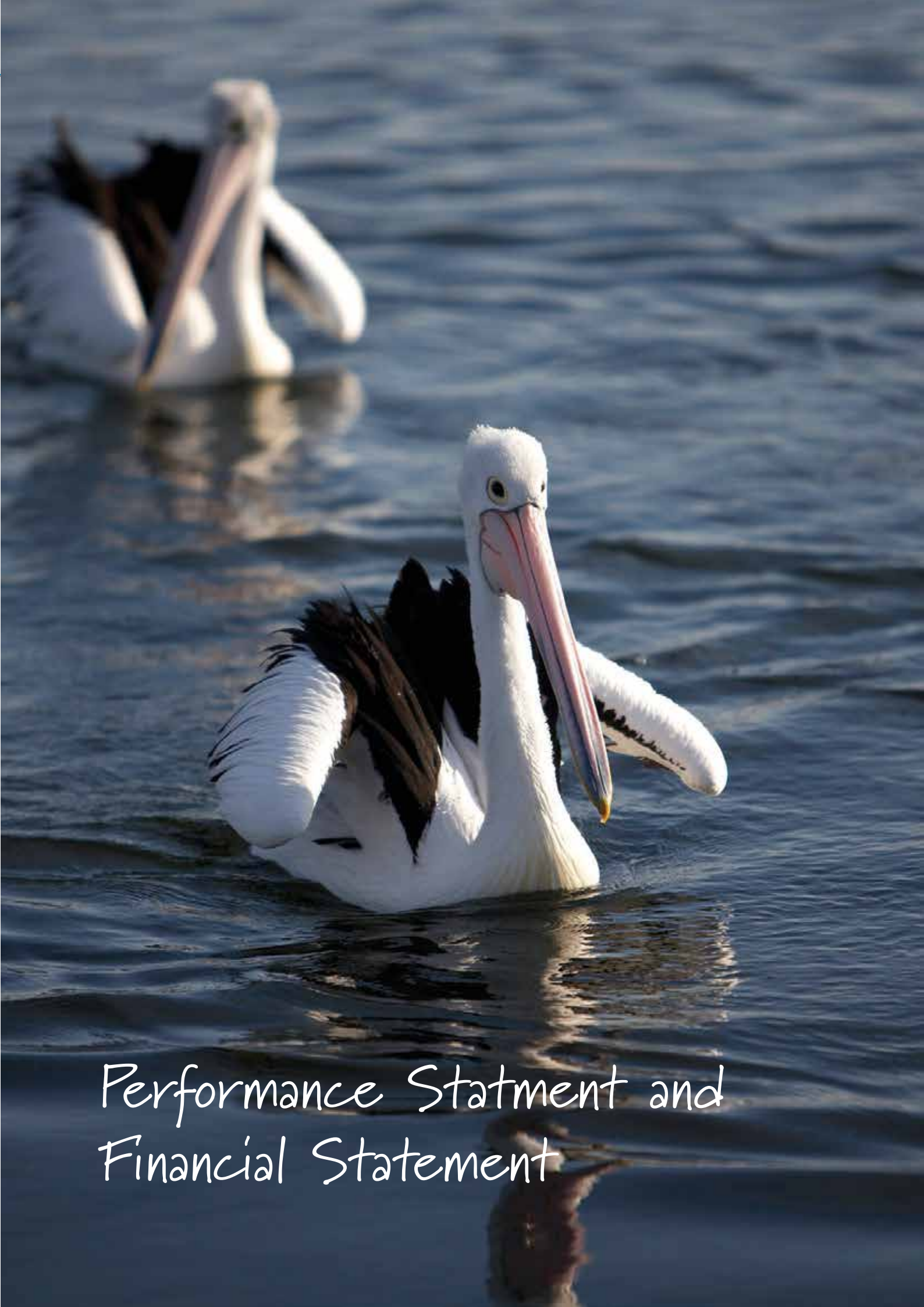
Governance and Management Items	Assessment	
1. Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 24 June 2013	<input checked="" type="checkbox"/>
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 8 October 2013	<input checked="" type="checkbox"/>
3 Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 22 June 2015	<input checked="" type="checkbox"/>
4 Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 22 June 2015	<input checked="" type="checkbox"/>
5 Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Facilities 2 July 2011 Open Space 2 July 2011 Roads 2 July 2011 Stormwater 2 July 2011	<input checked="" type="checkbox"/>
6 Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 12 May 2014	<input checked="" type="checkbox"/>
7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 23 June 2014	<input checked="" type="checkbox"/>
8 Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 11 March 2015	<input checked="" type="checkbox"/>
9 Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 25 May 2015	<input checked="" type="checkbox"/>
10 Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act 1989 Date of approval: 25 May 2015	<input checked="" type="checkbox"/>
11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 1 December 2014	<input checked="" type="checkbox"/>
12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 1 May 2014	<input checked="" type="checkbox"/>

<p>13 Risk management framework (framework outlining council's approach to managing risks to the Council's operations)</p>	<p>Framework Date of operation of current framework: 4 March 2015</p>	☒
<p>14 Audit Committee (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)</p>	<p>Established in accordance with section 139 of the Act Date of establishment: 17 June 1996</p>	☒
<p>15 Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)</p>	<p>Engaged Date of engagement of current provider: 20 February 2013</p>	☒
<p>16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Framework Date of operation of current framework: 1 July 2014</p>	☒
<p>17 Council Plan reporting (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Report Date of report: 22 June 2015</p>	☒
<p>18 Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to council in accordance with section 138(1) of the Act Date statements presented: 15 September 2014, 24 November 2014, 23 February 2015 and 25 May 2015</p>	☒
<p>19 Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>No reports Reason for no reports: There was no regular reporting of strategic risk in 2013/14 financial year. This has commenced from March 2015.</p>	☒
<p>20 Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>No reports Reason for no reports: The Local Government Performance Reporting Framework has commenced from 1 July 2014, hence there has only been one six monthly report produced this financial year.</p>	☒
<p>21 Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered and approved at a meeting of council in accordance with section 134 of the Act Date statements presented: 15 September 2014</p>	☒
<p>22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76C of the Act Date reviewed: 22 September 2014</p>	☒
<p>23 Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 98(6) of the Act Date of review: 24 June 2013</p>	☒
<p>24 Meeting procedures (a local law governing the conduct of meetings of council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 22 September 2014</p>	☒

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


 Kelly Grigsby
 Acting Chief Executive Officer
 Dated: 17/9/15


 Cr Peter Maynard
 Mayor
 Dated: 18/9/15



Performance Statment and
Financial Statement

