



2019/20
ANNUAL
PLAN AND
BUDGET

wyndhamcity

Contents

	Page
Acknowledgement of Country	4
Wyndham City Profile	5
Meet your Councillors 2016/2020	8
Council's Role	9
Mayor & CEO Introduction	11
Budget reports	
1. Budget Overview	17
2. Services, Initiatives and Service Performance Indicators	20
3. Financial Statements	36
4. Notes to the Financial Statements	43
5. Financial Performance Indicators	58
6. Capital Works Program	60
Appendices	
A Wyndham City Plans & Strategies	69
B Budget Process	70
C Characteristics of Rating Differentials	71

[This page is left intentionally blank]



Station Place Pop-up Park

2019/20 Annual Plan & Budget

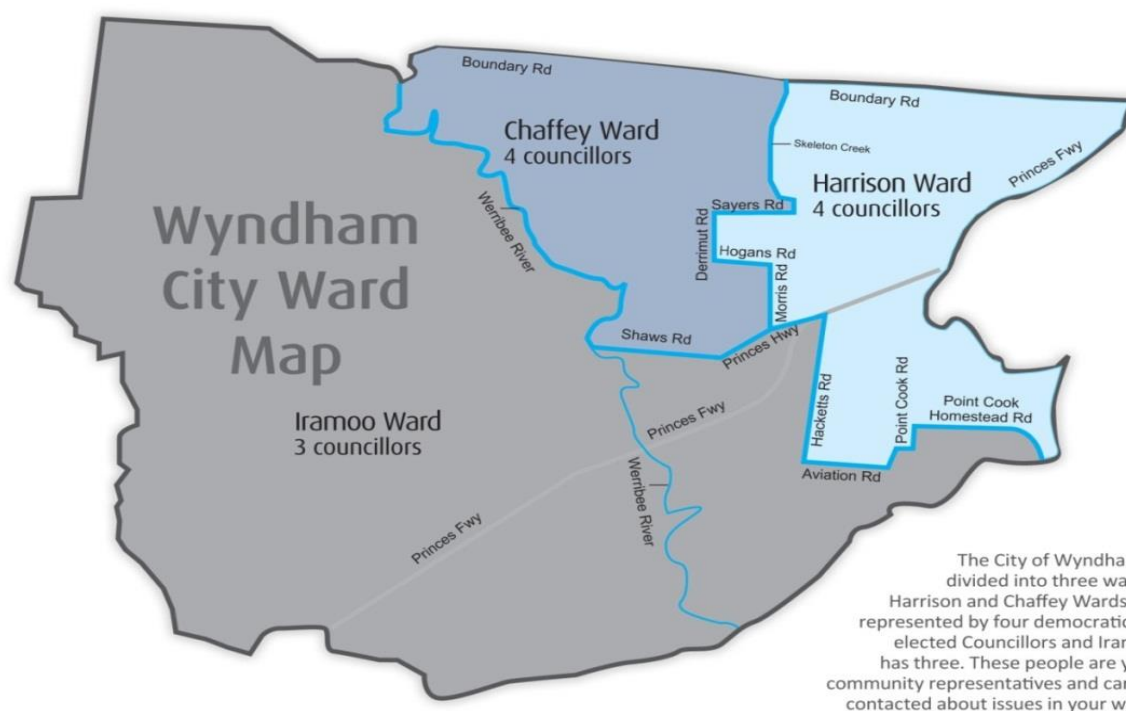
Acknowledgement of Country

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

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

Wyndham City Profile



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 27.4 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 an estimated population of 270,478 in 2019¹. As the second largest growing municipality Victoria wide (an additional 13,450 persons between 2018 and 2019, slightly behind Casey's 13,467)², 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 districts and the Werribee Park tourism precinct - one of the largest and most frequently visited tourism destinations in metropolitan Melbourne.

Sustained high population growth places significant pressure on Wyndham's liveability. Important elements of liveability include strong communities, good planning and urban design, community infrastructure, accessible and efficient transport and a healthy environment. Council strives to meet the changing needs of the community while maintaining that liveability.

Wyndham is experiencing growth across all age groups. In 2019, a quarter of the population is under the age of 15 – the highest proportion in all of Victoria³. In 2017-18, 4,761 babies were born to Wyndham parents, which is around 92 babies born every week⁴. Although currently over-65 year olds form a relatively modest part of the Wyndham population, it is forecast to be the fastest growing age group in Wyndham between 2019 and 2041⁵.

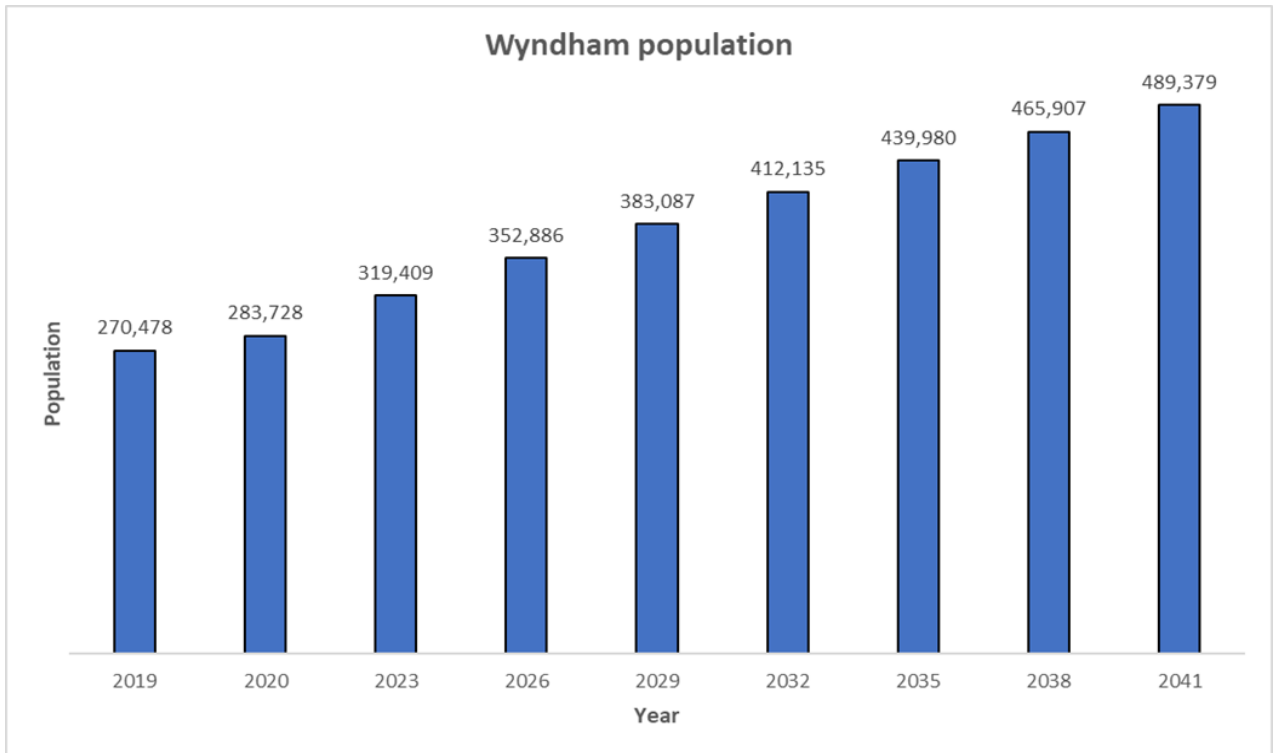
¹ .id Consulting 2019, Wyndham Population and Household Forecasts 2019.

² .id Consulting 2019, Wyndham Population and Household Forecasts 2019.

³ Calculated based on data from .id Consulting 2019, Population and Household Forecasts 2019.

⁴ Maternal and Child Health Service Wyndham City Council 2018, Birth Notifications Received.

⁵ .id Consulting 2019, Wyndham Population and Household Forecasts 2019 based on a comparison of the age groups 0-14, 15-24, 25-54, 55-64 and 65+.



Key growth statistics

- Between 2018 and 2019 the estimated population increased by 13,450 people or 259 per week
- Between 2019 and 2041 Wyndham City is expected to grow by 218,901 people
- By 2041 the population is forecast to reach 489,379, reflecting a yearly growth rate of around 3.7%
- Until 2027 the population is expected to increase by more than 10,000 people per year

The latest available Australian Bureau of Statistics estimated residential population data covers the 2018/19 financial year. For the 2018/19 financial year, Wyndham City is the:

- Largest growing municipality in Victoria in terms of additional residents and the third largest in Australia, behind Brisbane and the Gold Coast
- Second fastest growing municipality in Victoria behind the City of Melbourne.

Note that *largest* growth refers to the change in the number of residents while the *fastest growth* refers to rate of growth, i.e. the change in the population as a proportion of the previous year's population.

City data & trends

What we know about our City - data, trends and our current economic climate

270,478

Residents in the city in 2019

5.2%

Residential growth from 2018 - 2019

77,283

People employed by businesses in Wyndham (2017/18)

1,027,034

Yearly visitor population

45.7%

Visiting

16.7%

Working

37.6%

Holidaying

\$9.44 bn

Gross Regional Product (2017/18)

2.3%

Gross State Product

Meet your Councillors 2016/2020



IRAMOO WARD



Cr Peter Maynard

M: 0429 087 527

E: Peter.Maynard@wyndham.vic.gov.au

HARRISON WARD



Cr Aaron An

M: 0419 297 931

E: Aaron.An@wyndham.vic.gov.au

CHAFFEY WARD



Cr Henry Barlow

M: 0428 747 839

E: Henry.Barlow@wyndham.vic.gov.au



Cr Heather Marcus

M: 0400 533 371

E: Heather.Marcus@wyndham.vic.gov.au



Cr Tony Hooper

M: 0428 979 358

E: Tony.Hooper@wyndham.vic.gov.au



Cr John Gibbons (Deputy Mayor)

M: 0428 995 849

E: John.Gibbons@wyndham.vic.gov.au



Cr Mia Shaw (Mayor)

M: 0429 675 298

E: Mia.Shaw@wyndham.vic.gov.au



Cr Intaj Khan

M: 0408 564 439

E: Intaj.Khan@wyndham.vic.gov.au



Cr Josh Gilligan

M: 0429 078 039

E: Josh.Gilligan@wyndham.vic.gov.au

Elected by the community, the Council is the decision making body that sets the strategic direction and policy of the City. It delivers the:

- Four year City Plan which sets out what Council will achieve during its four year term to further the community vision; and
- Integrated Plan and Budget, which describes Council's strategic objectives and initiatives for the 12 month period and explains through the Budget and Strategic Resource Plan how the activities can be resourced.



Cr Kim McAliney

M: 0429 943 623

E: Kim.McAliney@wyndham.vic.gov.au



Cr Walter Villagonzalo

M: 0429 641 233

E: Walter.Villagonzalo@wyndham.vic.gov.au

Council's Role

Council is responsible for delivering a range of services and facilities that contribute to building strong and vibrant communities including roads, parks, waste, land use, local laws, urban planning, personal and home care, early years services, recreation, community development, health protection, emergency management, building and maintaining assets, and advocating for community needs. As the closest level of government to the community, Council is well placed to understand the views and needs of the local community to plan and advocate for the needs of its residents. Despite its many functions and responsibilities, Council is not legislatively responsible for all aspects of service delivery. As such, the role of local government is also one of leadership. Council has a commitment to integrated planning to ensure strong collaborations and partnerships are developed and maintained with key organisations, businesses and community groups.

Council's role	Council will	Example
Planning & monitoring	Set the overall direction for Wyndham through long-term planning.	Wyndham 2040, is Council's long term blueprint for Wyndham to be a liveable, family-friendly, well-connected city where people have equal opportunity to flourish.
Service delivery	Manage and deliver a range of quality services to the community.	Council operates community centres and libraries, provides early years and maternal health services, and maintains local parks and open spaces. Council also maintains local roads, and provides rubbish collection and waste disposal services, along with a range of other local infrastructure and services designed to improve the lives of Wyndham residents.
Law making & enforcement	Protect the public amenity and community safety in Wyndham.	Council provides services to address amenity, safety and quality of life for Wyndham residents, as per legislation. These include pet registrations, building compliance and parking enforcement.
Policy development	Develop and implement policies to guide council activities.	What Council learns informs the strategic priorities and decisions while meeting the communities' unique and diverse needs. The Reconciliation Action Plan and Securing Wyndham's Future – Advocacy Strategy are examples of this.
Representation	Represent the local community on matters of concern.	Council is uniquely positioned to understand the issues affecting the health and wellbeing of our residents. Wyndham's needs are constantly evolving, so Council connects and engages with the community on an ongoing basis. Council's online engagement platform, The Loop is one example of how this is achieved.

Council's role	Council will	Example
Advocacy	Communicate our needs and seek action from politicians, government departments and other key stakeholders on key issues that affect Wyndham.	Council relies largely on State and Federal government to fund and provide the infrastructure and services our community needs to prosper. As a local government, one of the most important functions is to advocate for the needs of the community. The I Love Kinder and schools4wyndham campaigns are two of Wyndham's current advocacy campaigns.

The Chief Executive Officer (CEO), administrator of Council, appointed by Council delivers the vision of the Council. The Local Government Act 1989 sets out the functions and responsibilities of the CEO which includes to:

- Establishing and maintaining an appropriate organisational structure
- Managing interactions between council staff and Councillors
- Ensuring Council decisions are implemented promptly
- Providing timely and reliable advice to Council about its legal obligations
- Oversee the daily management of council operations following the Council Plan
- Support the Mayor in the performance of the Mayor's role as Mayor
- Develop, adopt and disseminate a code of conduct for council staff

Mayor and CEO Introduction

Council is pleased to present the City of Wyndham's 2019-20 Annual Plan and Budget. We have worked hard to set a financially responsible and sustainable budget that helps us continue our work towards achieving the strategic objectives set out in the Wyndham 2040 vision and the City Plan 2017–21.

The 2019-20 budget outlines a \$139.12 million capital works spend, alongside operating expense of \$273.87 million to deliver over 60 different services to the people who live, work and visit the city.

This budget has been developed in consultation with the community. From October 2018 to March 2019, the community had the following opportunities to have their say on the budget:

- Survey to the community via the District Advisory Committees
- Ideas submitted from the Wyndham community via Council's online community engagement platform, The Loop
- Ward based Community Conversation events held

For the full community engagement report visit <https://theloop.wyndham.vic.gov.au/budget>

Many of the ideas gathered across the municipality through our pre-budget submission consultation process have been addressed here or are planned for future years.

Key Features of the Budget

- Operating revenue of \$360.25 million (excluding developer contributions, non-monetary assets, capital grants and net loss on disposal of property, infrastructure, plant and equipment)
- Operating expenditure of \$273.87 million (excluding depreciation & amortisation)
- Total capital works program of \$139.12 million, including strategic land acquisitions
- \$15.57 million allocated to the provision of kindergarten & children centre services
- \$11.29 million on maternal and child health and immunisation services
- \$8.57 million to run Wyndham's libraries
- \$7.57 million to maintain Wyndham's infrastructure assets
- \$6.40 million on parkland maintenance
- \$5.20 million to provide youth programs and services
- \$4.57 million in home care support to enable older people to live independently
- \$3.07 million in maintaining and developing Wyndham's recreational facilities
- \$2.09 million on city transport projects to improve accessibility
- \$1.99 million for the reactivation of playground parks; and
- \$1.37 million in grants, contributions and subsidies to be distributed to community groups and organisations to support them in the provision of programs to the wider community.

Capital Works Highlights

The 2019/20 capital works program delivers not only the essential infrastructure projects such as road and park upgrades – but it also features a range of city shaping projects that will contribute to the overall liveability of the City now and into the future. The \$139.1 million budget won't just deliver the basics – we aim to exceed community expectations and see Wyndham grow in a healthy, connected and sustainable way.

- Wyndham will be greener with more opportunity for outdoor recreation and sporting activities through major projects such as Wyndham Park (\$6.9M in 19/20 to complete). We will also deliver more localised projects through the replacement and upgrade of the tennis courts, oval and pavilions at Galvin Park; the redevelopment of the Little River tennis courts; the completion of the Point Cook Skate Park and Saltwater Outdoor Youth Space; the expansion of the Haines Drive Reserve Pavilion in Wyndham Vale; as well as the progression of a range of Master Plans across the City to inform future active open space projects.
- Local neighbourhood parks will continue to be upgraded through the Wyndham Parks 2021 project (\$3.3M) and the pedestrian and bicycle access of the City will be improved to create a less car dependant Wyndham.
- The Truganina East Integrated Family Learning Centre (\$3.6M to complete), Wunggurrwil Dhurrung Centre in Wyndham Vale (\$1M to complete) and The Grange Community Centre upgrade (\$3M to complete) will be built and opened in 2019/20.
- New community facilities will begin to be built in Truganina (\$5.0M) and Tarneit (\$4.2M), to provide essential early childhood and other services in this rapidly growing part of the municipality, while the next new community facilities for Tarneit North, Manor Lakes and Williams Landing will begin to be designed.
- Job creation through the attraction of new business and economic growth in the City continues to be a key priority in 19/20 and Council's investment of \$8.2M in projects to invigorate the Werribee City Centre will deliver legacy assets to support major investment.
- Reducing traffic congestion and improving the safety of our local roads is one of the most important issues facing our community and we will be upgrading Hacketts Rd (\$3.5M), providing traffic signals at key intersections across the city (\$900k), and progressing the design of Ison Road (\$500k). Meanwhile, we will spend around \$11M to continue to reconstruct and resurface local roads to maintain them in the best shape to keep Wyndham moving safely.
- Wyndham will be cleaner and greener thanks to the funding of a range of projects that will improve water quality and energy efficiency and we will plant more trees across the City. \$3.3M will be spent on Greening the Pipeline, \$2.1M on upgrading street lighting to smart LEDs, \$1.6M on improving the health of our wetlands and waterways, and \$425k on installation of solar panels on Council buildings.
- We will leverage latest technology to integrate with new and existing infrastructure to build a smart city that will help us maximise the use of the assets we already have such as car parks and sporting fields whilst piloting latest tech in new projects such as Wyndham Park. More than \$900k will be invested into smart city initiatives.

The sources of funding for these and other capital projects for 2019/20 are provided in Section 6 of this document.

Rate Capped Environment and Annual Revaluations

The State Government's A Fair Go Rates system for the 2019/20 Financial Year has been set/capped at 2.5% for all Victorian Councils. In setting its budget for 2019/20, Council has therefore restricted the increase in rate revenue to this capped percentage. Council is concerned about the medium to long term impacts rate capping will have on our ability to deliver the infrastructure and services required for our current and future residents.

Collectively, Council will continue to work in partnership with community, stakeholders, the Victorian and Australian Governments to look at ongoing opportunities for partnerships, budget allocations and the delivery of services, infrastructure and facilities for the Wyndham community.

From 2019, valuations are conducted annually and the Valuer-General will be the sole valuation authority. Notwithstanding this significant change to the Rates and valuations regime, it does not affect the underlying valuation principles or methodologies which have always existed.

Challenges and Opportunities

Council recognises that we are in a period of accelerated growth. 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 growing and diverse community.

Council continues its 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. The factors outlined below are some of the challenges and opportunities affecting Council's resourcing as reflected in this Budget, our work, and our community. These and other important issues are found in Council's Advocacy Strategy – Securing Wyndham's Future (<https://www.wyndham.vic.gov.au/advocacy>).

- Following the successful bid for an A-League team to be based in Tarneit, led by Western Melbourne Group and Wyndham City, the construction of the Sayers Road Railway Station in Tarneit needs to be brought forward to capitalise on this economic development opportunity. Delivering this station will allow for greater access to the privately funded 15,000 seat stadium being built and will enable business and communities in the area to thrive.
- Wyndham City is leveraging the \$4 billion investment already made by the State Government in the Regional Rail Link (RRL) project by preparing investment frameworks for train stations along its two rail corridors. In addition to land use planning around existing stations, there is a need to deliver new stations along these corridors to ensure that our infrastructure has sufficient capacity. These sites have been identified as catalysts to ensure the adequate provision of housing, employment and economic development needed to support growth and changing demographic patterns is provided.
- Wyndham City welcomed the investment in community infrastructure via the Growing Suburbs Fund (GSF) from the 2015/16 to the 2018/19 State Budgets. A reinstatement of the \$50 million per annum at a minimum, as well as a longer-term commitment in the form of appropriate forward estimates, is vital in order to properly address persistent liveability gaps in Melbourne's outer suburban communities and deliver the major infrastructure projects residents in Wyndham and other growth areas expect.
- There are currently shortages of government schools in Wyndham's growth areas where high numbers of families with school aged children are moving. We are asking for 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.
- To support our young residents and families, Wyndham continues to lead an advocacy campaign for 15 hours of four-year-old kindergarten as a minimum funded priority beyond 2020.

We would like to take the opportunity to thank all Councillors and staff for their ongoing commitment and hard work in delivering the 2019/20 Annual Plan and Budget.

We look forward to the successful delivery of this Plan and Budget which sets us, and the Wyndham community on a strong and financially responsible path, well positioned to meet the opportunities and challenges for the city.



Cr Mia Shaw
Mayor



Kelly Grigsby
Chief Executive Officer



Future-focused Economy

Budget Reports

The following reports include all statutory disclosures of information.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Regulations.

- 1 Links to City Plan 2017-21
- 2 Services and service performance indicators
- 3 Financial statements
- 4 Notes to the financial statements
- 5 Financial performance indicators
- 6 Capital works program

1. Budget Overview

1.1 Wyndham 2040

Wyndham 2040 is the first long term community vision for the municipality and it will guide Council's work to make Wyndham a more healthy and liveable community. Drawing on the 2,040 stories collected by Wyndham City staff and volunteers in 2015, has allowed us to paint a picture of how the community would like the city to look in the future.

We are working together to create a healthy and liveable city that:

- Fosters a welcoming, diverse and inclusive city
- Embraces diversity, and is welcoming and inclusive
- Consists of connected, vibrant neighbourhoods that provide for the cultural, social, economic and recreational needs of the community
- Encourages a healthy and active lifestyle
- Supports the diverse educational needs of the community
- Empowers the community to lead.

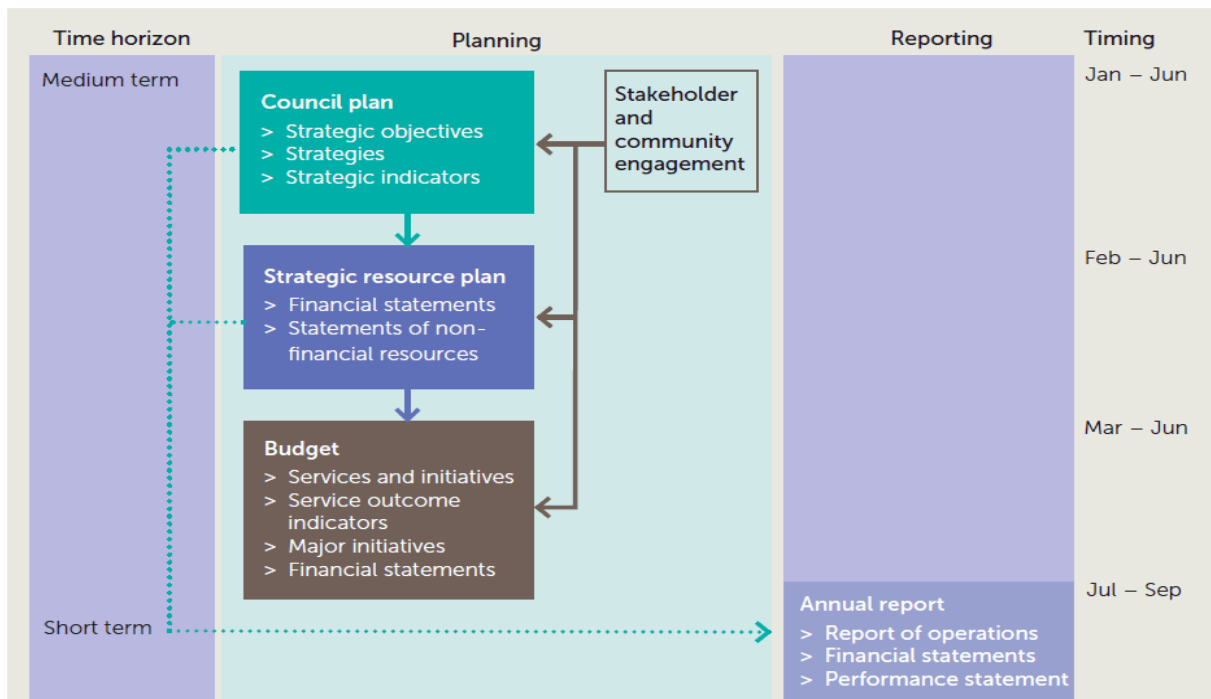
The four overarching themes of Wyndham 2040 are People and Community, Places and Spaces, Earning and Learning, and Leadership and Participation.

1.2 Links to the City Plan

The Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long-term Wyndham 2040 Vision, medium term Wyndham City Plan 2017-21, and short term Annual Plan and Budget. Council holds itself accountable through the Annual Report which contains the financial and performance statements audited by the Victorian Auditor-General in line with the Local Government Act 1989.

The budget outlines the funding required for Council to deliver services and infrastructure to the community, ensuring initiatives are on track. The Strategic Resource Plan is part of and prepared in conjunction with the City Plan. It is a four-year plan which outlines the financial and non-financial resources that Council requires to achieve its strategic objectives. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives described here.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government in Victoria.



Source: Department of Environment, Land, Water and Planning

1.3 Our Purpose

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.

Our Values

We are committed to implementing 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
- Integrity
- Respect
- Commitment
- Leadership
- Teamwork

1.4 Health, Wellbeing and Safety Plan

The amalgamation of the Municipal Public Health and Wellbeing Plan into the City Plan systematically embeds community wellbeing priorities across Council, leading to greater visibility and sustainability. This has an important influence on health and wellbeing, recognising the critical influence local governments can have in supporting the development of healthy places, environments, education and services. Strategic initiatives in the City Plan address the four environments of health – economic, built, natural and social.

Health, wellbeing and safety goals overarch Council's strategies across the four themes of the City Plan and Budget. They articulate how Council's work under each theme will seek to positively impact the community. Liveability and wellbeing indicators have been developed to monitor how the community is faring physically, mentally, socially and economically across the social and environmental determinants of health. Engaged communities are key to building cohesion, resilience and social networks are known to improve health and wellbeing and Council continues to monitor these outcomes to inform planning.

Progress against the 2019/20 Annual Plan & Budget is measured through quarterly performance reporting of the City Plan, sharing Council's performance with the community through the Annual Report. The Annual Report and the Financial and Performance Statement is audited by the Victorian Auditor-Generals Office in line with the Local Government Act 1989.

1.5 Community Engagement

Council undertakes community engagement in a transparent and meaningful manner – ensuring the Wyndham community are provided with genuine opportunities to contribute to projects, strategies, services and decisions that affect them. Engagement structures and opportunities include District Advisory Committees, Portfolio Committees, listening posts, community events, specialist panels/workshops and targeted and online community engagement activities on The Loop. All activity is underpinned by the Community Engagement Framework 2017-2021.

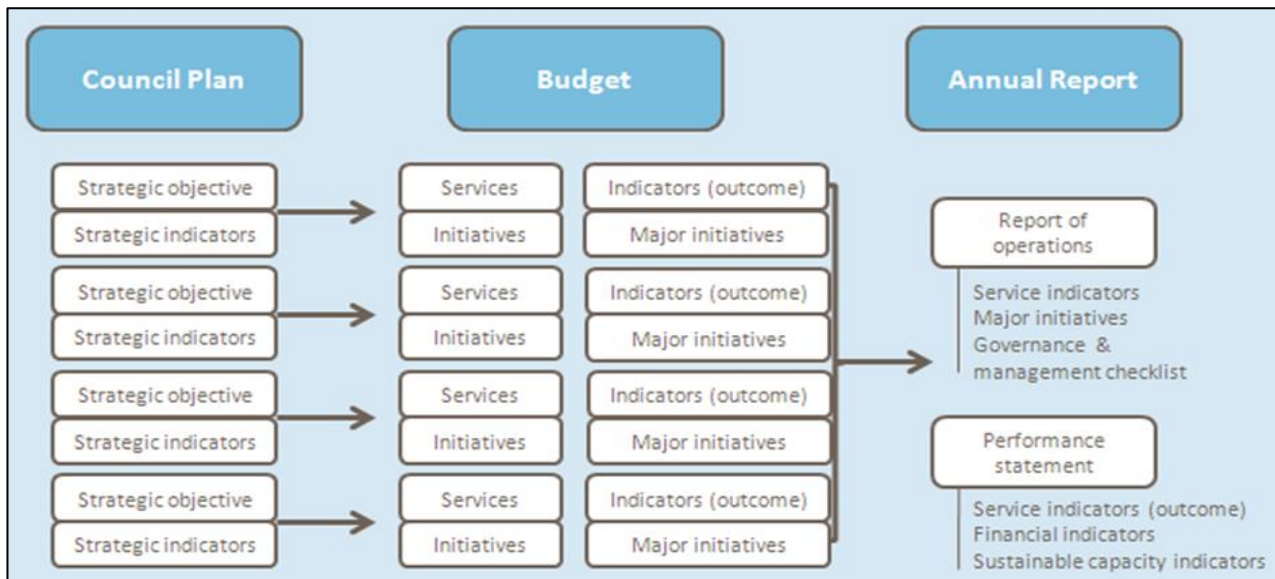
The annual Community Satisfaction Survey is designed to listen to the diverse voices of Wyndham and measure community attitudes to, and satisfaction with Council's services and facilities; governance and leadership, customer service and planning. The survey identifies issues of importance, perceptions on key social issues and informs the future activities and planning of Council.

1.6 Community Feedback Invited

Following the endorsement of the proposed 2019/20 Annual Plan and Budget at the Special Council Meeting on 16 April 2019, residents were encouraged to review the Proposed 2019/20 Annual Plan & Budget available on Council's online engagement platform www.theloop.wyndham.vic.gov.au/budget. The document was also available at Wyndham's libraries, community centres and the Civic Centre. The public exhibition period was for 28 days. A Special Council Meeting was held on 11 June 2019 to hear the written submissions. Consideration of the submissions and adoption of the 2019/20 Annual Plan & Budget will be held at a Ordinary Council Meeting on 25 June 2019.

2. Contributing to the Community Vision: Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the 2019/20 year and how these will contribute to achieving the strategic objectives in the City Plan. It also includes initiatives, major initiatives and service performance outcome indicators in the 2019/20 Annual Plan & Budget which are reported in the Annual Report, ensuring transparency and accountability. The Strategic Resource Plan was developed in conjunction with the City Plan. The relationship between the accountability requirements in the City Plan, the Integrated Plan & Budget and the Annual Report are illustrated below.



Source: Department of Environment, Land, Water and Planning

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are also included in this section.

The *Local Government Act* requires Council to identify and monitor 'Strategic Indicators' against the City Plan. Wyndham City has developed a comprehensive Indicators Framework to inform our planning and improve our services, amenity and infrastructure for the community.⁶

The Indicators Framework draws on key findings from the Community Satisfaction Survey, the Local Government Reporting Framework, and our Liveability and Wellbeing Indicators.⁷ The Strategic Indicators of the City Plan have been selected from this broader framework and are the indicators most relevant to the City Plan priorities and strategies. They inform us on how the community is fairing and where we should focus our resourcing, as well as the impact and satisfaction with our work for the people and places of Wyndham.

⁶ These are available at <https://www.wyndham.vic.gov.au/about-council/wyndham-community/research-and-statistics>

⁷ The Indicators Framework is available at: <https://wyndham-digital.iconagency.com.au/node/36>

Our Vision for People & 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 shire.

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 & 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 INDICATORS

1. Community satisfaction with 'Arts and cultural services'.
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.
3. Proportion of fully-immunised children.
4. Recorded incidents of family violence per 100,000 population.
5. Mental health: lifetime prevalence of depression and anxiety (percentage adult population).
6. Health risks: lifetime risk of alcohol-related harm; proportion of adults who are current smokers.
7. Perception of personal safety: Residents' perception of safety in public areas of Wyndham during the day.

The services, initiatives and major initiatives for each business area are described below:

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Aged & Disability	Provide assistance to eligible residents who cannot manage independently while promoting community access and inclusion. Work to meet the changing needs of clients as they age and enable residents to live independently in their own home and prevent premature admission to aged care facilities.	11,264 (7,385) 3,879	11,935 (7,198) 4,736	11,330 (7,234) 4,096
Arts & Culture	Provide creative and cultural opportunities through the production and presentation of arts, cultural and creative programs and activities. Position Wyndham as a cosmopolitan and culturally mature City leading to increased local liveability and economic development.	1,491 (118) 1,374	1,595 - 1,595	1,615 - 1,615
Child & Family Support	Provide strategic advice and strategy management for child, youth and family settings in Wyndham. Work collaboratively with the local service sector to build community, parent and service capacity through playgroup support, child and parent programming, community engagement and Pre-School Field Officer Service.	1,126 (568) 558	1,775 (1,043) 732	1,892 (1,011) 882
Civic & Community Events	Deliver a quality program of community and civic events across the City to enrich sense of place and cultural heritage and encourage community strengthening. Provide catering and room set up services for internal and external function bookings at Council facilities.	2,466 (893) 1,572	3,355 (842) 2,513	3,504 (896) 2,609
Civic Compliance	Protect public amenity and community safety through legislated process, education and enforcement.	5,467 (5,271) 195	4,699 (6,023) (1,324)	4,868 (6,812) (1,944)
Community Programs & Activities	Support and enable residents to connect, build and strengthen communities through volunteering, events, activities and programs. Grow community participation, leadership and pathways through formal and informal learning and provide engagement opportunities.	3,782 (145) 3,638	4,329 (118) 4,212	4,742 (461) 4,281
Community Wellbeing & Inclusion	Deliver policy, planning and community development programs that promote health, wellbeing and safety for community members. Recognise and promote the place of Aboriginal people as the first people of Australia and celebrate diversity and promote equity and inclusion for all people in Wyndham.	397 (268) 128	329 (132) 198	131 0 131
Early Education & Care	Deliver State funded Kindergarten educational programs for 4-year-old children through internal and external providers.	15,662 (14,893) 769	15,667 (15,255) 413	16,311 (15,614) 697

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Integrated Service Planning & Reform	Provide service planning for lifestage and disability services to determine when and where services are required, how they could be integrated with other services, Council's role in facilitating service provision and how much they will cost to operationalise. Provide integrated service plans and models for community infrastructure.	978 (108) 870	1,390 (22) 1,368	1,343 0 1,343
Maternal Child Health & Wellness	To provide access to Maternal and Child Health services that support the capacity of the family through a range of targeted and integrated programs that respond to local community needs.	8,212 (3,944) 4,268	0 8,559 (4,295)	11,325 (4,908) 6,417
Municipal Emergency Management	Provide support to the community and emergency service agencies in the North West Metro Region through prevention, planning, training and compliance before, during and after emergencies.	500 (112) 389	532 (110) 422	565 (223) 342
Pets & Animal Management	Protect public amenity and community safety as they relate to domestic animal and livestock management through a range of education, enforcement and compliance measures.	2,167 (1,433) 733	1,951 (1,703) 248	2,200 (1,715) 485
Public Health Education & Enforcement	Protect the public health of the community through directives, compliance and standards through a range of education and enforcement measures.	1,376 (1,036) 340	1,507 (1,069) 438	1,502 (1,192) 310
Recreation Planning	Implement planning and strategy development relating to new and existing sport and recreation infrastructure based on the needs of the local community.	1,801 (414) 1,387	2,049 (488) 1,560	1,938 (607) 1,331
Recreational Facility Management & Activation	Provide strategic and effective management of operational contracts, planning and capital upgrades for recreational facilities in Wyndham.	12,760 (12,428) 332	13,919 (13,395) 524	14,963 (14,594) 369
School Crossings	Ensure that School Crossing Supervisors are present at installed School Crossings within the municipality to assist in the safe crossing of roads by school students and their families.	1,964 (1,254) 711	2,236 0 2,236	2,369 (838) 1,531
Youth	Provide locally based services and programs for young people and their families. Deliver a range of leadership and youth engagement activities and events across Wyndham. Provide one on one counselling support services to young people in the municipality.	4,311 (980) 3,331	4,868 (615) 4,253	5,258 (691) 4,567

Note: Where there are +1/-1 variances in the following pages, this will be due to rounding of source data.

Major Initiatives

- 1.1 In line with the Festival and Events Framework, work with the community to develop a Wyndham City signature event.
- 1.2 Deliver a mobile youth service that will enhance outreach and after-hours services.
- 1.3 Prepare the Wyndham Volunteering Strategy including relevant stakeholder engagement.
- 1.4 Adopt and commence implementation of the Gender Equity Strategy and Action Plan to support the prevention of family violence.
- 1.5 Open the new Wungurrwil Dhurrung Centre in Wyndham Vale.

Initiatives

- 1.6 Develop a service stream plan to improve service delivery and evaluation for youth and 3-year-old kinder services.
- 1.7 Deliver an Inclusive Ageing Action Plan, as part of an overarching lifecourse framework, to enhance the health and wellbeing of Wyndham's senior population.
- 1.8 Implement actions of the Wyndham Gambling Harm Minimisation Policy and Action Plan 2018-2022.
- 1.9 Implement actions of the 2018-21 Accessibility Action Plan to support the health and wellbeing of people with disabilities.

Service Performance Outcome Indicators

Service	Indicator	2015/16 Actual	2016/17 Actual	2017/18 Actual
Maternal & Child Health	Participation	68%	69%	70%
Animal Management	Health & Safety	33	23	21

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.

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 & SAFETY GOAL

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

STRATEGIC INDICATORS

1. Community satisfaction with sealed local roads.
2. Housing diversity: dwelling structure and density (%).
3. Kerbside collection waste diverted from landfill.
4. Council greenhouse gas emissions.
5. Percentage of Local Government Area with tree canopy.
6. Open space access: hectares of public open space per 1,000 population; community satisfaction with sports ovals and other recreational spaces, parks and gardens.
7. Commute time: proportion of Wyndham residents who take 90 minutes or more to travel to and from work.
8. 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.

The services, initiatives and major initiatives for each business area are described below:

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Building Enforcement	Provide a competitive and efficient building permit and inspection service abiding by Council's statutory responsibilities under the Building Act 1993.	2,001 (1,814) 187	2,232 (2,209) 24	2,864 (2,578) 286
City Sustainability Planning & Management	Lead local projects and initiatives that enhance sustainability, improve energy efficiency and contribute to corporate social responsibility. Provide strategic advice, education programs and policy development in relation to environmental impacts throughout municipality.	538 (28) 510	644 (114) 531	1,021 (178) 842
Community Facilities Management	Coordinate the strategic and operational management of facilities for casual and regular hire by organisations and community members to provide services and programs that align with local needs.	5,011 (1,509) 3,501	6,192 (2,034) 4,158	6,596 (2,309) 4,287
Conservation	Provision of strategic and operational management to protect and enhance selected natural areas in Wyndham for ecological and habitat purposes.	1,942 (10) 1,932	2,261 0 2,261	2,286 0 2,286
Council Property Management	Strategically manage Council's property portfolio while ensuring data integrity is maintained and land is managed efficiently and effectively aligning with community needs.	730 (421) 309	903 (400) 503	982 (634) 348
Facilities Management	Provide strategic and operational management of assets to ensure the effective provision of facilities for community and Council use.	7,588 (369) 7,219	8,637 (744) 7,893	8,167 (815) 7,352
Household Waste & Recycling	Deliver safe and reliable kerbside waste and recycling services and hard and green waste collections across Wyndham.	23,178 (25,129) (1,951)	24,939 (25,272) (333)	28,356 (28,106) 250
Natural Environment & Tree Management	Deliver projects and initiatives that enhance Wyndham's significant ecological sites, establish an urban forest and build climate resilient communities and urban amenity.	850 (106) 744	1,057 (260) 797	1,298 (211) 1,087
Open Space Creation	Design and implement high quality landscape and recreation open space projects, maintain playgrounds, park assets and street furniture in accordance with Australian Standards. Manage public graffiti and geographical information system data management.	982 (609) 374	1,074 (708) 366	1,168 (741) 427
Open Space Management	Provide strategic and operational management to ensure presentation levels and safe conditions are met in Wyndham's open spaces. Manage ecological amenity and climate adaptation of trees in accordance with the Tree Policy.	19,701 (1,214) 18,487	21,985 (960) 21,025	23,800 (938) 22,862

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Post Permit Subdivisions	Management of certification, engineering and landscape processes for subdivisions occurring within the municipality as per Council's statutory responsibilities under the Subdivision Act 1988.	1,607 (2,026) (419)	1,809 (1,889) (80)	2,208 (1,999) 210
Road & Amenity Safety	Manage and maintain Council assets including roads, drains, signage, footpaths and the collection of litter in public places.	13,003 (4,009) 8,994	14,246 (4,324) 9,923	13,452 (4,495) 8,957
Road Design & Construction	Plan and deliver the project management, design and construction of roads (including local arterial roads), bridges, roadside footpaths and culverts, drainage and car parks in Wyndham.	5,129 (4,744) 385	3,480 (6,013) (2,533)	5,833 (4,962) 871
Spatial Systems	Integrate spatial information into Council services to achieve value, adding information solutions to improve customer & business outcomes.	458 (100) 358	485 (110) 376	575 (111) 464
Town Planning	Implementation of the Wyndham Planning Scheme as per Council's statutory responsibilities under the Planning and Environment Act 1987 and Subdivision Act 1988.	4,710 (4,914) (204)	5,419 (5,307) 112	5,955 (5,505) 450
Traffic Management	Provide traffic and transport engineering advice and input on travel and traffic related issues to key stakeholders. Deliver traffic management and bicycle and footpath civil works to enhance the safety and connectivity of the road and active travel networks.	1,238 (136) 1,102	1,291 (116) 1,175	1,543 (116) 1,427
Transport Planning	Implement transport planning and strategy development across Wyndham. Work in collaboration with external agencies and internal departments to provide transport advice and input into the development and implementation of Precinct Structure Plans and Development Control Plans.	444 0 444	637 0 637	672 0 672
Urban Futures	Provision of specialised planning services regarding land use strategies, strategic plans, city design, urban design frameworks, precinct structure plans and development contributions.	2,248 (115) 2,134	3,565 (34) 3,531	3,754 (35) 3,719
Water & Coastal Governance	Investigate, plan, review and approve Council's stormwater and coastal assets to ensure industry standards are met.	1,932 (135) 1,797	2,209 (125) 2,084	1,780 (125) 1,655

Major Initiatives

- 2.1 Construct the \$13 million Wyndham Park Redevelopment.
- 2.2 Prepare the Wyndham Urban Framework Plan (WUFP) - More Time For Life.
- 2.3 Prepare a Health Services Plan in collaboration with providers, to address the current and future health service needs of Wyndham.
- 2.4 Complete the construction of the Truganina East Intergrated Family Centre to deliver responsive services.
- 2.5 Commence construction of the Riverdale Community Centre in Tarneit West to provide a wide range of community services.
- 2.6 Commence master planning of Alfred Road active recreation reserve for the Werribee and Wyndham Vale communities.
- 2.7 Implement Active Open Space Masterplans for Galvin Park oval and tennis court, and for Truganina sports reserve and passive open space.
- 2.8 Progress planning and design works to enable future construction of the Wyndham Vale North, Lawrie Emmins, Homestead (Brookdale Road Reserve), Upper Point Cook Road (West), Tarneit North, Chirnside Park Active Open Space Masterplans.
- 2.9 Complete Hacketts Road upgrade including widening and sealing of the road to cater for increased traffic volumes.
- 2.10 Prepare the Wyndham Heritage Study 2019 (WHS).

Initiatives

- 2.11 Prepare the Coastal Management Plan.
- 2.12 Deliver the Stormwater Harvesting Scheme at Arndell Park (Greening the Pipeline).
- 2.13 Deploy smart technology to collect evidence on the usage of sports fields to inform future planning.
- 2.14 Deliver Built Environment Awards to acknowledge best practice development in Wyndham.
- 2.15 Deliver the Local Laws Enforcement Policy.

Service Performance Outcome Indicators

Service	Indicator	2015/16 Actual	2016/17 Actual	2017/18 Actual
Statutory Planning	Decision Making	64%	47%	70%
Roads	Satisfaction	66	63	64
Waste Collection	Waste Diversion	37%	37%	36%
Aquatic Facilities	Utilisation	4	4	4
Food Safety	Health & Safety	100%	100%	100%

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.

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 & 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 INDICATORS

1. Adult learning: number of adults participating in learning and skills programs offered at Wyndham libraries.
2. Satisfaction with local library services.
3. Job growth: percentage change number of local jobs.
4. Gross Regional Product: Gross Regional Product and percentage contribution to Victorian Gross Domestic Product.
5. Youth disengagement: percentage of 15-25 year olds not engaged at all in work or study.
6. Higher Education: percentage of the adult population attending University or TAFE (18+ years).

The services, initiatives and major initiatives for each business area are described below:

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Business Development	Develop and implement initiatives to understand the challenges, constraints and opportunities which face local business through a whole of economy perspective. Enable and support development and sustainable growth for the business community.	586 (91) 495	970 (351) 618	720 (82) 638
Investment Attraction & Facilitation	Work with the local business community to implement initiatives that attract and retain investment and support sustainable economic growth.	232 0 232	818 0 818	1,028 0 1,028
Library Services	Provision of library services, information, resources and programs online and at five library branches across the municipality, supporting the Wyndham community to connect, learn and grow.	7,693 (1,623) 6,070	8,186 (1,712) 6,474	8,629 (1,775) 6,854
Place Management of Activity Centres	Advance and coordinate vibrant, successful, attractive and relevant Activity Centres through business growth and support, investment attraction and facilitation, event delivery, public space operations and maintenance, promotions and marketing and public space revitalisation.	1,946 (1) 1,945	2,031 (62) 1,969	2,056 (100) 1,957
Smart City Technology & Innovation	Build the Smart City Program operating model and research, monitor and integrate the latest Smart City trends and technology. Deliver the development process for desktop, web-based and mobile application.	462 (160) 302	1,004 0 1,004	963 0 963
Visitor Economy Development & Growth	Implementation of programs and initiatives to grow and develop tourism and the visitor economy of Wyndham.	705 (2) 703	836 (18) 818	666 (1) 664

Major Initiatives

- 3.1 Develop an Agribusiness Strategy that aligns with Council's Economic Growth and Visitor Economy Strategies.
- 3.2 Optimise Wyndham's ability to leverage economic growth with the Avalon Airport Expansion.
- 3.3 Develop a Social and Economic Inclusion Framework to open up pathways for local people to fully participate in work and community life.

Initiatives

- 3.4 Deliver the recommendations of Wyndham's Small Business Hub Feasibility Study.
- 3.5 Deliver Year 1 of the five year WYNovation Plan following the 2018 and 2019 Innovation and Entrepreneurship
- 3.6 Implement actions of the Learning Community Strategy 2018-2023.

Service Performance Outcome Indicators

Service	Indicator	2015/16 Actual	2016/17 Actual	2017/18 Actual
Libraries	Participation	15%	15%	13%

Our Vision for Leadership & 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.

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 & 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 INDICATORS

1. Community satisfaction with Council's performance in community consultation and engagement.
2. 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.
3. Community satisfaction with performance of Council across all areas of responsibility.
4. Community satisfaction with Council's performance in maintaining the trust and confidence of the local community.
5. Community participation: proportion of adults who belong to an organised community group (sports, religious, school, professional, other).
6. Social support: percentage of adults experiencing high or very high levels of social isolation.
7. Volunteers: percentage of population (15 years +) that volunteered in the last 12 months.

The services, initiatives and major initiatives for each business area are described below:

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Advocacy & Intergovernmental Relations	Coordinate and support Council's actions that seek to influence State and Federal Governments regarding services, programs and infrastructure to address high priority issues and needs for the Wyndham community.	1,408	1,497	2,321
		0	0	0
		1,408	1,497	2,321
Community & Stakeholder Engagement	Provide community consultation and engagement for key strategic documents and planning processes. Provide accessible and effective engagement through a range of formats as outlined in the Community Engagement Framework including tools, resources and learning opportunities.	92	62	69
		0	0	0
		92	62	69

Major Initiatives

- 4.1 Deliver, monitor, and continuously improve the major public advocacy campaigns for Wyndham City.
- 4.2 Advocate and work in partnership for the delivery of the Wyndham Justice Precinct including the integrated support services hub.

Initiatives

- 4.3 Support the Wyndham H3 Alliance and the Strategic Housing Investment Planning program (SHIP).
- 4.4 Deliver the Future City Strategy Action Plan to address components of technology, data and innovation.

Service Performance Outcome Indicators

Service	Indicator	2015/16 Actual	2016/17 Actual	2017/18 Actual
Governance	Satisfaction	70	62	64

Service Performance Outcome Indicators⁷

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Maternal & Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service) Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 [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
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[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
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is 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

⁷ The mandatory indicators in this section form part of Council's Performance Statement in the next Annual Report.

2.1 Performance statement

The service performance indicators detailed above will be reported in the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2019/20 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 5) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement.

2.2 Reconciliation with budgeted operating result

	Expenditure \$'000	Revenue \$'000	Net Cost (Revenue) \$'000
People and Community	85,857	(56,795)	29,062
Places and Spaces	112,310	(53,857)	58,453
Earning and Learning	14,062	(1,958)	12,104
Leadership and Participation	2,390	0	2,390
Total services & initiatives	214,619	(112,610)	102,009
Council Operations			25,038
Depreciation & Amortisation			100,696
Finance costs			2,456
Others			3,271
Total non-attributable expenses			131,461
Deficit before funding sources			233,469
Funding sources added in:			
Rates and charges revenue			193,002
Waste charge revenue			24,407
Contributions			36,302
Contributions - non monetary			146,150
Capital grants			10,021
Proceeds on sale of assets			1,975
Total funding sources			411,858
Surplus for the year			178,389 *

* The 'Surplus for the year' is reconciled to the Income Statement in Section 3.

3. Financial Statements

This section presents information in regard to the consolidated Financial Statements and Statement of Human Resources for Wyndham City Council, including its 100% owned subsidiary Western Leisure Services Pty Ltd. The budget information for the years 2020/21 to 2022/23 has been extracted from the Strategic Resource Plan.

The following financial statements are included in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- AASB 16 Leases – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except for those considered to be of low value.
- AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities – Might change the way that Councils recognise income and also address matters such as grant funding, and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

(Note: +1/-1 variances in these statements will be due to rounding of source data).

3.1 Comprehensive Income Statement For the 4 years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income						
Rates and charges	4.1	201,255	217,410	232,679	249,149	265,969
Statutory fees and fines	4.4	18,245	19,100	20,424	21,740	23,090
User fees	4.5	61,108	76,679	80,989	85,408	89,949
Grants - operating	4.6	44,811	36,448	48,428	51,549	54,750
Grants - capital	4.6	13,641	10,021	4,201	3,201	1,201
Contributions - monetary	4.7	58,540	36,302	51,752	46,113	43,376
Contributions - non-monetary assets	4.7	136,271	146,150	132,196	117,686	110,633
Other income	4.8	10,477	10,617	11,493	10,726	9,587
Net gain on disposal of property, infrastructure, plant and equipment		0	1,975	14,287	853	0
Total income		544,348	554,702	596,451	586,424	598,555
Expenses						
Employee costs	4.9	138,762	152,730	163,973	175,146	186,710
Materials and services	4.10	104,403	115,416	125,074	129,954	135,861
Bad and doubtful debts		64	54	54	54	54
Depreciation and amortisation	4.11	81,278	102,440	96,167	101,137	109,028
Borrowing costs		2,497	2,456	3,749	3,749	3,749
Other expenses	4.12	3,156	3,218	3,298	3,381	3,465
Net loss on disposal of property, infrastructure, plant and equipment		3,270	0	0	0	650
Total expenses		333,429	376,313	392,314	413,420	439,516
Surplus (deficit) for the year		210,919	178,389	204,136	173,004	159,039
Other Comprehensive Income Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment/(decrement)		12,108	149,328	15,715	0	193,349
Total Comprehensive Result		223,027	327,717	219,851	173,004	352,388

Note - In the 2021/22 financial year, there is not expected to be a revaluation of any asset class.

Adjusted Underlying Surplus	Forecast	Budget	SRP Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Surplus (deficit) for the year	210,919	178,389	204,136	173,004	159,039
Grants - capital	(13,641)	(10,021)	(4,201)	(3,201)	(1,201)
Contributions - non monetary assets	(136,271)	(146,150)	(132,196)	(117,686)	(110,633)
Capital Contributions - other sources	(58,253)	(36,000)	(51,449)	(45,802)	(43,057)
Adjusted underlying surplus (deficit)	2,754	(13,782)	16,290	6,315	4,147

The total income numbers are significantly impacted by non-recurrent capital grants and monetary and non-monetary contributions.

- Income from capital grants and monetary contributions can only be used to fund capital projects and not operating activities.
- The non-monetary contributions represent the value of roads, land and other subdivision assets that are gifted to Council by Developers. From an accounting perspective these contributions are recognised as revenue and an increase in assets. In reality, these assets place an ongoing obligation on council as they are required to be maintained into the future.

The adjusted underlying result as shown above therefore is a more relevant representation of council's operating position.

3.2 Balance Sheet
For the 4 years ending 30 June 2023

NOTES	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets					
Current assets					
Cash and cash equivalents	9,783	10,560	10,157	9,310	8,369
Other financial assets	348,696	376,387	362,013	331,843	298,294
Trade and other receivables	27,604	31,555	33,579	35,704	37,881
Inventories	121	134	145	151	157
Other assets	2,435	2,692	2,917	3,031	3,169
Non-current assets classified as held for sale	0	0	0	0	0
Total current assets	388,639	421,328	408,811	380,039	347,870
Non-current assets					
Trade and other receivables	0	0	0	0	0
Property, infrastructure, plant & equipment	3,951,428	4,269,724	4,506,122	4,713,167	5,100,785
Intangible assets	14,825	20,959	24,116	20,992	23,850
Total non-current assets	3,966,253	4,290,683	4,530,238	4,734,158	5,124,635
Total assets	4.13.1 4,354,891	4,712,011	4,939,049	5,114,198	5,472,505
Liabilities					
Current liabilities					
Trade and other payables	26,660	29,401	31,814	33,043	34,527
Trust funds and deposits	18,803	20,736	22,438	23,305	24,351
Provisions	22,401	24,709	26,532	28,344	30,219
Total current liabilities	67,864	74,846	80,783	84,691	89,097
Non-current liabilities					
Interest-bearing liabilities	55,000	85,000	85,000	85,000	85,000
Provisions	42,152	34,573	35,823	34,060	35,573
Total non-current liabilities	97,152	119,573	120,823	119,060	120,573
Total liabilities	4.13.2 165,017	194,420	201,607	203,752	209,671
Net assets	4,189,875	4,517,591	4,737,442	4,910,446	5,262,834
Equity					
Accumulated surplus	2,211,825	2,393,280	2,586,435	2,761,632	2,917,553
Reserves	1,978,049	2,124,311	2,151,007	2,148,814	2,345,282
Total equity	4,189,875	4,517,591	4,737,442	4,910,446	5,262,834

3.3 Statement of Changes in Equity For the 4 years ending 30 June 2023

NOTES	Total \$'000	Accumm Surplus \$'000	Reval'n Reserve \$'000	Other Reserves \$'000
2018/19 Forecast Actual				
Balance at beginning of the financial year	3,966,848	2,042,065	1,741,950	182,833
Surplus/(deficit) for the year	210,919	210,919	-	-
Net asset revaluation increment (decrement)	12,108	-	12,108	-
Transfer to other reserves	-	(62,891)	-	62,891
Transfer from other reserves	-	21,733	-	(21,733)
Balance at end of the financial year	4,189,875	2,211,825	1,754,058	223,991
2019/20 Budget				
Balance at beginning of the financial year	4,189,875	2,211,825	1,754,058	223,991
Surplus/(deficit) for the year	178,389	178,389	-	-
Net asset revaluation increment (decrement)	149,328	-	149,328	-
Transfer to other reserves	-	(42,733)	-	42,733
Transfer from other reserves	-	45,800	-	(45,800)
Balance at end of the financial year	4.14 4,517,591	2,393,280	1,903,386	220,925
2020/21				
Balance at beginning of the financial year	4,517,591	2,393,280	1,903,386	220,925
Surplus/(deficit) for the year	204,136	204,136	-	-
Net asset revaluation increment (decrement)	15,715	-	15,715	-
Transfer to other reserves	-	(58,297)	-	58,297
Transfer from other reserves	-	47,316	-	(47,316)
Balance at end of the financial year	4,737,442	2,586,435	1,919,101	231,906
2021/22				
Balance at beginning of the financial year	4,737,442	2,586,435	1,919,101	231,906
Surplus/(deficit) for the year	173,004	173,004	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(53,118)	-	53,118
Transfer from reserve	-	55,311	-	(55,311)
Balance at end of the financial year	4,910,446	2,761,632	1,919,101	229,713
2022/23				
Balance at beginning of the financial year	4,910,446	2,761,632	1,919,101	229,713
Surplus/(deficit) for the year	159,039	159,039	-	-
Net asset revaluation increment (decrement)	193,349	-	193,349	-
Transfer to other reserves	-	(50,431)	-	50,431
Transfer from reserve	-	47,312	-	(47,312)
Balance at end of the financial year	5,262,834	2,917,553	2,112,450	232,831

3.4 Statement of Cash Flows
For the 4 years ending 30 June 2023

NOTES	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21	2021/22	2022/23
			\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	200,307	216,298	231,629	248,015	264,812
Statutory fees & fines	20,904	20,269	22,281	23,610	25,010
User fees	70,013	81,372	88,354	92,754	97,429
Grants - operating	46,598	39,011	51,954	55,220	58,569
Grants - capital	15,023	10,479	4,097	3,090	1,019
Contributions - monetary	58,253	36,000	51,449	45,802	43,057
Interest received	6,612	8,681	9,519	8,711	7,533
Trust funds & deposits taken	60,843	62,060	63,301	64,567	65,858
Net GST refund/payment	13,068	14,112	17,717	18,744	19,337
Employee costs	(137,272)	(150,044)	(161,811)	(172,997)	(184,486)
Materials & services	(133,430)	(149,750)	(162,480)	(166,579)	(175,115)
Trust funds & deposits repaid	(58,851)	(58,190)	(59,625)	(61,686)	(62,757)
Net cash provided by/(used in) operating activities					
4.15.1	162,068	130,298	156,384	159,252	160,266
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(145,919)	(139,120)	(184,050)	(189,722)	(192,708)
Proceeds from sale of property, infrastructure, plant and equipment	1,000	9,745	16,637	3,203	1,700
Payment for investments	(20,584)	(27,691)	14,374	30,170	33,549
Net cash provided by/(used in) investing activities					
4.15.2	(165,503)	(157,066)	(153,039)	(156,350)	(157,459)
Cash flows from financing activities					
Finance costs	(2,456)	(2,456)	(3,749)	(3,749)	(3,749)
Proceeds from borrowings	0	30,000	0	0	0
Net cash provided by/(used in) financing activities					
4.15.3	(2,456)	27,545	(3,749)	(3,749)	(3,749)
Net increase/(decrease) in cash & cash equivalents	(5,891)	777	(403)	(846)	(941)
Cash & cash equivalents at the beginning of financial year	15,674	9,783	10,560	10,157	9,310
Cash & cash equivalents at the end of the financial year					
	9,783	10,560	10,157	9,310	8,369

3.5 Statement of Capital Works
For the 4 years ending 30 June 2023

NOTES	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property					
Land	7,458	16,750	37,411	14,717	15,000
Land improvements	21,172	7,125	0	7,350	7,500
Total land	28,629	23,875	37,411	22,067	22,500
Buildings	17,463	21,991	38,958	48,515	56,176
Building improvements	9,690	11,618	1,732	1,000	1,000
Total buildings	27,153	33,609	40,690	49,515	57,176
Total property	55,782	57,484	78,101	71,582	79,676
Plant & equipment					
Heritage plant & equipment	589	809	258	265	273
Plant, machinery and equipment	8,139	5,630	3,301	3,738	4,105
Fixtures, fittings and furniture	228	233	0	0	0
Computers and telecommunications	5,733	14,734	1,825	0	0
Library books	994	1,192	1,228	1,265	1,302
Total plant and equipment	15,683	22,598	6,612	5,268	5,680
Infrastructure					
Roads	38,093	19,380	47,593	63,087	36,183
Bridges	980	898	100	400	0
Footpaths and cycleways	825	1,600	1,500	1,500	1,000
Drainage	4	772	0	0	0
Recreational, leisure and community facilities	14,708	14,284	20,051	9,620	19,000
Waste management	3,284	1,175	1,950	0	0
Parks, open space and streetscapes	12,974	15,823	8,072	13,067	21,521
Off street car parks	30	0	0	0	0
Other infrastructure	3,556	5,105	5,761	9,739	6,480
Total infrastructure	74,454	59,038	85,027	97,413	84,184
Total capital works expenditure	6.1 145,919	139,120	169,739	174,262	169,540
Expenditure types represented by:					
New asset expenditure	55,412	53,949	101,728	125,114	131,705
Asset renewal expenditure	40,858	37,748	31,343	23,618	31,370
Asset expansion expenditure	5,293	3,479	8,050	0	0
Asset upgrade expenditure	44,356	43,945	34,618	25,531	6,464
Total capital works expenditure	6.1 145,919	139,120	175,739	174,262	169,540
Funding Sources represented by:					
Grants	15,596	8,820	4,500	4,500	4,500
Reserves/Contributions	17,547	17,329	70,432	75,553	42,750
Council cash	112,777	112,972	100,808	94,209	122,290
Total capital works expenditure	6.1 145,919	139,120	175,739	174,262	169,540

3.6 Statement of Human Resources
For the 4 years ending 30 June 2023

	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff expenditure					
Total employee costs	144,397	159,651	171,067	182,418	194,164
Employee costs - capital	(5,635)	(6,921)	(7,094)	(7,272)	(7,453)
Total operating staff expenditure	138,762	152,730	163,973	175,146	186,710
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Total number of employees	1,439.88	1,487.86	1,515.86	1,541.86	1,565.86
Number of employees - capital	(48.93)	(58.90)	(60.08)	(61.28)	(62.51)
Total operating staff numbers	1,390.95	1,428.96	1,455.78	1,480.58	1,503.35

A summary of human resources expenditure categorised according to the organisational structure of Wyndham City is included below:

Directorate/Business unit	Budget 2019/20 \$'000	Comprises			
		Permanent Full Time \$'000	Part Time \$'000	Casual \$'000	Temporary \$'000
CEO's Office	17,695	13,428	493	52	3,722
City Economy, Innovation & Liveability	10,139	8,656	232	65	1,186
City Life	47,310	22,470	21,142	1,729	1,969
City Operations	46,936	40,809	3,721	335	2,071
Deals, Investments & Major Projects	590	0	0	0	590
Western Leisure Services - 100% subsidiary	6,574	2,534	656	3,384	0
Total staff expenditure	129,244	87,898	26,244	5,564	9,538
Other staff expenditure	30,408				
Capitalise labour costs	(6,921)				
Total Wyndham City & WLS expenditure	152,730				

Other staff expenditure is mostly made up of employer superannuation contribution, temporary agency staff, workcover premium, overtime, long service leave, allowances, training & development and fringe benefits tax expense.

A summary of the number of full time equivalent (FTE) Council and Western Leisure Services staff in relation to the above expenditure is included below:

Directorate/Business unit	Budget 2019/20 FTE	Comprises			
		Permanent Full Time	Part Time	Casual	Temporary
CEO's Office	163.06	123.00	5.20	0.66	34.20
City Economy, Innovation & Liveability	92.92	79.00	3.20	0.82	9.90
City Life	553.58	241.00	269.59	20.74	22.25
City Operations	558.30	487.00	41.42	4.09	25.79
Deals, Investments & Major Projects	4.00	0.00	0.00	0.00	4.00
Western Leisure Services - 100% subsidiary	116.00	29.00	14.00	73.00	0.00
Total staff numbers	1,487.86	959.00	333.41	99.31	96.14
Capitalised FTEs	(58.90)				
Total Wyndham City & WLS FTE	1,428.96				

(Note: +1/-1 variances in these statements will be due to rounding of source data).

4. Notes to the Financial Statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1 Rates and Charges

Rates and charges are required by the Act and the Regulations to be disclosed in the Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.5% in line with the rate cap.

This will raise total rates and charges for 2019/20 to \$217.41 million.

The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	%
General rates*	167,786,087	179,307,254	11,521,167	6.9%
Municipal charge*	5,672,015	6,168,032	496,017	8.7%
Waste management charge	21,861,530	24,195,651	2,334,121	10.7%
Supplementary rates & rate adjustments	3,897,157	5,331,877	1,434,720	36.8%
Supplementary charges	908,806	1,271,235	362,429	39.9%
Interest on rates and charges	900,000	900,000	-	0.0%
Revenue in lieu of rates	229,790	235,535	5,745	2.5%
Total rates and charges	201,255,385	217,409,584	16,154,199	8.0%

* These items are subject to the rate cap established under the FGRS.

4.1.2 The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	Budget 2018/19 cents/\$CIV*	Budget 2019/20 cents/\$CIV*	Change
Recreational	0.1269	0.1235	-2.7%
Government	0.1269	0.1235	-2.7%
Developed Land	0.2538	0.2469	-2.7%
Commercial Developed Land	0.3554	0.3457	-2.7%
Industrial Developed Land	0.4062	0.3950	-2.8%
Residential Development Land	0.4316	0.4197	-2.8%
Residential Vacant Land	0.4062	0.3950	-2.8%
Commercial Vacant Land	0.4316	0.4197	-2.8%
Industrial Vacant Land	0.4570	0.4444	-2.8%
Farm Land	0.2031	0.1975	-2.8%
Rural Lifestyle	0.2284	0.2222	-2.7%
Rural Vacant Land	0.2538	0.2469	-2.7%

4.1.3 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	Budget 2018/19 \$	Budget 2019/20 \$	Change \$	%
Recreational	44,377	48,424	4,047	9.1%
Government	4,124	4,076	-49	-1.2%
Developed Land	114,917,747	121,636,494	6,718,747	5.8%
Commercial Developed Land	11,375,295	12,755,231	1,379,936	12.1%
Industrial Developed Land	16,870,571	18,507,441	1,636,870	9.7%
Residential Development Land	6,670,896	6,298,480	-372,416	-5.6%
Residential Vacant Land	11,829,410	12,445,828	616,417	5.2%
Commercial Vacant Land	329,963	396,891	66,929	20.3%
Industrial Vacant Land	2,079,387	2,724,099	644,712	31.0%
Farm Land	1,697,439	1,979,306	281,867	16.6%
Rural Lifestyle	1,893,379	2,369,685	476,306	25.2%
Rural Vacant Land	73,500	141,301	67,800	92.2%
Total amount to be raised by	167,786,087	179,307,254	11,521,167	6.9%

Note that the increase in rates revenue budgeted to be collected in 2019/20 is higher than 2.5% because it also includes rates raised on new properties which had first come into rating at some point in 2018/19. These properties are then fully rated in 2019/20.

4.1.4 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	Budget 2018/19 Number	Budget 2019/20 Number	Change Number	%
Recreational	6	6	0	0.0%
Government	5	5	0	0.0%
Developed Land	80,656	85,778	5,122	6.4%
Commercial Developed Land	2,146	2,276	130	6.1%
Industrial Developed Land	2,541	2,673	132	5.2%
Residential Development Land	71	74	3	4.2%
Residential Vacant Land	8,707	9,058	351	4.0%
Commercial Vacant Land	46	46	0	0.0%
Industrial Vacant Land	333	407	74	22.2%
Farm Land	399	399	0	0.0%
Rural Lifestyle	463	453	-10	-2.2%
Rural Vacant Land	29	33	4	13.8%
Total number of assessments	95,402	101,208	5,806	6.1%

4.1.5 The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.6 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	Budget 2018/19 \$	Budget 2019/20 \$	Change \$	%
Recreational	34,970,000	39,210,000	4,240,000	12.1%
Government	3,250,000	3,300,000	50,000	1.5%
Developed Land	45,278,860,000	49,265,489,500	3,986,629,500	8.8%
Commercial Developed Land	3,200,702,052	3,689,682,000	488,979,948	15.3%
Industrial Developed Land	4,153,267,000	4,685,428,000	532,161,000	12.8%
Residential Development Land	1,545,620,000	1,500,710,000	(44,910,000)	-2.9%
Residential Vacant Land	2,912,213,300	3,150,842,500	238,629,200	8.2%
Commercial Vacant Land	76,451,000	94,565,500	18,114,500	23.7%
Industrial Vacant Land	455,008,001	612,983,501	157,975,500	34.7%
Farm Land	835,765,000	1,002,180,000	166,415,000	19.9%
Rural Lifestyle	828,975,000	1,066,465,000	237,490,000	28.6%
Rural Vacant Land	28,960,000	57,230,000	28,270,000	97.6%
Total	59,354,041,353	65,168,086,001	5,814,044,648	9.8%

The change from 2018/19 reflects the change in the valuations of the properties, the increase in the number of properties, as well as movement of properties between the different land categories.

4.1.7 The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Budget Per Rateable Property \$ 2018/19	Budget Per Rateable Property \$ 2019/20	Change \$	%
Municipal	59.49	60.98	1.49	2.5%

4.1.8 The estimated total amount to be raised by municipal charges compared with the previous financial year. Note the % increase is reflective of both a change in the charge rate and the number of properties to which it is applied.

Type of Charge	Budget 2018/19 \$	Budget 2019/20 \$	Change \$	%
Municipal	5,645,244	6,168,032	522,788	9.3%

4.1.9 The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Budget Per Rateable Property \$ 2018/19	Budget Per Rateable Property \$ 2019/20	Change \$	%
Waste Management Charge *	270.00	283.00	13.00	4.8%

* The EPA levy increase in 2019/20 from \$64.30 to \$65.90 per tonne has contributed to the cost of the Waste Management Charge.

4.1.10 The estimated total amount to be raised by the Waste Management Charge compared with the previous financial year. Note the % increase is reflective of both the change in the charge rate and the number of properties to which it is applied.

Type of Charge	Budget 2018/19 \$	Budget 2019/20 \$	Change \$	%
Waste Management Charge	21,861,530	24,195,651	2,334,121	10.7%

4.1.11 The estimated amounts to be raised for each type of charge to be levied compared to the previous year

Type of Charge	Budget 2018/19 \$	Budget 2019/20 \$	Change \$	%
James Street special rate *	39,449			

* denotes special charge and rate schemes which was levied in 2018/19 but for which the revenue recognition has occurred in previous financial years. This scheme will end as at 30 June 2019.

4.1.12 The estimated total amount to be raised by rates and charges compared with the previous financial year:

	Budget 2018/19 \$	Budget 2019/20 \$	Change \$	%
Rates and charges	195,319,632	209,670,937	14,351,305	7.3%
Supplementary rates and charges	4,304,869	7,217,049	2,912,180	67.6%
Payments in lieu of rates	229,790	235,535	5,745	2.5%
Total	199,854,291	217,123,521	17,269,230	8.6%

4.1.13 Fair Go Rates System Compliance

Wyndham City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	Forecast 2018/19	Budget 2019/20
Total Annualised General Rates & Municipal Charge	180,989,966	
Number of rateable properties as @ 30 June 2019	101,208	
Base Average Rate	1,788.30	
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate		1,833.00
Maximum General Rates & Municipal Charge Revenue		185,514,715
Budgeted General Rates & Municipal Charge Revenue		185,475,286

For 2019/20 the Rates Cap has been set at 2.5%. Post budget adoption, Council will be required to report back to the Essential Services Commission to confirm that it has been compliant with the cap.

4.1.14 There are no known significant changes, which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- the making of supplementary valuations
- the variation of returned levels of value (e.g. valuation appeals/objections)
- changes of use of land such that rateable land becomes non-rateable land and vice versa
- changes of use of land such that residential land becomes business land and vice versa.

4.1.15 Differential rates - see Appendix C

4.2 Rate Rebates

Sanctuary Lakes public works and service rebate

The Owners Corporation that has been established for the Sanctuary Lakes Estate undertake a range of public works and services on behalf of residents of that development.

The nature of the works undertaken alleviate the need for Council to provide some of its standard services to this community. Council has therefore agreed to pay an annual rate rebate equalling the amount that Council would have normally spent in providing public works and services.

The amount of the rate rebate for 2019/20 is \$210.30 per rateable property within Sanctuary Lakes.

The rebate provided is consistent with the costs that Council would otherwise incur and is cost neutral from the viewpoint of Council and other ratepayers.

4.3 Mayoral and Councillor Allowances

In accordance with the requirements of Sections 73B and 74 of the Local Government Act 1989, the Mayoral and Councillor allowances be set at the following levels until the Minister for Local Government conducts the annual review of the limits and ranges of Councillor and Mayoral allowances (an increase to the allowance is usually effective as of 1 December each year) to determine if an adjustment factor should be applied:

- the Mayoral allowance be set at \$98,465 per annum
- the Councillor allowance be set at \$30,827 per annum
- an amount equivalent to the superannuation guarantee contribution of 9.5%.

4.4 Statutory fees & fines

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Infringements & costs	4,756	5,722	966	20.3%
Court recoveries	1,547	1,302	(244)	-15.8%
Town planning fees	9,707	9,710	3	0.0%
Land information certificates	198	246	47	23.9%
Permits	2,036	2,120	83	4.1%
Total Statutory fees & fines	18,245	19,100	855	4.7%

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include town planning applications, animal registrations, Public Health and Wellbeing Act 2008 registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements. A detailed listing of statutory fees is available on Council's web site and can also be inspected at Council's customer service centres.

Fees and fines related to infringement & costs budgeted to be increased due to higher focus on local law enforcement, mainly in traffic management and prosecution.

4.5 User fees

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Aged & health services	781	658	(123)	-15.7%
Leisure centre & recreation	13,507	13,556	49	0.4%
Child care/children's programs	3,058	3,139	82	2.7%
Registration & other permits	2,146	2,234	88	4.1%
Building services	1,640	1,966	327	19.9%
Waste management services	34,138	49,554	15,417	45.2%
Cost recoveries	2,058	1,732	(325)	-15.8%
Other fees and charges	3,782	3,838	57	1.5%
Total User fees	61,108	76,679	15,571	25.5%

The main area of user fee increase in the 2019/20 financial year is found in the waste management area, which relates mainly to the revenue at the Refuse Disposal Facility (RDF). A new tipping cell is being constructed and will generate higher revenue for RDF in the 2019/20 financial year.

4.6 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	23,238	13,065	9,761	-43.8%
State funded grants	21,573	23,383	3,049	8.4%
Total grants received	44,811	36,448	12,810	-18.7%

(a) Operating Grants

Recurrent - Commonwealth Government

Aged & Disability	4,083	4,180	97	2.4%
Financial Assistance Grants	18,937	8,800	(10,137)	-53.5%
Maternal Child Health & Wellness	36	30	(6)	-17.1%
Youth	50	55	5	10.0%
Community Wellbeing & Inclusion	132	0	(132)	-100.0%

Recurrent - State Government

Aged & Disability	2,289	2,343	54	2.4%
Community Wellbeing & Inclusion	0	0	0	0%
Child & Family Support	418	432	14	3.4%
Community Facilities Management	140	79	(61)	-43.5%
Early Education & Care	12,157	12,381	224	1.8%
Library Services	1,444	1,500	56	3.9%
Maternal Child Health & Wellness	4,227	4,651	423	10.0%
Open Space Management	15	15	0	0.0%
Preschool Field Officers	0	0	0	0%
Public Health Education & Enforcement	24	22	(2)	-7.1%
School Crossings	0	838	838	0%
Youth	248	102	-146	-58.8%
Total Recurrent Operating Grants	44,202	35,428	-8,773	-19.8%

Non-recurrent - State Government

Aged & Disability	24	3	(21)	-87%
Business Development	270	0	(270)	-100%
Community Facilities Management	0	79	79	0%
Community Programs & Activities	100	443	343	343%
Community Infrastructure Planning	22	0	(22)	-100%
Early Education & Care	38	48	10	26%
Household Waste & Recycling	10	0	(10)	-100%
Natural Environment & Tree Management	90	80	(10)	-11%
Open Space Management	16	0	(16)	-100%
Recreational Facility Management & Activation	0	0	0	0%
Smart City Technology & Innovation	0	0	0	0%
Water & Coastal Governance	0	117	117	0%
Youth	40	250	210	525%
Total Non-Recurrent Operating Grants	610	1,020	410	67.3%
Total operating grants	44,811	36,448	-8,363	-18.7%

(b) Capital grants

Recurrent - Commonwealth Government

Roads to Recovery	0	1,201	1,201	0%
Total Recurrent Capital Grants	0	1,201	1,201	0%

Non-recurrent - State Government

Building	9,896	4,926	(4,970)	-50.2%
Roads	0	125	125	0%
Open Space	2,645	2,835	190	7.2%
Other Structures	1,100	1,203	103	9.4%
Total Non-Recurrent Capital Grants	13,641	9,089	(4,552)	-33.4%
Total Capital Grants	13,641	10,290	(3,351)	-24.6%

Operating grants include all monies received from State and Commonwealth sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has decreased by 18.7% or \$8.9 million compared to 2018/19. This is primarily due to the fact that almost half of 2019/20 Financial Assistance Grants will now be received in June 2019 in the current financial year, resulting in a reduction in the budget year. Therefore, variance can be attributed to merely a timing difference.

Increase in specific operating grant funding reflect Council's commitment to provide quality essential service in areas such as Maternal Child health and Wellness, Early education and care, Library services, Youth services and various others Community programs & activities that are mostly driven by an anticipated increase in demand for these services driven by high population growth in the Wyndham municipality.

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall, the level of capital grants has decreased by 24.6% or \$3.34 million compared to 2018/19 primarily driven by additional grant received over budget for various road projects and Youth related capital project during the course of the 2018/19 financial year. In its budgetary practices, Council adopts a conservative approach to the budgeting of one-off capital grants. Only those grants that are confirmed and certain are included in the budget and additional requirements are managed through Council's quarterly forecasting process. In addition, Council's policy recognises that any project that warrants inclusion in the Capital budget be justified on its own merits, rather than being determined on the receipt of capital grants.

Section 6 includes a list of the 2019/20 capital works program and identifies those projects which are anticipated to receive grant funding.

4.7 Contributions

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Monetary	58,540	36,302	(22,238)	-38.0%
Non-monetary	136,271	146,150	9,879	7.2%
Total Contributions	194,811	182,452	(12,359)	-6.3%

Monetary contributions predominantly relate to monies paid by developers in regard to road infrastructure, drainage, community facilities and recreation. These amounts are paid in accordance with planning permits issued for property and subdivision development.

Non-monetary contributions relate to the transfer of subdivision assets such as roads, footpaths and reserves from developers to Council. Upon transfer of these assets, Council assumes ownership and becomes responsible for their maintenance and eventual reconstruction. The transfer of these assets to Council does not represent a cash inflow to Council.

Overall, the expectation is that Wyndham will continue to have a strong year of growth and development in 2019/20 with significant growth fronts opening up in the West and North of Wyndham (Tarneit, Truganina and Wyndham Vale).

4.8 Other Income

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Interest	9,456	9,286	-170	-1.8%
Rental income	1,021	1,331	310	30.4%
Total Other Income	10,477	10,617	140	1.3%

The increase is mostly based on expected interest revenue returns on Council's investments where interest rates are expected to hold for the short to medium term. The forecast 2018/19 interest revenue is being reviewed and is likely to be brought up closer to the 2019/20 budgeted level observing the recent trend.

4.9 Employee Costs

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Wages and salaries	109,694	125,166	15,472	14.1%
WorkCover	2,554	2,595	41	1.6%
Superannuation	10,971	12,424	1,453	13.2%
Fringe benefits tax	571	558	(13)	-2.2%
Other	14,972	11,987	(2,985)	-19.9%
Total Employee Costs	138,762	152,730	13,969	10.1%

The rise include annual salary increase year on year due to Council's Enterprise Bargaining Agreement, as well as the increments due to staff movements through the banding increments. Furthermore, additional resources have been allocated in the budget for the service areas with increasing demand.

While the budget would provide for permanent staff to undertake employment, in reality, temporary agency staff are engaged to fill a role which is vacant, or has become temporarily vacant, to cover that short term need for resources. With the on-going demand for these positions, some of these temporary agency staff positions have been absorbed into permanent roles in 2019/20 budget in order to cut down agency costs. This would explain most of the movement from Other category to Wages & Salaries between the Forecast and the Budget.

4.10 Materials and Services

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Fleet Services Contracts	638	649	11	1.7%
Marketing & Promotion Contracts	2,001	2,177	176	8.8%
Waste Services Contracts	33,547	42,995	9,448	28.2%
Other Contract Payment	5,479	5,186	(293)	-5.3%
Building maintenance	2,439	2,516	77	3.2%
General maintenance	33,370	33,636	266	0.8%
Utilities	6,915	7,399	484	7.0%
Office administration	2,513	2,721	208	8.3%
Information technology	8,450	9,836	1,386	16.4%
Insurance	1,727	1,291	(436)	-25.3%
Consultants	7,323	7,008	(315)	-4.3%
Total Materials and Services	104,403	115,416	11,014	10.5%

2019/20 expenditure on materials and services is budgeted to be higher than the current financial year, mainly due to the increased EPA (Environmental Protection Authority) levy on waste disposed at RDF. A new tipping cell is being constructed and will increase the capacity for waste disposal at RDF, hence attract higher levy.

4.11 Depreciation and Amortisation

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Property	11,159	13,845	2,686	24.1%
Plant and equipment	5,670	7,035	1,365	24.1%
Infrastructure	62,054	76,990	14,937	24.1%
Intangible assets	2,395	4,569	2,174	90.8%
Total Depreciation and Amortisation	81,278	102,440	21,162	26.0%

Depreciation is an accounting measure which attempt to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Some of this increase will be due to the full year effect of depreciation on the 2018/19 capital works program.

The higher depreciation and amortisation of infrastructure and intangible assets in 2019/20 mainly relate to the new tipping cell that is being constructed in 2018/19.

4.12 Other Expenses

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Auditors' remuneration - VAGO - audit of the financial and performance statements etc	87	93	6	7.4%
Auditors' remuneration - internal	170	210	40	23.5%
Councillors allowances	462	474	12	2.5%
Operating lease rentals	461	470	9	2.0%
Grants & contributions	1,976	1,970	(6)	-0.3%
Total Other Expenses	3,156	3,218	61	1.9%

4.13 Balance Sheet

4.13.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and the value of investments in deposits or other highly liquid investments with short term maturities of less than 90 days. Other financial assets include term deposits with an original maturity of greater than three months. These balances are projected to increase by \$28.47 million during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. These are not expected to fluctuate significantly year to year.

Intangible assets mostly relate to the tipping space created as a result of new cell constructions completed at the Refuse Disposal Facility. Intangible assets reduce over time as the tipping space is consumed by the disposal of waste. New cells are also constructed over time. It is expected that a new cell can be constructed every 2 to 3 years.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc, which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets, written down value of assets sold and disposed, granted assets and asset revaluations.

4.13.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2018/19 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to increase due to growth in staffing numbers in 2018/19 and 2019/20, in addition to the Enterprise Bargaining Agreement (EBA), which has the effect of inflating the value of outstanding entitlements.

The future cost of rehabilitating and restoring the RDF site once it has been fully utilised is also provided for in the non-current provisions category.

Interest bearing liabilities are borrowings of Council. At the end of 2018/19 it is forecast that Council will continue with the current amount of \$55 million in borrowings, with up to an additional \$30 million budgeted to be drawn in 2019/20 if required.

The borrowing position will be reviewed each year to ascertain the requirement or consider whether other funding sources may be available to cover the cash requirements.

4.13.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000
Total amount borrowed as at 30 June of the prior year	55,000	55,000
Total amount to be borrowed	0	30,000
Total amount projected to be redeemed	0	0
Total borrowings as at 30 June	55,000	85,000

Council's policy position is to use loan borrowing for new assets that provide intergenerational equity, where the asset life and benefit to the community is greater than one generation, including the acquisition of land.

The use of loan borrowings allows Council to accelerate capital works and reduce the rates and charges on today's ratepayers. This also means that future ratepayers will contribute to the repayments of the loan, including interest, through their rates.

In 2019/20 we have allowed capacity for Council to borrow up to \$30 million.

4.14 Statement of Changes in Equity

4.14.1 Reserves & Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time.

Council's main reserves relates to the cash contributions collected from developers. These funds are held for specific developments within Wyndham and will go towards the construction of infrastructure in those growth areas.

4.15 Statement of Cash Flows

4.15.1 Net cash flows provided by/(used in) operating activities

Cash from operating activities focuses on the cash inflows and outflows from Council's main business activities of providing services, raising revenue and meeting expenses. The net cash flows from operating activities does not equal the surplus for the year as the expected revenues and expenses of the Council include non-cash items which are excluded from the Cash Flow Statement.

4.15.2 Net cash flows provided by/(used in) investing activities

Cash flow from investing provides an account of cash used in the purchase of assets that will deliver value in the future. This section provides information on Council's capital works investment, cash investments and proceeds from the sale of assets.

4.15.3 Net cash flows provided by/(used in) financing activities

This section of the cash flow statement indicates the interest expense Council expects to incur during each year. It also discloses what borrowings are planned. In 2019/20 the budget assumes that \$30 million will be financed.

5. Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual 2017/18	Forecast 2018/19	Budget 2019/20	Strategic Resource Plan Projections			Trend +/-
						2020/21	2021/22	2022/23	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-4.94%	0.82%	-3.39%	4.24%	1.78%	1.20%	-
Liquidity									
Working Capital	Current assets / current liabilities	2	485.67%	572.67%	562.92%	506.06%	448.73%	390.44%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	172.01%	170.46%	194.11%	145.85%	104.07%	55.54%	-
Obligations									
Loans and borrowings compared to rates	Interest bearing loans and borrowings / rate revenue	4	29.34%	27.33%	39.10%	36.53%	34.12%	31.96%	o
Loans and borrowings repayments compared to rates	Interest and principal repayments on interest bearing loans & borrowings / rate revenue		1.30%	1.22%	1.13%	1.61%	1.50%	1.41%	-
Indebtedness	Non-current liabilities / own source revenue		28.40%	33.26%	35.85%	33.36%	32.16%	30.89%	+
Asset renewal	Asset renewal expenditure / depreciation	5	34.09%	34.62%	38.00%	35.00%	26.06%	33.06%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	55.83%	59.69%	58.52%	56.45%	58.86%	59.56%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.32%	0.32%	0.33%	0.34%	0.35%	0.35%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$3,693.47	\$3,505.44	\$3,801.49	\$3,705.24	\$3,717.56	\$3,771.83	-
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,667.40	\$1,828.88	\$1,875.84	\$1,910.35	\$1,953.63	\$1,998.85	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		6.35%	9.00%	9.50%	10.00%	10.00%	10.00%	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1 Adjusted underlying result - An indicator of the sustainable operating result required to enable Council to continue to provide essential services and meet its objectives. The year end surplus and total revenue is adjusted to remove non-recurrent capital grants, capital cash and non-cash contributions, which will then result in an indicator that better demonstrates Council's underlying operating position. Consistent financial performance is expected over the period.

2 Working Capital – The proportion of current assets compared to current liabilities and an indicator of the broad objective that sufficient working capital is available to pay for commitments as and when they fall due. Budgeted to remain stable in the 2019/10 year even after the spending of cash reserves to complete that year's capital program. The trend in other years is to remain stable and within targeted levels.

3 Unrestricted Cash – Although aggregate cash holdings are increasing, this is primarily due to the continuous inflow in significant developer contributions. The developer contribution funds are required to be held for specific projects and are therefore considered 'restricted' funds. This leaves a lower proportion of our cash holdings that are unrestricted.

4 Debt compared to rates - Indicator of the broad objective that the level of interest bearing loans and borrowings (including repayments) should be appropriate to the size and nature of a council activities. Trend reflects Council's intention to borrow further funds of up to \$30 million in 2019/20 to be put towards progression of the capital works program.

5 Asset renewal - This percentage indicates the amount of spend by Council on renewal of assets against the depreciation charge (depreciation is an indication of the decline in the value of its existing capital assets). Wyndham is in a high growth phase and this requires capital funding to be prioritised towards new assets. The level of funding allocated to Asset renewal is reviewed as part of the planning and budgeting process and prioritised based on asset condition assessments. There will be peaks and troughs in the level of renewal works over time, and funds can be moved from new to renewal works if it became necessary.

6 Rates concentration - An indicator of the broad objective that revenue should be generated from a range of sources. Trend indicates a steady reliance on rate revenue compared to all other revenue sources during this 4 year period.

6. Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and funding source.

6.1 Summary

	Forecast	Budget 2019/20	Change	%
	Actual 2018/19			
	\$'000	\$'000	\$'000	
Property	55,782	57,484	1,702	3.1%
Plant & Equipment	15,683	22,598	6,915	44.1%
Infrastructure	74,454	59,038	(15,416)	-20.7%
Total	145,919	139,120	(6,799)	-4.7%

Council undertakes quarterly reviews of the capital works program as part of overall project governance. These reviews may involve deferring projects that have not progressed as per plan and/or bringing projects forward from future years of the long term capital plan. Council may also consider those projects reliant on external funding sources should the funding become available through the course of the 2019/20 financial year. The capital works program expenditure and funding requirements will be managed through the forecast process and reported to Council on a quarterly basis.

Capital Works Area	Project Cost	Asset expenditure type				Summary of funding sources		
		New	Renewal	Upgrade	Expansion	Grants	Reserves	Council cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY	57,484	40,984	9,717	3,487	3,296	5,415	13,601	38,468
PLANT AND EQUIPMENT	22,598	2,916	5,470	14,213	0	346	0	22,252
INFRASTRUCTURE	59,038	10,049	22,560	26,246	182	3,059	3,728	52,251
TOTAL CAPITAL WORKS	139,120	53,949	37,748	43,945	3,479	8,820	17,329	112,972

Capital Works Program Plan
For the year ending 30 June 2020

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of funding sources		
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Reserves \$'000	Council cash \$'000
PROPERTY								
Land								
Strategic Property Acquisition	8,500	8,500	0	0	0	0	0	8,500
Land - Manor Lakes Town Centre Road Reserve	2,500	2,500	0	0	0	0	0	2,500
Land - Hobbs Rd - For Active Open Space	750	750	0	0	0	0	0	750
Werribee Catalyst Site Payment	5,000	5,000	0	0	0	0	4,545	455
Total Land	16,750	16,750	0	0	0	0	4,545	12,205
Land Improvements								
RDF New Cells - Design & Construction of Cell 5A	2,125	2,125	0	0	0	0	0	2,125
RDF Cell 6 Design and construction	5,000	5,000	0	0	0	0	0	5,000
Total Land Improvements	7,125	7,125	0	0	0	0	0	7,125
Buildings								
Manor Lakes Northern Hub Master Plan	90	90	0	0	0	0	90	0
Wungurrwil Dhurrung Centre	1,000	1,000	0	0	0	0	0	1,000
The Grange Community Centre Expansion	3,040	0	0	0	3,040	1,100	1,600	340
Quantin Binnah Community Centre Building Extension	256	0	0	0	256	0	0	256
Homestead Rd Reserve Pavilion	225	225	0	0	0	0	0	225
Williams Landing estate - Pavilion & Car Park	500	500	0	0	0	0	0	500
Bensonhurst Parade Reserve Pavilion & Carpark	325	325	0	0	0	0	0	325
Truganina East Integrated Family Learning Centre	3,600	3,600	0	0	0	1,215	1,785	600
Tarneit North Integrated Family centre	615	615	0	0	0	0	0	615
Truganina Integrated Family centre	5,098	5,098	0	0	0	0	4,360	737
Riverdale Level 2 multi-purpose community centre	4,220	4,220	0	0	0	3,000	1,220	0
Alfred Road Active Recreation Reserve 11	200	200	0	0	0	0	0	200
Williams Landing Library & Community Centre	1,236	1,236	0	0	0	0	0	1,236
Bridge Hotel Building	1,500	0	1,500	0	0	0	0	1,500
Wyndham Vale Men's Shed	86	0	0	86	0	0	0	86
Total Buildings	21,991	17,109	1,500	86	3,296	5,315	9,055	7,621

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of funding sources		
		New	Renewal	Upgrade	Expansion	Grants	Reserves	Council cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Building Improvements								
Large Scale Solar	425	0	0	425	0	0	0	425
Building Asset Renewal Plan	689	0	689	0	0	0	0	689
Enhanced Neighbourhood Hubs Upgrade	2,286	0	0	2,286	0	100	0	2,186
Civic Centre Accommodation Project	7,528	0	7,528	0	0	0	0	7,528
Central Park Retrofit	690	0	0	690	0	0	0	690
Total Building Improvements	11,618	0	8,217	3,401	0	100	0	11,518
TOTAL PROPERTY	57,484	40,984	9,717	3,487	3,296	5,415	13,601	38,468
PLANT AND EQUIPMENT								
Heritage Plant and Equipment								
Public Art Funding	809	809	0	0	0	0	0	809
Total Heritage Plant and Equipment	809	809	0	0	0	0	0	809
Plant, Machinery and Equipment								
Motor Vehicle and Plant Replacement Program	4,949	0	4,949	0	0	0	0	4,949
Youth Street Surfer Bus	346	346	0	0	0	346	0	0
RDF - Purchase of a front-end loader for transfer station	260	260	0	0	0	0	0	260
RDF Transfer Station Improvements	75	75	0	0	0	0	0	75
Total Plant, Machinery and Equipment	5,630	681	4,949	0	0	346	0	5,284
Fixtures, Fittings and Furniture								
Automated Library Collection Vending Device	233	233	0	0	0	0	0	233
Total Fixtures, Fittings and Furniture	233	233	0	0	0	0	0	233
Computers and Telecommunications								
Changing Spaces - Technology Pillar	1,900	0	0	1,900	0	0	0	1,900
IT Transformation Program - Enterprise Platform	10,704	0	0	10,704	0	0	0	10,704
Enterprise Telephony (Skype Enterprise)	1,609	0	0	1,609	0	0	0	1,609
GIS Replacement Program	521	0	521	0	0	0	0	521
Total Computers and Telecommunications	14,734	0	521	14,213	0	0	0	14,734

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of funding sources		
		New	Renewal	Upgrade	Expansion	Grants	Reserves	Council cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Library Books								
Library Resource Collection	1,192	1,192	0	0	0	0	0	1,192
Total Library Books	1,192	1,192	0	0	0	0	0	1,192
TOTAL PLANT AND EQUIPMENT	22,598	2,916	5,470	14,213	0	346	0	22,252
INFRASTRUCTURE								
Roads								
Road Reconstructions (Various)	8,000	0	8,000	0	0	0	0	8,000
Road Safety Improvements	150	0	0	150	0	0	0	150
Tarniet Rd (Sayers Rd to Leakes Rd)	500	0	0	500	0	0	0	500
Forsyth Rd Sayers to Old Geelong	500	0	0	500	0	0	0	500
Signalisation - Dunnings Rd-Lennon Blvd and Boardwalk Blvd-Miles Franklin Blvd	500	500	0	0	0	0	0	500
Widen Little River Roads	500	0	0	500	0	0	0	500
Boundary Road / Derrimut Road	20	20	0	0	0	0	20	0
Signalisation Greens Rd-Haines Drive and Hoppers Lane POS	400	400	0	0	0	0	0	400
Feasibility Studies for 3 Roads Projects	500	500	0	0	0	0	500	0
Bulban Road Upgrade between McGraths Road and Edgars Road	200	0	0	200	0	0	0	200
Ison Road - Princes Highway to Melbourne-Geelong Rail Line	500	500	0	0	0	0	500	0
Leakes Road (Tarniet Road to Derrimut Road)	250	250	0	0	0	0	250	0
Road Surface Renewal Program	3,050	0	3,050	0	0	0	0	3,050
Road Reconstruction Forward Design Program	450	0	450	0	0	0	0	450
Hacketts Rd Upgrade - Aviation Rd to Tamworth Grove	3,500	0	0	3,500	0	0	0	3,500
Hogans Rd (Tarniet - Davis Creek) DC Funded	10	0	0	0	10	0	0	10
Point Cook Road & Sneydes Road Intersection Upgrade	250	0	0	250	0	0	0	250
RDF - Internal Road Upgrade	100	0	0	100	0	0	0	100
Total Roads	19,380	2,170	11,500	5,700	10	0	1,270	18,110

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of funding sources		
		New	Renewal	Upgrade	Expansion	Grants	Reserves	Council cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bridges								
Bethany Road Bridge	898	898	0	0	0	0	0	898
Total Bridges	898	898	0	0	0	0	0	898
Footpaths and Cycleways								
Bicycle Plan - Implementation	500	500	0	0	0	0	0	500
Shared Path in Reserves	600	0	0	600	0	0	0	600
Footpath Construction Program	500	500	0	0	0	0	0	500
Total Footpaths and Cycleways	1,600	1,000	0	600	0	0	0	1,600
Drainage								
K Road Drainage and Risk Mitigation Works	772	0	772	0	0	0	0	772
Total Drainage	772	0	772	0	0	0	0	772
Recreational, Leisure and Community								
Tarneit West Primary School Sporting Facilities	1,118	1,118	0	0	0	1,250	0	-132*
Mossfiel Reserve Netball Pavilion	263	0	0	263	0	0	0	263
Williams Landing Blvd Reserve - Ovals & Landscape	98	98	0	0	0	0	0	98
Saltwater Active Youth Space	620	620	0	0	0	0	0	620
Point Cook Skate Park Expansion Project	172	0	0	0	172	0	0	172
Jamieson Way Reserve Masterplan	70	0	0	70	0	0	0	70
Sports Facility Capital Development Guide Retrofitting Project	3,200	0	0	3,200	0	0	0	3,200
Oaktree Avenue Park Redevelopment	484	0	0	484	0	0	0	484
Greening The Pipeline	3,308	0	0	3,308	0	600	2,458	250
Lawrie Emmins Reserve Motocross	2,475	0	0	2,475	0	0	0	2,475
Lawrie Emmins Master Plan	200	0	200	0	0	0	0	200
Soccer Facilities Galvin Park	250	0	250	0	0	0	0	250
Galvin Park Master Plan Implementation	1,740	0	1,740	0	0	0	0	1,740
Loyola Skate Park	286	0	0	286	0	100	0	186
Total Rec, Leisure and Community Facilities	14,284	1,836	2,190	10,086	172	1,950	2,458	9,876

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of funding sources		
		New	Renewal	Upgrade	Expansion	Grants	Reserves	Council cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Waste Management								
Sewer Line	800	800	0	0	0	0	0	800
RDF Haul Road Weather Proofing	375	375	0	0	0	0	0	375
Total Waste Management	1,175	1,175	0	0	0	0	0	1,175
Parks, Open Space and Streetscapes								
Wyndham Vale North Master Plan	250	250	0	0	0	0	0	250
Werribee South Caravan Park Masterplan	169	169	0	0	0	0	0	169
Golden Square Reserve	325	0	0	325	0	0	0	325
Glen Devon	745	0	0	745	0	725	0	20
Friars Place Park	299	0	0	299	0	0	0	299
Presidents Park - Minor Landscape Works	34	0	0	34	0	0	0	34
Chirnside Park Oval Redevelopment	675	0	675	0	0	0	0	675
Grange Reserve Pitch 2 Redevelopment	375	0	375	0	0	250	0	125
Werribee City Centre Streetscape Framework & Improvement Project	100	0	100	0	0	0	0	100
Little River Tennis Court Redevelopment	393	0	393	0	0	0	0	393
Wyndham Park	6,943	0	0	6,943	0	0	0	6,943
Wyndham Parks 2021	3,336	0	3,336	0	0	0	0	3,336
Sports Facility Strategy - Implementation	1,228	1,228	0	0	0	0	0	1,228
Playground / Park upgrade	750	0	0	750	0	0	0	750
Chirnside Park Masterplan	200	0	200	0	0	0	0	200
Total Parks, Open Space and Streetscapes	15,823	1,647	5,079	9,097	0	975	0	14,848

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of funding sources		
		New	Renewal	Upgrade	Expansion	Grants	Reserves	Council cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other Infrastructure								
Lighting the West Phase 3	2,194	0	2,194	0	0	0	0	2,194
Riverbank Promenade	570	570	0	0	0	0	0	570
Wyndham Park Community Shed Fence	48	48	0	0	0	0	0	48
Healthier Waterways GPT's	825	0	825	0	0	0	0	825
Wetlands Rectification Design Projects	763	0	0	763	0	0	0	763
CBD Wide Smart Parking	435	435	0	0	0	0	0	435
Smart Sports Field Planning, Monitoring & Management	271	271	0	0	0	134	0	137
Total Other Infrastructure	5,105	1,323	3,019	763	0	134	0	4,972
TOTAL INFRASTRUCTURE	59,038	10,049	22,560	26,246	182	3,059	3,728	52,251
TOTAL CAPITAL WORKS 2019/20	139,120	53,949	37,748	43,945	3,479	8,820	17,329	112,972

* This project has an anticipated cost of \$1.5M over two years. Approximately \$382K is expected to be spent in 2018/19. The 2019/20 budget assumes a grant of \$1.25M from the state government, which leads to a negative amount in the Council cash.



Point Cook Community Centre and Library

Appendices

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Wyndham City Plans & Strategies	69
B	Budget process	70
C	Characteristics of Rating Differentials	71

Appendix A

Wyndham City Plans & Strategies

Wyndham City Vision and Plans: Strategic Direction

- Wyndham 2040 Vision
- Wyndham District Plans 2015-2019: East, West, Central and Rural
- Wyndham City Plan 2017-21 (Community, Health, Wellbeing and Safety integrated)
- Wyndham Municipal Strategic Statement (MSS) - Wyndham
- Residential Growth Management Strategy 2016
- Securing Wyndham's Future Advocacy Strategy 2018
- Governing Wyndham Framework 2014
- Long Term Financial Plan
- Long Term Capital Works Program
- Governance Local Law 2013
- Election Period Policy 2016

People and Community Plans & Strategies

- Accessibility Action Plan 2019-2022
- Children Services Policy 2015 (not progressing)
- Councillor Code of Conduct 2018
- Councillor Expenses and Entitlements Policy 2014
- Domestic Animal Management Plan 2017-2021
- Emergency Control Policy 2008
- Family Friendly Charter 2018
- Festival and Events Framework 2018
- Gambling Harm Minimisation Policy and Action Plan 2018-2022
- Integrated Transport Policy 2016
- Multicultural Policy and Action Plan 2014-2018 (under review)
- Municipal Early Years Plan 2013-2017 (under review)
- Municipal Emergency Management Plan 2018-2021
- Municipal Fire Management Plan 2016-2019
- Scout and Guide Facility Provision Strategic Framework 2016
- Wyndham City Reconciliation Action Plan 2017-2019
- Youth Plan 2013-2017 (under review)

Leadership and Participation Plans & Strategies

- Asset Management Policy 2013 (under review)
- Audio Visual Recording of Council Meetings Policy 2017
- Commercial Fitness Providers Policy Using
- Community Engagement Framework 2017-2021
- Community Grants Guidelines 2017 (under review)
- Council's Open Space Policy 2018
- Creative Framework 2019-2024
- Cricket and Australian Rules Football Strategy 2013
- Flag Protocol 2001 (under review)
- Growing Wyndham's Community Strength Policy and Framework 2017
- Gifts, Benefits and Hospitality Policy 2014 (under review)
- Grants and Subsidies Policy 2017 (under review)
- Hire of Council Managed Community Facilities Policy 2010 (under review)
- Meeting Procedure Protocol 2018
- Privacy Policy 2017
- Protected Disclosure Policy 2017 (under review)
- Risk Management Policy 2014 (under review)
- Sports Facility User Guide 2015-2020
- Sports Strategy 2045
- Telecommunications Facilitation Policy 2017
- Wyndham Aquatic Strategy 2015
- Wyndham Hard to Locate Sports Strategy 2017-2022
- Wyndham Skate, BMX & Bike Strategy 2013
- Wyndham's Leisure Strategy 2013-2017

Places & Spaces Plans & Strategies

- Activity Centre Strategy 2016 (under review)
- Art in Public Places 2015-2020
- Avalon Corridor Strategy (*hosted by Geelong City Council*)
- Beautification of Nature Strips Policy 2008 (under review)
- Bicycle Network Strategy 2011-2018 (under review)
- Boatshed Management Policy 2016
- City, Forest and Habitat Strategy 2017-2040
- Climate Change Adaptation Strategy 2016-2020
- Community Amenity Local Law 2015
- DCP Management and Integration Framework Administration
- Dog Off Lead Order 2016
- Electric Line Clearance Management Plan 2018-2019
- Environment and Sustainability Strategy 2016-2040
- Environmental Dividen Policy 2017
- Geographic Naming Policy 2017
- Graffiti Management Strategy 2017-2022
- Greenhouse Action Plan 2018
- Housing and Neighbourhood Character Strategy 2018
- Integrated Water Management Plan 2017
- Integrated Water Cycle Management Plan 2017
- Landscape Context Guidelines 2013
- Planning Enforcement Policy 2014 (under review)
- Play Space Strategy 2017
- RDF Strategic Plan and Vision 2040
- Road Management Plan 2017
- Site Environmental Management Plan Guidelines 2015
- Tuff Wicket Policy 2014
- Urban Design Framework Plan 2016
- Waste & Litter Strategy 2016-2040
- Water Action Plan 2015-2020
- Weed Management Framework 2014-2018 (under review)
- Werribee City Centre Parking Precinct Plan 2013
- Werribee City Centre Structure Plan 2013
- Wyndham City Biodiversity Policy 2014
- Wyndham City Stormwater Management Plan 2015
- Wyndham Harbour Design Guidelines 2015.
- Wyndham Harbour Development Plan 2016
- Wyndham Integrated Transport Strategy 2016-2021
- Wyndham Open Space Strategy 2045
- Wyndham Social Infrastructure Planning Framework 2040
- Wyndham Tree Policy 2018 (under review)
- Wyndham Weed Management Framework 2014-2018

Earning and Learning Plans & Strategies

- Economic Development Strategy 2017-2029
- Footpath Trading Policy & Guidelines 2015 (under review)
- Learning Community Strategy 2013-2017 (under review)
- Library Service Strategy 2018-2040
- Procurement Policy 2017
- Risk Management Policy 2014 (under review)
- Telecommunications Facilitation Policy 2017
- Visitor Economy Strategy 2017-2024
- Wyndham Activity Centres Strategy 2016 (under review)
- Wyndham Learning Community Strategy 2018-2023

Appendix B Budget Process

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2019/20 budget is for the year 1 July 2019 to 30 June 2020 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2020 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	Dec-18
2. Minister of Local Government announces maximum rate increase	Dec-18
3. Officers prepare operating and capital budgets	Dec-18 to Feb-19
4. Council considers draft budgets at briefings	Mar/Apr- 19
5. Proposed budget submitted to Council for approval to advertise	16-Apr-19
6. Budget available for public inspection and comment	17-Apr-18
7. Public notice advising intention to adopt budget	17-Apr-18
8. Public submission process undertaken	Apr/May- 18
9. Submissions period closes (28 days)	14-May-19
10. Submissions considered by Council	11-Jun-19
11. Budget and submissions presented to Council for adoption	25-Jun-19
12. Copy of adopted budget submitted to the Minister	Jul-19

Appendix C

Characteristics of Rating Differentials

Developed Land

Definition:

Developed land is identified as any rateable land which is not:

- Commercial Developed Land
- Industrial Developed Land
- Residential Development Land
- Farm Land
- Residential Vacant Land
- Commercial Vacant Land
- Industrial Vacant Land
- Rural Vacant Land

Objective:

The objective of this rate is to ensure owners of land having the characteristics of Developed Land make an equitable financial contribution to the cost of carrying out Council's functions.

A portion of residential properties are maintained as investment properties and hence Council rates and charges may be claimed as a tax deduction.

Characteristics:

Developed Land is Residential Land on which a building is erected and the site is approved for occupation by the issue of an occupancy certificate from Council and the site is available or used for residential purposes.

The building types included within Developed Residential Land are:

- Detached houses;
- Attached houses;
- Strata title flats; and
- Strata title apartments

Land which does not have the characteristics of Commercial Developed Land, Industrial Developed Land, Residential Development Land, Commercial Vacant Land, Industrial Vacant Land, Rural Lifestyle Land, Rural Vacant Land or Farm Land will also be identified as Residential Land for differential rating purposes.

Impact:

The Act requires there to be a residential rate for the purposes of establishing differential rates.

Quantum:

Quantum is set as 1.0 in accordance with legislation.

Rating Principles:

Equity/Fairness Yes – Takes into account capacity to pay and user benefit

Simplicity Yes – Transparent and simple to understand

Efficiency Yes – Practical and efficient to administer

Sustainability Yes – Provides reliable revenues

Incentive No – Does not provide any incentives

Legislative Compliance Yes – Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Commercial Developed Land

Definition:

Commercial Developed Land is identified as land on which a building designed or adapted for occupation is erected which is used for commercial purposes.

Objective:

The objective of the rate is to encourage commerce and ensure that the owners of the land having the characteristics of Commercial Developed Land make an equitable financial contribution to the cost of carrying out Council's functions.

The Commercial Developed Land differential is higher than the Developed Land Differential for a number of reasons including;

- Council's financial commitment to economic development initiatives;
- Commerce attracts non-residents and consequently additional demands on public infrastructure;
- Council rates and charges may be claimed as a tax deduction; and
- Commercial precincts demand on the environment are higher than residential areas.

Characteristics:

Commercial Developed Land is land on which a building is erected or the site is adapted for occupation and the site is used for commercial purposes including:

- Retail shops;
- Offices;
- Services businesses, car parks, garden centres, car yards, boat yards, entertainment centres (theme parks), hotel and motels; and
- Land which has improvements and/or buildings used for commercial purposes.

Impact:

The current rating differential is 1.4, or 40% higher than the residential developed rate differential. Thus a commercial developed property currently pays 40% more in rates than a residential developed property assuming both have the same valuation.

Quantum:

A 0.2 differential between commercial and industrial developed land is deemed appropriate given the 'scale' of industrial activity is generally much higher than commercial. It is recognised that these two rate groups underpin the financial and employment aspirations of Wyndham – if they are not strong and successful, it will be much harder for Wyndham to thrive.

Rating Principles:

Equity/Fairness Arguable – residential rentals are being subsidised by commercial differential, though commercial often has higher capacity to pay and has taxation benefits

Simplicity Yes – transparent and simple to understand

Efficiency No – based on equity, the differential is not practical and cost effective

Sustainability Yes – when compared to other Councils with differentials

Incentive No – one reason is the tax deduction which applies mainly to commercial

Legislative Compliance Yes – Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Industrial Developed Land

Definition:

Industrial Developed Land is identified as land on which a building designed or adapted for occupation is erected which is used for industrial purposes.

Objective:

The objective of the rate is to encourage industry and ensure that the owners of the land having the characteristics of Industrial Developed Land make an equitable financial contribution to the cost of carrying out Council's functions.

The Industrial Developed Land differential is higher than the Developed Land Differential for a number of reasons, including;

- Council's financial commitment to economic development initiatives;
- Council rates and charges may be claimed as a tax deduction;
- Industry attracts non-residents and consequently additional demands on public infrastructure; and
- Industrial demands on the environment are higher than Commercial Land properties

Characteristics:

Industrial Land is land on which a building is erected or the site is adapted for occupation and is used for industrial purposes including:

- Manufacturing industries
- Quarrying

and the land is located in an industrial zone or other area in the Municipality.

Impact:

This rating differential currently is 1.6, thus 60% higher than the residential developed rate differential. Thus, an industrial developed property currently pays 60% more in rates than a residential developed property assuming they have the same valuation.

Quantum:

A 0.2 differential between commercial and industrial is appropriate based on scale and capacity to pay. These two rate groups underpin the financial and employment aspirations of Wyndham – if they are not strong and successful, it will be much harder for Wyndham to thrive. At the moment, there is evidence that both commercial and industrial sectors are finding it harder financially.

The multiplier effect of manufacturing supporting 3 jobs in the community for every one directly employed is a strong argument for Wyndham to encourage industry – as a key employment base for a rapidly increasing residential population.

Rating Principles:

Equity/Fairness Variable – The data does not exist to make a firm assessment.

Simplicity Yes – The rating principle is simple, especially when measured against other tax forms such as personal income tax. For business, processing annual rates would be considered simple when compared to many other aspects of business administration

Efficiency Yes – An understanding of Council's administration process identifies how efficient this currently is.

Sustainability Yes – The rating process and provision of income to Council is sustainable within the current economic climate. Any shift in the makeup of industrial presence within Wyndham could lead to a need to reassess.

Incentive Yes – Neighbouring Councils vary with their rates in comparison to Wyndham. On balance of this benchmarking, Wyndham would be assessed as competitive.

Legislative Compliance Yes – Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Residential Development Land

Definition:

Residential Development Land is identified as land located within an urban growth zone where:

- a planning permit authorising the subdivision of the land has been issued; and
- no principle place of residence exists on the subdivided land.

Objective:

The objective of the rate is to encourage development for residential purposes and ensure that the owners of the land having the characteristics of residential development land make an equitable financial contribution to the cost of carrying out Council's functions.

The Residential Development Land differential is higher than the Developed Land Differential for a number of reasons, including;

- To assist in the management of sustainable growth across metropolitan Melbourne; and
- Encourage residential subdivisions at a sustainable level ensuring sufficient supply.

Characteristics:

Land located within an urban growth zone where:

- a planning permit authorising the subdivision of the land has been issued; and
- no principal place of residence exists on the subdivided land.

Impact:

This rating differential currently is 1.7 multiplier thus 70% higher than residential developed rate differential. Thus a Residential Development property currently pays 70% more in rates than a residential developed property assuming they both have the same valuation.

Quantum:

The 1.7 differential is deemed appropriate as owners of this land are generally large corporations who purchase this land to derive their profit from the long term capital gain, and control its release to maximise price / capital gain. This profit generation is not contributing to the Wyndham community.

Rating Principles:

Equity/Fairness Yes – The differential meets some of the disadvantages experienced by Council due to other authorities having funds tied up in providing infrastructure needed to progress development.

Simplicity Yes – The rating principle is simple in comparison with other forms of taxes and business administration.

Efficiency Yes - The process does not impact on the efficiency of the current practice

Sustainability Yes - Wyndham has a significant challenge in dealing with residential development land. It must balance the cost of development and providing services and infrastructure. Ratepayers cannot fund further development infrastructure with inadequate contribution from those driving the development.

Incentive Yes - the continuing activity of developers securing land in Wyndham would confirm that current practices are competitive.

Legislative Compliance Yes - Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme

Residential Vacant Land**Definition:**

Residential Vacant Land is identified as land on which no building designed or adapted for occupation is erected and the land is located within a Residential or Township Zone.

Objective:

The objective of the rate is to encourage development for residential purposes and ensure that the owners of the land having the characteristics of Residential Developed Land make an equitable financial contribution to the cost of carrying out Council's functions.

The Residential Vacant Land differential is higher than the Developed Land Differential for a number of reasons, including;

- To assist in the management of sustainable growth across metropolitan Melbourne; and
- Promote housing development in residential zoned area.

Characteristics:

Residential Vacant Land is land on which no building designed or adapted for occupation is erected and the land is located within a residential or township zone.

Impact:

This rating differential currently is 1.6, i.e. 60% higher than the residential developed land differential. Thus, a Residential Vacant property currently pays 60% more in rates than a residential developed property assuming equal valuations.

Such residential land is located within Residential or Township Zones. The residential vacant land differential is the lowest of vacant land differentials. This is consistent with developed land where the residential developed land differential is lower than commercial and industrial developed land differentials. The reason for the lower rate burden is that ratepayers generally purchase such land to build on. However, some ratepayers are investing in vacant land for use in the long term, or for investment as demand drives up process, and thus it can be argued that increasing the differential is appropriate.

Quantum:

For those investing in vacant land to hold for use in the long term, or for investment returns as demand drives prices up, the differential of 1.6 was considered appropriate

Rating Principles:

Equity/Fairness Yes – New releases need to be developed

Simplicity Yes – transparent and simple to understand

Efficiency Yes – accepted that vacant land has a higher differential

Sustainability Yes – differential is based on CIV hence amount is lower than developed land

Incentive Maybe – no evidence that differential rating promotes or achieves development but it certainly doesn't hinder it

Legislative Compliance Yes– Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme

Commercial Vacant Land

Definition:

Commercial Vacant Land is identified as land on which no building designed or adapted for occupation is erected and the land is located within a:

- Business 1, 4 or 5 Zone;
- Priority Development Zone with an approved precinct plan for commercial use;
- Special Use Zone with an approved development plan for commercial use; or
- Urban Growth Zone with an approved precinct structure plan for commercial use.

Objective:

The objective of the rate is to encourage development for commercial purposes and ensure that the owners of the land having the characteristics of Vacant Commercial Land make an equitable financial contribution to the cost of carrying out Council's functions.

The Vacant Commercial Land differential is higher than the Developed Land Differential for a number of reasons, including;

- To assist in the management of sustainable growth across metropolitan Melbourne;
- Council's financial commitment to economic development initiatives; and
- Promote commercial development within the appropriate zone municipal areas

Characteristics:

Land on which no building designed or adapted for occupation is erected and the land is located within a:

- Business zone 1, 4 or 5;
- Priority development zone with an approved precinct plan for commercial use;
- Special use zone with an approved development plan for commercial use;
- Urban growth zone with an approved precinct structure plan, for commercial use.

Impact:

This rating differential is 1.7 multiplier, thus 70% higher than the residential developed rates differential. Thus, a vacant commercial currently pays 70% more in rates than a residential developed property assuming they have the same valuation. Owners of such land purchase the land to contract and run a business or lease the property which may also result in the long term financial gain from the sale of the business or property.

Quantum:

For people/ businesses who have purchased land with the intent to develop, an increase in rate is a small factor when compared to the costs they will incur with development, and the subsequent higher rate value (not differential) which will apply post development.

Rating Principles:

Equity/Fairness Yes – 2.24% of all commercial is rated as vacant land. Minimal application.

Simplicity Yes – transparent and simple to understand

Efficiency Yes – accepted that vacant land has higher differentials

Sustainability Yes – minimal effect due to amount of vacant commercial land

Incentive No – no evidence that differential is sufficient to promote or achieve development though it clearly does not inhibit it

Legislative Compliance Yes – Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme

Industrial Vacant Land

Definition:

Industrial Vacant Land is identified as land on which no building designed or adapted for occupation is erected and the land is located within a:

- Industrial Business 1, 2 or 3 Zone;
- Priority Development Zone with an approved precinct plan for industrial use;
- Special Use Zone with an approved development plan for Industrial use; or
- Urban Growth Zone with an approved precinct structure plan for industrial use.

Objective:

The objective of this rate is to encourage development for industrial purposes and ensure that the owners of the land make an equitable financial contribution to the cost of carrying out Council's functions.

Encouragement includes:

- Promoting land owners to develop their land, to bring about increased community benefits as covered in the 'Developed Industrial Land' discussion.
- Reducing the possibility that land holders not progressing in reasonable time to develop the land may impede the ability of other businesses to access suitable land for their own industrial use.

Characteristics:

Is land on which no building designated or adapted for occupation is erected and the land is located within a:

- Industrial business zone 1,2 or 3; or
- Priority development zone with an approved precinct plan for industrial use; or
- Special use zone with an approved development plan for industrial use; or
- Urban growth zone with an approved precinct structure plan for industrial use.

Impact:

This rating differential currently is 1.8, thus 80% higher than the residential developed rate differential. Thus, an Industrial Vacant Land property currently pays 80% more in rates than a residential developed property assuming the same valuation.

Quantum:

For people / businesses who have purchased land with the intent to develop, an increase in rate is a small factor when compared to the costs they will incur with development, and the subsequent higher rate value (not differential) which will apply post development.

Rating Principles:

Equity/Fairness Variable – a wide range of equity exists within the individual circumstances of businesses

Simplicity Yes – transparent and simple to understand

Efficiency Yes – accepted that vacant land has a higher differential

Sustainability Yes – Industrial vacant land makes up 0.31% of assessments and 1.28% of total rate income.

Any major changes in this category will not have any real impact on Council revenue

Incentive Maybe – no evidence that differential rating promotes or achieves development but it certainly doesn't hinder it

Legislative Compliance Yes – Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme

Farm Land

Definition:

Under the Valuation of Land Act 1960 farm land is rateable land that has the following characteristics:

- 1) is not less than 2 hectares in area; and
- 2) is used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and
- 3) is used by a business:
 - (i) that has a significant and substantial commercial purpose or character; and
 - (ii) that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - (iii) that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating

Objective:

The objectives of this rate are to:

- Ensure that all ratepayers for agricultural land make a fair and equitable financial contribution to the costs of carrying out Council's functions.
- Provide economic support to encourage ongoing use of the designated zones for production of and value-adding to agricultural products produced on the designated land.
- Encourage further development of designated Agricultural land holdings with extensive privately funded horticultural and viticultural production techniques and equipment to improve the viability of the farming operation.
- Encourage persons in the community engaged in agricultural production to further develop the property and value-add to their products in the local community to create more employment opportunities in the industry.

Characteristics:

Farm Land is land which is not less than 0.2 hectares and is deemed to be a farm under the Valuation of Land Act that:

- Is used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and
- Is used by a business that:
 - has a significant and substantial commercial purpose or character;
 - seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

and is:

- Actively being used by the ratepayer for agricultural, horticulture or viticulture primary production and including related value-adding production facilities for vegetable growing, grazing (including agistment), dairying, pig farming, poultry farming, fish farming, tree farming, bee keeping, fruit growing, crop growing or for any combination of these
- In a farm zone, green wedge or rural conservation area outside the Werribee South intensive agricultural area and greater than 10 hectares and used for the carrying on primary production as determined by the Australian Taxation Office
- In a farm zone, green wedge or rural conservation area in the Werribee South intensive agricultural area and greater than 0.6 hectares and used for the carrying on primary production as determined by the Australian Taxation Office.

Impact:

Ministerial guidelines state that Council should consider the use of a farm rate. With a farm rate being introduced, its impact on the rates raised will be varied as the properties becoming farm land will be coming out of different existing categories

Quantum:

The differential rate for Farmland is 0.8. As the productive asset base for this sector of the community, a lower differential (than residential) which reflects the relatively high investment in land as a proportion of the business profitability is appropriate

Rating Principles:

Equity/Fairness Yes – Takes into account capacity to pay and user benefit
Simplicity Yes – Transparent and simple to understand
Efficiency Yes – Practical and efficient to administer
Sustainability Yes – Provides reliable revenues
Incentive Yes – Provides an incentive to carrying on a farming business
Legislative Compliance Yes – Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme.

Rural Lifestyle Land

Definition:

Rural lifestyle land is identified as land with a residential dwelling on larger allotments in rural, semi-rural or bushland settings. Primary production uses and associated improvements are secondary to the value of the residential home site use and associates residential improvements.

Objective:

The objective of this rate is to ensure that all properties within the Wyndham rural areas (non-farming) where services and utilities are restricted make a fair and equitable contribution to the costs of carrying out Council's functions and recognise that ratepayers residing on Rural Lifestyle land do not receive the same level of Council services as residents in residential developed areas.

Characteristics:

Rural Lifestyle Land which is more than 0.4 hectares in area with an approved residence on the land which is not deemed to be farm land under the Valuation of Land Act and is located within:

- A Farm zone, green wedge, rural living or rural conservation area outside the Werribee South Intensive Agricultural Area; or
- A Farm zone, green wedge, rural living or rural conservation area in the Werribee South Intensive Agricultural Area; or
- An Urban Growth Zone.

Any vacant land which is more than 0.4 hectares and not deemed to be farm under the Valuation of Land Act and falls within the above locations is not eligible for the Rural Lifestyle Land differential and is rated as Rural Vacant Land.

Impact:

For properties deemed to be farms under the Valuation of Land Act definition, such properties will remain at a 0.8 differential under the Farm Rate category.

Where properties are classified as being vacant land (no residential, industrial or commercial characteristics) such properties will be rated in the vacant rural land category with a 1.0 differential.

Rural properties with approved residences 10 hectares or under in the Farm, Green Wedge, Rural Lifestyle, or Rural Conservation Zone or within the Werribee South Intensive Agricultural Land less than 0.4 hectares or more will be rated in the rural lifestyle land category with a 0.9 differential.

Quantum:

The differential rate for this category is set at 0.9. The lower differential than for Residential Developed Land reflects a difference in the level of service provided by Council to this group of ratepayers. The average value of rateable properties in this category is higher than that for residential, so when calculated through to rates income, this group will pay a higher 'per property' payment than residential, but receive less in term of service provision.

Rating Principles:

Equity/Fairness Yes – if the rate is reasonable considering the higher burden due to higher CIV
Simplicity Yes – transparent and simple to understand
Efficiency Yes- if rated according to proposal
Sustainability Yes – differential is based on CIV hence amount is lower than developed land
Incentive Yes – if rated to proposal
Legislative Compliance Yes – Complies with legislation and Ministerial guidelines.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wyndham Planning Scheme

Rural Vacant Land

Definition:

Rural Vacant land is identified as being vacant land which is 0.4 hectares or more and not deemed to be a farm under the Valuation of Land Act.

Objective:

The objective of this rate is to ensure that all properties within the Wyndham rural areas (non-farming) where services and utilities are restricted make a fair and equitable contribution to the costs of carrying out Council's functions and recognise that ratepayers holding Rural Vacant Land do not receive the same level of Council services that are available to ratepayers in developed areas holding vacant land.

Characteristics:

Rural Vacant Land is vacant land which is 0.4 hectares or more in area and is not deemed to be a farm under the Valuation of Land Act and is located within a:

- Farm zone, green wedge, rural lifestyle, or rural conservation area outside the Werribee South intensive agricultural area; or
- Farm zone, green wedge, rural lifestyle, or rural conservation area in the Werribee South intensive agricultural area; or
- Urban Growth Zone.

Impact:

Where properties are classified as being vacant land (no residential, industrial or commercial characteristics) such properties will be rated in the rural vacant land category with a differential of 1.0 differential.

For rural vacant properties that are not deemed to be farm that are 10 hectares or more in the farm, green wedge, rural lifestyle, or rural conservation zone or within the Werribee South Intensive Agricultural area and greater than 0.6 hectares; this will result in a 25% increase in rate burden compared to their previous classification of a 0.8 differential.

For rural vacant properties that are not deemed to be farm that are less than 10 hectares in the farm, green wedge, rural lifestyle or rural conservation zone, there will be no change in their rate burden.

Quantum:

The Rural Vacant Land differential is set at 1.0. As such vacant land cannot be developed like residential, commercial and industrial land, a differential in line with the residential rate is more appropriate than in comparison to other vacant land differentials.

Rating Principles:

Equity/Fairness Yes – Takes into account capacity to pay and user benefit
Simplicity Yes – Transparent and simple to understand
Efficiency Yes – Practical and efficient to administer
Sustainability Yes – Provides reliable revenues
Incentive No – Does not provide any incentives to develop
Legislative Compliance Yes – Complies with legislation and Ministerial guidelines

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme