

Securing Wyndham's Future



2017/18 ANNUAL REPORT



Wyndham City recognises Aboriginal and Torres Strait Islander peoples as the First Custodians of the lands on which Australia was founded. Wyndham City acknowledges the Wathaurong, Woiwurrung and Boonwurrung peoples of the Kulin Nation as the Traditional Owners of the lands on which Wyndham is being built.

For tens of thousands of years, the Werribee River has been a significant meeting place for Aboriginal people to build community, exchange resources and share responsibilities for its land.

Wyndham City pays respect for the wisdom and diversity of past and present Elders. We share a commitment to nurturing future generations of Elders in Aboriginal and Torres Strait Islander communities.

Our Statement of Commitment provides a set of principles that underscore how Council commits to work with Aboriginal and non-Aboriginal people in the context of Reconciliation. Council's Reconciliation Action Plan gives effect to these principles with both symbolic and practical actions.



K Road Cliffs and Werribee River

Welcome and About this Report

Welcome to our Annual Report for 2017/18 which details the performance of Wyndham City from 1 July 2017 to 30 June 2018. It outlines key achievements in the delivery of infrastructure and services for our diverse community, while acknowledging the challenges Council continues to face with population growth and ongoing development.

The Annual Report is divided into three sections:

1. Report of Operations
2. Financial Statements
3. Performance Statement

The Annual Report addresses Wyndham City's responsibilities under the *Local Government Act 1989* and complies with the Local Government Performance Reporting Framework.

This is the first year of reporting on the *Wyndham City Plan 2017-21*.



Wyndham Park Lounge 2018, Image by Imran Abul Kashem

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Our Purpose

Towards Wyndham 2040

The *Wyndham 2040 Vision* is an aspirational document that is built on the voice of the community. It guides Wyndham City in developing new strategies and plans to make Wyndham a more healthy and liveable community. This vision is supported by local area action plans called District Plans, which further detail what Wyndham City and the community are working on to make the 2040 vision a reality.



The Wyndham 2040 Vision

The four overarching themes covering the priority areas in the 2040 Vision are People and Community, Places and Spaces, Earning and Learning, and Leadership and Participation.

Our Vision for People and Community

Wyndham will be a welcoming family-friendly city that acknowledges the Aboriginal heritage of the area, encourages connection within the community, promotes health and wellbeing, and actively celebrates diversity, culture and art. We will be a Council that listens to and learns from the diversity, knowledge and opinions of all residents and, as we embrace growth, we will also remember the country beginnings of our towns and shires.

Our Vision for Places and Spaces

Our transport system will be efficient, responsive and easy to navigate, with greater connectivity to Melbourne, while infrastructure, built spaces, and the diversity of housing options contribute to the quality of life of residents at all ages. We will carefully balance the preservation, protection, and respect for the natural environment with the need to ensure that parks and open spaces invite citizens to positively interact with the outdoors and each other.

Our Vision for Earning and Learning

Wyndham City will be a city of opportunity, recognised for its diverse, high quality centres of learning, its libraries and knowledge hubs, and its varied and plentiful employment. We will attract businesses of all sizes and promote a wide mix of shops and retail, events and attractions – all designed to build community pride and engagement.

Our Vision for Leadership and Participation

Wyndham will be home to passionate residents who are encouraged to share their ideas, skills, knowledge and passion to build a thriving city. We will offer a variety of ways for community members to support others through volunteering, social interaction, and engagement.

Wyndham City Plan 2017-21

Our values

We are committed to implementing our core values in our corporate and community planning. Our values are important to us because they place special emphasis on 'future focused decision making' and engaging with all sectors of our community. Our values demand that we act with integrity and advocate strenuously on behalf of our community.

Community Focus – Working for and with the community in the best interests of Wyndham.

Integrity – The consistent commitment to apply moral and ethical behaviour, encompassing honesty, openness and respect.

Respect – Being conscious and aware of others' values, beliefs and opinions, appreciating that they could be different from our own and treating them accordingly.

Commitment – To consistently adhere to our core values through our commitment to achieving our vision and mission.

Leadership – Creating an environment that empowers individuals, the organisation and the community to achieve our vision and mission.

Teamwork – The ability of a group of individuals to work collaboratively and collegially to achieve agreed outcomes by the team.

Our vision

"Diverse people, one community, our future"

The **vision** aspires for Wyndham to be one community of people from many different cultures, working together for the good of the community now and into the future. In working towards achieving this vision of an inclusive City, Council foresees an approach in which:

- A diversity of backgrounds, cultures and ideas are respected;
- The City partners with its community to meet community aspirations; and
- The community is consulted on how community objectives are set, prioritised and achieved.

Our 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.

Council plays an important role in shaping and strengthening the quality of life for current and future generations of people living, working and visiting in Wyndham. Our **mission statement** recognises Wyndham City's role in planning for the future while also efficiently managing for today. Our Mission is faced with challenges as Wyndham's population grows. Our ability to balance the 'triple bottom line' of people, place (natural and built) and prosperity will be governed by our roles and responsibilities under legislation. Wyndham City is committed to working in close collaboration with the community, drawing on a wide cross-section of contributors, including hard to reach groups through a variety of forums and partnerships to better engage, develop, represent, and communicate with our community. Wyndham City will fulfil its statutory and legal obligations to the community and manage the municipality in a financially sustainable manner to meet the current needs of our community and those of future generation

2017/18

HIGHLIGHTS



14,026

additional residents in Wyndham



4,692

babies born
90 per week / 13 per day

10,260

planning applications received



5,043

new dwellings approved



1,481

new businesses opened



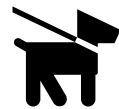
26,640

pet
registrations



19,985

dogs



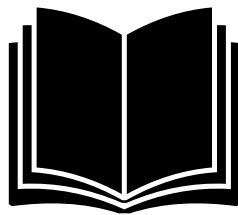
7,146

cats



974,706

library visitors



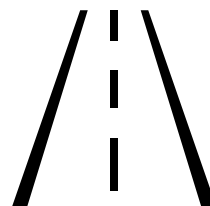
1,618,752

items borrowed



908,805

visitors to AquaPulse



80km

of new roads

Our Year in Review



ANNUAL REPORT 2017/18



The Year in Review

Highlights of the Year

Theme 1: People and Community

Our First Family Friendly City Charter

Wyndham City committed to putting families at the centre of its policy and decision making by officially adopting its first *Family Friendly City Charter* in May 2018. The Charter outlines principles and guidelines for how Wyndham City and its partners work with and support families. It articulates a strong Council commitment to support families throughout their lives in Wyndham. Through this Charter, Council is a sector leader in better practice planning for family friendly communities.

Construction begins on the Wyndham Aboriginal Community Centre and Integrated Family Centre

In December 2017, Wyndham City awarded a contract for the construction of the \$13.2 million Wyndham Aboriginal Community Centre and Integrated Family Centre. Construction began in March 2018 and the Centre is expected to be completed by mid-2019. The multi-purpose facility will provide an inclusive space for Aboriginal people, as well as the broader community, to support effective delivery of services and strengthen cultural development.



Design of the Wyndham Aboriginal Community Centre and Integrated Family Centre

New Kinders opened in Tarneit North and Wyndham Vale

In April 2018, Wyndham City joined the State Government for the opening of a new temporary kindergarten at Tarneit North – an innovative solution to meet the immediate needs of Wyndham’s burgeoning community and increasing demand for kindergarten places. The site at Tarneit North is temporary until a permanent site is built. Another temporary kindergarten, co-located at the Wyndham Vale Primary School, also opened its doors in April 2018.

Promoting Art and Culture

Wyndham City’s cultural program has grown in scale and impact with the Arts, Culture and Events teams coming together to produce new opportunities for the community to experience the arts. Integration of high quality arts experiences into our suite of public events offers local artists a

platform to reach new audiences. The Wyndham Art Gallery program has also grown to include more ways for the community to experience art with performances, workshops and public talks opening the door to contemporary art.

Theme 2: Places and Spaces

Chirnside Park Hub Development

The \$11.75 million Chirnside Park Hub development was completed in March 2018. The project was jointly funded by Wyndham City, the Werribee Football Club, AFL, AFL Victoria, the Victorian State Government and the Australian Federal Government. The Chirnside Park Hub now includes a regional level pavilion, facilities for women's football, a new grandstand, a commercial kitchen and kiosk, multi-purpose social, meeting and community spaces, media rooms, coaching spaces and improved car parking. The Chirnside Park Hub development was supported by a \$1.5 million grant made available through the Victorian Government's Growing Suburbs Fund.

Delivering Better Roads

Council targeted significant spending on Wyndham roads in 2017/18 to reduce congestion and improve safety. Major road projects included the \$11.5 million extension of Armstrong Road and the \$6 million widening of Tarneit Road, between Hogans Road and the Good News School. The \$3 million upgrade of Hoppers Lane was a joint investment from Wyndham City, VicRoads and the Victorian Planning Authority, that has seen a third lane added to this busy road. Other road projects included a \$1.2 million investment in upgrading Cayleys Road, Whites Road, and Mason Lane to widen the roads in Werribee South.

Williams Landing Sports Pavilion

In early 2018, Council commenced construction of a \$3.8 million sports pavilion as part of a new sporting hub in Williams Landing. The Williams Landing Boulevard Reserve has two flexible ovals that can accommodate multiple sports, six tennis courts, a children's playground, a basketball half-court and cricket nets. The new pavilion will include a community meeting space, change rooms, a kitchen, a first aid room and umpires' rooms. The construction of this pavilion was made possible by a \$1.9 million grant as part of the Victorian Government's Growing Suburbs Fund.

Theme 3: Earning and Learning

First Innovation Festival

Wyndham City's first ever innovation festival, WYNnovation, was held in March 2018 to help companies adapt and evolve to meet the ever-changing needs of their customers. WYNnovation included three major events and a business development program focusing on start-ups. The business community response to WYNnovation was overwhelmingly positive, with full attendance at all the major events. WYNnovation will be held again in 2019 to support our local businesses.



WYNNovation was held in March 2018

New Partnership with Deakin University

Wyndham City has been working with Deakin University to harness expertise and research capabilities and collaborate on a range of issues affecting the Wyndham community. In November 2017, Wyndham City and Deakin University signed a Memorandum of Understanding (MOU) to formalise several existing collaborative projects and points of engagement. Examples included support for Deakin research into the prevention of family violence in culturally and linguistically diverse communities, partnering on the economic impact assessment for the Healthy Eating in the West project and building the capabilities of the early childhood education and care workforce.

New Library Service Strategy

Wyndham Libraries is the largest single municipal library service in Victoria. Wyndham Libraries is also amongst the top three single municipal library services in terms of collection size, loans, program attendance and staffing. A new *Library Service Strategy 2018-2040* was adopted by Wyndham City in October 2017 to keep Wyndham's libraries at the forefront of new library developments in technology, infrastructure and service provision. The Strategy identifies the need to build new libraries along Black Forest Road North, the East Werribee Employment Precinct, the Riverdale precinct and the Oakbank precinct in Tarneit North between 2025-30.

Theme 4: Leadership and Participation

Award Winning Project Management

Wyndham City was recognised for its innovative work in improving the planning and delivery of key projects and infrastructure. At the 2018 Engineering Excellence Awards, presented by the Institute of Public Works Engineering Australasia (IPWEA) Victoria Branch, Wyndham City was named the winner of the Innovation – Urban category. The Wyndham Project Management Framework (PMF) tool

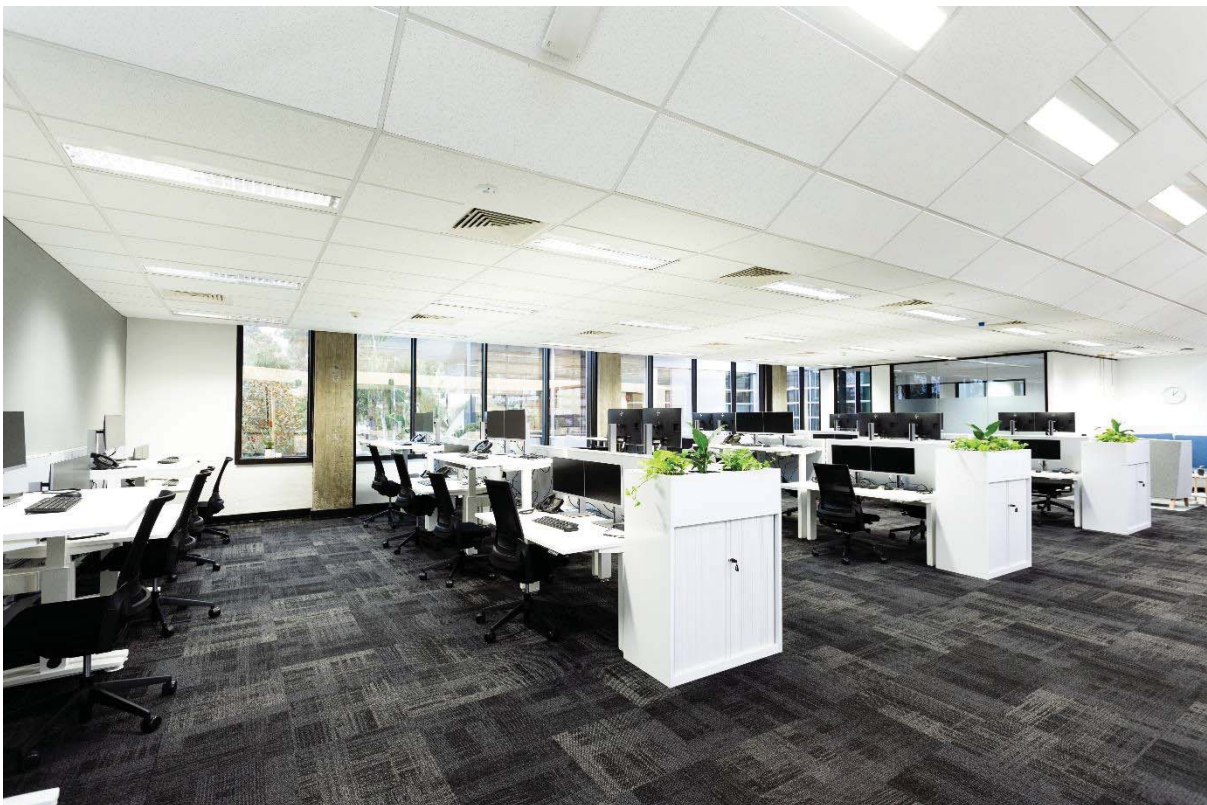
ensures that Council is applying best project management practices to all projects and is helping to build a stronger Wyndham for the future.

Supporting our Community

A total of \$456,598 has been allocated to 29 different projects and events across Wyndham as part of the 2017/18 Community Grants Program. Grant applications are carefully assessed to ensure funding is provided to initiatives that benefit and build on local skills and encourage positive community activities and relationships. One of the successful applicants was MiCare, who received \$32,700 for their Getting Moving Transport Project. The project supports newly arrived community members from migrant and refugee backgrounds, by assisting them in accessing essential services and recreational and leisure spaces.

Changing Spaces WorkSpace Efficiency Project

The Changing Spaces workspace efficiency project will see the implementation of flexible working at the Civic Centre in 2018-2019. Wyndham's growing population brings an increased need for community services and a focus on enabling staff to be efficient and innovative in how they work – creating more value for the community with the resources they have. The project has progressed through a series of prototype and piloting steps that have set the groundwork for a successful transition to new ways of working.



Changing Spaces Town Planning area

Challenges

Wyndham City continues to work to achieve the community's aspirations of Wyndham 2040, to be a city that is healthy, well-connected and a place for all people. Some of the challenges affecting Wyndham City's resourcing and delivery of infrastructure and services are outlined below. These and other important issues are found in Wyndham City's Advocacy Strategy, *Securing Wyndham's Future* (<https://www.wyndham.vic.gov.au/advocacy>).

Theme 1: People and Community

Roll out of the National Disability Insurance Scheme

Ongoing collaboration, communication and engagement planning is important with the roll out of changes to the National Disability Insurance Scheme (NDIS) by October 2018. Increased clarity and understanding of ongoing Victorian government commitments, impacts of changes on communities as well as Wyndham City's service provision must be addressed.



Changes to the NDIS will occur in October 2018

Planning for the Wyndham Justice Precinct

A new Wyndham Justice Precinct is being planned to house additional police services and court facilities. Council is working with Victorian Government agencies and community partners to plan for integrated community support services at this site, that can support vulnerable and disadvantaged people as they enter the justice system. Council is asking for the Victorian Government to support a vision for the Wyndham Justice Precinct to be person-centred, safe, and integrated with justice and support services.

Theme 2: Places and Spaces

Our Roads are at Capacity

A large proportion of Wyndham's roads are carrying far more traffic than they were designed for. This is causing traffic jams, delayed bus services, and safety issues for drivers, passengers, pedestrians and cyclists. Congestion is impacting quality of life in the community and is also hampering our local businesses and industries. Council is calling on urgent investment from the Victorian and Australian Governments to address transport needs and improve life in Wyndham.

Railway Upgrades

Trains passing through Wyndham are regularly overcrowded and there are not enough stations to service our growth areas. This means our residents are more reliant on their cars – and this causes road congestion and overflowing car parks around train stations. Our rapidly-growing population urgently needs additional train capacity on both the Werribee Line and the Regional Railway Link.

Theme 3: Earning and Learning**Investment Attraction**

The structure of the global economy is changing and Wyndham, a city developed on the back of a traditional industrial sector, must continue to adapt to be a competitive force in the future economy. Attracting significant investment to drive the delivery of new businesses and jobs to Wyndham is essential for our future.

Shortages of Government Schools

There are currently shortages of government schools in Wyndham's growth areas where high numbers of families with school aged children are moving. Council is asking the Victorian Government to work with us in making sure our families have access to schools that are planned and built to meet our community needs.

Theme 4: Leadership and Participation**Asset Management in a Time of Rate Capping**

Wyndham City is responsible for a vast and diverse asset portfolio. It ranges in scale and includes street and park furniture, roads and drainage, parks, playgrounds, buildings and facilities. A key challenge is ensuring that appropriate systems, processes and resources are in place to manage the volume and diversity of assets in Council's control through their life cycle and to plan for renewal and replacement given Victorian Government rate capping.

Advocacy for Wyndham

In March 2018, Council's first digital and community facing advocacy strategy, *Securing Wyndham's Future*, was adopted by Council to provide for proactive advocacy during a time of transformational growth. The Strategy includes eight advocacy statements outlining priority projects and needs. The Strategy will strengthen the Council's relationship with the community and key stakeholders, provide a platform for meaningful and effective partnerships, and streamline communications to other tiers of government.

Message from the Mayor and Chief Executive Officer

Welcome to the Wyndham City *Annual Report 2017/18*. This is our first report on our performance against the *Wyndham City Plan 2017-21* and our progress to secure Wyndham's prosperity, sustainability and liveability. We are proud of our achievements and the positive outcomes we have delivered for our community this past year.

Financial results and community satisfaction

We have prepared statements of our financial results for the 2017/18 financial year in line with the accounting standards and received an unqualified auditor's opinion. We have achieved an operating surplus of \$229 million in 2017/18. Whilst this is a very strong result, it is important to note that this includes amounts that Council has received from one off or non-recurring grants as well as Developer Contributions, which comes with future financial obligations on council to build infrastructure and provide for the ongoing maintenance of the assets. In 2017/18, we managed over \$3.7 billion of fixed assets to deliver over 70 community facing services. We completed \$93.2 million of capital works to improve our roads, footpaths and cycle ways, community facilities, parks, open space and playgrounds. We achieved 19 out of 26 major initiatives and initiatives in our 2017/18 Integrated Plan and Budget with substantial progress across remaining commitments.

We were pleased with our satisfaction rating under the 2017 Annual Community Satisfaction Survey. Our overall score of 6.69 was measurably higher than the growth area councils' average of 6.25. While we have made progress, especially since 2013, we know there are still ways we can further improve to ensure our ratepayers are satisfied with our performance.

Responding to challenges

Wyndham continues to face many challenges, including responding to our rapidly growing population with increasing demand for roads, community facilities, parks and sports grounds. Our population is forecast to grow from an estimated 250,186 people in 2018 to 489,379 people by 2041. The work Council does is vital to ensure our rapidly growing city continues to be a great place to live and work for our residents and continues to attract new business and investment.

With the introduction of rate capping by the State Government, Council has made structural and process improvements to enhance service delivery and reduce costs where we can. We have looked at how our resources are allocated and strive to deliver our services as efficiently and effectively as possible. We continue to be concerned about the medium to long term impacts that rate capping will have on our ability to deliver the infrastructure and services required for our current and future residents.

We are committed to delivering organisational change initiatives that are transforming the way we work, to provide the best, most efficient and agile services to our changing and growing community. These include shifting to an 'activity based workplace' at our Civic Centre to improve both time and space efficiency and flexibility, and adopting smarter software solutions to better integrate our information management systems, processes and improve customer experience.

Delivering on our major projects and initiatives

Our 2017/18 capital works program focused on provision of community facilities, asset replacement, improving transport links, quality open space, continued Municipal waste operations, strategic land acquisitions, improving Council's operations to drive efficiencies and addressing limitations that exist in current operations and facilities.

Through the year, Wyndham City delivered major projects, including:

- Completion of the \$11.75 million Chirnside Park Redevelopment with a new state of the art pavilion, facilities for women's football, sports-based training spaces and accessible community spaces;
- Upgrading of the Manor Lakes (formerly Wyndham Vale) community centre with three new services commencing in May 2018 and continuing works on the Tarneit and Point Cook community centres to deliver local, responsive and accessible services;
- Construction of new sports fields, tennis courts and playground at Williams Landing Boulevard Reserve with work also starting on a new \$3.96 million pavilion; and
- Construction of the \$3.5 million Talliver Terrace Park in Truganina with a new shelter, barbeque amenities, playground, a netball space and basketball courts.

Our major roads have been a key focus with work on the \$11.5 million Armstrong Road arterial connection and the \$6 million Tarneit Road widening expected to be completed by September 2018. This will be followed by commissioning of traffic signals and public lighting. We have also completed many local road, footpath and cycleway projects.

Wyndham City took two significant steps forward on the journey to reconciliation, with adoption of our Reconciliation Action Plan and the start of construction of the \$13.2 million Wyndham Aboriginal Community Centre and Integrated Family Centre. Wyndham City acknowledges the State Government's contribution of \$3.16 million towards this multi-purpose facility that is anticipated to be completed in mid-2019.

A further highlight was the adoption of our *Family Friendly City Charter* in May 2018. The Charter outlines principles and guidelines to advise how Wyndham City and its partners work with and support families. It is believed that the Charter is the first of its kind in Victoria for local government. We have made a strong commitment to support families throughout their lives in Wyndham.

To support local businesses, Wyndham City's first ever annual innovation festival, WYNNovation, was successfully held in March 2018 to help companies adapt and evolve to meet the ever-changing needs of their customers. A stand-alone website that promotes Wyndham as a business and investment destination has been developed with an official launch of the website to take place after the Wyndham Business Awards in August 2018.

Wyndham City's *Customer Experience Strategy* was launched in February 2018 and Year 1 actions have been delivered. These actions contribute towards Wyndham City becoming a 'customer first' organisation. We also developed and released new strategies and plans including our *Library Service Strategy 2018-2040*, *Sports Strategy 2045* and *Integrated Water Cycle Management Plan*.

We were also proud to be recognised for our innovative work in improving the planning and delivery of key projects and infrastructure. At the 2018 Engineering Excellence Awards, presented by the Institute of Public Works Engineering Australasia (IPWEA) Victoria Branch, Wyndham City was named the winner of the Innovation – Urban category.

Engaging with and advocating for our community

Our *Community Engagement Framework 2017-2021* guides and supports Council in undertaking community engagement that is transparent and meaningful. It demonstrates our commitment to provide the Wyndham community with genuine opportunities to inform projects, strategies, decisions and services that affect them.

Our new online engagement platform "The Loop" (www.theloop.wyndham.vic.gov.au) is up and running and enables Council and the community to come together to share, communicate and discuss

important topics online. Interested community members can log on, share expertise, provide feedback on projects and help influence Council decisions. We want our consultation and community engagement to be meaningful, transparent and accessible to everyone to help shape Wyndham's future.

Our community is increasingly diverse and we have had the pleasure of hosting and supporting events to celebrate significant days of cultural celebration, such as Chinese New Year, Eid Festival, Diwali Festival, and many more. Our residents also participated in our Harmony Day and National Refugee Week celebrations.

During 2017/18, Wyndham City adopted our online advocacy strategy, *Securing Wyndham's Future*. This strategy has improved Council's transparency, consistency, and evidence-based advocacy in a community with ongoing growth challenges and opportunities.

Wyndham City has strongly advocated for positive community outcomes to the Federal and State Government. In particular, we continue to partner with other levels of government and specialist service providers to plan for the integrated Wyndham Justice Precinct. We have contributed strongly to regional transport advocacy and planning to ensure that the strategic transport objectives of Wyndham City are being considered, especially with Level Crossing and Western Roads upgrades. We have also focused on increasing kindergarten funding through the *I Love Kinder* campaign and getting the schools we need (*schools4wyndham*), now and into the future.

Looking to the future

Over the coming year, we will continue to work with our community, stakeholders, and the Victorian and Australian Governments to look at ongoing opportunities for partnerships, funding and the delivery of services, infrastructure and facilities for the Wyndham community. Significant infrastructure investments, such as the Regional Rail Link, require more leveraging and investment in supporting infrastructure.

Our 2018/19 capital works budget was our largest ever at \$146 million including \$37 million to be spent on roads across Wyndham to help ease traffic congestion, improve safety and maintain our existing roads. We will complete the Wyndham Aboriginal Community Centre and Integrated Family Centre that provides an important new cultural and community facility. We will commence construction of Wyndham Park to establish a park of regional significance next to the Werribee River and the Werribee City Centre. We will also improve our environmental performance by continuing the Lighting the West project to replace street lights with LED lights and implement stormwater treatment initiatives to support healthier waterways.

We would like to recognise and thank Councillors and staff for their performance through another successful year.



Cr Peter Maynard
Mayor



Kelly Grigsby
Chief Executive Officer

Financial Summary

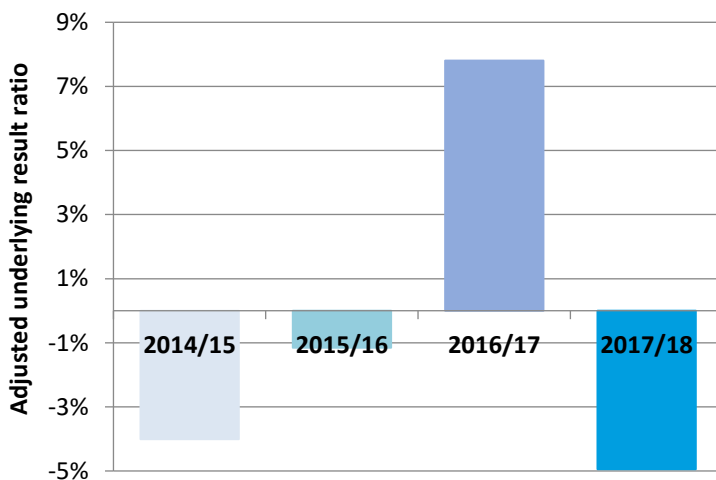
Council’s financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council’s financial performance is included within the Financial Statements and Performance Statement sections of this Annual Report.

Operating Position

Council achieved a surplus of \$229.5 million in 2017/18, which is slightly lower than the prior year surplus of \$249.3 million. This surplus is reported based on the Australian Accounting Standards and includes all revenue received in the financial period, including gifted subdivisional assets (non-monetary), developer contributions and grants towards capital works projects.

A better measure of Council's operating surplus is the adjusted underlying result, which removes developer contributions and non-recurrent capital grants. This results in a deficit of \$16.6 million or a ratio of -4.9% when compared to adjusted underlying revenue of \$335.8 million. The deficit is largely caused by the write off of \$30.1 million in road and bridge assets that were taken over by VicRoads in 2017/18. Removing this write off, the adjusted underlying result ratio would be 4.3%. Growth factors such as the increase in the number of properties coming into rating during the year was also a major contributor to this positive result.

Sustaining an adjusted underlying surplus is critical to Council's financial strategy as it provides the capacity to renew and add to the \$3.74 billion of community assets and infrastructure under Council's control.

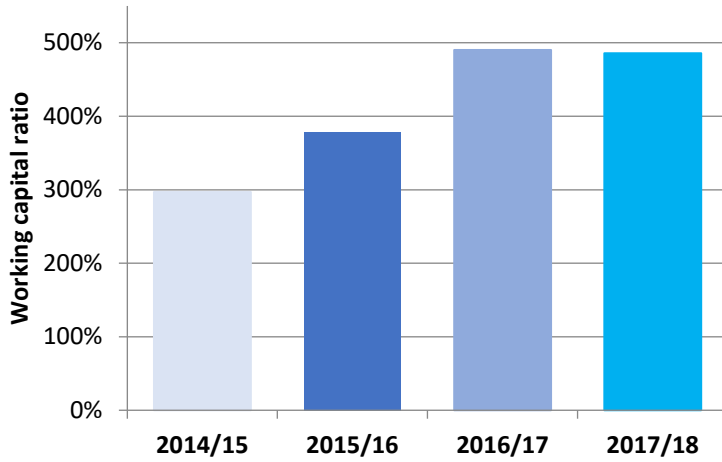


Liquidity

The working capital ratio which assesses Council’s ability to meet current commitments is calculated by measuring Council’s current assets as a percentage of current liabilities. Wyndham Council's working capital ratio is 485.7% in 2017/18 and has remained stable compared to last year, maintaining a strong financial position.

However, a significant portion of funds held by Council are deemed to be restricted funds based on how they can be utilised. The majority of restricted funds are from developer contributions which are tied to contractual obligations to deliver future community infrastructure in new development areas. The funds are held in reserve until it is time to deliver on those projects.

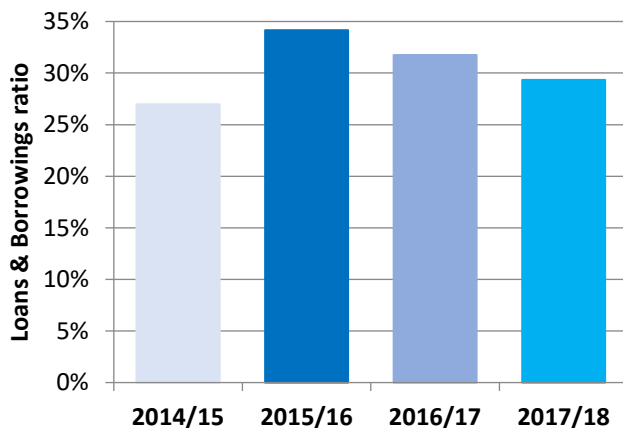
Excluding these developer contributions and other restricted cash, Wyndham Council's unrestricted cash ratio remains at a healthy level of 172.0%. Further details of restricted funds can be found in Note 4.1 of the financial statements.



Obligations - Loans and Borrowings

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels to ensure the delivery of services needed by the community. Borrowings are sometimes required to fund the capital works program where intergenerational assets are being delivered. This means that future rate payers will contribute to the funding of these assets, which otherwise may not be affordable, and is viewed as a more equitable outcome.

At the end of the 2017/18 financial year Council had borrowings totalling \$55.0 million which translates to a debt ratio of 29.3%. This is a measure that compares interest bearing loans and borrowings to rate revenue and is within the expected range of 0% to 70% as set by Local Government Victoria.

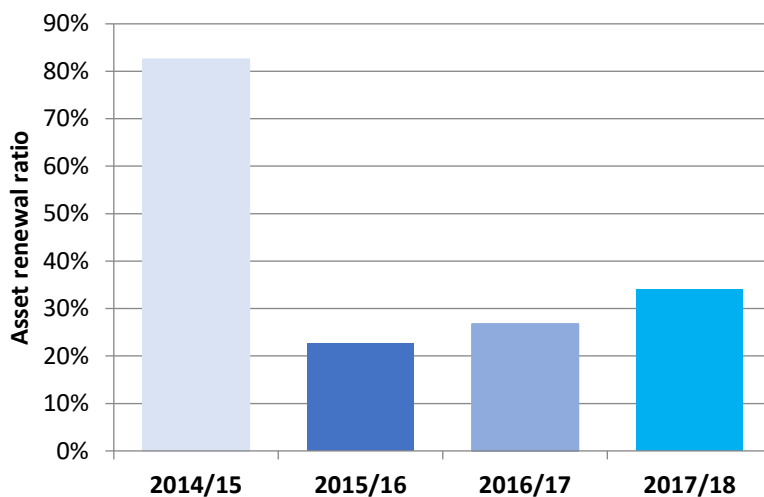


Obligations - Asset Renewal

Depreciation is an accounting measure which represents the decline in the value of assets. If an amount equivalent to depreciation is spent to renew assets, then the decline in the asset condition will be offset by the increase in value of assets renewed. For this reason, the Asset Renewal ratio is used to indicate whether a Council is allocating sufficient funds to maintain infrastructure. The limitation with this ratio is that depreciation is calculated based on a straight line decline in the condition of assets, whereas in reality condition of infrastructure assets have a tendency to decline slower at the start of their useful lives and faster towards the end.

In the 2017/18 financial year Council's asset renewal ratio was 34.1%, which is considerably lower than the theoretical target of 100%. Wyndham City is within a growth corridor, with a high level of new development. As Council's assets age, it is expected that the proportion of expenditure on asset renewal will increase.

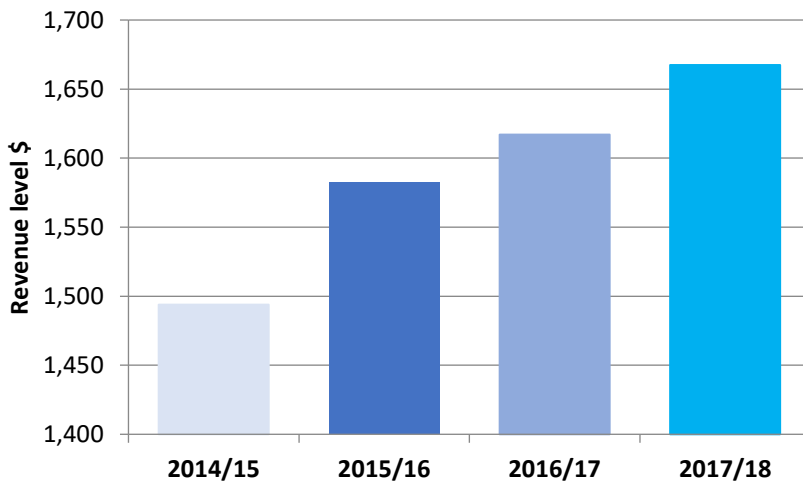
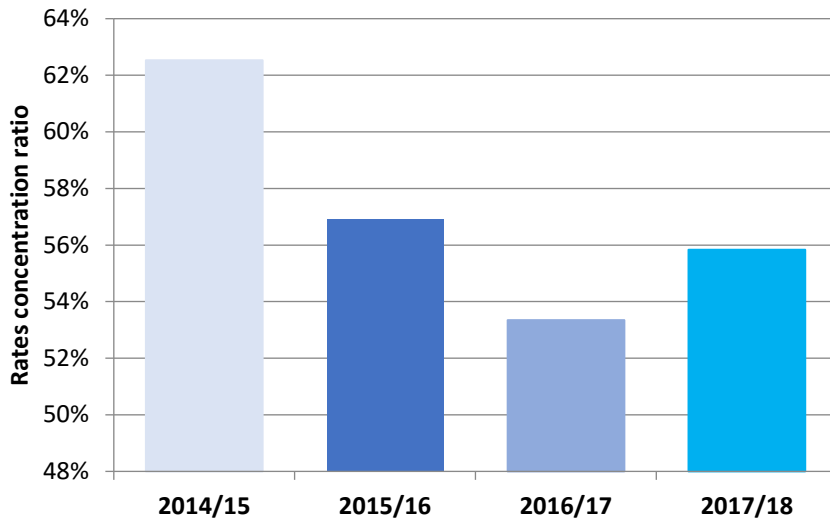
The higher asset renewal ratio in 2014/15 was due to the major refurbishments of the indoor aquatics centre and the regional sports centre.



Stability and Efficiency

Council's primary sources of revenue include rates, user fees, fines, grants and developer contributions. The rates concentration ratio marginally increased to 55.8% in 2017/18, indicating a healthy and stable mix of Council's revenue sources.

The revenue level result provides an indicator of the average residential rate per residential assessment in a financial year. In 2017/18, Wyndham's average residential rate slightly increased to \$1,667 which is in line with the rate capping.



Our Operations

ANNUAL REPORT 2017/18



Description of Operations

Wyndham City is responsible for the delivery of many services. From family and children's services, traffic regulation, open space, youth facilities, waste management and community building, to matters concerning building development, planning for appropriate development and ensuring accountability for Council's budget.

Providing this broad range of community services, infrastructure and facilities supports the wellbeing and prosperity of our community. Wyndham City's vision, strategic objectives and strategies to further improve services, infrastructure and facilities are described in the *Wyndham City Plan 2017-21* and the associated *2017/18 Integrated Annual Plan and Budget* reported upon in this Annual Report. The delivery of services, facilities, infrastructure, support and advocacy to achieve the strategic objectives is measured by a set of service performance indicators and measures.

Major Capital Works

During 2017/18, the following major capital works projects were delivered.

Wyndham Aboriginal Community Centre and Integrated Family Centre

Construction of the \$13.2 million Wyndham Aboriginal Community Centre and Integrated Family Centre in Wollahra Rise, Wyndham Vale, commenced in March 2018. The new Centre will provide an inclusive space for local Aboriginal people as well as the broader community to strengthen cultural development and facilitate improved coordination of services and programs in Wyndham. Construction of the Centre is expected to be completed by mid-2019. Wyndham City acknowledges the State Government's contribution of \$3.16 million towards this project.

Road Upgrade including Armstrong Road and Bulban Road

In 2017/18, works commenced on a number of major road projects including the construction of Armstrong Road between Greens and Black Forest Roads, and the upgrade of Bulban Road. These projects are scheduled for completion during the first half of 2018/19. Wyndham City continues to invest a significant portion of our capital works program in road upgrades across the city to help address congestion issues and keep our city moving.



Armstrong Road Upgrade

Chirside Park Hub

The construction of the Chirside Park Hub was completed in March 2018. The Chirside Park Hub includes a regional level pavilion, facilities for women’s football, a new grandstand, a commercial kitchen and kiosk, multi-purpose social, meeting and community spaces, media rooms, coaching spaces and improved car parking. The North Melbourne Football Club can deliver programs from this new facility with “The Huddle”, while it will also be a base for AFL and cricket pathway programs and it will also be able to host finals and other major sporting events.



Chirside Park Hub

Talliver Terrace Park and Skeleton Creek Bridge

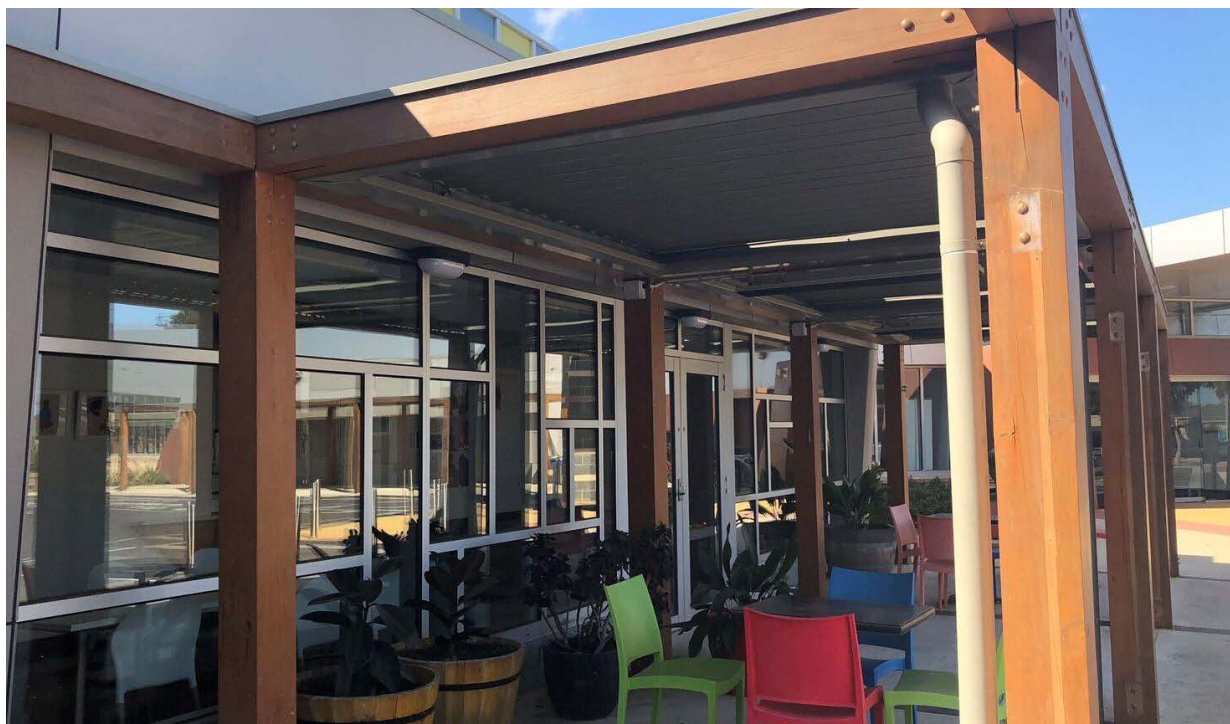
A new \$3.5 million park was completed in Truganina that includes a netball and basketball space. Talliver Terrace Park is decked out with features that include a shelter and barbecue amenities and is easily accessible by a new 90 metre pedestrian and cycling bridge over Skeleton Creek. The new bridge over Skeleton Creek has helped to connect people living on either side.



Talliver Terrace Park and Skeleton Creek Bridge

Manor Lakes Community Learning Centre

The Manor Lakes Community Learning Centre was upgraded to increase community access to Council and bring more services closer to residential growth areas. The upgrades are designed to provide the community with greater convenience and choice. The redeveloped centre and added services make it easy for the community to get help with enquiries or to make a payment. Upgrades of two other centres are in progress at Point Cook and Tarneit.



Manor Lakes Community Learning Centre

Major Advocacy and Project Achievements

During 2017/18, Wyndham City adopted its first digital advocacy strategy, *Securing Wyndham's Future*. This strategy has improved our transparency, consistency, and evidence-based advocacy in a community with ongoing growth challenges and opportunities. It reflects a community view of what is important, and what can be achieved together. Many locally and regionally important issues need to be addressed through effective intergovernmental relationships, awareness campaigns, and advocacy.

Wyndham City is working with partners and the community to achieve change on key issues including:

- Kindergarten funding through the *I Love Kinder* campaign;
- Getting the schools Wyndham needs (*schools4wyndham*), now and into the future; and
- Addressing the known shortfalls in public transport and roads that our community raise as the number one issue for the West.

Wyndham City will continue to update *Securing Wyndham's Future* as new issues arise, and when there are successes in achieving our needs.

Advocacy, Project and Infrastructure Wins

Wyndham City has seen progress with some of its advocacy priorities this year.

Business Case development - Western Interstate Freight Terminal

After many years of advocating with several partners and Councils in the West, Wyndham City was pleased that funding for a business case for the Western Interstate Freight Terminal (WIFT) was provided in the 2018/19 State Budget. This Terminal will have an important economic impact on Wyndham and surrounds, creating jobs closer to home and increasing capacity for freight movements in and around the region while lessening the pressure on overcrowded roads.

This investment in the WIFT comes after a 2013 pre-feasibility study and Wyndham City’s advocacy of the need for a business case and: a) a land and infrastructure planning study; b) master plan development, and; c) land acquisition. These actions have been—and will continue to be—communicated to the Victorian and Australian Treasurers as well as Members of Parliament, Ministers, and Departments.

Airport Rail Links

For some years, Wyndham City has been advocating with strategic partners to unlock the West’s access to both Avalon and Tullamarine airports. Budget announcements regarding detailed planning and investigations for integrating airport rail links has been exciting news for Council and its residents. Wyndham will be more connected with vital linkages across transport corridors, and Wyndham City will continue its efforts to ensure that these major infrastructure projects will benefit our community.

Schools and Kinders

Wyndham’s schools and kinders are under increasing pressure to accommodate a growing number of children, and Council is actively campaigning through *schools4wyndham* for more education facilities.



schools4wyndham was launched during the 2017/18 year

Strong support for early years facilities was achieved in 2017/18, with the State Government progressing or announcing temporary kindergartens in two locations, four early years facilities, and progress towards four primary schools and one secondary college.

Similarly, the *I Love Kinder* campaign promotes continued investment in the future of Wyndham's youngest residents calling for the Australian Government to continue to fund their share of 15 hours—per week and per child—beyond 2019. Wyndham City are strongly advocating for this support to continue, given that the Australian Government intends to conclude its National Partnership Agreement in 2020.



Wyndham City continued the I Love Kinder campaign throughout 2017/18

Wyndham Justice Precinct

Wyndham City continues its partnerships with Victoria Police, Courts Services Victoria and other State Government agencies to progress the Wyndham Justice Precinct. This precinct will facilitate justice related services and community services all in the one location, which is a major win for outer growth area service access. The 2018/19 State Budget allocated funding to acquire land for the redevelopment of the Werribee Law Courts which continues this important work. Wyndham City will continue to advocate for a range of services to be offered on-site at the Justice Precinct.

Wyndham Multidisciplinary Centre

Wyndham needs a broad range of services to support its diverse population and its evolving needs, including specialist sexual assault support services. These services provide timely, accessible and coordinated support, which is an aim of the Wyndham Multidisciplinary Centre (MDC). Funding has been provided in the 2018/19 State Budget for the Wyndham MDC which is an advocacy win for this community.

Greening the Pipeline

Advocating for green space that improves community amenity and health outcomes in outer growth suburbs is another important role of Wyndham City. The much-lauded Greening the Pipeline project – providing green linear parkland in Wyndham – received another injection of one million dollars in this year’s State Budget. This will enable delivery of integrated water management opportunities between Lawrie Emmins Reserve and Skeleton Creek, Truganina, which is another section of this green pipeline.



Greening the Pipeline will create a vibrant place that will connect communities

Advocacy Policy Wins

Wyndham City works closely with advocacy partners such as Interface Councils, the National Growth Area Alliance and Leadwest in promoting its outer suburban liveability aims. Council provides input and leadership by: resourcing and attending boards and meetings, providing written and verbal submissions and data towards our shared objectives and joining the advocacy efforts of our partners and communicating our needs.

Council’s advocacy efforts are focused on infrastructure gaps in our region, as well as important government policy changes, service delivery and resourcing shortfalls. Advocacy by Wyndham and other outer suburban councils was successful in achieving the renewal of the *Growing Suburbs Fund* in the 2018/19 State Budget; this resulted in increased funding from \$25 to \$75 million for community infrastructure projects to be delivered in Melbourne’s interface councils, of which Wyndham City is a part.

Another statewide advocacy effort supported by Wyndham City and recognised in this year’s State Budget has been increased resourcing for the current pool of Neighbourhood Houses; 13 Neighbourhood Houses are currently located in Wyndham and the next twenty years will result in a need for 13 more of these important resources. Wyndham is growing at a rapid rate and its need for the range of services provided by Neighbourhood Houses will only continue to grow with it.

Community Engagement

Community engagement in Wyndham refers to the many ways in which Council connects with our community in day-to-day interactions and in the development and implementation of policies, programs, infrastructure planning and services. Community engagement at Wyndham is a process to build capacity, strengthen relationships and inform decision making.

New Community Engagement Framework

Wyndham City's community engagement framework was reviewed during the year. Following extensive internal and external consultation in late 2017, the new *Community Engagement Framework 2018-21* was adopted by Council in March 2018. The review provided an opportunity to improve and streamline our engagement processes, and consider new engagement methods or approaches based on our own organisational learning, community feedback, and best practice.

The Framework has been designed to reflect not only the diverse needs and preferences of the current community, but meet future needs by keeping abreast of rapidly changing community expectations, technological pathways, and growth. Effective and aligned community engagement should both embody and deliver our goal of becoming a more agile, smart and vibrant future city.

Online engagement

A major outcome of the community engagement review and new Framework was to introduce an online engagement platform. Following development, Wyndham's online platform 'The Loop' launched in March 2018. Since then, 20 consultations have been run along with promotion of advocacy campaigns and partner consultations, such as VicRoads' Western Roads Upgrade consultations. There have been 6,100 visits to 'The Loop' website since it went live, and registrations and interactions are rapidly gaining momentum.

Use of 'The Loop' has included public exhibition of Council's Proposed Annual Integrated Plan and Budget 2018/19, consultation for the development of the Wyndham Coastal Management Plan, consultation for the adoption of the Family Friendly Charter, and feedback on the redevelopment of Central Park Community Centre Master Plan.



The Loop Online Engagement Platform

Internal Engagement Community of Practice

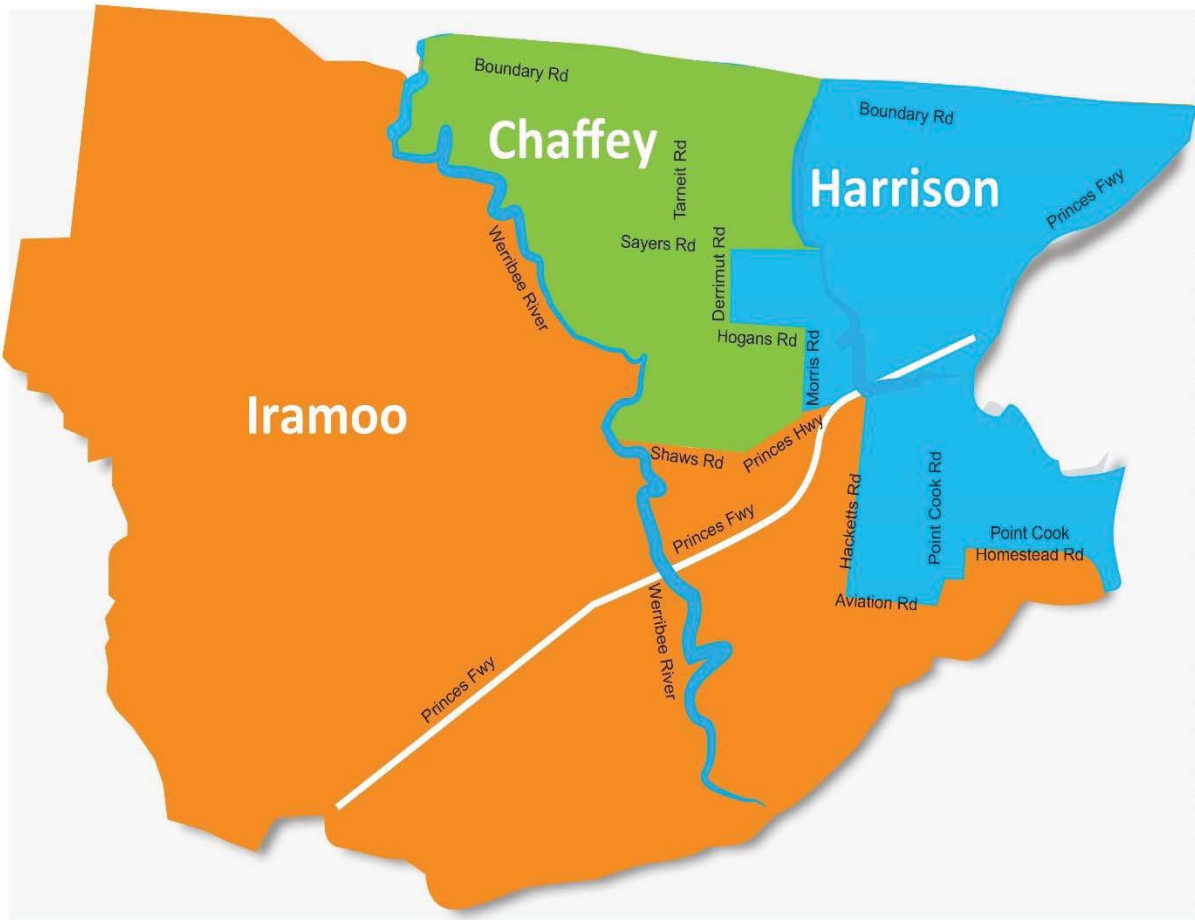
In 2018 Council re-launched our internal Engagement Community of Practice (CoP) to provide community engagement support, training and ongoing capability building in all Council areas. A digital toolkit for use by all Council officers is under development. The aim of the digital toolkit is guide users through the key stages of developing an engagement plan for Council projects and initiatives. Outcomes will include a more streamlined, simplified and aligned approach to engagement activities across Council.

Our Council

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City Profile



The City of Wyndham is the second fastest growing municipality in Victoria, growing at a rate of 6.06% per year. This is an additional 13,814 people per year, or 266 people per week.

The current population of the City of Wyndham is 241,902 (as at June 30 2017). The City's population is set to reach 489,379 people by 2041.

The City of Wyndham had an estimated 80,380 dwellings in 2017, potentially increasing to 174,436 dwellings by 2041.

- The City of Wyndham is the second fastest growing municipality in Victoria and the fourth fastest in Australia.
- The 2017 estimated resident population of the City of Wyndham was 241,902 (as at 30 June 2017) growing at a rate of 6.06 per cent per year. This is an additional 13,814 people per year or 266 people per week.
- The City's population is forecast to reach 489,379 people by 2041.
- The population of City of Wyndham increased by an estimated 34.9 per cent in five years (2012-2017).
- This is an additional 62,526 people over five years with an average of 12,505 additional people per year or 240 additional people per week.
- Wyndham City estimates that there were 80,380 dwellings in the municipality in 2017 – potentially increasing to 174,436 dwellings by 2041.

The City of Wyndham is located on the western edge of Melbourne, between the metropolitan area and Geelong. Wyndham covers an area of 542km and features 27.4 km of coastline bordering Port Phillip to the east. As a meeting place for people of the Kulin nations, Wyndham City has a rich and diverse Aboriginal cultural heritage. The City of Wyndham has a population of 241,902 people (as at 30 June 2017). As the second fastest growing municipality Victoria-wide (6.06 per cent and 13,814 additional people), Wyndham is characterised by its strategically placed location with excellent logistic connections to air and sea ports. The City also offers intensive agriculture at Werribee South, major retail precincts and the Werribee Park tourism precinct – one of the largest and most frequently visited tourism destinations in metropolitan Melbourne.

The City is large and diverse. The principal areas of population are Werribee, Point Cook, Hoppers Crossing and Tarneit, with substantial residential growth occurring in Truganina and Wyndham Vale, and continuing in Point Cook and Werribee. Werribee South Foreshore is recognised as the broad leaf vegetable capital of Australia and has over 3,000 hectares of cultivated land. The City also 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 state of the art sporting facilities AquaPulse and Eagle Stadium, first-class shopping precincts, an impressive events calendar and quality entertainment outlets. Wyndham City continues to support the development of close-knit communities that are becoming increasingly culturally diverse. The top ten most commonly spoken languages other than English are Punjabi, Hindi, Mandarin, Arabic, Urdu, Gujarati, Italian, Tagalog, Telugu and Karen.



Wyndham Harbour North Beach

Wyndham rates at work

See how your Wyndham Council rates were spent in 2017/18:



\$22.42

ROADS, FOOTPATHS
& BRIDGES



\$18.30

LAND &
BUILDINGS



\$10.14

COUNCIL
OPERATIONS



\$9.33

PARKS &
RESERVES



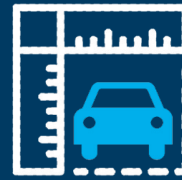
\$7.90

VEHICLES, IT
& EQUIPMENT



\$5.70

SPORTS &
COMMUNITY FACILITIES



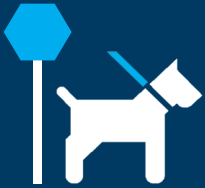
\$4.91

ROADS & URBAN
PLANNING



\$4.66

CHILDREN, FAMILIES
& YOUTH SERVICES



\$3.51

COMPLIANCE
& ANIMAL
MANAGEMENT



\$3.28

LIBRARIES



\$2.93

ENVIRONMENT,
WASTE & RECYCLING



\$2.67

COMMUNITY
CONSULTATION
& ENGAGEMENT



\$1.95

AGED &
DISABILITY
SERVICES



\$1.44

ARTS, CULTURE
& TOURISM



\$0.86

ECONOMIC
DEVELOPMENT



Councillor Profiles

Chaffey Ward

Chaffey Ward is in the centre of Wyndham City. It is made up of part of Werribee and Hoppers Crossing and is primarily residential in nature. The Chaffey Ward is expected to increase by over 57,000 residents (76 per cent) between 2016 and 2036 and is forecast to have a population of around 132,000 people by 2036, making it the second largest Ward in Wyndham.



Cr Henry Barlow

Chaffey Ward

P: 0428 747 839

E: henry.barlow@wyndham.vic.gov.au

Portfolio: Cultural Diversity

Years of service:

- 1997-2000 Cowie Ward
- 2000-2003 Cowie Ward (Mayor 2000/01)
- 2003-2005 (Mayor 2004)
- 2005-2008
- 2016-2020 (Mayor 2016/17)

Highlight of the year: The last 12 months have been very hectic in my portfolio of Cultural Diversity. Wyndham City Council has continued to work with many diverse cultural groups to ensure they get the support they need to access the many services and facilities we offer. We give everyone the opportunity to celebrate their cultural background and to settle into the broader Wyndham community. At the same time, I have worked diligently with the Aboriginal and Torres Strait Islander communities as a co-chair of the Wyndham Reconciliation Advisory Committee (WRAC). Council is committed to working towards reconciliation between Aboriginal and non-Aboriginal people, with the aim of redressing injustices and improving equity and access to services.



Cr Walter Villagonzalo (Deputy Mayor)

Chaffey Ward

P: 0429 641 233

E: walter.villagonzalo@wyndham.vic.gov.au

Portfolio: Future Focused Economy

Years of service:

- 2016-2020

Highlight of the year: During the last 12 months, Council hosted the first ever WYNNovation – an entrepreneurship festival and business summit that presented national and global trends, while showcasing innovative local companies, individuals and businesses. The event was a huge success and will hopefully become a staple of Wyndham’s business calendar. Another highlight was our Women in Business event, which celebrated some of the talented women who make our local economy so

successful. It was a great opportunity for people to come together and share their insights, with the inspirational Dr Susan Alberti AC delivering a speech about her life's work.



Cr Josh Gilligan

Chaffey Ward

P: 0429 078 039

E: josh.gilligan@wyndham.vic.gov.au

Portfolio: Learning City

Qualifications/Professional skills: Bachelor of Arts, *Deakin University* and Bachelor of Arts, *Deakin University* (Vice Chancellor Medallist)

Years of service:

- 2016-2020

Highlight of the year: There have been three major highlights for me this year. The first is the implementation of the *Library Services Strategy*, which will deliver strong investment in Wyndham's libraries. Council's endorsement of my plan for our strongest ever Gambling Harm Minimisation Policy to ensure that ratepayers money is not propping up pokies venues while also tackling the scourge of problem gambling, was another highlight. The third highlight was advocating for greater State and Federal funding for our local schools, which will help to ensure our youngest residents have access to a quality education system for years to come.



Cr John Gibbons

Chaffey Ward

P: 0428 995 849

E: john.gibbons@wyndham.vic.aov.au

Portfolio: Tourism and Major Events

Years of service:

- 1979–1994 (Shire of Werribee Shire President 1983/84; 1984/85; City of Werribee Mayor 1992/93)
- 2012-2016
- 2016-2020

Highlight of the year: Wyndham is extremely fortunate to have many existing and potentially new tourist attractions from the RAAF Base at Point Cook to the Werribee Park Tourist Precinct including the Werribee Park Zoo. We are eagerly awaiting Air Asia flying into Avalon, bringing many tourists to Wyndham and the surrounding region. With plans well-advanced for the Duncans Road Interchange to be upgraded, this will bring even more visitors to our City. The advent of the Winter Street Party, which is continuing to grow since its creation two years ago, is also increasingly important to our municipality. Plans to increase the attractions at the Werribee Zoo, including bringing in elephants, will also be a boost to our local tourism sector.

Iramoo Ward

The Iramoo Ward is situated in the south-western corner of the municipality. It includes the rural areas of Little River and Eynesbury and residential areas of Wyndham Vale, Werribee and Werribee South. The ward is forecast to grow by 200 per cent, with an additional 108,600 residents living in this ward between 2016 and 2036. By 2031, it is forecasted to be the largest Ward in Wyndham.



Cr Mia Shaw

Iramoo Ward

P: 0423 675 298

E: mia.shaw@wyndham.vic.gov.au

Portfolio: Family Friendly City

Qualifications/Professional skills: Bachelor of Arts (Journalism), *Deakin University* and Graduate Diploma (Public Relations), *RMIT*

Years of service:

- 2016-2020

Highlight of the year: There have been quite a few highlights this year but two stand out for me: The local parks upgrade program that I have advocated strongly for, which has seen 40 local parks upgraded during the year – with lots more to come, and the launch of the Family Friendly City Charter, the first of its kind in Victoria and one that states our position as wanting to be a family friendly and inclusive place for all. We’ve also been leading the *I Love Kinder* campaign, which is bringing national attention to the need for the Federal Government to commit to ongoing funding for four-year-old kindergarten, instead of only renewing their funding agreement every 12 months.



Cr Peter Maynard (Mayor)

Iramoo Ward

P: 0429 087 527

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

Portfolios: Sports Development, and Growth and Transport (Mayoral Portfolio)

Qualifications/Professional skills: Bachelor of Commerce, *Deakin University*

Years of service:

- 2012-2016 (Mayor 2014/15)
- 2016-2020 (Mayor 2017/18)

Highlight of the year: A major highlight for me has been the commencement of works on the Western Roads Upgrade package. This exciting \$1.2 billion State Government initiative will see eight of Wyndham’s busiest arterial roads upgraded and widened, alleviating some of the pressures our residents are currently experiencing. The project also includes \$600 million for maintenance of more than 260km of road between Footscray and Werribee over 20 years. This is the result of years of advocacy by Wyndham City on behalf of our residents and I’m glad to see it coming to fruition.



Cr Heather Marcus

Iramoo Ward

P: 0400 533 371

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

Portfolio: Environment and Sustainability

Qualifications/Professional skills: Two Business Diplomas. Thirty years working in retail and as an event co-ordinator organising festivals and many promotions for the Werribee City Centre.

Years of service:

- 2005-2008
- 2008-2012 (Mayor 2009/10)
- 2012-2016 (Mayor 2012/13)
- 2016-2020

Highlight of the year: My highlight this year was being chosen to become a multi-cultural ambassador with the Australian Mental Health Foundation. This is a great honour to be able to work with people in our City who experience mental health issues. I am also delighted that I am able to work with Council Officers and the community on what I consider to be our biggest issue; waste and litter. We need to ensure we are doing everything we can to leave a strong and healthy local environment for future generations, and I'm glad that this Council is focussed on this issue.

Harrison Ward

Harrison Ward includes the industrial precincts in Laverton, Laverton North, Point Cook, Truganina, Williams Landing and parts of Hoppers Crossing. The Ward is forecast to have an increase of 44,600 residents between 2016-2036 leading to a population of 130,500 by 2036. In 2016 it was the largest Ward in Wyndham and by 2036 it is expected to be the smallest.



Cr Kim McAliney

Harrison Ward

P: 0429 943 623

E: kim.mcaliney@wyndham.vic.gov.au

Portfolio: Safer Communities

Qualifications/Professional skills: Justice of the Peace (JP), Bail Justice, Graduate of the Australian Institute of Company Directors, Fellow of CPA Australia, Advanced Diploma - Public Safety (E.Mgt)

Years of Service:

- 2005-2008 Truganina Ward (Mayor 2007/08)
- 2008-2012 Truganina Ward (Deputy Mayor 2009/10; Mayor 2011/12)
- 2016-2020 (Deputy Mayor 2016/17)

Highlight of the year: There have been two major highlights for me. Working to meet the needs of our diverse and growing community and delivering a \$145.9 million capital works program. Not only is this one of the biggest in Wyndham's history, but it is also one of biggest of any Victorian Local Government

Area. Being a part of the decision making that will see the Werribee City Centre catalyst sites move another step towards realisation, creating enormous potential for local jobs, business and recreational opportunities has been another highlight. There are certainly exciting times ahead for our City.



Cr Intaj Khan

Harrison Ward

P: 0408 564 439

E: intaj.khan@wyndham.vic.gov.au

Portfolio: Urban Futures

Qualifications: Bachelor of Engineering Technology (Electronics and communication), *Central Queensland University (CQU)*

Years of Service:

- 2012-2016
- 2016-2020

Highlight of the year: The Urban Futures Portfolio has successfully progressed the Quandong Precinct Structure Plan (PSP) and review of the *Housing and Neighbourhood Character Strategy* over the past twelve months. The Quandong PSP will provide planning for 1063 new homes in our growing City. The *Housing and Neighbourhood Character Strategy* has been reviewed over the past 12 months following community consultation leading to significant refinements that will improve housing and neighbourhood character outcomes in Wyndham. With Wyndham outgrowing Geelong, it has been great to work on ensuring our City is prepared for the ongoing and new challenges our surging population presents.



Cr Tony Hooper

Harrison Ward

P: 0428 979 358

E: tony.hooper@wyndham.vic.gov.au

Portfolio: Arts, Culture and Heritage

Qualifications/Professional skills: Certified Public Accountant. Graduate Certificate in Management, *La Trobe University*, and Future Leaders of the West Graduate

Years of Service:

- 2016-2020

Highlight of the year: Working on behalf of the community, I am glad to see that despite some hurdles, we are seeing investment in local road and park upgrades across the City. A major concern for our community is the number of schools and kinder places available. In order to give a voice to those needs, I was proud to see both the *I love Kinder* and *schools4wyndham* campaigns launched.



Cr Aaron An

Harrison Ward

P: 0419 297 931

E: aaron.an@wyndham.vic.gov.au

Portfolio: Smart City

Qualifications: Master of Technology (Internet and Web Computing), *RMIT University* and Graduate Certificate in Management, *University of Melbourne*

Years of Service:

- 2016-2020

Highlight of the year: I have been advocating for more investment in infrastructure, education, transport, community safety, and public assets like community meeting spaces, libraries and indoor sports facilities in order to meet the demands of rapidly growing population. A focus of mine has also been investment attraction, local job creation and improving Council's efficiency and productivity.

Our People

ANNUAL REPORT 2017/18



Our People

Executive Profile



Kelly Grigsby
Chief Executive Officer

Qualifications:

Master of International and Community Development, *Deakin University*
Graduate Diploma of Development Studies, *Deakin University*
Contemporary Crime Prevention, *University of Melbourne*
Diploma of Community Services - Community Development, *Swinburne University*
Certified Practicing Planner (CPP), *Planning Institute of Australia*



Kate Roffey
Director Deals, Investment and Major Projects

Areas of responsibility:

- Industry liaison & partnership development
- Investment attraction & positioning
- Strategic stakeholder management
- Key precinct development

Qualifications:

Bachelor of Applied Science (Sports Management & Sports Science), *University of Canberra*
Bachelor of Science (Psychology), *Australian National University*
Graduate Diploma, *Australian Institute of Company Directors*



Jenny McMahon
Director City Life

City Life Directorate

Areas of responsibility:

- Community First & Digital Mobilisation
- Community Support
- Sports & Recreation
- Community Planning & Development
- Service Planning, Partnering & Reform
- Libraries & Community Learning

Qualifications:

Certified Coach, *Institute of Executive Coaching and Leadership*
Company Directors Course, *Graduate, Australian Institute of Company Directors*
Bachelor of Business (Industrial Relations and Human Resources), *Royal Melbourne Institute of Technology*
Certificate of Applied Social Sciences (Child Care), *Footscray Institute of Technology*



Stephen Thorpe
Director City Operations

City Operations Directorate

Areas of responsibility:

Information Services

- Planning & Building
- City Amenity & Safety
- Assets & Roads
- Facilities & Open Space
- Risk & Compliance
- Waste Management & Disposal

Qualifications:

Master of Business Administration, *Victoria University*

Bachelor of Applied Science (Horticulture), *Melbourne University*

Diploma of Applied Science (Parks and Recreation Management), *Burnley Horticultural College (Melbourne University)*



Peter McKinnon
Acting Director City Economy, Innovation & Liveability

City Economy, Innovation & Liveability Directorate

Areas of responsibility:

- Project Management Office
- Economic Growth, Industry Facilitation & Tourism
- Vibrant City Centres
- Urban Futures
- City Transport
- Environment & Water
- Smart City Office

Qualifications:

Bachelor of Planning & Design, *University of Melbourne*

Graduate Diploma of Urban Planning, *University of Melbourne*

Diploma of Education (Secondary), *Victoria University*



Binda Gokhale
Chief Financial Officer

Areas of responsibility:

- Finance & Property
- Procurement
- Strategic Property Management

Qualifications:

Bachelor of Economics, *Monash University*

MBA, CPA & BEc, *Melbourne Business School*



Theunis Mienie
Chief People Officer

Areas of responsibility:

- Organisation Development and Capability
- Talent Acquisition
- Employee Engagement
- Payroll
- People Business Partnering
- People Projects, Systems and Analytics

Qualifications:

Master of Human Resources Management, *Edinburgh Business School*

Bachelor of Human Resources Management, *University of South Africa*

Bachelor of Labour Relations Management, *University of South Africa*

Natalie Walker

Head of Strategy and Policy Impact

Areas of responsibility:

- Strategy and Stakeholder Engagement
- Excellence@Wyndham
- Advocacy and Intergovernmental Relations
- Organisational Planning
- Research

Qualifications:

Master of Policy and Human Services, *RMIT University*

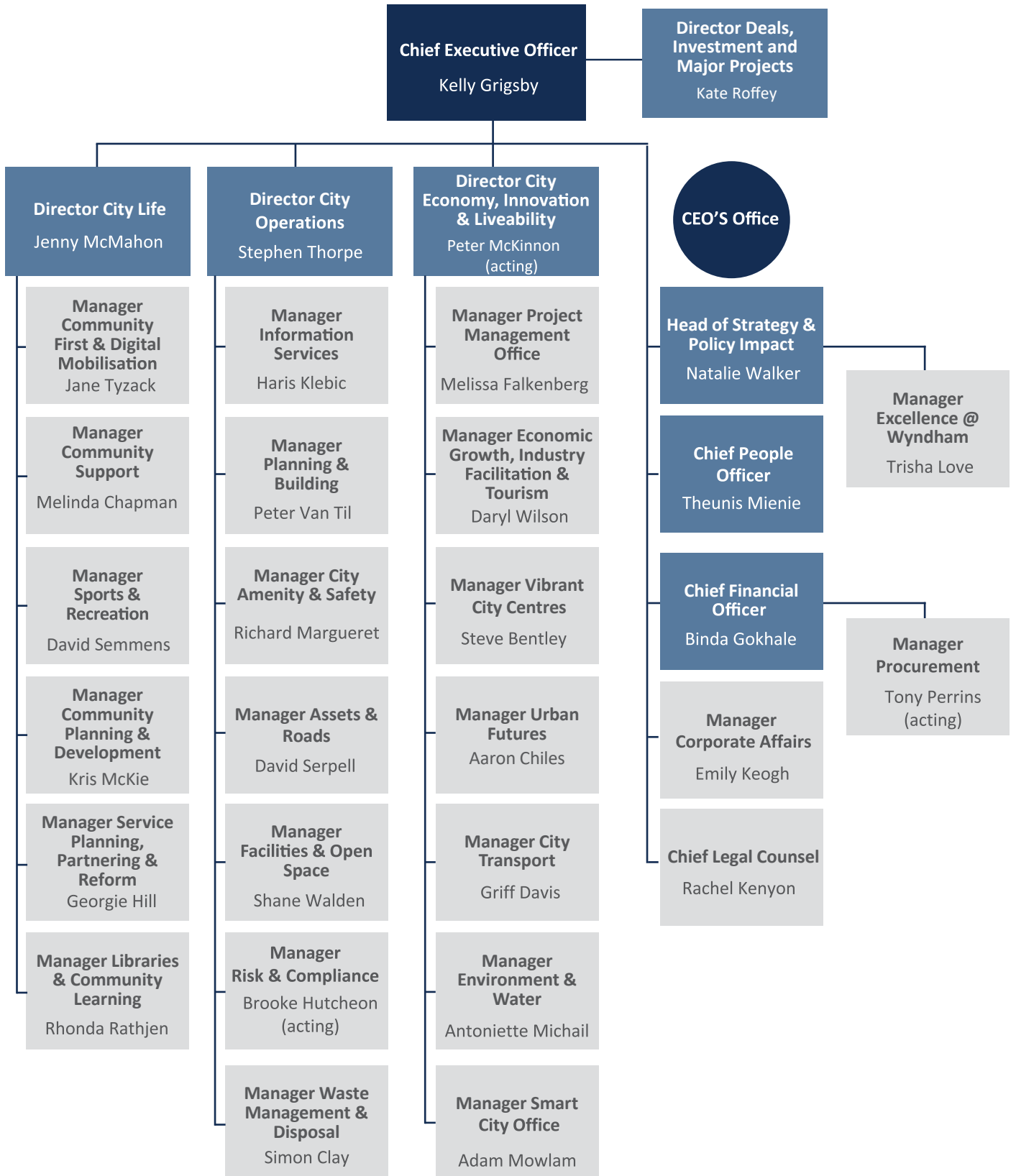
Bachelor of Applied Science (Planning), *RMIT University*

Our Wyndham
Towards 2040



Wyndham City

Organisation Structure



Council Staff

Wyndham City is a great place to work, providing equal opportunities for our staff to: belong, grow, achieve, challenge, innovate, be safe and happy.

Wyndham City staff are motivated, to give and be their best, be innovate and accountable for their performance, development and behaviour.

Wyndham City is proud to be an inclusive and flexible organisation. We strive to deliver the best service to the community and enable a culture that drives innovate and creative solutions through a flexible workplace.

Council Staff Profile

Employment Type and Directorate (FTE)	Female	Male	Total FTE
Full time	429.85	380.34	811.19¹
CEO's Office	83.83	25.00	108.83
City Economy, Innovation & Liveability	33.00	37.00	70.00
City Life	195.43	57.00	253.43 ¹
City Operations	117.59	261.34	378.93
Part time	344.57	29.26	373.83
CEO's Office	8.44	1.76	10.20
City Economy, Innovation & Liveability	5.78	0.39	6.17
City Life	289.30	13.60	302.90
City Operations	41.05	13.51	54.56
Casual	29.12	10.07	39.19
CEO's Office	0.28	0.73	1.01
City Economy, Innovation & Liveability	0.69	0.23	0.92
City Life	26.96	7.40	34.36
City Operations	1.19	1.71	2.90
Total	803.54	419.67	1224.21¹

¹ Total includes one FTE 'gender unspecified'

Employment Classification (FTE)	Female	Male	Total
Band 1	18.92	7.80	26.72
Band 2	50.69	57.90	108.59
Band 3	48.32	57.43	105.75
Band 4	153.36	37.31	190.67
Band 5	108.85	64.64	173.49
Band 6	122.16	89.73	211.89
Band 7	67.01	44.67	112.68 ¹
Band 8	1.00	3.00	4.00
Maternal and Child Health	46.84	-	46.84
Preschool Assistants / Child Care Workers	78.10	1.43	79.53
Preschool Teachers	66.76	-	66.76
Senior Officer – Management Level (Annualised Salary Agreement)	41.53	55.76	97.29
Total	803.54	419.67	1224.21¹

¹ Total includes one FTE 'gender unspecified'

Staff Diversity

Wyndham City has a diverse workforce with people from a board range of backgrounds represented in our services and seeks to make more progress in achieving a representative and inclusive workforce through a range of initiatives, including targeted development opportunities, pathways to employment and recruitment.

Key statistics about our staff include:

- 64 per cent of our staff live in the Wyndham municipality.
- Workforce gender for Senior Leadership is female 49 per cent (this is above average for Local Government which is 38 per cent) and male 51 per cent (this is below average for Local Government which is 62 per cent).
- Total staff turnover for the 2017/18 year was 6.9 per cent, this is below the average total turnover for Local Government which is 11.52 per cent.
- The total workforce headcount was 1453 at 30 June 2018 (this is the number of full time and part time employees but excludes casuals).

Wyndham City continues to experience constructive relationships with all unions and representatives. Wyndham City has two standing Staff Relations Consultative Committees and establishes staff forums to discuss key projects with Council.

Workforce Development

Council has recently adopted a new *People Strategy*. The focus of this is building capability, culture and leadership to deliver excellence. Driving the strategy is Wyndham's – *Our Wyndham, Towards 2040* vision, which has reset the bar in terms of performance and results.

People and Capability have refined its structure to better position it to support the organisation in delivering the strategy. This has broadened the focus and scope of the team and has placed organisational development at the core of what Council does.

People and Capability services now include:

- Culture: measuring and reporting on organisational culture and facilitating the process of action planning to drive improvement; optimising the impact of culture enablers such as reward and recognition.
- Talent: development of a program to identify and optimise the impact of Council staff, based on a clear understanding of performance and potential across the organization.
- Change management: development of a change management methodology aligned to Council's Project Management Framework, which can be scaled in response to project complexity and impact.
- Learning and development: building the organisational capability to deliver the 2040 vision and objectives.
- Leadership: building the leadership capability to drive a high performance culture and optimise the performance of people and teams.
- Team development: supporting team leaders to move their teams from performance to high performance.
- Coaching: both individual and team coaching.

- Performance and development planning: developing a contemporary performance planning and evaluation process that supports individual and organisational performance and results.

Core initiatives and deliverables arising out of the Organisational Development Unit include:

- Culture: management of Council's culture survey using the Human Synergistics OCI/OEI tool. Previously outsourced, this was managed by the Organisational Development Unit.
- Identification of critical positions: the first process from the talent management program saw Council's critical positions confirmed, and successors identified, with specific development plans to prepare them for future opportunities.
- Learning and Development: Council's Performance Building Framework was developed. This is a capability framework, defining the critical capabilities to be built across the organisation to support the 2040 vision. This will be aligned to learning and development activities, and also the revised performance and development planning process.
- Team development: services have been provided directly to teams to help them understand and improve their performance and results. This includes the Human Synergistics Group Styles Inventory (GSI), and bespoke programs based on individual requirements.
- Change management: supporting 'Changing Spaces', Council's project to deliver flexible working.

Other highlights included:

- 11 Corporate inductions for over 140 participants;
- Delivery of a training calendar with over 400 participants;
- Completion of over 50 individual coaching assignments and 15 team coaching assignments; and
- Delivery of bespoke team leadership development to five department leadership teams.

Health and Safety

Wyndham City has commenced safety initiatives to further enhance the safety culture and commitment within the organisation. The initiatives are aimed at reinforcing foundations regarding safety management. This will ensure that the right systems and processes are in place and will prepare Council for future strategies and changes.

Through 2017/18, progress on health and safety has included:

- Recertification of Council's Safety Management System;
- Reignition of the Health & Safety Steering Group;
- Implementation of a chemical management platform; and
- A shift in the culture of the Health & Safety team to increase engagement with business partners.

Wyndham City's Safety Team will continue to implement strategies to ensure the health and safety of our employees, contractors, visitors and general public is not at risk whilst carrying out our work. Council's safety team is continuing to improve our services through initiatives that will allow for a more streamlined approach to safety management over 2018/19.

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.

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.

Any concerns raised that may be in contravention of the established frameworks are reported through the Staff Relations Consultative Committee on a monthly basis for the purposes of determining any consistency in matters raised.

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.

Supporting Wyndham's Volunteers

Volunteers play a vital role in building social connections and delivering community activities and services to Wyndham's residents.

At the end of June 2018, Council had 228 registered Wyndham City volunteers in 21 distinct volunteer roles in multiple locations including several kindergartens, community centres and libraries. During 2017/18, Wyndham City recruited and inducted 67 new volunteers into Council's volunteer programs and trained 16 staff members who supervise volunteers in alignment with The National Standards in Volunteer Involvement.

Whilst volunteers are not paid, there are costs as well as legal and management considerations for community groups and organisations delivering innovative and responsive volunteer programs. Wyndham City provides free training to local volunteers, groups and organisations to inspire a culture of learning and support great practices in these domains.

During 2017/18, Wyndham City provided 32 training sessions (80 hours) covering topics such as Volunteer Management, Committee Governance and Grant Writing. This training attracted 443 local participants. Wyndham City also facilitated a quarterly Wyndham Volunteer Management Network, represented by more than 20 local community groups and non-profit organisations. The network's participants selected the topics they wished to discuss at the quarterly meetings ranging from 'Being More Culturally Diverse' to 'Identifying and Managing Risks in a Volunteer Organisation'. Council is planning to ensure Wyndham's Volunteer Service will continue to lift the profile of volunteering and grow local partnerships over the next 5 years.

Volunteer appreciation and recognition is a key element of volunteer management. Wyndham City's Community Volunteer Awards held in August 2017 highlighted the exceptional efforts and difference

that several local volunteers have made in a range of areas. Wyndham City also hosted its annual celebratory volunteer morning tea which was attended by 130 local community volunteers during National Volunteer Week. In May, Council also celebrated the joint efforts of two outstanding Council volunteers from the Delivered Meals program, who between them had spent a combined 80 years of volunteering for Council.



Recognising our Delivered Meals volunteers – Dawn Evans and Margo Kendall

Community Grants

During 2017/18, Wyndham City awarded a total of 199 grants in support of a range of community activities aimed at improving and enhancing the lives of Wyndham residents. Grants were awarded for projects aimed at building a sense of community and neighbourhood identity, ensuring all community members can participate in community life. Grants also supported the building of social connections, the improvement of people's health and wellbeing, and maintaining and improving the local natural environment. Grants were also awarded to young people to support their participation in state and national level sports competitions and for secondary school students experiencing financial hardship.

Details of Wyndham City's grants can be found at:

www.wyndham.vic.gov.au/services/volunteering-grants/about-grants/community-grants-program

Grant Category	Grants Awarded	Total Amount Awarded
Community Pathways Scholarships	81	\$43,150.00
Neighbourhood Grants	65	\$54,217.78
Identity, Inclusion and Connection Grants	24	\$80,092.00
Annual (Community Strengthening, Health and Environment) Grants	29	\$456,597.95

Our Performance



ANNUAL REPORT 2017/18

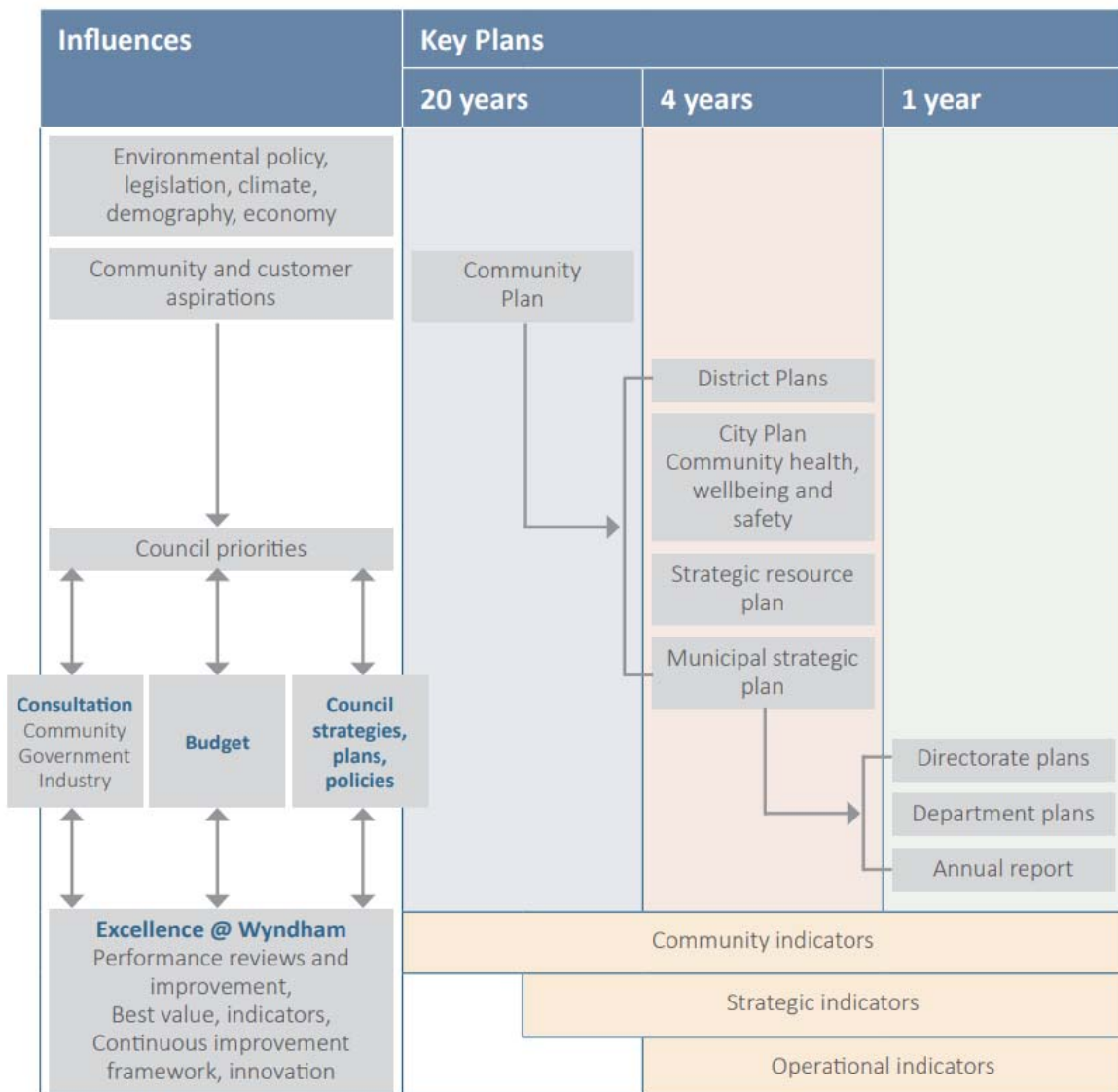


Our Performance

Planning and Accountability Framework

Wyndham City is committed to a continuous cycle of planning, reporting and review to ensure it delivers the best outcomes for the community. This Annual Report is the first year of reporting on the *Wyndham City Plan 2017-21*.

Council has an integrated planning framework in place to support delivery of the *Wyndham City Plan 2017-21* (integrating our Health, Wellbeing and Safety Plan), sitting alongside District Plans, the Strategic Resource Plan and Municipal Strategic Plan. This is supported by the overarching long-term *Wyndham 2040 Community Plan*. Collectively, these high level plans ensure the current and future health and wellbeing of the City. The following diagram shows the relationships between key planning and reporting documents that make up the planning and accountability framework for local government.



Wyndham City Plan 2017-21

The *Wyndham City Plan 2017-21* includes four year strategies under the four strategic themes of:

1. People and Community
2. Places and Spaces
3. Earning and Learning
4. Leadership and Participation

The four year strategies from the *Wyndham City Plan 2017-21* are listed under each theme in this Annual Report.



Wyndham City Plan 2017-21

Performance

The *Annual Integrated Plan and Budget 2017/18* details what actions were to be taken in 2017/18 and how they would be funded to implement the first year of the *Wyndham City Plan 2017-21*. Wyndham City has developed Strategic Indicators to monitor achievement and report on our performance against the *Wyndham City Plan 2017-21*, alongside reporting on the delivery of major initiatives and initiatives outlined in the *Annual Integrated Plan and Budget 2017/18*.

The *Annual Integrated Plan and Budget 2017/18* contained 14 major initiatives, 12 initiatives and prescribed service, financial and sustainability performance indicators for 2017/18. Wyndham City achieved 9 (64 per cent) of its 14 major initiatives in 2017/18. It did not achieve 5 (36 per cent) of its major initiatives as explained under each theme below. Wyndham City achieved 10 (83 per cent) of its 12 initiatives in 2017/18.

Theme 1 - People and Community

Strategic Objective

Council will work with the community to ensure Wyndham is an inclusive, safe and welcoming city, which celebrates our diverse heritage and cultures, and helps residents to stay healthy, active and connected.

Health, Wellbeing and Safety Goal

People in Wyndham are well across the life stages, safe and socially connected regardless of where they live or their social, economic or cultural background.

Strategic and Liveability Indicators - People and Community

Strategic Indicators	Outcome
1. Community satisfaction with arts and cultural services	In 2017, community satisfaction with arts and cultural services was 7.71 out of 10 or “very good”. This was an increase from 7.45 in 2016. ¹
2. Physical health: percentage of adult population that is obese; percentage of adults that engage in sufficient amount of physical activity each week; average serves per day of vegetables	In 2014, a quarter of Wyndham adults were obese (25.1%) compared to 18.8% of adults Victoria wide. In 2014, 35.2% of Wyndham adults engaged in the recommended amount of physical activity each week, compared to 41.4% of adults Victoria wide. In 2014, Wyndham adults were eating on average 2.1 serves of vegetables per day, which was slightly less than the average across Victoria (2.2), and less than the recommended amount of 5 per day. ²
3. Proportion of fully-immunised children	In 2015, the proportion of fully-immunised children was 90.7% for 12-15 months, 89.0% for 24-27 months, and 92.4% for 60-63 months. Wyndham had a slightly smaller proportion of immunised children compared to Victoria across all age groups. ³
4. Recorded incidents of family violence per 100,000 population	Between April 2017 and March 2018, there were 1,014 recorded incidents of family violence in Wyndham per 100,000 population. This rate was slightly lower than that of 1,163 across Victoria. ⁴
5. Mental health: Lifetime prevalence of depression and anxiety (percentage adult population)	In 2014, 23.2% of Wyndham adults had been diagnosed with depression or anxiety, compared to 18.9% of adults in 2011/12. The rate of depression and anxiety in Wyndham was slightly lower than across Victoria. ²
6. Health risks: lifetime risk of alcohol-related harm; proportion of adults who are current smokers	In 2014, 51.7% of the adult population of Wyndham faced an increased risk of alcohol-related harm due to drinking behaviour, compared to 59.2% of adults Victoria wide. In 2014, 13.1% of Wyndham adults were smokers and this was similar to the rate across Victoria. ²
7. Percentage of personal safety: residents’ perception of safety in public areas of Wyndham during the day	In 2017, residents rated public safety in public areas of Wyndham during the day as 7.94 out of 10 – similar to 2016 at 7.95. ¹
Liveability Indicators	Outcome
1. Subjective wellbeing	In 2015, Wyndham had an average wellbeing score of 76.8 out of 100. This was slightly below the average Victorian score of 77.3. ⁵
2. Electronic gaming machines per 1,000 adults	In 2016/17, there were approximately 5.5 Electronic Gaming Machines (EGMs) per 1,000 adults in Wyndham. This was slightly lower than the 5.7 EGMs per 1,000 adults in Wyndham in 2015/16. However, the number of EGMs was higher than other growth areas across Greater Melbourne. ⁶

3. Offence rate per 100,000 population	In the year ending March 2018, Wyndham had an offence rate of 5,494 per 100,000 population. This was down from 6,125 for the year ending March 2017. ⁴
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Major Initiatives and Initiatives - People and Community

Major Initiatives	Outcome
1) Council will continue to partner with other levels of government and specialist service providers to plan for the integrated Wyndham Justice Precinct.	Complete. Wyndham City continues to partner with State departments and agencies on specific service planning on the service scope and preliminary design for the proposed justice hub in consultation with local and regional service providers. A concept planning study of the support services hub has been completed with a site analysis and broad concept for the proposed hub design.
2) Council will undertake a reform program to plan and integrate child, youth and family services with specialist service providers to enable children and young people to achieve positive developmental outcomes.	Complete. Wyndham City has developed a reform program to be implemented over the coming years to integrate services across the life stages. The reform program identifies a number of interrelated pieces of work across six key focus areas that will support a shift to integrated services.
3) Upgrade Wyndham Vale, Tarneit and Point Cook community centres to deliver local, responsive and accessible services closer to where residents live through a neighbourhood hubs model.	Manor Lakes Community Centre (formerly Wyndham Vale) upgrade works complete and three new services commenced in May 2018 with positive community feedback. Detailed design for Tarneit Community Centre is progressing with construction early works to commence in September 2018 and main construction works to commence in January 2019. Point Cook Community Centre construction works have been delayed due to complexity in redeveloping an existing facility while services continue to operate with completion now scheduled for September 2018.
4) Council will complete the Chirnside Park hub precinct development – construction is already underway but will be completed by Nov/Dec 2017. Overall cost approximately \$11.75 million (this includes grants).	Complete. The Chirnside Park hub development was completed and now includes a regional level pavilion, facilities for women's football, a new grandstand, a commercial kitchen and kiosk, multi-purpose social, meeting and community spaces, media rooms, coach's spaces and improved car parking.
5) Construction of the Wyndham Integrated Family and Children Centre and Aboriginal Community Centre: \$6.56 million in 2017/18 and \$4.14 million in 2018/19 to construct (over 2 years).	Complete (for year 1). Construction of the Wyndham Integrated Family and Children Centre and Aboriginal Community Centre is in progress and is anticipated to be completed in mid-2019.
Initiatives	Outcome
6) By developing a Customer Experience Strategy, Council will ensure that principles of 'customer first' and the experience our residents have when engaging with Council is positive.	Complete. Wyndham City's Customer Experience Strategy was launched in February 2018 and Year 1 actions have been delivered. These actions contribute towards Wyndham City becoming a 'customer first' organisation.

Services Delivered and Cost [*relating to Theme 1*]

Service	Description	Net Cost Actual <u>Budget</u> Variance \$000
Children & Families	Activities within this area are responsible for providing services for children 0-12 years and their families. Programs and business areas include maternal and child health services, immunisation, Hoppers Crossing Children's Centre, Kindergarten planning and Central Enrolment for kindergartens, Preschool Field Officers, Children's Services planning and family support. This service area is also responsible for facilitating the Best Start program and delivery of Wyndham City's Municipal Early Years Plan.	5,176 <u>4,987</u> -189
Young People	In identifying and responding to the needs of the youth of the community, Wyndham City provides a range of services, events and programs for young people. These services are provided from Council's Youth Resource Centre in Hoppers Crossing and from a variety of community facilities across Wyndham. Council works in partnership with young people, service providers and schools to ensure that the planning and development of new youth programs meets the needs of Wyndham's growing youth population. The service area is also responsible for delivery of Wyndham City's Youth Plan.	3,298 <u>3,742</u> 444
Aged & Disability	Wyndham City provides home and community care services to older and frail people, people with disability of all ages and the family members who care for them, to improve their quality of life. Services include assistance with daily life routines, personal care, respite, meals and home maintenance as well as social and physical activities. This area also provides community transport to support the above programs. The service area is responsible for services being provided consistent with Wyndham's Aged and Disability Service Access policy and developing a Healthy Ageing Strategy.	3,800 <u>3,644</u> -156
Pets & Animal Management	Promote responsible pet management within Wyndham and protecting the community and the environment from feral and nuisance animals.	1,047 <u>981</u> -66
Arts & Culture	Provision of opportunities for enjoyment of the arts locally. Supporting the development of emerging artists, industry development, activate public spaces and provide opportunities for community participation in the arts.	2,143 <u>2,091</u> -52
Community Health Wellbeing & Safety	Ensuring the community is safe through emergency planning and preparedness. Providing advice, support and programs to strengthen community health and wellbeing for all members of the Wyndham Community.	4,658 <u>5,367</u> 709

Service Performance Indicators - Theme 1 - People and Community

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
<i>Service/Indicator/Measure</i>					
Animal Management					
Timeliness <i>Time taken to action animal requests</i> <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	0.00	5.95	3.33	2.51	Business process improvements have resulted in a reduction in the number of days taken to action animal management requests.
Service standard <i>Animals reclaimed</i> <i>[Number of animals reclaimed / Number of animals collected]</i>	45.00%	42.92%	37.52%	33.53%	The percentage of reclaimed animals decreased from the previous financial year due to an increase in the number of cats impounded via the cat trapping program and not claimed.
Service cost <i>Cost of animal management service</i> <i>[Direct cost of the animal management service / Number of registered animals]</i>	\$46.09	\$59.40	\$70.42	\$59.98	The cost of animal management service per registered animal has decreased favourably due to the implementation of the online registration system.
Health and safety <i>Animal management prosecutions</i> <i>[Number of successful animal management prosecutions]</i>	21.00	33.00	23.00	21.00	There were 21 successful prosecutions for the financial year ranging from bond breaches to serious attacks on a person or animal.
Food Safety					
Timeliness <i>Time taken to action food complaints</i> <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	0.00	3.30	2.01	1.81	The favourable result is slightly lower than last year and reflective of Council's commitment to ensuring public safety.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Service standard <i>Food safety assessments</i> <i>[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]</i> <i>x100</i>	96.00%	103.33%	100.00%	97.29%	This indicator is based on a calendar year. The remaining food safety assessments were completed in January 2018.
Service cost <i>Cost of food safety service</i> <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$541.11	\$554.92	\$490.15	\$475.14	The direct cost of food safety services has improved from the previous financial year, due to continued process improvement.
Health and safety <i>Critical and major non-compliance outcome notifications</i> <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises]</i> <i>x100</i>	100%	100%	100%	100%	This indicator is calculated for the calendar year. Council has not received any critical non-compliance outcome notifications about food premises.
Home and Community Care (HACC)					
Timeliness <i>Time taken to commence the HACC service</i> <i>[Number of days between the referral of a new client and commencement of HACC service / Number of new clients who have received a HACC service]</i>	0.00	8.98	-	-	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Service standard <i>Compliance with Community Care Common Standards</i> <i>[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100</i>	78.00%	77.78%	-	-	Reporting on HACC ceased on 1 July 2016.
Service cost <i>Cost of domestic care service</i> <i>[Cost of the domestic care service / Hours of domestic care service delivered]</i>	\$0.00	\$57.49	-	-	Reporting on HACC ceased on 1 July 2016.
<i>Cost of personal care service</i> <i>[Cost of the personal care service / Hours of personal care service delivered]</i>	\$0.00	\$60.14	-	-	Reporting on HACC ceased on 1 July 2016.
<i>Cost of respite care service</i> <i>[Cost of the respite care service / Hours of respite care service delivered]</i>	\$0.00	\$79.18	-	-	Reporting on HACC ceased on 1 July 2016.
Participation <i>Participation in HACC service</i> <i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i>	14.00%	29.44%	-	-	Reporting on HACC ceased on 1 July 2016.
<i>Participation in HACC service by CALD people</i> <i>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</i>	14.00%	10.16%	-	-	Reporting on HACC ceased on 1 July 2016.
Maternal and Child Health (MCH)					
Satisfaction <i>Participation in first MCH home visit</i> <i>[Number of first MCH home visits / Number of birth notifications received] x100</i>	105.00%	102.31%	101.11%	100.30%	Overall participation rates remain consistently high.
Service standard <i>Infant enrolments in the MCH service</i> <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	101.00%	97.81%	101.34%	101.11%	Overall participation rates remain consistently high.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Service cost <i>Cost of the MCH service</i> <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$0.00	\$65.25	\$68.40	\$72.11	The slight increase in cost of MCH service per hour delivered is due to increased service demand. Eight MCH centres across Council are open once a month on Saturday mornings for families to access.
Participation <i>Participation in the MCH service</i> <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	71.00%	68.30%	68.74%	70.41%	Overall participation rates in key ages and stages visits are slightly higher than the previous financial year.
<i>Participation in the MCH service by Aboriginal children</i> <i>[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</i>	73.00%	59.83%	64.68%	80.18%	Participation rates increased by 15.5% due to the Aboriginal MCH Initiative that has a MCH nurse based at Western Victorian Aboriginal Child Care Agency, working closely with the Footprints to Success project and Cradle to Kinder workers.

Theme 2 - Places and Spaces

Strategic Objective

Council will work with our partners to build a city that is easy to move around, offers a diverse range of housing, protects our natural environment, and promotes active and passive recreation.

We will strive to improve neighbourhood ambience, civic services and our standing as an attractive, relaxing, responsive and infrastructure-progressive coastal municipality.

Health, Wellbeing and Safety Goal

People in Wyndham enjoy healthy and attractive environments that promote happy and active lives.

Strategic and Liveability Indicators - Places and Spaces

Strategic Indicators	Outcome
8. Community satisfaction with sealed local roads	In 2017, the satisfaction rating for sealed local roads in Wyndham was 6.38 out of 10 This is slightly higher than the satisfaction rating for sealed local roads in 2016 which was 6.31.
9. Housing diversity: dwelling structure and density (%)	In 2016, 16.2% of dwellings were medium density compared to 22.9% in Greater Melbourne and 19.4% across Victoria. ⁷
10. Kerbside collection waste diverted from landfill	In 2017/18, 35.7% of waste collected from kerbside bins in Wyndham was diverted from landfill compared to 37.2% in 2016/17. In 2016/17, the average diversion rate was 47.9% by similar Councils. ⁸
11. Council greenhouse gas emissions	In 2016/17, Wyndham City's annual greenhouse gas emissions were 23,887 tonnes CO2 compared to 25,728 tonnes CO2 in 2015/16. ⁹
12. Percentage of Local Government Area with tree canopy (inside the Urban Growth Boundary)	In 2017, approximately 9% of the area of Wyndham was covered by tree canopy. ¹⁰
13. Open space access: hectares of public open space per 1,000 population; community satisfaction with sports ovals and other recreational spaces, parks and gardens	In 2017, Wyndham had an average of 11.7ha of public open space per 1,000 population. ¹¹ The satisfaction rating of sports ovals was 8.0 out of 10 and parks and gardens was 7.33 out of 10 (Community Satisfaction Survey, 2017).
14. Commute time: proportion of Wyndham residents who take 90 minutes or more to travel to and from work	In 2017, 17.3% of Wyndham residents travelled 90 minutes or more to and from work. This was a significant decrease from 25.7% in 2016. ¹
15. Public transport: percentage of workers using public transport to commute on Census Day; percentage of residents who believe public transport is an issue for Council to address in the next 12 months	In 2016, 15.6% of workers used public transport to commute to work on Census Day compared to 15.9% of workers across Greater Melbourne. ⁷ In 2017, 6.9% of residents believed public transport was a key issue compared to 7.4% in 2016. The opening of Regional Rail Link stations at Tarneit and Wyndham Vale in 2015 has increased Wyndham residents' access to public transport. ¹
Liveability Indicators	Outcome
4. SA1s per LGA in high or very high vulnerability category on VAMPIRE Index	In 2011, 81.3% of statistical areas in Wyndham were in a high or very high vulnerability category on the Mortgage, Petroleum and Inflation Risks and Expenditure Index (VAMPIRE) Index. ¹²
5. Households experiencing housing stress	In 2016, there were 9,508 households (13.5%) experiencing housing stress in Wyndham compared with 11.7% across Greater Melbourne. ⁷

6. Dangerous heat days per year	In 2017, there were no dangerous heat days above 40 degrees in Wyndham (as measured at Laverton RAAF) compared to an average of 1.5 days per year. ¹³
7. Annual rainfall in Wyndham	In 2017, the rainfall in Wyndham was 475mm (as measured at Laverton RAAF).

Major Initiatives and Initiatives - Places and Spaces

Major Initiatives	Outcome
7) Council will activate and revitalise the Werribee City Centre by investing in Wyndham Park development at a total project cost of \$11.4 million over two years (which includes \$3.2 million in Growing Suburbs Fund grant money from the Victorian State Government), Wayfinding signage \$0.17 million, design of the proposed Riverbank Promenade \$0.50 million and Werribee City Centre streetscape and public spaces upgrade design works \$0.30 million.	Complete (for year 1). The Wyndham Park Redevelopment is out to tender for construction and is due for completion in late 2019. Quotes have been received for Wayfinding signage manufacture and installation in early 2019. A draft Riverbank Promenade Master Plan has been prepared and amendments to the Activity Centre Zone have been drafted. A draft master plan has been prepared for upgrade of streetscapes and public spaces.
8) Continue to seek Federal and State Government funding of transport projects and develop an alternative broad based financing and funding framework to include such things as value capture principles and the 'City Deals' framework.	Complete. Wyndham City has sought Federal and State funding for various transport infrastructure projects. This is an ongoing task as Wyndham continues to grow and ultimately mature as a developed municipality.
9) Refuse Disposal Facility (RDF) cell 5A construction – construction will commence in 2017/18 and be completed the following financial year. Overall cost over 2 years will be approximately \$15 million.	Construction of the RDF cell did not commence during 2017/18 due to a third party appeal against the EPA's decision to issue a works approval. All preparatory work, including tendering for supplies (construction clay, lining materials and aggregate) and the construction contractor, was successfully completed.
10) Construction of Armstrong Road, Greens to Black Forest Road – contract already awarded but construction will be complete in the 2017/18 financial year. \$9 million in 2017/18 budget.	Construction of Armstrong Road, Greens to Black Forest Road, is expected to be completed by September 2018. Commissioning of traffic signals and public lighting may take longer as this will be subject to external authorities.
11) Tarneit Road duplication between Hogans Road and Good News School: contract already awarded with \$5.5 million expenditure in 2017/18 to complete construction.	The Tarneit Road duplication is expected to be completed by September 2018. Commissioning of traffic signals and public lighting may take longer as this will be subject to external authorities.
Initiatives	Outcome
12) Council will develop a policy framework that considers land use, economic, financial, urban design, car parking, community facility and utility servicing requirements for Activity Centres that will deliver Places for People consistent with the Wyndham 2040 Vision and as a critical element of the Long Term Planning Framework for Wyndham.	A business case for the policy framework was approved in February 2018. Procurement commenced in April 2018 and the project is anticipated to begin in early 2018/19.
13) Preparation of a transport and land use model for Wyndham to assist with the preparation of the Long Term Planning Framework for Wyndham.	Complete. A transport and land use model for Wyndham is in preparation. Consultants were appointed to deliver the project program.

<p>14) Contribute to regional transport advocacy and planning to ensure that the strategic transport objectives of Wyndham City are being considered.</p>	<p>Complete. Wyndham City has provided submissions to State and Federal Governments, and held discussions with State Government departments and agencies on regional transport projects. Wyndham City participated in the Metropolitan Transport Forum, LeadWest, Interface Councils, and RoadSafe WestGate. The Western Roads Upgrade required substantial input in 2018.</p>
<p>15) Create and deliver a Capital Landscape Renewal program focusing on local parks.</p>	<p>Complete. Works program for local parks developed and completed through various projects. Site analysis and concept development for the next works program underway.</p>
<p>16) Finalise an Open Space asset management strategy for the planning, design/creation and maintenance of Wyndham’s parklands.</p>	<p>This is now being addressed as part of Wyndham City’s Services and Asset Strategy process and is anticipated to be completed by December 2018.</p>
<p>17) \$0.70 million in 2017/18 to complete construction of an active youth space in Baden Powell Drive park, \$0.14 million to complete the upgrade of Price Reserve playground, and \$1.75 million to upgrade a number of other playgrounds and parks in the municipality.</p>	<p>Complete. Works at designated parks and playgrounds complete. Site analysis and concept development for 2018/19 underway.</p>
<p>18) Construction of ovals and landscaping at Williams Landing Boulevard reserve. Contract has been awarded and the project is expected to be completed in late 2017 with a total cost of \$6.10 million</p>	<p>Complete. Construction of ovals and landscaping at Williams Landing Boulevard Reserve complete and the Reserve is available for community use.</p>

Services Delivered and Cost [*relating to Theme 2*]

Service	Description	Net Cost Actual <u>Budget</u> Variance \$000
Roads & Transport	Providing the community with multiple forms of transport access to public and private amenity. Ensuring roads, road reserves, bicycle paths and footpaths are safe, functional and fit for purpose for current and future community use.	7,148 <u>6,032</u> -1,116
Parks & Open Spaces	Provision of quality public spaces and amenities to maximise the health and wellbeing of the community.	18,540 <u>17,451</u> -1,089
Community Centres, Facilities & Venues	Promote and develop the use of community facilities to provide opportunities for people to connect with neighbours, gain information, connect to services, participate and contribute to their local community. Delivery of amenity with equitable access and provision.	9,924 <u>9,226</u> -698
Recreation & Sports Facilities	Plan and deliver recreation facilities to maximise the health and wellbeing of the community. Promote and develop the use of recreation facilities to improve community wellbeing and active participation.	1,711 <u>1,441</u> -270
Community Amenity & Compliance	Protecting and improving public amenity and community safety.	385 <u>218</u> -167
Environmental Protection, Sustainability & Flood Protection	Protection and enhancement of Wyndham's natural environment. Increasing sustainable practices and improving environmental outcomes (reduced impact). Protecting the municipality from flooding, ensuring water quality and environmental sustainability.	4,404 <u>4,735</u> 331
Garbage, Waste & Recycling	Ensure public amenity and safety through the removal of waste, litter and recycling.	-1,150 <u>750</u> 1,900
Growth/Urban Planning & Management	Sustainable land use and development protecting the amenity and aesthetic of Wyndham whilst ensuring that amenity demand needs are met.	1,320 <u>3,148</u> 1,828

Service Performance Indicators – Theme 2 - Places and Spaces

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
<i>Service/Indicator/Measure</i>					
Aquatic Facilities					
Satisfaction <i>User satisfaction with aquatic facilities</i> <i>[User satisfaction with how council has performed on provision of aquatic facilities]</i>	0.00	0.00	77.20	77.70	Community satisfaction with the provision of aquatic facilities (Werribee Outdoor Pool and AquaPulse) can be summarised as very good, with a rating of 77.70, as reported in the 2017 Community Survey. This is an increase from the 2016 Community Survey.
Service standard <i>Health inspections of aquatic facilities</i> <i>[Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities]</i>	3.00	3.50	3.50	2.50	Number of authorised inspections has remained high to safeguard public safety.
<i>Reportable safety incidents at aquatic facilities</i> <i>[Number of WorkSafe reportable aquatic facility safety incidents]</i>	2.00	38.00	5.00	14.00	Western Leisure Services is committed to maximising safety for employees, members and guests whilst providing fun experiences in the aquatic environment. The number of incidents notified to WorkSafe reflects our ongoing proactive and positive reporting culture.
Service cost <i>Cost of indoor aquatic facilities</i> <i>[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]</i>	\$0.00	-\$0.12	-\$0.07	-\$0.15	The direct cost to Council of providing indoor aquatic facilities per visit is favourable. AquaPulse's revenue outweighed expenses for 2017/18. The result reflects the entire AquaPulse facility including aquatic areas, health club, cafe, merchandise, creche and additional program/services.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
<i>Cost of outdoor aquatic facilities</i> <i>[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]</i>	\$12.88	\$10.42	\$6.59	\$4.30	The outdoor pool's direct cost had a 34.70% improvement based on the same time last year, due to an increase in the number of aquatic visits and lower maintenance costs.
Utilisation <i>Utilisation of aquatic facilities</i> <i>[Number of visits to aquatic facilities / Municipal population]</i>	0.32	4.02	4.38	4.00	Attendance data for indoor facility includes all attendances to the venue, not just aquatic entries and this has remained steady.
Roads					
Satisfaction of use <i>Sealed local road requests</i> <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	25.04	23.62	31.90	24.01	A favourable number of sealed local road requests were recorded. This was due a proactive roads maintenance program and lower than usual rainfall which reduces pot holes formed by excessive water eroding the top layer of the road.
Condition <i>Sealed local roads maintained to condition standard</i> <i>[Number of kilometres of sealed local roads below the renewal intervention level set by council / Kilometres of sealed local roads] x100</i>	97.00%	99.45%	99.11%	99.08%	Council continues to have a pro-active road condition assessment program resulting in appropriate action to ensure Council's road standards are maintained.
Service cost <i>Cost of sealed local road reconstruction</i> <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$120.02	\$135.46	\$87.30	\$184.72	Council's sealed local road reconstruction program involved high volume arterial roads that had complex requirements including extensive utility surface relocations. This resulted in a higher unit rate for construction.
<i>Cost of sealed local road resealing</i> <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$15.96	\$27.33	\$26.45	\$45.07	The 2017/18 resurfacing program included a higher number of roads that required restorative treatments to improve surface durability.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Satisfaction <i>Satisfaction with sealed local roads</i> <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	66.00	66.40	63.00	64.00	The satisfaction with sealed local roads has remained steady from the previous financial year.
Statutory Planning					
Timeliness <i>Time taken to decide planning applications</i> <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	65.00	108.00	123.00	118.00	Wyndham is recognised as one of the fastest growing municipalities in Victoria. The Statutory Planning team experienced an increase in their workload and, also the complexity of application types submitted. This is a contributing factor in the increase of time taken to decide on planning applications. Additional planning staff have been recruited in response to the increased demand and expansion of the municipality. The time taken has decreased from the previous financial year.
Service standard <i>Planning applications decided within required timeframes [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</i>	67.00%	44.79%	43.08%	57.94%	An increase in planning staff has seen an improvement of 9.2% in the number of planning applications decided within the required time frames from the previous financial year.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Service cost <i>Cost of statutory planning service</i> <i>[Direct cost of statutory planning service / Number of planning applications received]</i>	\$1,316.55	\$1,360.23	\$2,024.26	\$2,635.95	The cost of Wyndham's statutory planning service is higher than the previous year due to additional resources being utilised to meet the increased service demand. This service demand has been met due to the increase in planning application fees and a pilot priority service facilitated by the Victorian Planning Authority.
Decision making <i>Council planning decisions upheld at VCAT</i> <i>[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</i>	60.00%	64.00%	47.06%	70.37%	The result is within range and is at an all time high for this year. VCAT affirming Council's decision on 19 occasions from 27 appearances at the Tribunal.
Waste Collection					
Satisfaction <i>Kerbside bin collection requests</i> <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000</i>	114.93	111.39	113.50	112.84	Kerbside bin collection request volumes have decreased slightly over the last four financial years, despite an increase in the number of kerbside bin collections.
Service standard <i>Kerbside collection bins missed</i> <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>	4.92	4.32	4.47	4.48	Kerbside collection missed bin volumes have been consistent since 2014/15.
Service cost <i>Cost of kerbside garbage collection service</i> <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$108.36	\$106.54	\$108.69	\$103.61	The cost of kerbside garbage bin collection service has decreased slightly compared to the previous financial year.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
<i>Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$25.91	\$25.89	\$14.76	\$21.32	The cost of the kerbside recyclables bin collections has increased due to China's recent decision not to accept recyclable materials from Australia. This change resulted in a loss of revenue from February 2018. Council now pays a recycler to process recyclables.
Waste diversion <i>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</i>	37.00%	36.51%	37.15%	35.71%	Green waste bin diversion is optional in Wyndham with approximately 32% of properties participating.

Theme 3 - Earning and Learning

Strategic Objective

Council will work innovatively with our partners and community to ensure Wyndham is a place of opportunity for learning, working, investing and succeeding, which builds a vibrant and sustainable city where all residents have access to opportunities. We will seek innovative ways to build an attractive business and investment environment – both locally and internationally.

Health, Wellbeing and Safety Goal

People in Wyndham enjoy financial security, have access to a diverse range of learning, education and work opportunities and have safe and healthy work and learning environments.

Strategic and Liveability Indicators - Earning and Learning

Strategic Indicators	Outcome
16. Adult learning: number of adults participating in learning and skills programs offered at Wyndham libraries	Between April to June 2018, there were 3,193 adults participating in learning and skills programs at Wyndham libraries. ¹⁴
17. Satisfaction with local library services	In 2017, community satisfaction with local library services was 8.53 out of 10 – similar to 2016 at 8.54. ¹
18. Job growth: percentage change number of local jobs	In 2016/17, Wyndham had local jobs growth of 2.63% compared to 3.60% Victoria wide. ¹⁵
19. Gross Regional Product (GRP): Gross Regional Product and percentage contribution to Victorian Gross Domestic Product	In 2016, Wyndham had the second largest GRP (\$8.45m) of all growth areas in Victoria. Wyndham's GRP contributed 2.3% towards Victoria's Gross State Product. ¹⁵
20. Youth disengagement: percentage of 15-25 year olds not engaged at all in work or study	In 2016, 11.8% of 15-25 year olds from Wyndham were not studying and were not employed compared to 8.0% across Greater Melbourne. ⁷
21. Higher Education: percentage of the adult population attending University or TAFE (18+ years)	In 2016, 8.2% of adults from Wyndham attended University or TAFE but this was lower than Greater Melbourne (10.4%) and Victoria (9.1%). ⁷
Liveability Indicators	Outcome
8. Socio-Economic Index for Areas - Index of Relative Socio-Economic Disadvantage Score	In 2016, Wyndham had an Index of Relative Socio-Economic Disadvantage score of 1009. ¹⁶ The Index was developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage.
9. People that live and work in their Local Government Area	In 2016, 34.3% of people lived and worked in Wyndham. ⁷ This was the second highest proportion of growth area Councils.
10. Percentage of labour force who are looking for work (unemployment)	In March 2018, unemployment was 7.77% in Wyndham compared to 5.97% in Greater Melbourne. ¹⁷
11. Percentage of students achieving national benchmark in literacy	In 2015, the percentage of students achieving the national benchmark in literacy were: 93.6% for Year 3; 92.5% for Year 5; 95.1% for year 7; and 90.7% for Year 9. ¹⁸
12. Percentage of students achieving national benchmark in numeracy	In 2015, the percentage of students achieving the national benchmark in numeracy were: 93.4% for Year 3; 94.1% for Year 5; 96.1% for year 7; and 94.3% for Year 9. ¹⁸
13. Children vulnerable on two or more domains of the AEDC	In 2015, 13.3% of children were vulnerable on two or more domains of the Australian Early Development Census (AEDC). ¹⁹

Major Initiatives and Initiatives - Earning and Learning

Major Initiatives	Outcome
19. Develop and grow an annual innovation and entrepreneurship festival / business summit that presents national and global trends and showcases innovative Wyndham City companies, individuals and business entrepreneurs.	Complete. An inaugural annual innovation and entrepreneurship festival – WYNnovation – was successfully held in February 2018. Wyndham City will deliver the next WYNnovation in 2019 and develop a five year WYNnovation Plan.
20. Undertake a detailed study to identify local industry and employment capacity and gaps that will inform potential investors of opportunities in targeted sectors	Complete. A detailed study, using economic and demographic data, was prepared by Wyndham City's Research Unit in collaboration with the Economic Growth Department, to inform development of an Investment Attraction Plan.
Initiatives	Outcome
21. Development and maintenance of a commercially focused stand-alone website that promotes Wyndham as a business and investment destination and reaches out to local business and local, national and international investors	Complete. A stand-alone promotional website has been developed and an "official" launch and "go-live" of the website will take place after the Wyndham Business Awards in August 2018.

Services Delivered and Cost [*relating to Theme 3*]

Service	Description	Net Cost Actual <u>Budget</u> Variance \$000
Libraries	There are five library sites within the City of Wyndham. All the libraries have modern facilities with reference and non-reference books available and are equipped with up-to-date computer equipment and internet access available for research. These services are available for use by members of the public. Weekly programmes to improve literacy and numeracy, such as story time and rhyme time are provided at each branch.	6,017 <u>6,130</u> 113
Economic Growth & Industry Facilitation	Council supports the development and growth of local businesses, business start-ups and entrepreneurs in growing Wyndham's economy. Attracting and facilitating employment generating investment is a key service that aims to stimulate the economy and deliver local job opportunities for the resident workforce.	821 <u>583</u> -238
Tourism & Major Events	Promoting Wyndham City as a place to live, a place to do business and as a tourist destination. This service seeks to promote the City through the development and attraction of local tourism initiatives and events. Key services include the delivery of the Visitor Economy Strategy to guide the City's future directions in this area and the operation of an accredited Visitor Information Centre.	639 <u>602</u> -37
Town Centre Activation	Wyndham City activates independent town centres by providing centre management services, delivering stimulus initiatives, organising and facilitating a broad range of events and activities to deliver measurable economic and social benefits, as well as market and promote the centres to attract customers, new businesses and new development investment. Public spaces such as streetscapes are enhanced, overseeing the operation and maintenance of public spaces so that they are clean, safe, accessible and welcoming, and fostering relationships and works with business, community and government partners to implement the Wyndham 2040 vision in activity centres.	1,850 <u>1,023</u> -827

Service Performance Indicators - Theme 3 - Earning and Learning

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
<i>Service/Indicator/Measure</i>					
Libraries					
Utilisation <i>Library collection usage</i> <i>[Number of library collection item loans / Number of library collection items]</i>	7.07	6.35	6.65	6.46	As part of a building redevelopment project, library collection usage is slightly lower than the previous year due to the closure and reduction in public floor space at the Point Cook branch. This location will reopen in 2018/19 with increased floor space and facilities for the community.
Resource standard <i>Standard of library collection</i> <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	78.00%	70.45%	67.12%	70.33%	Result is higher than 2016/17, reflecting the inclusion of eBook collections in the definition of library collection items.
Service cost <i>Cost of library service</i> <i>[Direct cost of the library service / Number of visits]</i>	\$5.97	\$5.91	\$6.54	\$6.68	Visitations are down due to Point Cook Library undergoing renovation. Compared to the same period in 2016/17, there has been a reduction of visitations across the Library Service in 2017/18.
Participation <i>Active library members</i> <i>[Number of active library members / Municipal population] x100</i>	10.00%	14.82%	14.67%	13.32%	The result for active library members is slightly lower than last year.

Theme 4 - Leadership and Participation

Strategic Objective

Council will continually build and shape a community of passionate, engaged and inspired residents and organisations who are proud to call Wyndham City their home. We will streamline our internal systems, our collaboration, and communication across all levels of government, while establishing the foundations for a long-term financial sustainability and strengthening our values, partnerships, and community engagement.

Health, Wellbeing and Safety Goal

Wyndham City works with local residents, organisations, partners, and other tiers of government to deliver sustainable and financially responsible improvements to health, wellbeing, and safety for the community.

Strategic and Liveability Indicators - Leadership and Participation

Strategic Indicators	Outcome
22. Community satisfaction with Council's performance in community consultation and engagement	In 2017, community satisfaction with Council's performance in consultation and engagement was 6.57 out of 10 – similar to 2016 at 6.51. ¹
23. Community satisfaction with Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues	In 2017, community satisfaction with Council's performance in representation, lobbying and advocacy was 6.33 out of 10 – similar to 2016 at 6.28. ¹
24. Community satisfaction with performance of Council across all areas of responsibility	In 2017, community satisfaction with Council's performance across all areas of responsibility was 6.69 out of 10 – similar to 2016 at 6.65. ¹
25. Community satisfaction with Council's performance in maintaining the trust and confidence of the local community	In 2017, community satisfaction with Council's performance in maintaining the trust and confidence of the local community was 6.31 out of 10 – slightly up on 2016 at 6.17. ¹
26. Community participation: proportion of adults who belong to an organised community group (sports, religious, school, professional, other)	In 2014, Wyndham had smaller proportions of adults participating in all types of organised community groups, compared to the North West Metro and Victoria. ²
27. Social support: percentage of adults experiencing high or very high levels of social isolation	In 2014, 20.3% of Wyndham adults were socially isolated, compared to 18.5% of adults in the North West Metro area and 17.3% Victoria wide. ²
28. Volunteers: percentage of population (15 years +) that volunteered in the last 12 months	In 2016, 13.9% of adults in Wyndham had volunteered in the previous 12 months, compared to 17.6% of adults in Greater Melbourne and 19.2% in Victoria. ⁷
Liveability Indicators	Outcome
14. Individual's level of resilience	In 2015, the individual level of resilience was scored at an average of 6.1 out of 8 compared to an average of 6.4 across Victoria. ⁵
15. Proportion of adults who cannot access help from friends, family and neighbours when needed	In 2014, the proportion of adults who could not access help was 6.2% from family, 4.1% from friends and 28.1% from neighbours. ²
16. Proportion of adults who agree that multiculturalism (as a general concept) made life in their area better	In 2014, 48.8% of adults in Wyndham agreed that multiculturalism (as a general concept) made life in Wyndham better compared to 55.4% of adults across Victoria. ²

Major Initiatives and Initiatives - Leadership and Participation

Major Initiatives	Outcome
22. Council will keep abreast of changes to technology by undertaking enterprise resource planning to ensure our systems are as streamlined and integrated as possible.	Complete. Wyndham City has kept abreast of changes to technology by undertaking enterprise resource planning to streamline and integrate systems.
23. Council will respond to a rate capped environment and continue to deliver value to our community by ensuring sound long term financial planning with the development and implementation of the Long Term Financial Plan, which will include moving to a service costing model, greater engagement with Victorian Auditor General's Office (VAGO) and the Essential Services Commission.	Wyndham City undertook a detailed review of its Long Term Financial Plan (LTFP) focussing on alignment across Council's services, assets, financial strategies and sustainability metrics. The review was informed by Wyndham 2040 and establishes a base case against which future decisions of Council can be assessed. The LTFP is an ongoing iterative process, and forms an integral part of our business planning. We have had extensive engagement with the Essential Services Commission and VAGO through the year. In particular, VAGO selected Wyndham City to be part of their 2018/19 performance audit 'Delivering Local Government Services' investigating the efficiency of service provision in a rate capped environment.
Initiatives	Outcome
24. Council will ensure that our community is provided with good infrastructure facilities by ensuring our Development Contributions Plan (DCP) reporting system aligns to Council's DCP monitoring processes and databases.	Complete. Improvements were made to our DCP reporting system to ensure alignment with Council's DCP monitoring processes and databases.
25. Implement priority services for economic and residential development permit applications.	Complete. A priority service has been implemented. Ongoing review and improvement of internal procedures, implementation of activity based work arrangements and transition into new flexible work spaces (as part of the Changing Spaces program).
26. Streamline development assessment process by the creation of Online lodgement, paperless office, and performance reporting using digital technology.	Complete. Various actions undertaken including moving high volume customers to a streamlined paperless process. Further changes planned with enterprise resource planning implementation.

Services Delivered and Cost [*relating to Theme 4*]

Service	Description	Net Cost Actual <u>Budget</u> Variance \$000
Civic Participation	Community consultation, planning and community development activities promote local engagement and activation in the distinct neighbourhoods and districts of Wyndham. This aims to ensure that Council services and engagement are well targeted to local need, providing people with opportunities to shape what happens in their local area.	1,819 <u>1,783</u> -36
Strengthening Communities	Wyndham promotes local engagement and activation through community events and neighbourhood programs. Building community strength and individual wellbeing by celebrating diverse identities, removing barriers to access services and ensuring inclusion in community life. Strengthening the capability of the community to increase the quality and number of community-led activities.	2,932 <u>3,225</u> 293

Service Performance Indicators - Theme 4 - Leadership and Participation

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
<i>Service/Indicator/Measure</i>					
Governance					
Transparency <i>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</i>	16.00%	11.01%	13.48%	15.20%	Decisions made by Council at meetings closed to the public are in accordance with the requirements of section 89 of the <i>Local Government Act 1989</i> . These include contractual and personnel matters which were the subject of a number of items in 2017/18.
Consultation and engagement <i>Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]</i>	69.00	73.50	65.00	66.00	Satisfaction with community consultation and engagement has increased slightly from the 2016 Community Survey.
Attendance <i>Councillor 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</i>	90.00%	85.86%	92.93%	84.21%	There was a decrease in attendance at ordinary and special Council meetings by Councillors.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Material Variations and Comments
Service cost <i>Cost of governance</i> <i>[Direct cost of the governance service / Number of councillors elected at the last council general election]</i>	\$48,619.18	\$46,507.55	\$48,888.55	\$57,113.18	The direct cost of delivering Council's governance service per Councillor includes training and development. The training included sessions for all Councillors and for individual Councillors.
Satisfaction <i>Satisfaction with council decisions</i> <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	64.00	69.80	62.00	64.00	Community satisfaction with the provision of governance increased slightly from the previous year.

Governance & Management

ANNUAL REPORT 2017/18



Governance

Wyndham City is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipality. In providing this leadership, Council's primary objective is to endeavour to achieve the best outcomes for the Wyndham community, having regard to the long term and cumulative effects of its decisions.

In seeking to achieve this primary objective, Wyndham City has regard to several facilitating objectives including to:

- Promote the social, economic and environmental sustainability of the municipality;
- Improve the overall quality of life of people in our community;
- Ensure that services and facilities provided by Council are accessible and equitable; and
- Ensure transparency and accountability of Council decision making.

In meeting these objectives, Wyndham City performs critical roles, including:

- Acting as a representative government by taking into account the diverse needs of the local community in its decisions;
- Establishing strategic objectives and monitoring their achievement;
- Ensuring that resources are managed in a responsible and accountable manner;
- Advocating local interests to other communities and governments;
- Acting as a responsible partner in government by taking into account the needs of other communities; and
- Fostering community cohesion and encouraging active participation in civic life.

Wyndham City is committed to effective and sustainable forms of democratic and corporate governance to ensure Council and its administration meets community priorities. Our community has many opportunities to provide input into Council decisions including participation as members of Portfolio Committees, District Advisory Committees, community consultation programs, other public forums and making submissions to Council.

Formal decision making processes are conducted through Council Meetings. While Council is the ultimate decision making body, it delegates the majority of its decision making to 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.

Council has strong relationships with other tiers of government, neighbouring councils and organisations, such as statutory authorities.

Councillor Portfolios

The Councillor Portfolio approach was established in the previous term of Council and continues in the current term. The Portfolios are: Safer Communities; Cultural Diversity; Family Friendly City; Future Focused Economy; Learning City; Environment and Sustainability; Smart City; Tourism and Major Events; Sports Development; Arts, Culture and Heritage; Urban Futures; and Growth and Transport. These portfolios are linked to the priorities in the *Wyndham City Plan 2017-21*.

Each Councillor has been appointed to a portfolio which enables Councillors to develop a more detailed knowledge of particular policy areas. The Mayor is appointed to a portfolio and to the Growth and Transport portfolio given the importance of this area to the municipality. Each Councillor chairs a Portfolio Committee, most of which include community representatives. These Committees ensure that important Council strategies and policies are actively reviewed by community members and while they do not have ultimate decision making power they do make detailed policy and other recommendations to Council.

Meetings of Council

Ordinary Council Meetings are held on the first Tuesday of each month.

For 2017/18, Council held eleven Ordinary Council Meetings and eight Special Council Meetings.

Councillor Attendance

The table below provides an overview of attendance by Councillors at Ordinary and Special Council Meetings.

Councillor	Council Meeting	Special Council	Total
Cr Aaron An	10	8	18
Cr Henry Barlow	9	5	14
Cr John Gibbons	8	7	15
Cr Josh Gilligan	11	7	18
Cr Tony Hooper	9	7	16
Cr Intaj Khan	7	4	11
Cr Kim McAliney	11	8	19
Cr Heather Marcus	7	6	13
Cr Peter Maynard	9	7	16
Cr Mia Shaw	10	8	18
Cr Walter Villagonzalo	10	8	18

Special Committees

Wyndham City did not have any Special Committees in 2017/18.

Councillor Expenses and Allowances

Councillors are entitled to receive an allowance while performing their duties. The Mayor is entitled to receive a higher allowance.

The State Government sets the upper and lower limits of all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. Wyndham City is recognised as a Category Three Council.

At the 27 June 2017 Council Meeting, in accordance with the requirements in the *Local Government Act 1989* regarding the requirement to review the allowances following a General Election, Council resolved to fix the allowances for the remainder of the 2016-2020 Council term at \$29,630 for Councillors and \$94,641 for the Mayor plus the equivalent of the superannuation guarantee

contribution (9.5 per cent). These amounts are in accordance with the annual adjustment which was made by the Minister as at 1 December 2016 for Category Three Councils. The Minister for Local Government may approve annual adjustments to the allowance amounts. The amounts were subsequently adjusted as of 1 December 2017 by 2 per cent to 96,534 for the Mayor and 30,223 for Councillors plus the equivalent of the superannuation guarantee contribution of 9.5 per cent.

Councillors received the following allowances for 2017/18:

Councillor	Allowance and equivalent superannuation
Cr Aaron An	\$32,870.23
Cr Henry Barlow ¹ (Mayor 2016/17)	\$55,642.42
Cr John Gibbons	\$32,870.23
Cr Josh Gilligan	\$32,870.23
Cr Tony Hooper	\$32,870.23
Cr Intaj Khan	\$32,870.23
Cr Kim McAliney	\$32,870.23
Cr Heather Marcus	\$32,870.23
Cr Peter Maynard ² (Mayor 2017/18)	\$82,027.06
Cr Mia Shaw	\$32,870.23
Cr Walter Villagonzalo	\$32,870.23

¹ Elected as Mayor from 16 November 2016 to 20 November 2017.

² Elected as Mayor from 22 November 2017 to present (next Mayoral election to occur in November 2018).

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 Expenses and Entitlements Policy 2018* which provides guidance on the provision of resources and reimbursements to Councillors. The details of expenses for 2017/18 annual financial year are outlined on the next page.

Councillor	Phone Charges	Internet Charges	Equipment	Mileage / Cabcharge / Parking	Functions / Events	Family Care	Membership	Training / Conferences (incl. travel & registration fees for interstate conferences/training)	Total
Cr Henry Barlow	\$ 655.38	\$ 1,080.00	\$ 827.00	\$ 231.70	\$ 270.00	\$ -	\$ -	\$ 8,650.54	\$ 11,714.62
Cr Josh Gilligan	\$ 694.42	\$ 1,080.00	\$ 800.00	\$ 49.25	\$ -	\$ -	\$ 575.00	\$ 7,847.00	\$ 11,045.67
Cr Walter Villagonzalo	\$ 654.48	\$ 1,080.00	\$ 892.00	\$ -	\$ -	\$ -	\$ 722.00	\$ 8,073.10	\$ 11,421.58
Cr John Gibbons	\$ 708.96	\$ 1,080.00	\$ 800.00	\$ 251.05	\$ 177.00	\$ -	\$ -	\$ 690.00	\$ 3,707.01
Cr Aaron An	\$ 661.02	\$ 1,080.00	\$ 854.00	\$ -	\$ 100.30	\$ -	\$ -	\$ 5,283.98	\$ 7,979.30
Cr Kim McAliney	\$ 655.83	\$ 1,080.00	\$ 1,824.55	\$ 586.23	\$ 274.09	\$ -	\$ 575.00	\$ 4,213.18	\$ 9,208.88
Cr Intaj Khan	\$ 599.76	\$ 1,080.00	\$ 1,783.00	\$ -	\$ -	\$ -	\$ -	\$ 1,307.00	\$ 4,769.76
Cr Tony Hooper	\$ 656.65	\$ 1,080.00	\$ 827.00	\$ 110.44	\$ 120.30	\$ 45.00	\$ -	\$ -	\$ 2,839.39
Cr Mia Shaw	\$ 655.88	\$ 1,080.00	\$ 2,207.36	\$ -	\$ 140.00	\$ -	\$ 722.00	\$ 8,841.00	\$ 13,646.24
Cr Peter Maynard	\$ 655.75	\$ 1,080.00	\$ 917.70	\$ 716.57	\$ 389.18	\$ -	\$ 575.00	\$ 12,429.00	\$ 16,763.20
Cr Heather Marcus	\$ 711.11	\$ 1,080.00	\$ 800.00	\$ -	\$ 90.00	\$ -	\$ -	\$ -	\$ 2,681.11
TOTAL	\$ 7,309.24	\$ 11,880.00	\$ 12,532.61	\$ 1,945.24	\$ 1,560.87	\$ 45.00	\$ 3,169.00	\$ 57,334.80	\$95,776.76

Conflict of Interest

Councillors are elected 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, the Officer also needs to act in the public interest. Conflict of interest is about transparency. Councillors and staff must be clear that their private interests are not affecting their public duties and they are not using their position for personal benefit. Procedures apply when Councillors and staff identify that they have a conflict of interest in a matter. Council provides conflict of interest training for Councillors and staff to ensure that they understand the provisions in the *Local Government Act 1989* which relate to conflicts of interest and the process that applies to declaring and managing such conflicts. There were a total of 21 conflicts of interests declared by Councillors at Ordinary Council Meetings and Special Council Meetings during 2017/18. Fifty eight staff attended conflict of interest training during the financial year.

Code of Conduct

In accordance with the *Local Government Act 1989*, the Councillor Code of Conduct includes the roles and responsibilities, councillor conduct principles, matters which relate to civic representation, information and resources, dispute resolution procedures and policies which are associated with the Code including the 2016 Election Period Policy. The Code also includes a section on the function of the Chief Executive Officer and Councillor interaction with staff. In 2017/18 a complaint in relation to alleged contraventions of the Councillor Code of Conduct was dealt with in accordance with the internal resolution procedure as specified in the Code of Conduct, which is consistent with the internal resolution procedure as prescribed in Division 1AB of Part 4 of the *Local Government Act 1989*. The complaint resulted in written direction being made by the Council.

At the Special Council Meeting held to elect the new Mayor in November 2017, all Councillors reaffirmed their commitment to abide by the Councillor Code of Conduct.

Submissions

The following submissions were received under section 223 of the *Local Government Act 1989* during 2017/18.

Council Meeting	Title	s223 Submissions
Ordinary Council Meeting 8 November 2017	Lease agreement community use – early years services	0
Special Council Meeting 17 April 2018	Proposed Integrated Plan and Budget 2018/19	9 (Hearing held on 4 June 2018)
Ordinary Council Meeting 1 May 2018	Werribee Football Club Lease	0

Risk Management

Our Wyndham, Towards 2040 enables Wyndham City to better meet new and emerging community needs and aspirations, enhance service delivery, drive efficiency, and deliver the best possible value to the community.

Enterprise risk management is a vital component of good governance that mitigates exposures, underpins integrity, informs decisions, and improves business performance.

During 2017/18, the Risk and Compliance team continued to foster a 'Risk Aware' organisation by completing year five of the Five-Year Enterprise Risk Management (ERM) strategy. Key achievements for the year were:

- Quarterly review and endorsement of the Strategic Risk Profile, Corporate Risk Profile and Compliance Attestation;
- Partner with the Executive Leadership Team to re-frame the Risk Appetite Statement for better decision making;
- Implementation of compliance register to assist the organisation to meet regulatory obligations;
- Provision of advice, support and training to internal stakeholders to embed effective risk management into strategies, programs, activities and processes;
- The Fraud and Corruption Control Policy was reviewed and updated; and
- Reduction in outstanding management actions following internal audits, further enhancing the effectiveness of the organisation's internal controls.

These achievements effectively managed risk exposure and identified business opportunities for enhanced business performance and improved outcomes for the community.

Audit and Risk Management Committee

In accordance with the section 139 of the *Local Government Act 1989*, 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 and 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 2017/18 was:

Independent Members:

Ms Gaye Mason (Retired June 2018)
 Dr John Purcell (Appointed May 2015)
 Mr John Watson (Appointed May 2015)
 Mr Jeff Rigby (Appointed August 2017)

Councillors:

Cr Henry Barlow (Mayor, retired November 2017)
 Cr Peter Maynard (Mayor, appointed November 2017)
 Cr Kim McAliney (Appointed November 2016)
 Cr Aaron An (Appointed November 2016)

Standing Invitation:

Ms Kelly Grigsby, Chief Executive Officer
 Ms Jenny McMahan, Director, City Life
 Mr Stephen Thorpe, Director, City Operations
 Mr Peter McKinnon, Acting Director, City Economy, Innovation & Liveability
 Ms Binda Gokhale, Chief Financial Officer
 Mr Ben Lester, Manager City Resilience (September 2017 meeting)
 Mr Richard Maugueret, Acting Manager City Resilience (December 2017-June 2018 meetings)

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; and
- Endorsement of Council’s Risk Management Policy, Strategy and Framework, Strategic Risk Register and Risk Appetite Statement.

Emergency Management

Wyndham City has a legislated role in emergency management. Wyndham City works closely with emergency services and other organisations to better assist our community to prepare, respond and recover from an emergency event. Key highlights during the year are outlined below.

Municipal Emergency Management Plan Audit

Wyndham City’s Municipal Emergency Management Plan passed its audit conducted by VicSES, Victoria Police, and the Victorian Department of Health and Human Services. The Plan outlines local emergency management arrangements, detailing and specifying roles and responsibilities. The auditors identified the Plan as being to a high standard and considered it a benchmark for other local government areas. The Committee includes representatives from various local emergency service and other organisations critical to preparing, responding, and recovering from emergencies in Wyndham.

North West Metropolitan Region Emergency Management Exercise

As a member of the collaboration that includes 14 municipal areas, Wyndham City was an active participant in a regional emergency management exercise. The exercise simulated a major emergency event and tested the capability and capacity of the region to set up an Emergency Relief Centre for affected community members.

Victorian 2017 Resilient Australia Award

Wyndham City partnered with Melton City Council to accept the Victorian 2017 Resilient Australia Award for the Emergency Ready Communities project. More than 185 people participated in the project, which engaged community leaders from local groups including emergency services, resident associations, environment groups, and culturally and linguistically diverse communities. The participants developed 11 emergency ready community project briefs during the leadership program. The project helped develop leadership programs, a leadership forum, the development of a Municipal community profile and engagement framework, and community disaster resilience scorecard.

Documents Available for Public Inspection

Council maintains documents which are prescribed by Regulation 12 of the *Local Government (General) Regulations 2015* to be made available for inspection at the Wyndham Civic Centre at 45 Princes Highway, Werribee. The information includes travel undertaken by Councillors and staff, property related leases, delegations and authorisations and donations and grants made by Council. The agendas and minutes of Council meetings are available via the Council website at:

<https://www.wyndham.vic.gov.au/about-council/your-council/council-meetings/meeting-agendas-minutes>

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982*, Wyndham City is required to publish certain statements in our Annual Report or separately on our website concerning our functions and information available to the public. Wyndham City 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 the 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.gov.au and on Wyndham City's website.

FOI Requests	2017/18
Total number of Requests	50
Access granted in full	9
Access granted in part	11
Access denied in full	3
Other (e.g. request withdrawn, not proceeded with or Act does not apply)	27
Number of decision reviews or complaints referred to the FOI Commissioner	2
Number of appeals to VCAT	0

Privacy and Data Protection

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 City's Privacy Policy (updated 21 March 2017) publicly articulates Council's commitment to protecting individual's 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*.

In 2017/18, Wyndham City received nine privacy complaints, and following investigation, four were deemed unfounded and five were upheld. Wyndham City received and processed 419 requests throughout the year for access to personal information from statutory agencies. To maintain organisational awareness and compliance with privacy requirements, 307 staff were trained through the financial year.

Information requests and any questions or complaints regarding people's rights to privacy can be discussed with Council's Privacy Officer on Phone 8734 0464.

Contracts

During the year Council entered into the following contracts valued at \$150,000 or more for services of \$200,000 or more, for works in kind specified in section 186(a) and (c) of the *Local Government Act 1989*. It did enter into contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

Exemptions

- Werribee Outdoor Pool - filter replacement
- Minor works - parks for Wyndham 2021 variation
- Provision of animal management services

Wyndham City entered into the following contracts in accordance with section 186(5)(C) of the *Local Government Act 1989*. These contracts were entered into the reliance on Ministerial exemption.

Third party contracts

Contract Number	Contract
Q1808/17	PA - Supply of Networking Hardware (1806/0711)
C1989/18	MAV- Small Gas Sites - EC8310-2018 Origin Energy
C1988/18	MAV - Large Gas Sites - EC8310-2018 Origin Energy
C1987/18	MAV - Small Electricity Sites - EC8310 - 2018 AGL
C1986/18	MAV - Unmetered Public Lighting - EC8310-2018 - ERM
C1887/17	MAV - 14000kg Minimum GVM Tipping Truck fitted with 6000 Litre Skid Mounted Water Tank (NPN04-13, NPN1.15 & NPN2.15)
C1918/18	CSR - Engagement of Project Management Services (State Government Panel)
C1933/18	MAV - Two Road Suction Sweepers (NPN04.1 & NPN1.15)
Nil	SPC - Bulk Fuel and Fleet Cards
Nil	MAV - TPAMS Telecommunication
C1960/18	MAV - Truck Mounted Combination Suction & Jetting Unit (NPN04.13)
C1979/18	SPC - Changing Spaces Rollout & Supporting BAU Activities - End User Computing Equipment Panel (EUC)

Carer's 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 has taken all practicable measures to comply with its obligations under the *Carers Recognition Act 2012*. Wyndham City has promoted the principles of the Act to people in care relationships who receive our services and to the wider community by:

- Positively promoting the valuable role carers play in the community at community events;
- Providing information to staff and clients regarding support for carers through services provided by and on behalf of Wyndham City; and
- Providing links to State Government and other carer related resource materials on our website.

Wyndham City has taken all practicable measures to ensure our staff have an awareness and understanding of the care relationship principles set out in the Act through the provision of training and professional development opportunities regarding care relationships.

Wyndham City 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; and
- Developing and undertaking a satisfaction survey with people receiving aged and disability services.

Charter of Human Rights and Responsibilities

Wyndham City fully subscribes to the *Charter of Human Rights and Responsibilities Act 2006* in all interactions with staff as well as the broader community. Wyndham City recognises that all people are born free and equal in dignity and rights.

The Charter is founded on the following principles:

- Human rights are essential in a democratic and inclusive society that respects the rule of law, human dignity, equality and freedom.
- Human rights belong to all people without discrimination, and the diversity of the people of Victoria enhances our community.
- Human rights come with responsibilities and must be exercised in a way that respects the human rights of others.
- Human rights have a special importance for the Aboriginal people of Victoria, as descendants of Australia's first people, with their diverse spiritual, social, cultural and economic relationship with their traditional lands and waters.

Wyndham City observes the responsibilities referred to in:

- Part 2 of Charter – Various Human Rights;
- Part 3 of the Charter – Application of Human Rights in Victoria; and
- Part 3 of the Charter, Division 4 – Obligation on public authorities.

Disability Action Plan

The Wyndham City Accessibility Action Plan (AAP) 2018-2021 is currently in draft form and is planned for public exhibition in September and adoption by Council in November 2018. The Plan builds upon

the progress and gains of the *Disability Access & Inclusion Strategy 2013-2017* and previous Action Plans. It incorporates current needs and priorities identified through research and consultation.

Actions in the AAP will help Wyndham City ensure that access and inclusion of people with disability is embedded into everything Council does. It will ensure that Wyndham City has a firm foundation as it develops and implements future Action Plans.

Domestic Animal Management Plan

Wyndham City is required to prepare and implement a Domestic Animal Management Plan. The Plan outlines the services, programs and policies the Council has established, or plans to establish, to address the management of dogs and cats in administering the *Domestic Animals Act 1994* in Wyndham.

During 2017, Wyndham City adopted the 2017-21 Domestic Animal Management Plan. Council received 891 responses to the draft Plan during a five week consultation period, highlighting an increased level of engagement by Council and a growing commitment to domestic animals in the Wyndham community. This included a letter from the RSPCA advising that the Plan met current best practice guidelines.

The Plan identifies the current situation, objectives and actions associated with the following areas:

- Training of authorised animal management officers.
- Registration and identification of dogs and cats.
- Minimising the nuisance caused by dogs and cats.
- Addressing dog attacks.
- Identification and monitoring dangerous, menacing and restricted breed dogs.
- Addressing issues of cat over-population.
- Regulation of domestic animal businesses.
- Strategic use of partnerships, community engagement and technology.

With a sustained increase in the number of cat and dog registrations over the financial year, and the introduction of online registrations, a key focus is on implementing all the other key objectives and actions of the plan.

Food Act

In accordance with section 7E of the *Food Act 1984*, a Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Wyndham City during the financial year.

Legislation Impacting Council

Building Act 1993

Carers Recognition Act 2012

Domestic Animals Act 1994

Emergency Management Act 1986

Environment Protection Act 1970

Equal Opportunity Act 2010

Food Act 1984

Freedom of Information Act 1982

Infringements Act 2006

Land Acquisition and Compensation Act 1986

Local Government Act 1989

Occupational Health and Safety Act 2004

Planning and Environment Act 1987

Privacy and Data Protection Act 2014

Protected Disclosure Act 2012
Public Health and Wellbeing Act 2008
Road Management Act 2004

Road Safety Act 1986
Sentencing Act 1991
Subdivision Act 1988
Valuation of Land Act 1960

Local Laws

Council has two Local Laws:

- 1) *Community Amenity Local Law 2015* – <https://www.wyndham.vic.gov.au/services/local-laws-permits/other-laws-and-regulations>

The objectives of the *Community Amenity Local Law 2015* are to:

- Provide for the peace, order and good government of the *municipality*;
 - Promote a physical and social environment free from hazards to health, in which the residents of the *municipality* can enjoy a quality of life that meets the general expectations of the community;
 - Protect the amenity of and safety within the *municipality*;
 - Protect *Council* assets and the environment of the *municipality*; and
 - Prevent and suppress nuisances which may adversely affect the enjoyment of life within the *municipality* or the health, safety and welfare of persons within the *municipality district*,
- 2) *Governance Local Law 2013* – <https://www.wyndham.vic.gov.au/about-council/your-council/council-meetings/meeting-dates-recordings-related-documents>

The objectives of the *Governance Local Law 2013* are to:

- Provide a mechanism to facilitate the good government of Wyndham City Council through its formal meeting procedure and in recognition of the objectives, roles and functions of a Council in the Local Government Charter;
- Promote and encourage community leadership by Wyndham City Council consistent with the community's views and expectations;
- Promote and encourage community participation in local government while at the same time ensuring that Council conducts business at Council Meetings in an effective and efficient manner having regard to Council's role in the Local Government Charter; and
- Regulate and control the use of the Common Seal.

Protected Disclosure Procedures

Wyndham City Council has established and published Protected Disclosure Procedures under section 58 of the *Protected Disclosure Act 2012* and in accordance with the Guidelines of the Independent Broad-based Anticorruption Commission (IBAC) published under section 57 of the *Protected Disclosure Act 2012*.

Council's Protected Disclosure Procedures are readily available to staff and stakeholders via Council's intranet. In accordance with Part 2 of the *Protected Disclosure Act 2012*, Council ensures a protected disclosure can be made either verbally, in-writing, or via electronic communications.

There were no disclosures notified to IBAC under section 21(2) of the *Protected Disclosures Act 2012* during 2017/18.

Road Management Act

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial direction in its Annual Report. No such Ministerial Directions were received by Wyndham City during the financial year.

Infrastructure and Development Contributions

For 2017/18, the following information about infrastructure and development contributions is disclosed.

Table 1: Total Development Contributions Plan (DCP) levies received in 2017/18

DCP name and year approved	Levies received in 2017/18 (\$)
Wyndham West - 2014	\$18,427,162
Wyndham North - 2014	\$17,083,488
Truganina Employment Precinct 2009	\$1,648,062
Truganina South	\$980,295
Point Cook West - 2012	\$2,786,400
Total	\$40,925,407

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2017/18

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham North 2014	RD-91-01	0.7622 hectares - Davis Road Reserve between Leakes Road and Lamington Drive	Land acquisition	\$876,530
Wyndham North 2014	IN-91-01	0.1286 hectares - Leakes Road / North-South Connector Intersection	Land acquisition	\$147,890
Wyndham North 2014	IN-91-02	0.172 hectares - Leakes Road and Davis Road intersection	Land acquisition	\$106,640
Wyndham North 2014	IN-91-02	0.0778 hectares - Leakes Road and Davis Road intersection	Land acquisition	\$89,470
Wyndham North 2014	IN-91-03	0.2093 hectares - Davis Road / East-West Connector Intersection	Land acquisition	\$240,695
Wyndham North 2014	S-91-03	2.633 hectares - Local Sports Reserve	Land acquisition	\$3,027,950
Wyndham North 2014	IN-90-17	0.1762 hectares - Leakes Road and Wood Road Intersection	Land acquisition	\$117,173
Wyndham North 2014	RD-90-03	2.5563 hectares - Leakes Road between Forsyth Road to Derrimut Road	Land acquisition	\$1,699,940
Wyndham North 2014	IN-90-16	2.3887 hectares - Leakes Road and Morris Road intersection	Land acquisition	\$1,588,486
Wyndham North 2014	S-90-04	1.6745 hectares - Local Sports Reserve	Land acquisition	\$2,176,850
Wyndham North 2014	IN-91-03	Construction of arterial to connector signalised 4-way intersection (interim treatment) of Davis Road / East-west Connector Road	Construction	\$3,027,404

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham North 2014	IN-91-02	Construction of arterial to arterial signalised 4-way intersection (interim treatment) Leakes Road / Davis Road	Construction	\$260,614
Wyndham North 2014	RD-91-01	Construction of Davis Road between Leakes Road and Lamington Drive	Construction	\$1,334,112
Wyndham North 2014	IN-90-17	Construction of an arterial road to connector road signalised intersection of Leakes Road and Woods Road	Construction	\$2,156,204
Wyndham North 2014	RD-90-03	Construction of additional carriageway excluding intersections on Leakes Road between Forsyth Road to Derrimut Road	Construction	\$3,619,752
Wyndham North 2014	CU-90-02	Leakes Road crossing of Forsyth Road Drain. Construction of culvert waterway crossing	Construction	\$1,738,139
Wyndham North 2014	IN-90-16	Construction of an arterial to arterial signalised 4 way Intersection, Leakes Road and Morris Road	Construction	\$5,492,145
Total				\$27,699,994

Table 3: Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

No DCP contributions were received and expended for DCPs approved after 1 June 2016.

Table 4 – Land, works, services or facilities delivered in 2017/18 from DCP levies collected

Project description	Project ID	DCP name and year approved	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Armstrong Road - Black Forest Road to Greens Road	RD-06A	Wyndham West - 2014	\$0	\$4,854,055	\$4,854,055	100%

Best Value

Wyndham City is committed to continuously improving its services and providing value for money to residents. Section 208B of the *Local Government Act 1989* outlines six Best Value Principles that Councils must comply with:

- a) All services provided by Council must meet the quality and cost standards required by section 208D;
- b) All services provided by Council must be responsive to the needs of its community;
- c) Each service provided by Council must be accessible to those members of the community for whom the service is intended;
- d) Council must achieve continuous improvement in the provision of services for its community;
- e) Council must develop a program of regular consultation with its community in relation to the services it provides; and
- f) Council must report regularly to its community on its achievements in relation to the principles above (a – e).

Wyndham City seeks to continually improve ways of working to ensure delivery of high quality community outcomes. Selected highlights from the financial year are outlined below.

The **Community Engagement Framework** was developed in 2017 and endorsed by Council in March 2018. The Framework supports Council staff to undertake engagement in a transparent and meaningful way with the community. It outlines Council's commitment to the community with genuine opportunities to inform projects, strategies, decisions and services that affect them. In delivering engagement activities Wyndham City is committed to using **inclusive** methods to ensure a broad spectrum of the community are reached. The 'harder to reach' groups identified in Wyndham experience more barriers to engagement than other community members. Examples of barriers are language, physical ability, digital comprehension, lack of time and social isolation.

In March 2018, a new online engagement platform, **The Loop**, was launched. The Loop provides detailed information about each of Council's consultation projects, along with the opportunity to provide feedback, make submissions, have open discussions and share information. Since launching the online platform in March 2018, Wyndham City has engaged the community on 20 consultations with more in the planning stages, and 6,100 visits to the new site.

Wyndham City works to understand and advocate for community needs and aspirations in order to build a prosperous future. It is vitally important to communicate Wyndham's needs and seek action from politicians, government departments and other key stakeholders who provide infrastructure and services to the Wyndham community. Council acted by developing a transparent and comprehensive **Advocacy Strategy, 'Securing Wyndham's Future'** that consolidates the City's priorities. Adopted in March 2018, the Strategy provides the best possible platform to secure Wyndham's future.

Wyndham City's **Productivity and Efficiency Improvement Program** realised efficiency savings of \$1 million across the organisation as a way of responding to external and internal financial pressures. The program is focusing on how to share Council services with neighbouring Councils to be more efficient, increasing revenue and cost reduction.

In late 2017, The **City Transformation Cross-Organisational Team** was established to drive organisational transformation and sustain high performance. The Team uses the Australian Business Excellence Framework to guide its work. The Australian Business Excellence Framework supports delivery of Best Value to the community by ensuring our organisational processes, systems and

practices are best value and ensuring quality outcomes. The newly formed team will drive an integrated approach to organisational business transformation.

As an organisation, it is important that the customer is at the core of everything Council does, to ensure delivery of high quality services and outcomes for the community. In 2017 a new **Customer Experience Strategy** was developed. The strategy helps guide efforts to improve the customer experience. The organisation has focused on providing residents with choice in the way they contact Wyndham City. An example of this effort has been providing a digital online option for Hard Waste bookings and Kinder placements.

In 2018, Wyndham City was selected to participate in the **Victorian Auditor General's Office (VAGO) selected 2018-19 performance audit 'Delivering Local Government Services'**. The audit is investigating the efficiency of service provision in a rate capped environment. Over the course of this audit Council has had an extensive and continuous dialogue with VAGO on what is working well and how the audit can add value to the sector. There has been a strong focus on service planning and reviews driving fiscal efficiency and improved value. The final audit report is expected to be tabled in Parliament in September 2018. Wyndham City will use the recommendations in the final report to drive continued improvement in the way services are effective and efficiently delivered.

Wyndham City recognised an opportunity to improve project management and governance performance, and developed a **Project Management Framework (PMF)**. The PMF provides a systems approach, a gateway process and support enhanced project delivery. Since the system went live in July 2017, over 300 projects have entered the PMF. Wyndham City's Project Management Framework was recognised at the June 2018 Institute of Public Works Engineering Australasia Awards for the Innovation – Urban Award.

National Competition Policy

A key objective of National Competition Policy (NCP) is the promotion of more efficient public resource allocation decisions by all levels of government. There were no issues raised by the community related to NCP in 2017/18.

Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist for 2017/18.

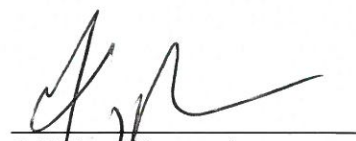
Governance and Management Items	Assessment
1 Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 6 March 2018 <input checked="" type="checkbox"/>
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 15 June 2018 <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: 26 June 2018 <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: 26 June 2018 <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: 26 June 2018 <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 <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 14 February 2018 <input checked="" type="checkbox"/>

Governance and Management Items	Assessment
<p>10 Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)</p>	<p>Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i></p> <p>Date of approval: 1 November 2017</p> <input checked="" type="checkbox"/>
<p>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)</p>	<p>Plan</p> <p>Date of operation of current plan: 20 April 2015</p> <input checked="" type="checkbox"/>
<p>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)</p>	<p>Plan</p> <p>Date of operation of current plan: 14 March 2017</p> <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</p> <p>Date of operation of current framework: 4 March 2015</p> <input checked="" type="checkbox"/>
<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</p> <p>Date of establishment: 17 June 1996</p> <input checked="" type="checkbox"/>
<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</p> <p>Date of engagement of current provider: 01/07/2018 – 30/06/2021</p> <input checked="" type="checkbox"/>
<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</p> <p>Date of operation of current framework: 15 June 2017</p> <input checked="" type="checkbox"/>
<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</p> <p>Date of report: 13 February 2018</p> <input checked="" type="checkbox"/>
<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</p> <p>Date statements presented: 19 September 2017, 1 November 2017, 14 February 2018 and 9 May 2018</p> <input checked="" type="checkbox"/>

Governance and Management Items	Assessment
19 Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports <input checked="" type="checkbox"/> Date of reports: 5 December 2017 and 6 June 2018
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)	Reports <input checked="" type="checkbox"/> Date of reports: 31 January 2018 and 19 September 2017
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)	Considered and approved at a meeting of council in accordance with section 134 of the Act <input checked="" type="checkbox"/> Date statements presented: 24 October 2017
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)	Reviewed in accordance with section 76C of the Act <input checked="" type="checkbox"/> Date reviewed: 7 February 2017
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)	Reviewed in accordance with section 98(6) of the Act <input checked="" type="checkbox"/> Date of review: Council to CEO: 5 September 2017 Council to Council Staff: 5 September 2017 CEO to Staff: 22 June 2018
24 Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act <input checked="" type="checkbox"/> Date local law made: 12 April 2018

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


 Kelly Grigsby
 Chief Executive Officer
 Dated: 18/09/2018


 Cr Walter Villagonzalo
 Acting Mayor
 Dated: 18/09/2018

Strategic and Liveability Indicator References

1. Wyndham City Council (2017), *Annual Community Satisfaction Survey*.
2. Department of Health (2014), *Victorian Population Health Survey*.
3. Department of Health (2010 to 2015), *Australian Childhood Immunisation Registry (ACIR)*, Retrieved from the Victorian Child and Adolescent Monitoring System.
4. Crime Statistics Agency (2018), *Crime Statistics*.
5. VicHealth (2015), *Indicator Survey*.
6. Victorian Responsible Gambling Foundation (2015-16 and 2016-17), *Pokies in your Local Government Area*.
7. Australian Bureau of Statistics (2016), *Census of Population and Housing*.
8. Wyndham City Council (2018), *Local Government Performance Reporting Framework Data*.
9. Wyndham City Council (2017), *Greenhouse Gas Emission Data*.
10. University of Technology of Sydney (2015), *Benchmarking Australia's Urban Tree Canopy*.
11. Victorian Planning Authority (2017), *Open Space Data*, Retrieved from VPA Open Data Site.
12. Australian Urban Infrastructure Research Network (2011), *Vulnerability Analysis of Mortgage, Petroleum and Inflation Risks and Expenditure Index*.
13. Australian Government Bureau of Meteorology (2017), *Climate Data*.
14. Wyndham City Council (2018), *Library Programs and Services Data*.
15. National Institute of Economic and Industry Research (NIEIR) (2016), *Employment Data* analysed by ID Consulting, July 2018
16. Australian Bureau of Statistics (2016), *SEIFA by LGA*.
17. ID Consulting (2018), *Economy ID*.
18. Victorian Government (2015), NAPLAN, Retrieved from Data.vic.gov.au.
19. Australian Early Development Census (2015), *Australian Early Development Census*.

Glossary

Act: means the Local Government Act 1989.

Annual report: means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.

Budget: means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan.

Council plan: means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years.

Financial performance indicators: means a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.

Financial statements: means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.

Financial year: means the period of 12 months ending on 30 June each year.

Governance and management checklist: means a prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making.

Indicator: means what will be measured to assess performance.

Initiatives: means actions that are one-off in nature and/or lead to improvements in service.

Major initiative: means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.

Measure: means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.

Minister: means the Minister for Local Government.

Performance statement: means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.

Planning and accountability framework: means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.

Regulations: means the Local Government (Planning and Reporting) Regulations 2014.

Relevance: means indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved.

Report of operations: means a report containing a description of the operations of the council during the financial year and included in the annual report.

Services: means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.

Service outcome indicators: means the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved.

Service performance indicators: means a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.

Strategic objectives: means the outcomes a council is seeking to achieve over the next four years and included in the council plan.

Strategic resource plan: means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It is also referred to as a long term financial plan.

Strategies: means high level actions directed at achieving the strategic objectives in the council plan.

Financial Statements & Performance Statement



ANNUAL REPORT 2017/18



WYNDHAM CITY
CONSOLIDATED ANNUAL FINANCIAL REPORT

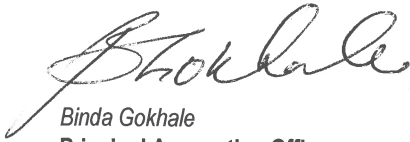
For the Year Ended 30 June 2018

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Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Binda Gokhale
Principal Accounting Officer

Date: 18/09/2018

45 Princes Highway, Werribee, Victoria

In our opinion the accompanying financial statements present fairly the financial transactions of Wyndham City Council for the year ended 30 June 2018 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

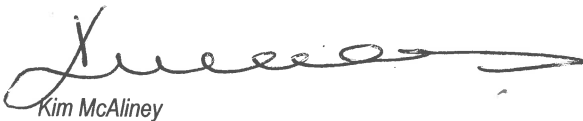
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Walter Villagonzalo
Acting Mayor

Date: 18/09/2018

45 Princes Highway, Werribee, Victoria



Kim McAliney
Councillor

Date:

45 Princes Highway, Werribee, Victoria



Kelly Grigsby
Chief Executive Officer

Date: 18/09/2018

45 Princes Highway, Werribee, Victoria

Independent Auditor's Report

To the Councillors of Wyndham City Council

<p>Opinion</p>	<p>I have audited the consolidated financial report of Wyndham City Council (the council) and its controlled entities (together the consolidated entity), which comprises the:</p> <ul style="list-style-type: none"> • consolidated entity and council balance sheet as at 30 June 2018 • consolidated entity and council comprehensive income statement for the year then ended • consolidated entity and council statement of changes in equity for the year then ended • consolidated entity and council statement of cash flows for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion, the financial report presents fairly, in all material respects, the financial positions of the consolidated entity and the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the financial report</p>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council and the consolidated entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

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

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

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

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



Tim Loughnan

as delegate for the Auditor-General of Victoria

MELBOURNE
20 September 2018

Comprehensive Income Statement For the Year Ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Income			
Rates and charges	2.1	187,468	173,221
Statutory fees and fines	2.2	15,762	14,313
User fees	2.3	76,138	79,603
Grants - operating	2.4	44,972	48,562
Grants - capital	2.4	10,461	11,701
Contributions - monetary	2.5	66,857	49,642
Contributions - non monetary	2.5	171,787	165,031
Other income	2.7	8,411	6,586
Total income		<u>581,856</u>	<u>548,659</u>
Expenses			
Employee costs	3.1	131,014	117,661
Materials and services	3.2	103,013	102,120
Depreciation and amortisation	3.3	81,641	70,749
Bad and doubtful debts	3.4	1,475	1,118
Borrowing costs	3.5	2,443	2,478
Net loss on disposal of property, infrastructure, plant and equipment	2.6	30,181	68
Other expenses	3.6	2,597	5,181
Total expenses		<u>352,364</u>	<u>299,375</u>
Surplus for the year		<u>229,492</u>	<u>249,284</u>
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	5.2	51,913	227,975
Total comprehensive result		<u>281,405</u>	<u>477,259</u>

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

Balance Sheet As at 30 June 2018

	Note	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	4.1	9,130	15,674
Trade and other receivables	4.1	27,458	30,433
Other financial assets	4.1	325,418	237,504
Inventories	4.2	121	135
Non-current assets classified as held for sale	5.1	10,970	8,387
Other assets	4.2	2,436	1,001
Total current assets		375,533	293,134
Non-current assets			
Trade and other receivables	4.1	1,370	1,504
Other financial assets	4.1	9,238	-
Property, infrastructure, plant and equipment	5.2	3,735,096	3,532,651
Intangible assets	4.2	4,658	8,872
Total non-current assets		3,750,362	3,543,027
Total assets		4,125,895	3,836,161
Liabilities			
Current liabilities			
Trade and other payables	4.3	26,527	25,305
Trust funds and deposits	4.3	18,709	13,961
Provisions	4.5	32,087	20,541
Total current liabilities		77,323	59,807
Non-current liabilities			
Provisions	4.5	26,724	35,911
Interest-bearing liabilities	4.4	55,000	55,000
Total non-current liabilities		81,724	90,911
Total liabilities		159,047	150,718
Net assets		3,966,848	3,685,443
Equity			
Accumulated surplus		2,042,065	1,859,159
Reserves	8.1	1,924,783	1,826,284
Total Equity		3,966,848	3,685,443

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

Statement of Changes in Equity For the Year Ended 30 June 2018

2018	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		3,685,443	1,859,159	1,690,037	136,247
Surplus for the year		229,492	229,492	-	-
Net asset revaluation increment	8.1(a)	51,913	-	51,913	-
Transfers to other reserves	8.1(b)	(46,586)	(46,586)	-	-
Transfers from other reserves	8.1(b)	46,586	-	-	46,586
Balance at end of the financial year		3,966,848	2,042,065	1,741,950	182,833

2017		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		3,208,184	1,657,655	1,462,062	88,467
Surplus for the year		249,284	249,284	-	-
Net asset revaluation increment	8.1(a)	227,975	-	227,975	-
Transfers to other reserves	8.1(b)	(47,780)	(47,780)	-	-
Transfers from other reserves	8.1(b)	47,780	-	-	47,780
Balance at end of the financial year		3,685,443	1,859,159	1,690,037	136,247

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

Statement of Cash Flows For the Year Ended 30 June 2018

	Note	2018 Inflows/ (Outflows) \$'000	2017 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		187,232	174,402
Statutory fees and fines		15,210	14,202
User fees		84,822	82,890
Grants - operating		47,001	50,469
Grants - capital		10,933	12,160
Contributions - monetary		66,857	49,642
Interest and rentals received		8,411	6,586
Trust funds and deposits taken		120,191	59,650
Net GST refund		10,024	6,816
Employee costs		(126,936)	(120,525)
Materials and services		(126,316)	(113,776)
Trust funds and deposits repaid		(115,443)	(57,789)
Net cash provided by operating activities		181,986	164,727
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	5.2	(91,480)	(82,033)
Proceeds from sale of property, infrastructure, plant and equipment		2,545	1,146
Net payments for acquisition of/proceeds from sale of other financial assets		(97,152)	(82,598)
Net cash used in investing activities		(186,087)	(163,485)
Cash flows from financing activities			
Finance costs		(2,443)	(2,478)
Net cash used in financing activities		(2,443)	(2,478)
Net decrease in cash and cash equivalents		(6,544)	(1,237)
Cash and cash equivalents at the beginning of the financial year		15,674	16,910
Cash and cash equivalents at the end of the financial year		9,130	15,674
Financing arrangements	4.6		
Restrictions on cash assets	4.1		

The above statement of cash flow should be read with the accompanying notes.

Statement of Capital Works For the Year Ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Property			
Land		1,211	19,398
Land improvements		3,268	2,534
Total land		4,479	21,932
Buildings		14,763	13,091
Building improvements		8,619	2,786
Total buildings		23,382	15,877
Total property		27,861	37,809
Plant and equipment			
Heritage and culture		150	30
Plant, machinery and equipment		3,770	4,509
Fixtures, fittings and furniture		2,540	553
Computers and telecommunications		411	1,385
Library books		1,001	864
Total plant and equipment		7,872	7,341
Infrastructure			
Roads		35,405	21,919
Bridges		1,417	3,187
Footpaths and cycleways		437	1,041
Drainage		103	638
Recreational, leisure and community facilities		7,592	2,647
Waste management		799	440
Parks, open space and streetscapes		9,249	3,850
Off street car parks		1,014	430
Other infrastructure		1,409	2,894
Total infrastructure		57,425	37,046
Total capital works expenditure		93,158	82,196
Represented by:			
New asset expenditure		33,130	43,286
Asset renewal expenditure		27,828	17,681
Asset expansion expenditure		6,147	2,494
Asset upgrade expenditure		26,053	18,735
Total capital works expenditure		93,158	82,196

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

Overview

Introduction

Wyndham City Council was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. The Council's main office is located at 45 Princes Highway, Werribee, Victoria.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 5.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.2)
- the determination of employee provisions (refer to Note 4.5)
- the determination of landfill provisions (refer to Note 4.5)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Note 1 Performance against budget

The Performance Against Budget note compares Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has applied a materiality threshold of the lower of ten percent or \$10 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 13 June 2017. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Ref
Income				
Rates and charges	184,921	187,468	2,547	
Statutory fees and fines	14,823	15,762	939	
User fees	83,596	76,138	(7,458)	1
Grants - operating	32,009	44,972	12,963	2
Grants - capital	11,732	10,461	(1,271)	3
Contributions - monetary	44,967	66,857	21,890	4
Contributions - non monetary	116,130	171,787	55,657	5
Other income	5,865	8,411	2,546	6
Total income	494,043	581,856	87,813	
Expenses				
Employee costs	128,688	131,014	(2,326)	
Materials and services	100,629	103,013	(2,384)	
Depreciation and amortisation	74,752	81,641	(6,889)	
Bad and doubtful debts	102	1,475	(1,373)	7
Borrowing costs	2,913	2,443	470	8
Net loss on disposal of property, infrastructure, plant and equipment	3,380	30,181	(26,801)	9
Other expenses	3,150	2,597	553	10
Total expenses	313,614	352,364	(38,750)	
Surplus for the year	180,429	229,492	49,063	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	User fees	The unfavourable variance is mainly driven by a reduction in landfill revenue. Some commercial customers have directed their waste to other landfills after being advised that Wyndham landfill is close to its full capacity.
2	Grants - operating	A Majority of the favourable variance is due to approximately half of the 2018/19 Financial Assistance Grants (\$8.7M) being paid in advance in the 2017/18 year. There are also other service areas that received funding higher than what was confirmed or anticipated at the time of setting the budget.
3	Grants - capital	Below budget predominately due to funding of \$1.6m for the Wyndham Aboriginal Community Centre being delayed into 2018/19, partially offset by additional grants received in 2017/18.
4	Contributions - monetary	Contributions - monetary is above budget due to the higher level of developer contributions as a result of the greater than anticipated rate of subdivision development.
5	Contributions - non monetary	Contributions - non monetary is above budget due to the higher level of gifted assets as a result of the greater than anticipated rate of subdivision development.
6	Other income	Other income is higher than budget due primarily to higher interest revenue from cash invested in short term deposits. Cash holdings have been higher than budget due to developer contributions received during the year yet to be spent on intended capital works.
7	Bad and doubtful debts	Council has provided higher than anticipated amount of bad and doubtful debts for infringement debtors due to a review of all aged debtors within council operation.
8	Borrowing costs	Council anticipated an addition borrowing of \$15.0M, which did not eventuate. The borrowing cost was therefore lower than the budgeted amount.
9	Net loss on disposal of property, infrastructure, plant and equipment	The net loss on disposal of asset was larger than budget due to \$30.1M of road and bridge assets being taken over by VicRoads.
10	Other expenses	Other expenses are lower than budget predominately due to lower than expected community grants and contributions that Council provides.

1.2 Capital works

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Ref
Property				
Land	3,139	1,211	1,928	1
Land improvements	8,150	3,268	4,882	2
Total Land	11,289	4,479	6,810	
Buildings	42,905	14,763	28,142	3
Building improvements	8,210	8,619	(409)	
Total Buildings	51,115	23,382	27,733	
Total Property	62,404	27,861	34,543	
Plant and Equipment				
Heritage and culture	250	150	100	4
Plant, machinery and equipment	6,444	3,770	2,674	5
Fixtures, fittings and furniture	2,356	2,540	(185)	
Computers and telecommunications	5,000	411	4,589	6
Library books	966	1,001	(35)	
Total Plant and Equipment	15,016	7,872	7,143	
Infrastructure				
Roads	34,653	35,405	(751)	
Bridges	450	1,417	(967)	7
Footpaths and cycleways	1,020	437	583	8
Drainage	110	103	7	
Recreational, leisure and community facilities	6,367	7,592	(1,226)	9
Waste management	2,200	799	1,401	10
Parks, open space and streetscapes	9,566	9,249	317	
Off street car parks	250	1,014	(764)	11
Other infrastructure	1,075	1,409	(334)	12
Total Infrastructure	55,691	57,425	(1,734)	
Total Capital Works Expenditure	133,111	93,158	39,953	
Represented by:				
New asset expenditure	61,819	33,130	28,689	
Asset renewal expenditure	30,292	27,828	2,464	
Asset expansion expenditure	6,020	6,147	(127)	
Asset upgrade expenditure	34,980	26,053	8,927	
Total Capital Works Expenditure	133,111	93,158	39,953	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Expenditure on projects is lower than budget due to the delays in strategic land acquisitions as negotiations have taken longer than expected.
2	Land improvements	Lower than budgeted expenditure due mostly to the construction of the new cell at the landfill not proceeding in 2017/18 as budgeted. Approval has now been granted and the project will proceed in 2018/19.
3	Buildings	Actual expenditure on projects is lower than budgeted. A large portion of the difference is due to timing issues and projects are now in progress in 2018/19, including the Wyndham Aboriginal Community Centre and sports pavilions. The remainder of the projects are dependent on external partnerships and agreements being finalised.
4	Heritage and culture	Expenditure is lower than budget due to timeframes relating to the commissioning of art work eg. one major piece will be installed in the Wyndham Aboriginal Community Centre once construction is complete mid 2019.
5	Plant, machinery and equipment	Lower than budgeted due to the delays in the delivery of plant and machinery, with several key items now due for delivery in 2018/19.
6	Computers and telecommunications	Lower than budget due mostly to the delay in the tender process for the enterprise platform project. The project will be implemented in 2018/19.
7	Bridges	Actual expenditure on projects is higher than budget mainly due to Skeleton Creek Bridges being completed in 2017/18, which was budgeted for in 2016/17.
8	Footpaths and cycleways	Project expenditure is lower than budget due to delays in construction. These projects have added complexity relating to a range of permits and approvals. For 2018/19 a coordinated approach will be taken to obtain packages of permits and approvals to enable smoother delivery into the future.
9	Recreational, leisure and community facilities	Actual expenditure on projects is higher than the budget mainly due to a number of projects and phasing moving into the 2017/18 financial year from 2016/17.
10	Waste management	Lower than budgeted expenditure at the landfill due to a slight delay (into the 2018/19 year) in the delivery of capital equipment. There were also delays due to complex design and development processes relating to landfill infrastructure, including stakeholder engagement with external parties such as City West Water.
11	Off street car parks	Actual expenditure on projects is higher than the budget. This was a result of market forces and the provision of an adequate standard required for the City Centre.
12	Other infrastructure	Higher than budgeted expenditure due to a number of projects that were accelerated into the program through quarterly reviews of the capital program.

	2018 \$'000	2017 \$'000
Note 2 Funding for the delivery of our services		
2.1 Rates and charges		

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its valuation of land in addition to any improvements to the land.

The valuation base used to calculate general rates for 2017/18 was \$40,051 million (2016/17 \$40,040 million).

General Rates	154,592	143,753
Municipal charge	5,198	4,774
Waste management charge	20,143	17,950
Supplementary rates and rate adjustments	6,248	5,434
Interest on rates and charges	1,062	1,125
Revenue in lieu of rates	225	185
Total rates and charges	187,468	173,221

The date of the latest general revaluation of land for rating purposes within the municipal district was 1st January 2016, and the valuation was first applied in the rating year commencing 1st July 2016.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

2.2 Statutory fees and fines

Infringements and costs	5,120	3,441
Court recoveries	404	204
Town planning fees	9,976	10,420
Land information certificates	262	248
Total statutory fees and fines	15,762	14,313

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

2.3 User fees

Aged and health services	887	903
Leisure centre and recreation	12,251	11,297
Child care/children's programs	3,178	3,027
Registration and other permits	849	784
Building services	1,269	1,161
Waste management services	47,230	52,132
Cost recoveries	7,605	7,128
Other fees and charges	2,869	3,171
Total user fees	76,138	79,603

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

	2018 \$'000	2017 \$'000
2.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	23,238	26,104
State funded grants	32,195	34,159
Total grants received	55,433	60,263
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial assistance grants	17,619	22,724
<i>Recurrent - State Government</i>		
Primary care partnerships	322	222
Aged care	6,596	6,342
School crossing supervisors	1,254	297
Libraries	1,352	1,276
Maternal and child health	3,481	3,251
Community safety	120	109
Early childhood & youth	12,553	13,239
Other	71	54
Total recurrent operating grants	43,368	47,514
<i>Non-recurrent - State Government</i>		
Community health	211	361
Family and children	563	88
Environmental planning	136	463
Transport	20	20
Strategy planning	39	36
Recreation	89	-
Other	546	80
Total non-recurrent operating grants	1,604	1,048
Total operating grants	44,972	48,562
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	2,693	2,090
Total recurrent capital grants	2,693	2,090
<i>Non-recurrent - Commonwealth Government</i>		
Buildings	2,925	1,290
<i>Non-recurrent - State Government</i>		
Buildings	4,796	400
Roads	52	40
Footpaths and cycleways	(92)	6,350
Recreational, leisure and community facilities	87	1,531
Total non-recurrent capital grants	7,768	9,611
Total capital grants	10,461	11,701

	2018 \$'000	2017 \$'000
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	8,024	1,467
Received during the financial year and remained unspent at balance date	3,886	7,543
Received in prior years and spent during the financial year	1,502	984
Balance at year end	<u>10,408</u>	<u>8,024</u>

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

2.5 Contributions

Monetary	66,857	49,642
Non-monetary	171,787	165,031
Total contributions	<u>238,644</u>	<u>214,673</u>

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

Land	43,120	20,499
Land under roads	15,996	14,606
Drainage	19,883	32,787
Roads	92,788	97,139
Total non-monetary contributions	<u>171,787</u>	<u>165,031</u>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

2.6 Net loss on disposal of property, infrastructure, plant and equipment

Proceeds of sale	2,545	1,146
Written down value of assets disposed	(32,726)	(1,214)
Total net loss on disposal of property, infrastructure, plant and equipment	<u>(30,181)</u>	<u>(68)</u>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

2.7 Other income

Interest	7,391	5,525
Rental income	1,020	1,061
Total other income	<u>8,411</u>	<u>6,586</u>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

	2018 \$'000	2017 \$'000
Note 3 The cost of delivering services		
3.1 (a) Employee Costs		
Wages and salaries	116,201	101,950
WorkCover	2,383	2,528
Superannuation	9,841	8,830
Fringe benefits tax	495	516
Other	2,094	3,838
Total employee costs	131,014	117,661

(b) Superannuation

Council made actual cash contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	534	571
Employer contributions payable at reporting date.	<u>534</u>	<u>571</u>

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,860	4,624
Employer contributions - other funds	4,255	3,644
Employer contributions payable at reporting date.	<u>9,115</u>	<u>8,268</u>

Refer to note 8.3 for further information relating to Council's superannuation obligations.

3.2 Materials and services

Contract payments	69,835	71,429
Building maintenance	1,858	1,897
General maintenance	10,597	9,594
Utilities	7,666	7,172
Office administration	1,789	1,574
Information technology	4,184	4,114
Insurance	1,163	947
Consultants	5,921	5,393
Total materials and services	103,013	102,120

3.3 Depreciation and amortisation

Property	10,870	10,777
Plant and equipment	5,524	4,538
Infrastructure	60,445	50,860
Total depreciation	76,839	66,175
Intangible assets	4,802	4,574
Total depreciation and amortisation	81,641	70,749

Refer to note 4.2(c) and 5.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

	2018 \$'000	2017 \$'000
3.4 Bad and doubtful debts		
Parking and other infringement debtors	1,400	599
Other debtors	75	519
Total bad and doubtful debts	<u>1,475</u>	<u>1,118</u>

Movement in provisions for doubtful debts

Balance at the beginning of the year	6,462	5,349
New provisions recognised during the year	1,518	1,123
Amounts already provided for and written off as uncollectible	(654)	(3)
Amounts provided for but recovered during the year	(115)	(7)
Balance at end of year	<u>7,211</u>	<u>6,462</u>

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

The amounts provided for but recovered during the year in 2017/18 largely related to GST claim back.

3.5 Borrowing costs

Interest - Borrowings	2,443	2,478
Total borrowing costs	<u>2,443</u>	<u>2,478</u>

Borrowing costs are recognised as an expense in the period in which they are incurred.

3.6 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	74	77
Auditors' remuneration - Internal	320	250
Councillors' allowances	433	399
Operating lease rentals	436	437
Grants and contributions	1,334	4,018
Total other expenses	<u>2,597</u>	<u>5,181</u>

	2018	2017
	\$'000	\$'000
Note 4 Our financial position		
4.1 Financial Assets		
(a) Cash and cash equivalents		
Cash on hand	28	17
Cash at bank	9,102	15,657
Total cash & cash equivalents	<u>9,130</u>	<u>15,674</u>
(b) Other financial assets		
Term deposits - current	325,418	237,504
Term deposits - non current	9,238	-
Total other financial assets	<u>334,656</u>	<u>237,504</u>
Total financial assets	<u>343,786</u>	<u>253,178</u>

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

Trust funds and deposits (Note 4.3)	18,709	13,961
Total restricted funds	<u>18,709</u>	<u>13,961</u>
Total unrestricted cash & cash equivalents and other financial assets	<u>325,077</u>	<u>239,217</u>

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by

Unexpended grants and subsidies	10,408	8,024
Developer contributions	172,426	128,223
Cash held to fund carried forward capital works	2,342	2,986
Total funds subject to intended allocations	<u>185,176</u>	<u>139,233</u>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost.

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	12,859	12,584
Special rate assessment	39	39
Infringement debtors	7,723	6,008
Provision for doubtful debts - infringements	(6,446)	(5,282)

Non statutory receivables

Trade debtors	14,048	18,264
<i>Other debtors</i>		
Provision for doubtful debts - other debtors	(765)	(1,180)
Total current trade and other receivables	<u>27,458</u>	<u>30,433</u>

	2018 \$'000	2017 \$'000
(c) Trade and other receivables (cont'd.)		
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	-	39
<i>Non statutory receivables</i>		
Loans and advances to community organisations	1,370	1,465
Total non-current trade and other receivables	<u>1,370</u>	<u>1,504</u>
Total trade and other receivables	<u>28,828</u>	<u>31,937</u>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

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

Current (not yet due)	9,935	11,357
Past due by up to 30 days	1,654	2,916
Past due between 31 and 180 days	1,017	2,492
Past due between 181 and 365 days	287	681
Past due by more than 1 year	1,155	818
Total trade and other receivables	<u>14,048</u>	<u>18,264</u>

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$1,180,006 (2017: \$664,705) were impaired. The amount of the provision raised against these debtors was \$1,180,006 (2017: \$664,705). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	13	53
Past due between 181 and 365 days	55	472
Past due by more than 1 year	697	655
Total trade and other receivables	<u>765</u>	<u>1,180</u>

	2018 \$'000	2017 \$'000
4.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	121	135
Total inventories	<u>121</u>	<u>135</u>

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

(b) Other assets

Prepayments	1,463	1,001
Accrued income	973	-
Total other assets	<u>2,436</u>	<u>1,001</u>

(c) Intangible assets

Software	3,969	5,250
Landfill air space	689	3,622
Total intangible assets	<u>4,658</u>	<u>8,872</u>

	Software \$'000	Landfill \$'000	Work in progress \$'000	Total \$'000
Gross carrying amount				
Balance at 1 July 2017	10,195	7,244	-	17,439
Additions from acquisitions	175	-	-	175
Other	-	413	-	413
Balance at 1 July 2018	<u>10,370</u>	<u>7,657</u>	-	<u>18,027</u>
Accumulated amortisation and impairment				
Balance at 1 July 2017	4,945	3,622	-	8,567
Amortisation expense	1,456	3,346	-	4,802
Balance at 1 July 2018	<u>6,401</u>	<u>6,968</u>	-	<u>13,369</u>
Net book value at 30 June 2017	<u>5,250</u>	<u>3,622</u>	-	<u>8,872</u>
Net book value at 30 June 2018	<u>3,969</u>	<u>689</u>	-	<u>4,658</u>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation for software assets is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Amortisation for landfill air space is calculated by consumption. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

	2018 \$'000	2017 \$'000
4.3 Payables		
(a) Trade and other payables		
Trade payables	3,948	3,648
Accrued expenses	22,579	21,657
Total trade and other payables	<u>26,527</u>	<u>25,305</u>
(b) Trust funds and deposits		
Refundable deposits	17,584	12,423
Fire services levy	1,065	1,457
Retention amounts	60	81
Total trust funds and deposits	<u>18,709</u>	<u>13,961</u>

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

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

4.4 Interest-bearing loans and borrowings

Non-current		
Borrowings - secured (*)	55,000	55,000
Total	<u>55,000</u>	<u>55,000</u>

(*) Borrowings are secured by a mortgage over general rates.

a) The maturity profile for Council's borrowings is:

Later than one year and not later than five years	40,000	40,000
Later than five years	15,000	15,000
Total	<u>55,000</u>	<u>55,000</u>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition has been categorised as financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

b) Wyndham City has not entered into any finance lease arrangements.

4.5 Provisions

	Employee	Landfill restoration	Other	Total
	\$ '000	\$ '000	\$ '000	\$ '000
2018				
Balance at beginning of the financial year	21,052	30,616	4,784	56,452
Additional provisions	14,640	1,769	-	16,409
Amounts used	(10,344)	(624)	(2,918)	(13,886)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(152)	(12)	-	(164)
Balance at the end of the financial year	<u>25,196</u>	<u>31,749</u>	<u>1,866</u>	<u>58,811</u>
2017				
Balance at beginning of the financial year	20,899	26,852	6,390	54,141
Additional provisions	15,331	4,400	-	19,731
Amounts used	(13,948)	(657)	(1,606)	(16,211)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(1,230)	21	-	(1,209)
Balance at the end of the financial year	<u>21,052</u>	<u>30,616</u>	<u>4,784</u>	<u>56,452</u>

2018
\$'000

2017
\$'000

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave	7,091	6,336
Long service leave	964	747
	<u>8,055</u>	<u>7,083</u>

Current provisions expected to be wholly settled after 12 months

Annual leave	1,020	928
Long service leave	12,171	9,684
	<u>13,191</u>	<u>10,612</u>
Total current employee provisions	<u>21,246</u>	<u>17,695</u>

Non-current

Long service leave	3,950	3,357
Annual leave	-	-
Total non-current employee provisions	<u>3,950</u>	<u>3,357</u>

Aggregate carrying amount of employee provisions:

Current	21,246	17,695
Non-current	3,950	3,357
Total aggregate carrying amount of employee provisions	<u>25,196</u>	<u>21,052</u>

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

	2018 \$'000	2017 \$'000
(a) Employee provisions (cont'd.)		

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

Key assumptions:

Inflation rate	3.88%	3.81%
Weighted average discount rate	2.36%	2.27%
Weighted average settlement period	13 years	13 years

(b) Landfill restoration

Current	10,841	-
Non-current	20,908	30,616
Total	31,749	30,616

Council is obligated to restore the Refuse Disposal Facility site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

Weighted average increase in costs	2.42%	2.31%
Weighted average discount rates	2.06%	1.90%
Weighted average settlement period (years)	2	3

(c) Other provisions - carbon tax

Current	-	2,846
Total	-	2,846

(d) Other provisions - sundry creditors

Non-current	1,866	1,938
Total	1,866	1,938

	2018 \$'000	2017 \$'000
4.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2018.		
Credit card facility	525	525
Used facilities	(148)	(157)
Unused facilities	<u>377</u>	<u>368</u>

4.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
Operating					
Open space management	1,139	1,030	-	-	2,169
Consultancies	994	353	280	-	1,627
Cleaning contracts for council buildings	1,560	465	-	-	2,025
Other	20,749	1,798	7,000	-	29,547
Total	<u>24,442</u>	<u>3,646</u>	<u>7,280</u>	<u>-</u>	<u>35,368</u>
Capital					
Property	18,215	-	-	-	18,215
Plant and equipment	3,192	-	-	-	3,192
Infrastructure	20,472	-	-	-	20,472
Total	<u>41,879</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>41,879</u>
	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2017					
Operating					
Open space management	1,574	1,099	1,030	-	3,703
Consultancies	2,053	658	545	-	3,256
Cleaning contracts for council buildings	1,560	1,560	465	-	3,585
Other	181	144	149	-	474
Total	<u>5,368</u>	<u>3,461</u>	<u>2,189</u>	<u>-</u>	<u>11,018</u>
Capital					
Property	11,101	-	-	-	11,101
Plant and equipment	1,746	-	-	-	1,746
Infrastructure	34,985	-	-	-	34,985
Total	<u>47,831</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>47,831</u>

	2018 \$'000	2017 \$'000
4.7 Commitments (cont'd.)		
Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	443	315
Later than one year and not later than five years	278	424
Later than five years	-	-
Total	<u>721</u>	<u>739</u>

Lease payments for operating leases are required by the accounting standards to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Note 5 Assets we manage

5.1 Non current assets classified as held for sale

Cost of acquisition (land)	10,970	8,387
Total non current assets classified as held for sale	<u>10,970</u>	<u>8,387</u>

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

5.2 Property, infrastructure plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2017 \$'000	Acquisitions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Impairment \$'000	Transfers \$'000	At Fair Value 30 June 2018 \$'000
Property	1,204,078	21,865	59,116	51,913	(10,870)	(384)	-	-	(2,583)	1,323,135
Plant and Equipment	27,070	8,494	-	-	(5,523)	(1,356)	-	-	-	28,685
Infrastructure	2,265,199	33,297	112,671	-	(60,445)	(30,985)	-	-	0	2,319,737
Work in progress	36,304	44,204	-	-	-	-	-	-	(16,969)	63,539
	3,532,651	107,860	171,787	51,913	(76,838)	(32,725)	-	-	(19,552)	3,735,096

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write Offs \$'000	Transfers \$'000	Closing WIP \$'000
Property	11,391	12,983	-	(4,048)	20,326
Plant and Equipment	915	774	-	-	1,689
Infrastructure	23,998	30,447	-	(12,921)	41,524
Total	36,304	44,204	-	(16,969)	63,539

5.2 Property, infrastructure plant and equipment (cont'd.)

Asset recognition thresholds and depreciation periods:

	Depreciation Period 2018	Depreciation Period 2017	Capitalisation Threshold Limit \$'000
Property			
land	n/a	n/a	-
land improvements	20-30 years	20-30 years	10
Buildings			
heritage buildings	50 years	50 years	-
buildings	50 years	50 years	-
Plant and Equipment			
heritage plant and equipment	10-100 years	10-100 years	1
plant, machinery and equipment	4-10 years	4-10 years	-
fixtures, fittings and furniture	3-10 years	3-10 years	3
computers and telecommunications	3-10 years	3-10 years	3
library books	5 years	5 years	-
Infrastructure			
road surface	10-25 years	10-25 years	-
road base	55 years	55 years	-
road unsealed	55 years	55 years	-
road kerb and channel	40 years	40 years	-
bridges & culverts	50-100 years	50-100 years	-
footpaths and cycleways	10-55 years	10-55 years	-
drainage	100 years	100 years	-
recreational, leisure and community facilities	10-50 years	10-50 years	10
waste management	10-50 years	10-50 years	-
parks, open space and streetscapes	10-40 years	10-40 years	10
off street car parks	20-40 years	20-40 years	-
Intangible assets			
landfill air space	consumption	consumption	-
software	7 years	7 years	-

Notes to the Financial Report
For the Year Ended 30 June 2018

5.2 Property, infrastructure plant and equipment (cont'd)

(a) Property	Land - Specialised	Land - Non Specialised	Land Improvements	Land Under Roads	Total Land & Land Improvements	Heritage Buildings	Buildings - Specialised	Buildings - Non Specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2017	581,889	201,207	15,088	159,873	958,057	1,005	255,454	1,974	258,433	11,391	1,227,881
Accumulated depreciation at 1 July 2017	-	-	(6,327)	-	(6,327)	(53)	(5,948)	(84)	(6,085)	-	(12,412)
	581,889	201,207	8,761	159,873	951,730	952	249,506	1,890	252,348	11,391	1,215,469
Movements in fair value											
Additions	-	77	2,341	49	2,467	-	19,361	37	19,398	12,983	34,848
Contributions	-	43,120	-	15,996	59,116	-	-	-	-	-	59,116
Revaluation	13,150	21,441	-	-	34,591	(106)	5,421	(515)	4,800	-	39,391
Disposal	(384)	-	-	-	(384)	-	-	-	-	-	(384)
Transfers	(520)	(2,063)	-	-	(2,583)	-	-	-	-	(4,048)	(6,631)
	12,246	62,575	2,341	16,045	93,207	(106)	24,782	(478)	24,198	8,935	126,340
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	(4,433)	-	(4,433)	(53)	(6,288)	(96)	(6,437)	-	(10,870)
Revaluation	-	-	-	-	-	106	12,236	180	12,522	-	12,522
	-	-	(4,433)	-	(4,433)	53	5,948	84	6,085	-	1,652
At fair value 30 June 2018	594,135	263,782	17,429	175,918	1,051,264	899	280,236	1,496	282,631	20,326	1,354,221
Accumulated depreciation at 30 June 2018	-	-	(10,760)	-	(10,760)	-	-	-	-	-	(10,760)
	594,135	263,782	6,669	175,918	1,040,504	899	280,236	1,496	282,631	20,326	1,343,461

5.2 Property, infrastructure plant and equipment (cont'd)

(b) Plant and Equipment	Heritage and Culture	Plant, Machinery and Equipment	Fixtures, Fittings and Furniture	Computers and Telecomms	Library Books	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2017	1,314	24,919	8,551	3,937	10,125	915	49,761
Accumulated depreciation at 1 July 2017	(147)	(10,024)	(3,229)	(2,557)	(5,817)	-	(21,774)
	<u>1,167</u>	<u>14,895</u>	<u>5,322</u>	<u>1,380</u>	<u>4,308</u>	<u>915</u>	<u>27,987</u>
Movements in fair value							
Additions	27	3,700	1,589	2,177	1,001	774	9,268
Revaluation	-	-	-	-	-	-	-
Disposal	-	(3,781)	-	-	-	-	(3,781)
	<u>27</u>	<u>(81)</u>	<u>1,589</u>	<u>2,177</u>	<u>1,001</u>	<u>774</u>	<u>5,487</u>
Movements in accumulated depreciation							
Depreciation and amortisation	(13)	(2,853)	(1,136)	(828)	(693)	-	(5,523)
Accumulated depreciation of disposals	-	2,425	-	-	-	-	2,425
	<u>(13)</u>	<u>(428)</u>	<u>(1,136)</u>	<u>(828)</u>	<u>(693)</u>	<u>-</u>	<u>(3,098)</u>
At fair value 30 June 2018	1,341	24,838	10,140	6,114	11,126	1,689	55,248
Accumulated depreciation at 30 June 2018	(160)	(10,452)	(4,365)	(3,385)	(6,510)	-	(24,872)
	<u>1,181</u>	<u>14,386</u>	<u>5,775</u>	<u>2,729</u>	<u>4,616</u>	<u>1,689</u>	<u>30,376</u>

Notes to the Financial Report
For the Year Ended 30 June 2018

5.2 Property, infrastructure, plant and equipment (cont'd)

(c) Infrastructure	Roads	Bridges	Footpaths and Cycleways	Drainage	Recreational, Leisure and Community	Waste Management	Parks Open Spaces and Streetscapes	Off Street Car Parks	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2017	1,683,030	72,453	117,782	445,813	59,356	2,498	39,034	26,097	28,651	23,998	2,498,712
Accumulated depreciation at 1 July 2017	(79,089)	(4,314)	(31,710)	(64,534)	(13,910)	(580)	(7,627)	(1,141)	(6,610)	-	(209,515)
	1,603,941	68,139	86,072	381,279	45,446	1,918	31,407	24,956	22,041	23,998	2,289,197
Movements in fair value											
Additions	12,601	475	590	32	10,424	11	5,435	1,590	2,139	30,447	63,744
Contributions	83,251	-	9,537	19,883	-	-	-	-	-	-	112,671
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Disposal	(27,390)	(6,227)	-	-	-	-	-	-	-	-	(33,617)
Transfers	-	-	-	-	-	-	-	-	-	(12,921)	(12,921)
	68,462	(5,752)	10,127	19,915	10,424	11	5,435	1,590	2,139	17,526	129,877
Movements in accumulated depreciation											
Depreciation and amortisation	(46,141)	(709)	(2,381)	(4,459)	(2,939)	(85)	(1,672)	(675)	(1,384)	-	(60,445)
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals	2,052	580	-	-	-	-	-	-	-	-	2,632
	(44,089)	(129)	(2,381)	(4,459)	(2,939)	(85)	(1,672)	(675)	(1,384)	-	(57,813)
At fair value 30 June 2018	1,751,492	66,701	127,909	465,728	69,780	2,509	44,469	27,687	30,790	41,524	2,628,589
Accumulated depreciation at 30 June 2018	(123,178)	(4,443)	(34,091)	(68,993)	(16,849)	(665)	(9,299)	(1,816)	(7,994)	-	(267,328)
	1,628,314	62,258	93,818	396,735	52,931	1,844	35,170	25,871	22,796	41,524	2,361,261

5.2 Property, infrastructure, plant and equipment (cont'd)

Acquisition

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

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

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

Land under roads

Wyndham City recognised the value of land under roads it controlled as at 30 June 2008 at deemed cost. Deemed cost is based on site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. Land under roads acquired after 30 June 2008 is brought to account using the cost basis.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Alvin Lee (valuer registration no. 62944). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the surplus for the year in the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

5.2 Property, infrastructure, plant and equipment (cont'd)

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	263,782	594,135	June 2018
Buildings	-	1,496	280,236	June 2018
Heritage buildings	-	899	-	June 2018
Total	-	266,177	874,371	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Wyndham City.

The date of the current valuation is detailed in the following table.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	1,628,314	July 2016
Bridges	-	-	62,258	July 2016
Footpaths and cycleways	-	-	93,818	July 2016
Drainage	-	-	396,735	July 2010
Total	-	-	2,181,125	

Note that land under roads is excluded from the table above as it is valued at deemed cost. (Refer to Note 5.2)

Description of significant unobservable inputs into level 3 valuations

Specialised land is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 12% and 14%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between \$200 and \$1,000 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis and ranges from \$450 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 15 years to 50 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 6 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

5.3 Investment in Subsidiaries

Associates are all entities over which Council has significant influence but not control or joint control. No associates have been identified for inclusion in this financial report.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement. No investment in joint arrangements have been identified for inclusion in this financial report.

Entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, are to be included in this financial report. Any transactions between these entities and Council are then eliminated in full. No committees of management have been identified for inclusion in this financial report.

Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2018, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

Entities consolidated into Council include:

- Western Leisure Services Pty Ltd

5.3 Investment in Subsidiaries (cont'd.)

Subsidiaries

Western Leisure Services Pty Ltd.

Western Leisure Services was established on 30 April 2014 to manage three of Wyndham City's major recreation facilities and is fully owned by Wyndham City.

	2018	2017
	\$'000	\$'000
Summarised financial information		
Summarised statement of comprehensive income		
Total income	12,093	11,373
Total expenses	(11,956)	(11,407)
Surplus/(deficit) for the year	<u>137</u>	<u>(34)</u>
Other comprehensive income	-	-
Total comprehensive result	<u>137</u>	<u>(34)</u>
Summarised balance sheet		
Current assets	2,552	1,990
Non-current assets	-	-
Total assets	<u>2,552</u>	<u>1,990</u>
Current liabilities	1,866	1,460
Non-current liabilities	47	29
Total liabilities	<u>1,913</u>	<u>1,489</u>
Net Assets	<u>639</u>	<u>501</u>
Summarised statement of cash flows		
Net cash provided by / (used in) operating activities	575	(664)
Net cash provided by / (used in) investing activities	-	-
Net cash provided by / (used in) financing activities	-	(487)
Net increase / (decrease) in cash and cash equivalents	<u>575</u>	<u>(1,151)</u>

Going Concern

Western Leisure Services (WLS) is considered by management to have the ability to continue as a going concern because of the existence of a Management Services Agreement (dated 22 June 2015) between Wyndham City Council (WCC) and WLS.

The shareholder, WCC, has committed in the Management Services Agreement to pay to WLS a management services fee being the amount agreed by WCC and WLS specified in the relevant budget for WLS. In effect, the amount payable by WCC is equal to any projected shortfall in net operating income plus cash flow requirements for wages. This situation will continue until WLS generates an operating surplus.

Note 6 People and relationships

6.1 Council and key management remuneration

(a) Related Parties

Parent entity

Wyndham City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries are detailed in Note 5.3. No associates have been identified for inclusion in this financial report.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Peter Maynard (Mayor: Oct 2017 to current)
Henry Barlow (Mayor: Jul to Oct 2017)
Aaron An (Jul 17 to current)
Heather Marcus (Jul 17 to current)
Intaj Khan (Jul 17 to current)
John Gibbons (Jul 17 to current)
Josh Gilligan (Jul 17 to current)
Kim McAliney (Jul 17 to current)
Mia Shaw (Jul 17 to current)
Tony Hooper (Jul 17 to current)
Walter Villagonzalo (Jul 17 to current)

Chief Executive Officer
Director City Life
Director City Operations
Director Deals, Investment and Major Projects
Director City Economy, Innovation & Liveability (Acting)
Chief Financial Officer
Chief People Officer
Head of Strategy & Policy Impact

Kelly Grisby
Jenny McMahon
Stephen Thorpe
Kate Roffey
Peter Mckinnon
Binda Gokhale
Theunis Mienie
Natalie Walker

	2018 No.	2017 No.
Total Number of Councillors	11	18
Chief Executive Officer and other Key Management Personnel	8	8
Total Key Management Personnel	19	26

	2018 \$'000	2017 \$'000
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(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	2,546	2,170
Long-term benefits (Long Service Leave accruals in the current reporting period)	48	35
Termination benefits	-	324
Total	2,594	2,528

(c) Remuneration of Key Management Personnel (cont'd.)

The numbers of key management personnel whose total remuneration (Including termination payments and Long Service Leave accruals) from Council and any related entities, fall within the following bands:

	2018 No.	2017 No.
Income Range:		
\$1 - \$9,999	-	6
\$20,000 - \$29,999	-	8
\$30,000 - \$39,999	9	4
\$50,000 - \$59,999	1	-
\$70,000 - \$79,999	-	1
\$80,000 - \$89,999	1	-
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	1	-
\$220,000 - \$229,999	1	-
\$240,000 - \$249,999	2	1
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	1	-
\$270,000 - \$279,999	1	1
\$290,000 - \$299,999	1	-
\$370,000 - \$379,999	-	1
\$390,000 - \$399,999	1	-
\$560,000 - \$569,999	-	1
	19	26

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration (including termination payments) exceeds \$145,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	2018 No.	2017 No.
<\$145,000	4	20
\$145,000 - \$149,999	6	8
\$150,000 - \$159,999	3	5
\$160,000 - \$169,999	7	6
\$170,000 - \$179,999	10	8
\$180,000 - \$189,999	3	7
\$190,000 - \$199,999	4	2
\$200,000 - \$209,999	2	3
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	-	2
\$230,000 - \$239,999	-	2
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	1	1
\$280,000 - \$289,999	-	1
\$320,000 - \$329,999	-	1
	41	68

Total Remuneration for the reporting year for Senior Officers included above, amounted to:

	\$6,913,476	\$11,471,138
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6.2 Related party disclosure

(a) Transactions with related parties

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

Purchase of goods and services at normal commercial terms	\$31,371	\$166,916
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(b) Outstanding balances with related parties

There was no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

No loans have been made by Wyndham City to related parties during the reporting year.

(d) Commitments to/from related parties

There was no commitment in existence at balance date that have been made, guaranteed or secured by the council to a related party.

Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

(a) Contingent assets

Wyndham City acquires infrastructure assets, such as local roads, footpaths, kerb and channel and drains etc, from developers, as subdivisional contributions. The amount and value of assets acquired depends on the size of the development and the level of growth within the municipality. Council estimates \$285 million of subdivisional contribution from developers in future years. The estimate is based on the number of subdivisions as at 30 June 2018, that have commenced that Wyndham City will acquire over time using the average value of the subdivisions that were recognised in prior years.

Operating lease receivables

The Council has entered into commercial property leases on its property, consisting of surplus freehold office complexes. These properties held under operating leases can have remaining lease terms of between 1 and 10 years.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2018 \$'000	2017 \$'000
Not later than one year	161	134
Later than one year and not later than five years	301	112
Later than five years	-	278
	<u>462</u>	<u>524</u>

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Wyndham City Council has paid unfunded liability payments to Vision Super totalling \$0.00 (2016/17 \$0.00). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2018. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2019 are \$522,003.

Landfill

Council operates a landfill. Council is required to cover the remedial action cost in the unlikely event of potential pollution of the environment. At this moment, the amount of this obligation cannot be measured with sufficient reliability.

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

7.2 Change in accounting standards

The following new AAS have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018/19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018/19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 Revenue from Contracts with Customers for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

7.3 Financial Instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument, are disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

7.3 Financial Instruments (cont'd.)

(b) Market risk (cont'd.)

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment, and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

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

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debt is secured by a charge over the rateable property. Council has assessed that 83% of infringement debts owing to Council are unlikely to be collected and has raised a provision for doubtful debts over those debts based on an assessment of collectability. The collection of long overdue parking infringement debts is managed by Fines Victoria and Magistrates Court.

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 7.1(b).

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

(d) Liquidity risk

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

7.3 Financial Instruments (cont'd.)

(d) Liquidity risk (cont'd.)

To help reduce these risks Council:

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 4.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1.0% and -1.0 % in market interest rates (AUD) from year-end rates.

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

7.4 Fair value measurement

Fair value hierarchy

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

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

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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

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

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

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

7.4 Fair value measurement (cont'd.)

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

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

Revaluation

Subsequent to the initial recognition of assets, land, building, roads, bridges, off street car parks and drainage assets are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

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

Impairment of assets

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

7.5 Events occurring after balance date

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

Note 8 Other matters

8.1 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserves	\$'000	\$'000	\$'000
2018			
Property			
Land	488,609	34,592	523,201
Buildings	31,514	17,321	48,835
	<u>520,123</u>	<u>51,913</u>	<u>572,036</u>
Infrastructure			
Roads	972,461	-	972,461
Bridges	57,211	-	57,211
Footpaths and cycleways	24,108	-	24,108
Drainage	113,786	-	113,786
Off street car parks	2,348	-	2,348
	<u>1,169,914</u>	<u>-</u>	<u>1,169,914</u>
Total asset revaluation reserves	<u>1,690,037</u>	<u>51,913</u>	<u>1,741,950</u>
2017			
Property			
Land	408,886	79,723	488,609
Buildings	32,982	(1,468)	31,514
	<u>441,868</u>	<u>78,255</u>	<u>520,123</u>
Infrastructure			
Roads	827,687	144,774	972,461
Bridges	48,254	8,957	57,211
Footpaths and cycleways	18,422	5,686	24,108
Drainage	113,786	-	113,786
Off street car parks	12,045	(9,697)	2,348
	<u>1,020,194</u>	<u>149,720</u>	<u>1,169,914</u>
Total asset revaluation reserves	<u>1,462,062</u>	<u>227,975</u>	<u>1,690,037</u>

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

8.1 Reserves (cont'd.)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2018				
Asset replacement and development reserves	136,247	66,303	(19,717)	182,833
Total Other reserves	136,247	66,303	(19,717)	182,833
2017				
Asset replacement and development reserves	88,467	59,117	(11,337)	136,247
Total Other reserves	88,467	59,117	(11,337)	136,247

The purpose of the Asset Development Reserve is to assist in the construction of new infrastructure to meet the growing needs of the municipality.

The Asset Replacement Reserve is established to fund the construction and replacement of infrastructure for specific areas or projects, such as non standard street lighting and the Victoria University of Technology Athletics Track.

	2018 \$'000	2017 \$'000
8.2 Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	229,492	249,284
Depreciation/amortisation	81,641	70,749
Loss on disposal of property, infrastructure, plant and equipment	30,181	68
Contributions - Non-monetary assets	(171,787)	(165,031)
Finance cost	2,443	2,478
Change in assets and liabilities:		
Decrease in trade and other receivables	3,109	285
Decrease in prepayments	(1,435)	(703)
Increase/(decrease) in accrued income	101	(4,419)
Increase/(decrease) in trade and other payables	(1,725)	4,744
Increase in trust and deposits	4,748	1,862
Decrease in inventories	14	65
Increase in provisions	5,204	5,345
Net cash provided by operating activities	181,986	164,727

8.3 Superannuation

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

Accumulation

The Fund's accumulation categories, Vision My Super/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

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

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

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6.5% pa
Salary information 3.5% pa
Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2018 was 106.0%

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2017 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5% of members' salaries (9.5% in 2016/2017). This rate will increase in line with any increases in the SG contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

8.3 Superannuation (cont'd.)

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2017 triennial actuarial investigation surplus amounts

The Fund's triennial actuarial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$69.8 million; and
- A total service liability surplus of \$193.5 million.
- A discounted accrued benefits surplus of \$228.8 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017. Council was notified of the 30 June 2017 VBI during August 2017.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

2018 Interim triennial actuarial investigation

Vision Super conducts an interim actuarial investigation for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in December 2018.

**WYNDHAM CITY
PERFORMANCE STATEMENT**

For the Year Ended 30 June 2018

Performance Statement

For the year ended 30 June 2018

Description of municipality

The City of Wyndham is located on the western edge of Melbourne, between the metropolitan area and Geelong. Wyndham covers an area of 542km² and features 27.4km of coastline bordering Port Phillip to the east. As a meeting place for people of the Kulin nations, Wyndham City has an extremely rich and diverse Aboriginal cultural heritage.

The City of Wyndham has a forecasted population of over 257,028 for 2018. As the second fastest growing municipality in Victoria, Wyndham is characterised by its strategically placed location with excellent logistic connections to air and sea ports. The city also offers intensive agriculture at Werribee South, major retail precincts and the Werribee Park tourism precinct – one of the largest and most frequently visited tourism destinations in metropolitan Melbourne.

Sustainable Capacity Indicators

For the year ended 30 June 2018

<i>Indicator / measure</i>	Results				Material Variations
	2015	2016	2017	2018	
Population					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,234.88	\$1,363.89	\$1,344.56	\$1,456.64	In 2017/18, the expenditure per head of municipal population has increased over last year largely due to \$30.1M loss on disposal of some road and bridge assets, which were taken over by VicRoads.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$11,229.28	\$11,036.12	\$11,591.52	\$11,139.19	The results have remained relatively stable over the last few years.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	155.30	155.44	156.91	162.79	The results have remained relatively stable over the last few years.
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$962.26	\$1,197.90	\$1,229.35	\$1,189.65	The results have remained relatively stable over the last few years.
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$211.02	\$142.21	\$222.78	\$190.41	In 2016/17 the Commonwealth decided to pay almost 50% of Wyndham's 2017/18 Financial Assistance Grants early which has resulted in a positive impact to this indicator in 2016/17, although it is merely a timing difference.
Disadvantage					
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	7.00	7.00	7.00	7.00	Based on the Victorian SEIFA index figure.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

For the year ended 30 June 2018

<i>Indicator / measure</i>	Results				Material Variations
	2015	2016	2017	2018	
Aquatic facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	0	4	4	4	Attendance data for the indoor facility includes all attendances to the venue, not just aquatic entries, and this has remained steady.
Animal Management					
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	21	33	23	21	There were 21 successful prosecutions for the financial year ranging from bond breaches to serious attacks on a person or animal.
Food Safety					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	100%	100%	100%	This indicator is calculated for the calendar year. Council has not received any critical non-compliance outcome notifications or major non-compliance notifications about food premises.
Governance					
Satisfaction					
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	64.00	69.80	62.00	64.00	Community satisfaction with the provision of governance increased slightly from the previous year.

<i>Indicator / measure</i>	Results				Material Variations
	2015	2016	2017	2018	
Home and community care					
Participation					
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	14.00%	29.44%	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	14.00%	10.16%	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Libraries					
Participation					
<i>Active library members</i> [Number of active library members / Municipal population] x100	10.00%	14.82%	14.67%	13.32%	The result for active library members is slightly lower than last year.
Maternal and child health					
Participation					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	71.00%	68.30%	68.74%	70.41%	Overall participation rates in key ages and stages visits are slightly higher than the previous financial year.
Participation <i>Participation in the MCH service by Aboriginal children</i> [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	73.00%	59.83%	64.68%	80.18%	Participation rates increased by 15.5% due to the Aboriginal MCH Initiative that has a MCH nurse based at western Victorian Aboriginal Child Care Agency, working closely with the Footprints to Success project and Cradle to Kinder workers.
Roads					
Satisfaction					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	66.00	66.40	63.00	64.00	The satisfaction with sealed local roads has remained steady from the previous year.

<i>Indicator / measure</i>	Results				Material Variations
	2015	2016	2017	2018	
Statutory Planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i>					
[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	60.00%	64.00%	47.06%	70.37%	The result is at an all-time high with VCAT affirming Council's decision on 19 occasions from 27 appearances at the Tribunal.
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	37.00%	36.51%	37.15%	35.71%	Green waste bin diversion is optional in Wyndham with approximately 32% of properties participating.

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial Performance Indicators

For the year ended 30 June 2018

Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
Efficiency									
Revenue level									
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,493.91	\$1,582.38	\$1,617.02	\$1,667.40	\$1,730.28	\$1,765.98	\$1,799.01	\$1,834.07	This ratio is gradually increasing, in line with rate capping.
Expenditure level									
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,084.73	\$3,417.53	\$3,349.98	\$3,693.47	\$3,308.46	\$3,591.45	\$3,650.05	\$3,736.40	This ratio is higher than the prior year because of higher total expenditure. This is largely due to \$30.1M loss on disposal of some road and bridge assets, which were taken over by VicRoads.
Workforce turnover									
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.02%	9.35%	12.78%	6.35%	9.00%	9.00%	9.00%	9.00%	Resignations and terminations decreased in 2017/18 after the organisational restructure in 2016/17.

Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
Liquidity									
Working capital									
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	296.85%	378.22%	490.13%	485.67%	558.62%	545.42%	553.25%	560.49%	This ratio has remained stable in comparison to last year. Note that there are restrictions on the use of some of the cash held e.g. developer contribution tied to specific infrastructure projects.
Unrestricted cash									
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	36.78%	86.48%	150.47%	172.01%	131.30%	118.64%	108.32%	113.25%	Unrestricted cash remains at a healthy level. The continuing growth in Wyndham is impacting positively on the level of revenue from rates and user fees. The level of unrestricted cash also includes council funded capital works projects that have commenced but will be completed subsequent to 30 Jun 2018.
Obligations									
Asset renewal									
<i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	82.50%	22.61%	26.72%	34.09%	56.81%	38.70%	36.40%	21.66%	Wyndham is one of the fastest growing municipalities in Victoria and with this comes the demand for increasing infrastructure to support the growth. Significant portion of Council's capital spend is on the creation of new assets, although there are peaks and troughs in the level of renewal works over time. The ratio is forecasted to be higher next year due to additional renewal projects being budgeted for in 2018/19.
Loans and borrowings									
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	26.98%	34.16%	31.75%	29.34%	42.47%	47.34%	44.55%	42.00%	The ratio of loans compared to rates has decreased when compared to the prior year due to the level of borrowings remaining unchanged, whilst rates revenue increased. As such, this indicator is forecast to rise in 2018/19 due to the planned draw down of a further \$30 million in borrowings during the financial year.

Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
Loans and borrowings [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue]x100	28.58%	1.16%	1.43%	1.30%	1.52%	1.77%	1.96%	1.85%	The ratio decreased from previous year due to increase in rate revenue whilst council borrowings remained unchanged in 2017/18. This ratio is trended to rise as council intends to borrow a further \$30 million in 2018/19 and \$16 million in 2019/20 to put towards progression of the capital works program resulting in increased repayments whilst the rate revenue increase continues to remain capped.
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	33.89%	34.49%	33.21%	28.40%	42.37%	42.98%	39.40%	38.83%	The slight decrease in comparison to 2016/17 was a result of reclassification of part of landfill provision from non-current to current liabilities and reduction in revenue from the landfill. The ratio remains within the targeted levels. The ratio is forecasted to increase, as council intends to borrow a further \$30 million in 2018/19 and \$16 million in 2019/20 to put towards progression of capital works.
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	-4.01%	-1.15%	7.80%	-4.94%	0.16%	1.71%	5.26%	1.45%	In 2017/18, the control of some roads, bridges and land assets were transferred to VIC roads. Those assets had to be written off, which negatively impacted Council's Adjusted underlying result.

Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	2022	
Stability									
Rates concentration									
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	62.53%	56.91%	53.35%	55.83%	60.83%	56.55%	54.86%	57.05%	The ratio is showing a healthy and stable mix of Council's revenue sources.
Rates effort									
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.43%	0.40%	0.41%	0.32%	0.32%	0.33%	0.33%	0.33%	The decrease in this ratio reflects a significant increase in valuations of the property in Wyndham's municipality in comparison to 2016/17, whilst the average rate increase continues to be capped under the Fair Go Rates System.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the Australian Accounting Standards (AAS)

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2018

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

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

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 27 June 2017 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Binda Gokhale
Chief Financial Officer

Dated: 18/09/2018

In our opinion, the accompanying performance statement of the (*council name*) for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

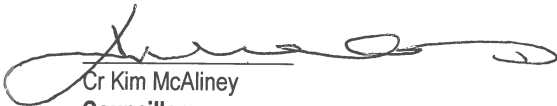
At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Walter Villagonzalo
Acting Mayor

Dated: 18/09/2018



Cr Kim McAliney
Councillor

Dated: 18/09/2018



Kelly Grigsby
Chief Executive Officer

Dated: 18/09/2018

Independent Auditor's Report

To the Councillors of Wyndham City Council

Opinion

I have audited the accompanying performance statement of Wyndham City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2018
- sustainable capacity indicators for the year ended 30 June 2018
- service performance indicators for the year ended 30 June 2018
- financial performance indicators for the year ended 30 June 2018
- other information and
- the certification of the performance statement.

In my opinion, the performance statement of Wyndham City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

Basis for Opinion

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

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

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

Councillors' responsibilities for the performance statement

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement

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

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
20 September 2018


Tim Loughnan
as delegate for the Auditor-General of Victoria



Wyndham City

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