

WYNDHAM CITY
2018/19
ANNUAL REPORT



wyndhamcity



Acknowledgements

This Annual Report was prepared to meet the operational and financial reporting requirements within the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

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

For tens of thousands of years, the Werribee River has been a significant meeting place

for Aboriginal people to build community, exchange resources and share responsibilities for its land.

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

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

Welcome to the Annual Report 2018/19

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

The primary objective of a Council is to work towards improving the overall quality of life of people in the local community.

Local government has responsibility for a range of areas 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 a custodian of public funds, Council is also accountable to the community in the performance of functions and the use of resources.

The 2018/19 Annual Report details Wyndham City Council's activities, achievements, challenges, and financial performance for the period 1 July 2018 to 30 June 2019. It also informs the community on how the commitments in *Wyndham City Plan 2017-2021* and *Wyndham City 2018-19 Annual Report* were delivered.

The Annual Report is structured around the four-year themes of the City Plan 2017-21:

Theme 1: People and Community

Theme 2: Places and Spaces

Theme 3: Earning and Learning

Theme 4: Leadership and Participation

The Annual Report also gives information on the elected Council, the organisation and statutory information. Council's overall financial position is available in the Financial Statements.



Where to get a copy

You can view a hard copy of this report at the Wyndham Civic Centre or at any of Council's library branches.

Additional copies or a copy of the report in an alternative format are available by:

- downloading a copy from Council's website www.wyndham.vic.gov.au
- requesting a copy by phone on (03) 9742 0777
- requesting a copy by email to mail@wyndham.vic.gov.au

A word from the Mayor and Chief Executive Officer

Welcome to the Wyndham City Annual Report 2018/19. We are proud of our achievements and the positive outcomes we are delivering to improve the quality of life for people in our community.

In what has been another busy year, we have achieved an operating surplus of \$291.4 million. While this is a very strong result, it is important to note that this includes amounts that Council has received from one off or non-recurring grants as well as Developer Contributions, which comes with future financial obligations on Council to build infrastructure and provide for the ongoing maintenance of the assets.

In 2018/19, we managed \$3.96 billion of fixed assets to deliver over 70 community facing services and we have spent \$120.5 million in capital works (\$64 million of which was to build new fixed assets).

We are pleased that our overall satisfaction rating has increased by 2.2 per cent this year to 6.84. This increased result is higher than other growth councils' average of 6.75 and measurably higher than western region councils' average of 6.52. While we are pleased with this result, we will continue our ongoing commitment to ensure our ratepayers are satisfied with our performance.

Wyndham continues to face many challenges, including responding to our rapidly growing population, who bring with them increasing demand for roads, community facilities, parks and sports grounds.

Our City will grow to nearly half a million people by 2040. The work Council does now is vital to ensure our rapidly growing city continues to be a great place to live and work for our residents and continues to attract new business and investment.

Over the last year we undertook some important steps to achieve this, including; the commencement of the Urban Futures Framework to guide how we will transform Wyndham; and securing the \$200 million A-League stadium in Tarneit.

Works are underway on the first of Wyndham City's catalyst site developments due for completion in October 2020. The Council-owned land is being developed by the Pelligra group in a public-private partnership, with works already in progress since in April 2019. The site will be home to a 150-room Holiday Inn hotel, car parking and office space.

Council has also released our City's first Smart City Strategy, which will guide how we leverage innovation, new technology and collaborative partnerships to address urban challenges.

To ensure our City has a sustainable future and address the impacts of climate change, we have undertaken a number of key initiatives such as the installation of solar panels across council facilities, undertaking a significant tree register and implementing the *City Forest and Habitat Strategy 2017-2040*.

We are committed to the ongoing organisational change initiatives that are transforming the way we work, to provide the best, most efficient and agile services to our changing and growing community.

We were also proud to be recognised for our innovative work in improving the planning and delivery of key projects and infrastructure. At the 2019 Institute of Public Works Engineering Australasia Awards, Wyndham City was recognised for Excellence in Innovation for its Capital Works Dashboard. The Dashboard is an online platform which allows residents to find information on projects planned or underway across Wyndham.

Engaging with and advocating for our community

With both the State and Federal elections held, and budgets delivered, the past year has been an important period for advocacy in Wyndham. Reducing congestion, decreasing travel times and improving access to learning and educational opportunities have been key priorities for Council.

That's why in our submission to the 2019/20 State Budget, we called for the removal of the Old Geelong Road level crossing in Hoppers Crossing to be brought in line with the removal of the Werribee Street and Cherry Street level crossings in Werribee. State Government has confirmed that all three will now be completed by 2022, three years earlier than initially planned.

To improve public transport options for residents we have also been advocating for urgent extensions to local bus services and more car parking spots at train stations. So, it has been a great outcome that the 2019/20 State Budget included funding for four new bus routes in Wyndham and extensions of two bus routes to service the new Jubilee and Riverwalk estates. As part of its \$150 million Car parks for Commuters Fund, the State Government will build up to 1,600 new car parks including at Wyndham Vale, Werribee, and Tarneit train stations.

We have maintained our focus on increasing kindergarten funding and getting the schools we need to keep pace with growth through the I Love Kinder and Schools4Wyndham campaigns. Federal kindergarten funding will now be maintained until the end of 2020 and the State Government has committed to building 100 new schools across the state, including funding for six planned schools in Wyndham and an additional primary school to be built at Truganina South East.

After months of successful advocacy, it was announced that Western United had been awarded a new A-League license. A 15,000 seat stadium in Tarneit will be the team's home ground, unlocking major employment, economic, social and sporting opportunities in Wyndham and Melbourne's West.

Looking to the future

Over the coming year, we will continue to work with our community, stakeholders, and State and Federal Governments to look at ongoing opportunities to partner for, funding and the delivery of services, infrastructure and facilities to create a more livable and sustainable Wyndham.

We hope to see significant infrastructure investments, such as the Suburban Rail Loop and Western Rail Plan come to fruition.

We will continue to make progress to ensure the environmental sustainability of our city, with diverting waste from landfill a key priority and through the development and implementation of the Wyndham Refuse Disposal Facility (RDF) Strategic Plan 2019-2025.

We will continue to lead the way in seeking alternative funding models to ensure we deliver the infrastructure our growing community deserves. Wyndham City has a proven track record for working with investors through public/private partnerships to deliver developments that are fast tracking the growth and prosperity of the municipality.

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

***Cr Mia Shaw, Mayor, and Kelly Grigsby,
Chief Executive Officer - Wyndham City***

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Performance Summary

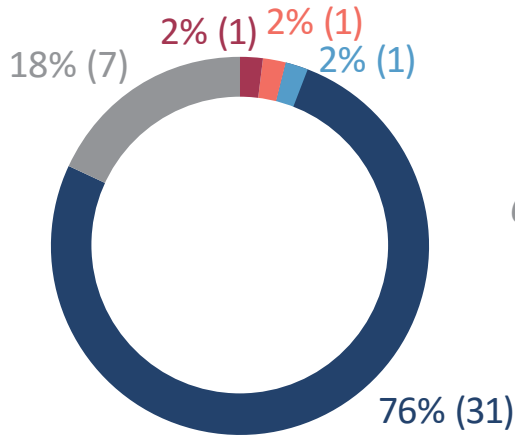
Below is a snapshot of Council's achievements and performance during 2018/19. The full performance report can be found in the 'Our Performance' section.

Performance at Wyndham City Council is measured against the City Plan 2017-2021 major initiatives and; initiatives as identified in the Annual Plan and Budget. It is also measured against the Strategic and Liveability Indicators and the Local Government Performance Reporting Framework.

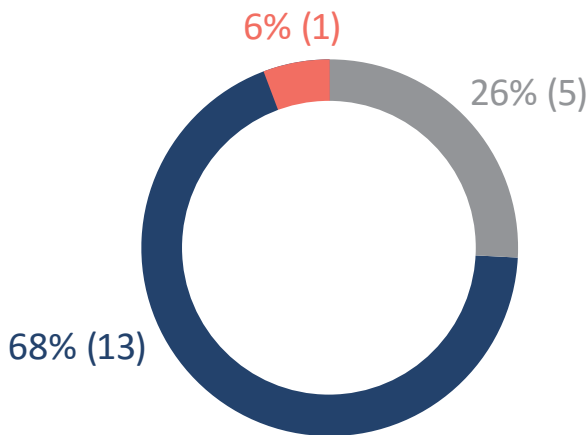


City Plan Progress Result

In 2018/19, Council committed to undertaking 19 major initiatives and 22 initiatives to progress its City Plan 2017-21. Overall 76 per cent (31) of all initiatives committed to in 2018/19 were completed.

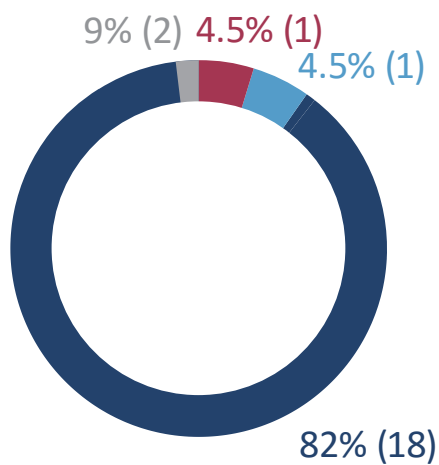


City Plan Overall Progress Result



Major Initiative Progress Result

In terms of the major initiatives, 68 per cent (13) were completed.



Initiative Progress Result

In terms of the initiatives, 82 per cent (18) were completed.

City Plan Achievements

Theme 1: People and Community

- Council has continued to advocate for the delivery of the Wyndham Justice Precinct, including the integrated support service hub.
- Key outcomes to deliver community safety initiatives have included the development of a CCTV background paper and draft operational policy, which will guide Council's decision-making framework when considering the installation and use of public safety CCTV systems.
- Council continues to coordinate Wyndham's H3 Alliance to respond to emerging issues and the complex needs of clients.
- Council's future role in My Aged Care and NDIS includes the development of a marketing tool to attract growth for the sector in Wyndham.
- The 18 month, 2 year and 3.5 year Key Ages and Stages Maternal and Child Health (MCH) consultations have increased over the past year, due to placement of MCH nurses in child care centres.
- A strategy for Women's Participation in Sport and Recreation across Melbourne's west has been circulated among other local government areas for consultation.
- Implementation of Wyndham's Reconciliation Action Plan (RAP) continues to progress.
- The Accessibility Action Plan was adopted by Council on 5 February 2019 and internal governance structures have been established to support the implementation of this Plan.
- Implementation of the Wyndham Gambling Harm Minimisation Policy and Action Plan 2018-2022 has continued as planned.



Theme 2: Places and Spaces

- The City Forest and Habitat Strategy 2017- 2040 is being implemented. Key outcomes include the Habitat Heroes program piloting a new school initiative with two schools and a tree planting day scheduled for National Tree Day.
- A Council tree inventory project has commenced collecting data relating to Wyndham's tree population. As at July 2019, 75,000 trees have been audited and have been logged into a database.
- The Enhanced Neighbourhood Hubs initiative included redevelopment of Manor Lakes and Point Cook with new services at each centre including Town Planning, Building Services, Economic Growth and expanded customer services.
- Wyndham's Solar City Program completed solar designs for 14 sites in the first year of the three-year strategy.
- Proactive graffiti management continues in line with the Graffiti Management Strategy including educational campaigns.
- There has been an increase in the uptake of hard waste collections. Waste education events have continued alongside cinema marketing and bus advertising.
- The \$37.1 million road works program has been substantially completed including the upgrade of Forsyth Road.
- Open space works of \$26.4 million have been undertaken including local park upgrades, construction of open space and recreation infrastructure at a number of reserves, including Galvin Park and Mossfiel Reserve as well as the commencement of Wyndham Park development.
- Development of the K Road Cliff Master Plan has been released for public consultation as part of the Wyndham Coastal Management Plan.
- The Active Wyndham Strategy has been completed and will be presented to the October Ordinary Council Meeting for endorsement for public exhibition.
- After months of successful advocacy, it was announced that Western United had been awarded a new A-League license. A 15,000 seat stadium in Tarneit will be the team's home ground, unlocking major employment, economic, social and sporting opportunities in Wyndham and Melbourne's West.



Theme 3: Earning and Learning

- The five year 'WYNnovation' plan has been developed. This includes year by year actions that will be delivered to implement the vision for business innovation and start-ups across Wyndham.
- The Smart City Strategy 2019-2021 and Smart City Implementation Plan was adopted by Council to harness the opportunities provided by digital technology and data analytics to support a Smarter Wyndham.
- An Investment Attraction Plan to encourage economic growth and attract industries for business has been completed.
- The Learning Community Strategy 2018-2023 to mobilise learning in all forms was adopted by Council.

Theme 4: Leadership and Participation

- Council has continued to advocate for the needs of the Wyndham community, through the implementation of the Securing Wyndham's Future Advocacy Strategy.
- The Wunggurrwil Dhurrung Centre is set to commence operations in early 2020.
- The Loop has been an effective digital community engagement tool for Council. This financial year, the Loop had 55,900 visitors and 44 community consultation projects available online for community input.
- The Community Engagement Framework has continued to be deployed across the organisation to provide a consistent and transparent approach to how Council designs, delivers and reports on community engagement activities.
- Wyndham's transformational program is now being enabled through the implementation of the Changing Systems Project. This project will deliver innovative and leading-edge technology which will facilitate greater efficiencies and support better service delivery.





Advocacy Achievements

2018/19 has been an important period for advocacy in Wyndham, with both the State and Federal elections held, and budgets delivered. Guided by the Securing Wyndham's Future, Advocacy Strategy Council has seen progress on several important priorities this year. Council will continue to work with partners and the community to achieve change on key issues.

Level Crossing Removals

In its submission to the 2019/20 State Budget, Council called for the removal of the Old Geelong Road level crossing in Hoppers Crossing to be brought forward to line up with the removal of the Werribee Street and Cherry Street level crossings in Werribee. The State Government has since released preferred designs for the level crossing removals and confirmed that all three will now be completed by 2022, three years earlier than originally declared. This is a positive step forward for the future of Wyndham, with these projects set to cut congestion on local roads and improve safety.

Bus Service Extensions

Council has been advocating for urgent extensions to local bus services, especially in new estates where many households are, in some cases, four kilometres away from their nearest existing bus route. The 2019/20 State Budget included funding for extended bus services throughout Melbourne, with four new routes added in Wyndham and two routes extended to service the Jubilee and Riverwalk estates that were in need of greater public transport options. This will create better connections to local train stations for fast-growing suburbs like Point Cook.

Avalon Airport Rail Link

With the launch of international flights at Avalon Airport in 2018, the economic and tourism opportunities provided by this transport hub have increased greatly. In Council's submission to the 2019/20 State Budget we called for Avalon Airport's plans to grow as an international airport and high-functioning alternative to Tullamarine Airport to be supported. The State Government has committed \$1.3 million in 2019/20 towards reserving the corridor needed for a rail link to Avalon Airport, an important step towards improving connections to the airport.

Suburban Rail Loop

Council has publicly supported the State Government's proposed Suburban Rail Loop, which could include a metro rail link between Werribee and Wyndham Vale as part of its western section. This project would improve the connection between Werribee and Geelong and create more employment, economic and lifestyle opportunities for businesses and residents in Wyndham. The 2019/20 State Budget included \$25 million towards the detailed planning and pre-construction of this overall project.



Wyndham City Mayor, Mia Shaw, supporting the I Love Kinder campaign.

Kindergartens

Council is maintaining its support for young families in Wyndham and hardworking early childhood educators by leading a network of councils advocating for more secure kindergarten funding from the Federal Government through the *I Love Kinder* campaign. Federal kindergarten funding will now be maintained until the end of 2020 and Council will continue to press for this to be made a permanent commitment.

Western Rail Plan

Council has been advocating for an increase in metropolitan train services to unclog our roads and improve liveability for our residents. The State Government's Western Rail Plan will provide two new electrified metro rail lines through the western suburbs to growth areas in Wyndham Vale and Melton, separating them from the Ballarat and Geelong lines. The 2019/20 State Budget allocated \$31.1 million to plan for the full separation of these lines.

Train Station Car Parks

Commuter parking at Wyndham's railway stations is currently at capacity, limiting the number of people who can use public transport to travel to and from work, and adding to congestion on local roads. Council has been calling on both the State and Federal governments to fund improvements to parking at local train stations. The State Government has since declared it will build up to 1,600 new or upgraded car parks at train stations, including Wyndham Vale, Werribee, and Tarneit, as part of its \$150 million Carparks for Commuters Fund. Tarneit Station is expected to receive an extra 400 parking spaces.

Pokies Reform

Every year in Wyndham, more than \$100 million is lost on pokies - the eighth largest amount of any municipality in Victoria. Wyndham City has become a leading member of the Alliance for Gambling Reform, championed by Cr Josh Gilligan, and is an active contributor to The Pokies Play You campaign. In collaboration with other Councils and the Municipal Association of Victoria, Council has advocated for pokies and other gambling reform, including the introduction of a \$1 maximum bet on poker machines and \$200 withdrawal limits at ATMs in gaming venues. Council adopted the Wyndham Gambling Harm Minimisation Policy and Action Plan 2018-2022, creating a guide to protect and promote the health and wellbeing of all Wyndham residents by preventing the harms associated with gambling.

Catch Up with the Outer Suburbs

Council worked together with other Councils in the National Growth Area Alliance (NGAA) campaign, Catch Up with the Outer Suburbs. This campaign called on parties contesting the Federal election to commit to funding the infrastructure needed by Australia's fast-growing outer suburbs. The Federal Government is exploring the possibility of developing a new City Deal - a formal partnership between the three levels of government and the community to work towards a shared vision for productive and liveable cities - for Melbourne's North West, that could include Wyndham and help support the needs of our fast-growing population.

Growing Suburbs Fund

The State Government's Growing Suburbs Fund provides the funding needed to deliver vital community infrastructure in Victoria's fastest-growing municipalities. Since the Fund was established in 2015, an extra \$14.8 million has been invested in Wyndham. In 2017, Wyndham City and other growth area Councils started advocating for the State Government to reverse cuts to this Fund, which would have left many important projects unfunded. In April 2018 funding was restored to \$50 million per year - a move that was welcomed by Council. Projects like the construction of a temporary park at the former Glen Devon Primary School site in Werribee have been supported through this fund.

Primary and Secondary Education

The construction of new schools is not keeping pace with Wyndham's population growth, meaning that on average children in Wyndham's growth areas have access to half the number of primary schools compared to Greater Melbourne. Wyndham is also home to some of the most overcrowded schools in Victoria. Council's Schools4Wyndham campaign has continued to advocate for the State Government to meet Wyndham's rapidly growing needs for schools, which has responded with a commitment to build 100 new schools across the state, including funding for the planning of six new schools.



Federal Treasurer Josh Frydenberg and Wyndham City Councillor Peter Maynard.

Asylum Seeker Support

Council is a proud supporter of the Back Your Neighbour campaign, which calls on the Federal Government to reverse cuts to the Status Resolution Support Services (SRSS) program. This program supports people who have escaped extremely dangerous situations to seek asylum in Australia by providing them with language and psychological support, medicine, food and critical job-seeking assistance. Since this campaign was launched, the Government has provided \$3 million in funding to maintain access to the SRSS program for those with the most acute needs, and with pre-arrival experiences of trauma, torture and family loss and separation. This aims to reduce the long-term consequences and deterioration of physical and mental health, including children and young people.

Through delivering these plans, as well as building strategic relationships and responding to political opportunities and issues as they arise, Council achieved positive outcomes for the Wyndham community, including funding for infrastructure projects that will make it easier for residents to travel throughout the municipality.

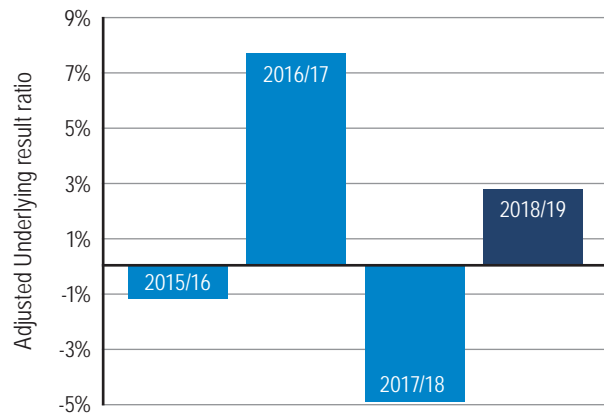
Financial Summary

This section provides a summary of Council’s financial performance for 2018/19. More detail is available in the Financial Report.

Operating Position

Council’s financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council’s financial performance is included within the Financial Statements and Performance Statement sections of this Annual Report. Council achieved a surplus of \$291.4 million in 2018/19. This surplus compares favourably to the prior year surplus of \$229.4 million. This surplus is reported based on the Australian Accounting Standards and includes all revenue received in the financial period, including gifted subdivisional assets (non-monetary), developer contributions and grants towards capital works projects.

A better measure of Council's operating surplus is the adjusted underlying result. The adjusted underlying operating surplus removes developer contributions and non-recurrent capital grants, and results in a surplus of \$9.3 million or 2.72% when compared to adjusted underlying revenue. The adjusted underlying result for 2018/19 was positively impacted by a number of key

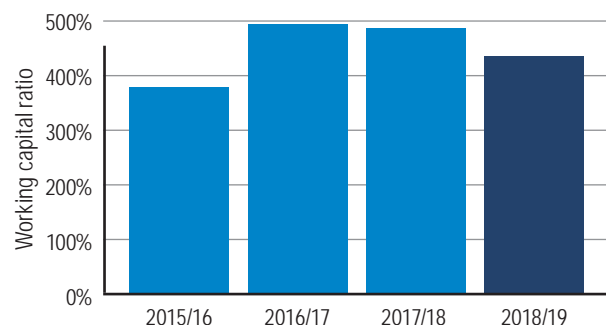


drivers such as increase in the number of properties coming into the rating process, additional revenue from statutory fees and fines and increase in interest revenue from term deposits. The deficit in 2017/18 was largely caused by write off from road, bridge and land assets that were taken over by VicRoads. Sustaining an adjusted underlying surplus is critical to Council's financial strategy as it provides the capacity to renew and add to the \$3.96 billion of community assets and infrastructure under Council's control.

Liquidity

The working capital ratio which assesses Council’s ability to meet current commitments is calculated by measuring Council’s current assets as a percentage of current liabilities. Wyndham Council's working capital ratio has remained stable at 434.54% compared to last year, which suggests Council has maintained a strong financial position.

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

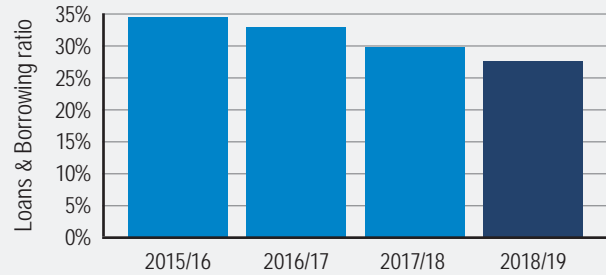


Excluding these developer contributions and other restricted cash, Wyndham Council's unrestricted cash ratio remains at a healthy level and within target bands at 89.0%.

Obligations – Loans and Borrowings

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

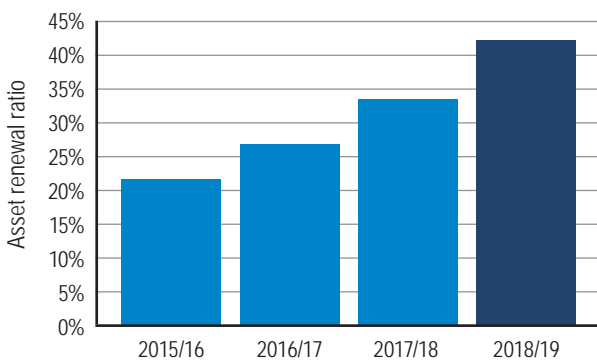
At the end of the 2018/19 financial year Council had borrowings totalling \$55.0 million which translates to a debt ratio of 27.32%. This is a measure that compares interest bearing loans and borrowings to



rate revenue and is within the expected range of 0% to 70% as set by Local Government Victoria.

This ratio has decreased from the prior year due to the level of borrowings remaining unchanged, while rates revenue increased. This indicator is forecast to rise in 2019/20 due to the planned draw down of a further \$30 million in borrowings during the financial year.

Obligations – Asset Renewal



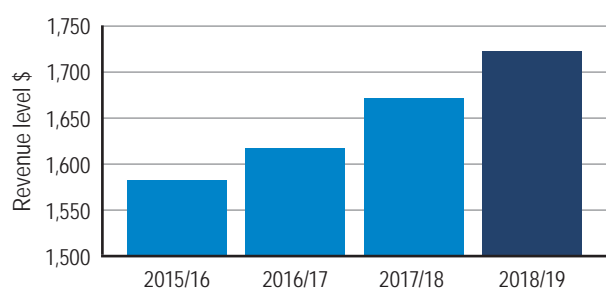
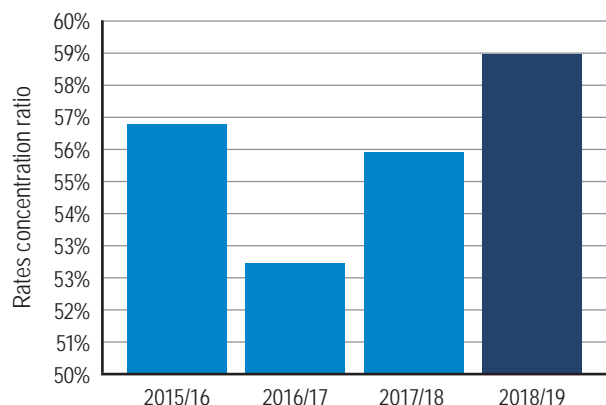
Depreciation is an accounting measure to represent the decline in the value of assets. If an amount equivalent to depreciation is spent to renew assets, then the decline in the asset condition will be offset by the increase in value of assets renewed. For this reason, the Asset Renewal ratio is used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

In the 2018/19 financial year Council's asset renewal ratio was 42.15%, which is within the expected range of 40% to 130%. Wyndham is one of the fastest municipalities in Victoria and with this comes the demand for increasing infrastructure to support the growth. In 2018/19, a significant portion of Council's capital spend was on the creation of new assets.

Stability and Efficiency

Council's primary sources of revenue include rates, user fees, fines, grants and developer contributions. The rates concentration ratio increased to 58.92% in 2018/19, indicating a healthy mix of Council's revenue sources and comparatively less reliance on rates.

The revenue level result provides an indicator of the average residential rate per residential assessment in a financial year. In 2018/19, Wyndham's average residential rate slightly increased to \$1,714 which is in line with the rate capping.



OUR COUNCIL



City Profile

Wyndham is one of the fastest growing municipalities in Victoria and the fourth fastest in Australia.

Place

As a meeting place for people of the Kulin nations, Wyndham City has a rich and diverse Aboriginal cultural heritage. The Wadawurrung, Woiwurrung and Boonwurrung were the first people to occupy the area now known as Wyndham.

Located on the western edge of Melbourne, today, Wyndham City covers an area of 542 square kilometers and currently has a population forecast of 270,478 people in 2019.

It is one of the fastest growing municipalities Victoria-wide (5.9 per cent and 14,251 additional people last year). The principal areas of population are Werribee, Point Cook, Hoppers Crossing and Tarneit, with substantial residential growth occurring in Truganina and Wyndham Vale, and continuing in Point Cook and Werribee.

Wyndham City is characterised by excellent logistic connections to air and sea ports. Wyndham City also offers extensive agriculture at Werribee South with over 3,000 hectares of cultivated land, major retail precincts and the Werribee Park tourism precinct - one of the largest and most frequently visited tourism destinations in metropolitan Melbourne. Wyndham City also has a major industrial area at Laverton North.

Once described as 'the country suburb' Wyndham City has reinvented itself as a City of choice for many people choosing to live the 'City.Coast.Country' lifestyle.

Now a thriving locality, Wyndham City boasts state of the art sporting facilities AquaPulse and Eagle Stadium, first-class shopping precincts, an impressive events calendar and quality entertainment outlets.



People

In 2018, Wyndham City had an estimated resident population of 255,322 people, an increase of 14,251 or 5.9 per cent over the last year.

By 2040, the Wyndham City population is forecast to increase by 88.8 per cent (or 226,622 people). This is one of the most substantial increases in Greater Melbourne.

Currently, Point Cook has the highest share of the City's population (23.6 per cent), while Manor Lakes¹ has the lowest share (3.2 per cent). However, the main population growth to 2040 and beyond will be in Tarneit.

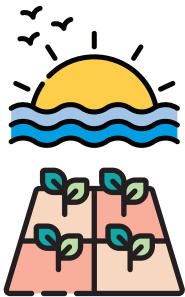
As many as 41.5 per cent of Wyndham City residents were born overseas. Close to 82 per cent of those residents born overseas come from non-English speaking countries, which results in over 170 different languages and over 100 different faiths being represented in Wyndham.

Wyndham City has an ageing population, with increases in most age groups 50 years and over. Close to 17 per cent of the Wyndham City's population is aged between 50 and 69 years of age.

At the same time, there is forecast to be a large increase of school aged children (approximately 40,000 by 2040).



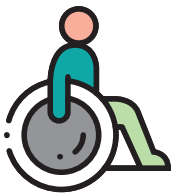
Wyndham Quick Facts



Wyndham covers an area of:
542 square kms, with
27.4 kms of coastline,
4.3% open space



41.1%
of the Wyndham population
was born overseas with residents
coming from more than 162
different countries and speaking
more than 170 different languages



3.9%
of Wyndham residents have
reported needing help in their
day to day lives due to disability

33.7%

of the Wyndham population come from non-English speaking countries, primarily from India, the Philippines, China, Pakistan and Malaysia.

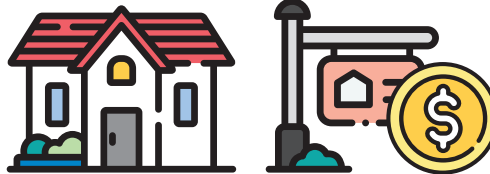
20.3%

of those born overseas, are considered recently arrived (arrived in the last five years)

89,770 dwellings representing an increase of 4,645 dwellings or 5.4 per cent over the last year

65%

of residents either fully own
or are purchasing their home.
A further 21.1 per cent are
renting privately



26.9%

of households who are renting
are in housing stress (with
incomes in the bottom 40 % and
paying more than 30 % of their
household income on rent)

There are **86,519** households in Wyndham:



45.4%
are couples with
children



21.5%
are couples
without children

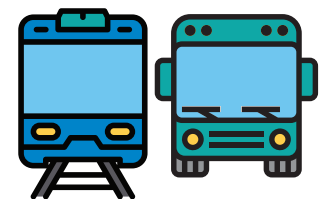


10.8%
are one parent
families



15.6%
are lone person
households

15.6%
of residents use public
transport to get to work



255,322
estimated resident population in 2018.
By 2040, the Wyndham population is
forecast to reach **481,944**

↑ 88.8%
increase (or 226,622 people)

Population age make up:

21.2% 0 to 11 years
16.0% 12 to 24 years
50.8% 25 to 59 years
12.0% 60+ years



Wyndham Quick Facts Continued



49.4%
of Wyndham residents
are in the labour force

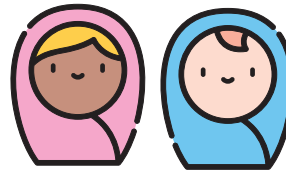


Wyndham's
unemployment
rate is
5.7%

2018/19 Highlights



Number of residents
in Wyndham:
270,478 (forecast.id)



Number of babies born
93 per week
13 per day



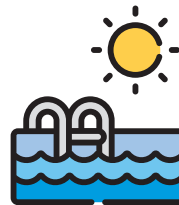
Number of planning
applications received:
692



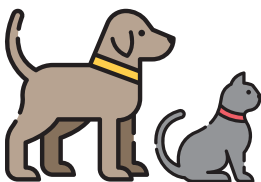
Number of new
dwellings approved:
3,672
(Internal data, July 2018 - May 2019)



Number new
businesses opened:
3,366
(ABN register, July 2018 - May 2019)



Number of visitors
to AquaPulse
952,077



26,296
pet registrations
7,101 cats
19,195 dogs



Number of new roads:
52km current
7km pending approval



Number of library visitors
975,316 visits



1,558,513
items borrowed from
Wyndham's Library service

Our Purpose

In accordance with the objectives provided within the Local Government Act 1989, the primary objective of a Council is to work towards improving the overall quality of life of people in the local community.

Council has responsibility for a range of areas 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 best placed to know, understand, plan and advocate for local community needs and issues. As such, the role of local government is also one of leadership.

As a custodian of public funds, Council is accountable to the community and relevant stakeholders in the performance of functions, the exercise of powers, and the use of resources. The choices a Council makes

should be based on a range of factors including local community priorities, needs and wants.

Despite its many functions and responsibilities, Council is not always legislatively able to do everything.

A commitment to effective strategic planning is essential for ensuring strong working collaborations and partnerships are developed with key organisations, business and community groups. It also ensures transparency and accountability as to how public money is being spent and the quality of services delivered.



Our Councillors

Wyndham City has eleven councillors representing three wards. The current Council was elected in October 2016 and will complete its term in October 2020.

Wyndham City is constituted under the Local Government Act 1989 to provide leadership for the good governance of the municipality. In providing this leadership, Council’s primary objective is to achieve the best outcomes for the Wyndham City community, including to:

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

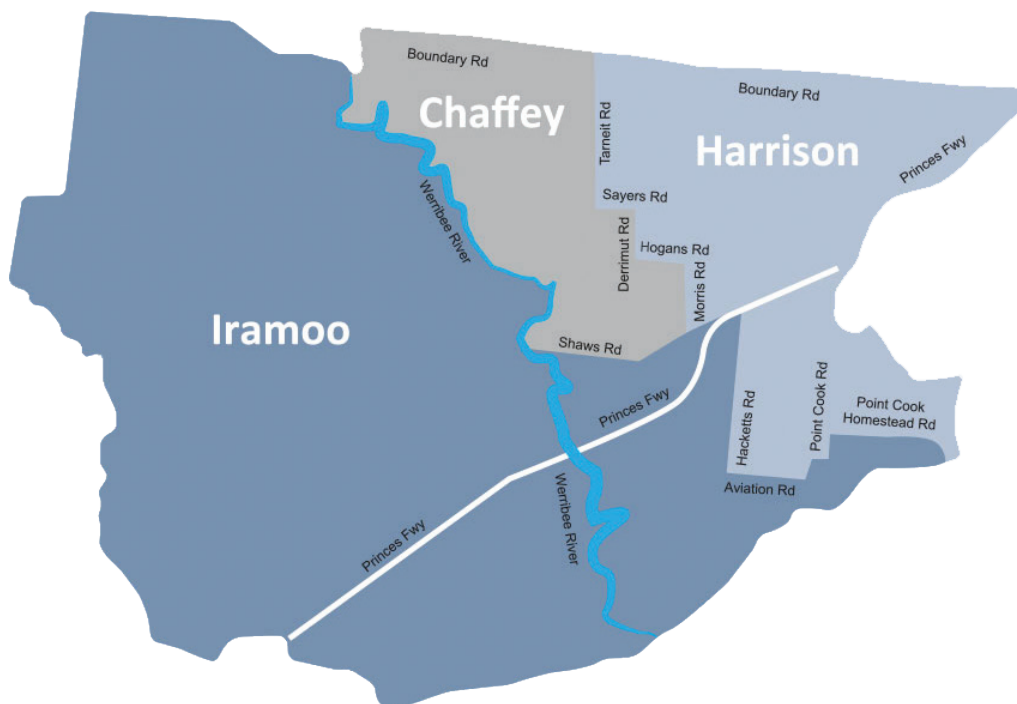
In meeting these objectives, Council performs critical roles, including:

- Acting as a representative government by taking into account the diverse needs of the local community in its decisions

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

Councillors are democratically elected by the residents and ratepayers of the municipality. They take an Oath of Office to carry out this role impartially, to the best of their ability, and in the best interests of the municipality.

The role of councillors is set out in the Local Government Act which provides clarity, guidance and sets out expectations for councils, councillors and the community.



Chaffey Ward

Chaffey Ward is in the centre of Wyndham City. It is made up of Werribee and Hoppers Crossing and is primarily residential in nature. The Chaffey Ward is expected to increase by almost 70,000 residents (79 per cent) between 2019 and 2040 and is forecast to have a population of around 158,000 people by 2040, making it the second largest Ward in Wyndham.



Cr Henry Barlow

P: 0428 747 839

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

Portfolio: Cultural Diversity

Years of Service:

1997-2000

2000-2003 (Mayor 2000/01)

2003-2005 (Mayor 2004)

2005-2008

2016-2020 (Mayor 2016/17)

2018/19 Highlight: The last 12 months have continued to be very hectic in my portfolio of Cultural Diversity. Council has continued to work with many diverse cultural groups to ensure they get the support they need to access the many services and facilities we offer. We give everyone the opportunity to celebrate their cultural background and to settle into the broader Wyndham community. At the same time, I have worked diligently with the Aboriginal and Torres Strait Islander (ATSI) communities as a co-chair of the Wyndham Reconciliation Advisory Committee (WRAC) and very much look forward to the opening of the Wunggurrwil Dhurung Centre. This centre will become a meeting place for all ATSI people as well as all community members of Wyndham.



Cr Walter Villagonzalo

P: 0429 641 233

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

Portfolio: Future Focussed Economy

Years of service:

2016-2020

2018/19 Highlight: The Avalon International Airport opening and the birth of Wyndham-based Western United A-League Team will be a significant boost to Wyndham's economic future. We continue to develop and implement initiatives and programs to support start-ups, build a culture of innovation and entrepreneurship and create more local jobs in Wyndham. In the last 12 months, we hosted several overseas delegations as part of our investment attraction strategy, with more great initiatives in the pipeline as a result.

Chaffey Ward continued



Cr Josh Gilligan

P: 0429 078 039

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

Portfolio: Learning City

Qualifications/Professional skills: Bachelor of Arts, Deakin University and Bachelor of Management, Deakin University (Vice Chancellor Medallist), Board Member, MAV Western Metropolitan Region (2017 onwards)

Years of service:

2016-2020

2018/19 Highlight: Securing an A-League license to build Tarneit Stadium in Wyndham. This project will be a game changer for Wyndham, creating jobs and ensuring we are no longer seen as the city of housing. Another highlight is securing funding for the development of Williams Landing Library in my capacity as the Learning City Portfolio holder.



Cr John Gibbons (Deputy Mayor)

P: 0428 995 849

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

Portfolio: Tourism and Major Events

Years of service:

1979-1994 Cowie Ward (Shire of Werribee Shire President 1983/84; 1984/85; City of Werribee Mayor 1992/93)

2012-2016

2016-2020

2018/19 Highlight: I'm pleased to provide ongoing support to Wyndham residents as a Chaffey Ward Councillor. I'm extremely thrilled with the confirmation of the A-League Soccer Stadium to be built in Tarneit, along with the first international flights flying in and out of Avalon Airport just this year. To complement these two huge projects, we also eagerly await the competition of the 150 bed Holiday Inn in Werribee for 2020.

Iramoo Ward

The Iramoo Ward is situated in the south-western corner of the municipality. It includes the rural areas of Little River, Eynesbury and residential areas of Wyndham Vale, Werribee and Werribee South. The population of the Ward is forecast to more than double, with an additional 102,000 residents living in this ward between 2019 and 2040. By 2040, it is forecast to be the largest Ward in Wyndham.



Cr Mia Shaw (Mayor)

P: 0423 675 298

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

Portfolios: Family Friendly City & Growth and Transport (December 2018 - June 2019 - Mayoral Portfolio)

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

Years of service:

2016-2020

2018/19 Highlight: Taking on the role of Mayor, following in the footsteps of my great, great grandfather William Shaw 102 years ago. There's been plenty happening across Wyndham City, from new parks, upgraded roads, new community centres, great programs and initiatives for residents of all ages, plenty of citizenship ceremonies, and hundreds of thousands of dollars given to community groups and programs through our grants program.



Cr Peter Maynard

P: 0429 087 527

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

Portfolios: Sports Development & Growth and Transport (July 2018 - November 2018 - Mayoral Portfolio)

Qualifications/Professional skills:

Bachelor of Commerce, Deakin University

Years of service:

2012-2016 (Mayor 2014/15)

2016-2020 (Mayor 2017/18)

2018/19 Highlight: Completion of Armstrong Road to Blackforest Road and the partnership between LeandLease (Harpley Estate)/Council to complete Armstrong/Ison Road. Ongoing advocacy with State Government to fund the missing bridge over the railway line costing approximately \$50M to connect to the Princes Freeway. Also to continue to advocate to the Federal Government to meet the opposition's recent pledge to contribute funding of \$50M to assist with the construction of Hobbs Road to connect with Davis and Sayers Roads.

Iramoo Ward continued



Cr Heather Marcus

P: 0400 533 371

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

Portfolio: Environment and Sustainability

Qualifications/Professional skills: Since leaving the Education Department, I have completed two Business Diplomas and an Event Management Diploma. I have had thirty years working in the retail trade and I am currently an event co-ordinator organising major events in Wyndham City.

Years of service:

2005-2008

2008-2012 (Mayor 2009/10)

2012-2016 (Mayor 2012/13)

2016-2020

2018/19 Highlight: I've been working with my Council Director and our Environment Portfolio Committee members and residents on all issues relating to our environment. We are working on climate change, solar panels and lighting, our waterways, water submission for the irrigation farmers, the iconic K Roads Cliffs and importantly waste and litter. Raising the motion to have single use plastics reduced in Council. We are making a big difference and it is great so many of our residents have become involved. I promised at the last election I would be there for you all. I am only a phone call away if you need me.

Harrison Ward

Harrison Ward includes the industrial precincts in Laverton, Laverton North, Point Cook, Truganina, Williams Landing and some parts of Hoppers Crossing. The Ward is forecast to have an increase of 40,000 residents between 2019-2040 leading to a population of 157,000 by 2040. In 2019 it was the largest Ward in Wyndham and by 2040 it is expected to be the smallest.



Cr Kim McAliney

P: 0429 943 623

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

Portfolio: Safer Communities

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

Years of Service:

2005-2008 (Mayor 2007/08)

2008-2012 (Deputy Mayor 2009/10; Mayor 2011/12)

2016-2020 (Deputy Mayor 2016/17)

2018/19 Highlight: The Urban Development Institute of Australia Study Tour was a highlight with leading public and private sector leaders looking at how we activate vibrant neighbourhoods and build communities. The opportunity to meet renowned international urban planners, architectural historians and tour industrial sites and waterfronts completely transformed into sustainable vibrant liveable cities was amazing. Our City will grow from 270,478 to nearly half a million people by 2041². We need to have a vision that will ensure we are creating sustainable connected communities in the future. This tour reinforced that we are on the right track, however, we need to look at alternative funding models from the traditional methods to achieve it.



Cr Intaj Khan

P: 0408 564 439

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

Portfolio: Urban Futures

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

Years of Service:

2012-2016

2016-2020

2018/19 Highlight: Not supplied

² Population and household forecasts, 2016 to 2041, prepared by .id, May 2018.

Harrison Ward continued



Cr Tony Hooper

P: 0428 979 358

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

Portfolio: Arts, Culture and Heritage

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

Years of Service:

2016-2020

2018/19 Highlight: This year it was fantastic to see funds budgeted for road improvements that are significant concerns for our community. As examples, the intersection of Dunnings Rd and Lennon Blvd is a headache for many, so the fully funded lights there will be a welcome fix. The funds for design work at Point Cook and Sneydes Roads will see the conceptualisation of a critically needed upgrade, the funding for which we will continue to advocate. Responding to community needs in a meaningful way is another highlight.



Cr Aaron An

P: 0419 297 931

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

Portfolio: Smart City

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

Years of Service:

2016-2020

2018/19 Highlight: I have been working hard on the basic needs of our community: education facilities, community meeting spaces, libraries and indoor sports facilities, duplication of roads, car parking around train stations and using technology to improving community safety, operation efficiency and productivity. We have released our City's first Smart City Strategy. The strategy is an enabler to operationalise council key priorities through promoting innovation, leveraging new technology and welcoming collaborative partnerships to address our urban challenges.

Council meetings and attendance

Council's formal decision-making processes are conducted at public Council and Special Committee Meetings.

Council meetings are generally held monthly on Tuesday evenings at 7pm. Council meetings are held at the Civic Centre, 45 Princes Highway, Werribee.

For 2018/19, Council held Ordinary Council Meetings on the following dates:

3 July 2018
7 August 2018
4 September 2018
2 October 2018
7 November 2018
4 December 2018
5 February 2019
5 March 2019
2 April 2019
7 May 2019
25 June 2019

For 2018/19, Council held Special Council Meetings on the following dates:

28 August 2018
18 September 2018
23 October 2018
28 November 2018 (Statutory Meeting)
16 April 2019
11 June 2019

The following is a summary of Councillor attendance at council meetings for the 2018/19 financial year.

Councillor	Council Meeting	Special Council Incl. Statutory Meeting
Cr Aaron An	10 of 11	6 of 6
Cr Henry Barlow	10 of 11	5 of 6
Cr John Gibbons	11 of 11	5 of 6
Cr Josh Gilligan	11 of 11	6 of 6
Cr Tony Hooper	9 of 11	5 of 6
Cr Intaj Khan	9 of 11	3 of 6
Cr Heather Marcus	9 of 11	4 of 6
Cr Peter Maynard	11 of 11	5 of 6
Cr Kim McAliney	11 of 11	5 of 6
Cr Mia Shaw	11 of 11	6 of 6
Cr Walter Villagonzalo	9 of 11	6 of 6



Delegations

Council's powers under the Local Government Act 1989 or any other act may be delegated to a Council committee, to the Chief Executive Officer (CEO) or to a Council officer. The CEO is also able to sub delegate to a Council officer.

While Council is the ultimate decision-making body, it delegates the majority of its decision making to staff - through the CEO who is responsible for all staffing matters. The range and scope of these delegations are exercised in accordance with adopted Council policies.

Councillor Code of Conduct

In accordance with the Local Government Act 1989, the Councillor Code of Conduct includes the roles and responsibilities, councillor conduct principles, matters which relate to civic representation, information and resources, dispute resolution procedures and policies, which are associated with the Code including the 2016 Election Period Policy.

The Code also includes a section on the function of the Chief Executive Officer and Councillor interaction with staff.

At the Statutory Meeting on 28 November 2018, all Councillors reaffirmed their commitment to abide by the Councillor Code of Conduct.

The Code was most recently updated at the Ordinary Council Meeting on 4 September 2018. The Code of Conduct is scheduled for review within four months of the 2020 Council General Election.

Conflict of interest

Conflict of interest is about transparency. Councillors and staff must be clear that their private interests are not affecting their public duties and they are not using their position for personal benefit. Procedures apply when Councillors and staff identify that they have a conflict of interest in a matter. Council provides conflict of interest training for councillors and staff to ensure that they understand the provisions in the Local Government Act 1989 which relate to conflicts of interest and the process that applies to declaring and managing such conflicts.

In 2018/19, there were 18 conflicts of interests declared by Councillors at Ordinary Council Meetings and Special Council Meetings. In addition, 111 staff attended conflict of interest training during the financial year.



Councillor allowances

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

At the 27 June 2017 Council Meeting, in accordance with the requirements in the Local Government Act 1989 regarding the requirement to review the allowances following a General Election, Council resolved to fix the allowances for the remainder of the 2016-2020 Council term at \$29,630 for Councillors and \$94,641 for the Mayor plus the equivalent of the superannuation guarantee contribution (9.5 per cent).

These amounts are in accordance with the annual adjustment which was made by the Minister as at 1 December 2016 for Category Three Councils. The Minister for Local Government may approve annual adjustments to the allowance amounts. The amounts were subsequently adjusted as of 1 December 2018 by 2 per cent to \$98,465 for the Mayor and \$30,827 for Councillors plus the equivalent of the superannuation guarantee contribution of 9.5 per cent.

Councillors received the following allowances for 2018/19:

Councillor	Total allowance payment
Cr Aaron An	\$30,619.14
Cr Henry Barlow	\$30,619.14
Cr John Gibbons	\$30,619.14
Cr Josh Gilligan	\$30,619.14
Cr Tony Hooper	\$30,619.14
Cr Intaj Khan	\$30,619.14
Cr Kim McAliney	\$30,619.14
Cr Heather Marcus	\$30,619.14
Cr Peter Maynard*	\$52,907.09
Cr Mia Shaw**	\$75,511.64
Cr Walter Villagonzalo	\$30,619.14

*Mayor in 2017/18

**Mayor in 2018/19

Councillor expenses

In accordance with section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred while performing Council duties. Council manages this process via the Councillor Expenses and Entitlements Policy (adopted by Council on 3 of April 2018), which provides guidance on the provision of resources and reimbursements to Councillors.

The details of expenses for 2018/19 are outlined in the table to the right.

Councillor	Information & Communication Technology
Cr Henry Barlow	\$2,249.88
Cr John Gibbons	\$2,309.76
Cr Josh Gilligan	\$2,299.38
Cr Walter Villagonzalo	\$2,249.88
Cr Aaron An	\$2,249.88
Cr Tony Hooper	\$2,249.88
Cr Intaj Khan	\$3,488.64
Cr Kim McAliney	\$2,366.48
Cr Heather Marcus	\$2,309.76
Cr Peter Maynard	\$2,249.88
Cr Mia Shaw	\$2,249.88
TOTAL	\$26,273.30



Travel Expenses	Car Mileage	Childcare	Conference & Training	Other*	Total
\$5,726.53	\$-	\$-	\$2,647.59	\$962.00	\$11,586.00
\$-	\$656.71	\$-	\$-	\$1,431.66	\$4,398.13
\$14,659.29	\$-	\$-	\$-	\$1,449.66	\$18,408.33
\$-	\$-	\$-	\$658.75	\$1,979.70	\$4,888.33
\$-	\$-	\$-	\$7,945.00	\$1,615.00	\$11,809.88
\$-	\$-	\$60.00	\$-	\$840.00	\$3,149.88
\$-	\$-	\$-	\$1,270.75	\$800.00	\$5,559.39
\$14,861.91	\$91.80	\$-	\$690.00	\$1,600.30	\$19,610.49
\$-	\$-	\$-	\$-	\$800.00	\$3,109.76
\$2,377.50	\$-	\$-	\$1,734.00	\$2,551.95	\$8,913.33
\$3,773.17	\$82.12	\$-	\$130.00	\$2,190.59	\$8,425.76
\$41,398.40	\$830.63	\$60.00	\$15,076.09	\$16,220.86	\$99,859.28

Councillor portfolios

Each Councillor has been appointed to a portfolio which enables Councillors to develop a more detailed knowledge of particular policy areas. These portfolios are linked to the priorities in the Wyndham City Plan 2017-21.

The Mayor is appointed to a portfolio and to the Growth and Transport portfolio* given the importance of this area to the municipality. These committees ensure that important Council strategies and policies are actively reviewed by community members. While they do not have ultimate decision-making power they do make recommendations to Council.

Councillor	Portfolio
Cr Aaron An	Smart City
Cr Henry Barlow	Cultural Diversity
Cr John Gibbons	Tourism and Major Events
Cr Josh Gilligan	Learning City
Cr Tony Hooper	Arts, Culture and Heritage
Cr Intaj Khan	Urban Futures
Cr Kim McAliney	Safer Communities
Cr Heather Marcus	Environment and Sustainability
Cr Peter Maynard	Growth and Transport* (July 2018 - November 2018) Sports Development
Cr Mia Shaw	Growth and Transport* (December 2018 - June 2019 Family Friendly City)
Cr Walter Villagonzalo	Future Focussed Economy

OUR STRATEGIC FRAMEWORK



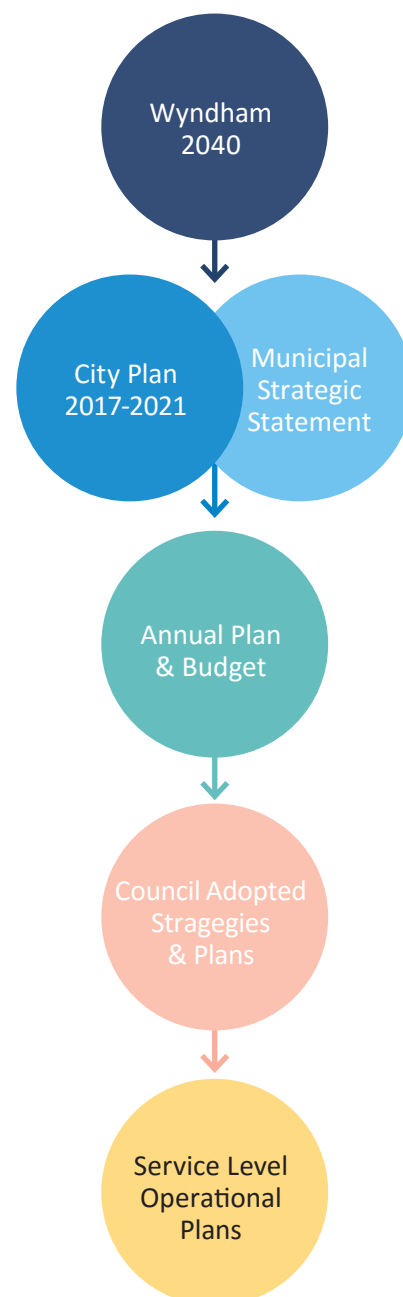
About our Strategic Framework

To accomplish its responsibilities, Council's strategic framework allows the organisation to identify community needs and aspirations over the long term (through Wyndham 2040), operationalise the required work in the medium term (through the City Plan 2017-2021), and ensure the required resources are available (through the Annual Plan and Budget).

Under the Local Government Act 1989, the primary objective of councils is to work towards improving the overall quality of life of people in the local community. In addition, councils are required to deliver the services they know the community wants and to address identified community needs.

In addition, the Public Health and Wellbeing Act 2008 gives councils an important role to "seek to protect, improve and promote public health and wellbeing".

It should be noted that the City Plan meets Council's legislative requirement for an integrated Municipal Public Health and Wellbeing Plan (MPHWP), as per section 27 of the Public Health and Wellbeing Act 2008.



The Community's Vision for Wyndham

Wyndham 2040 was developed by the community for the community and will guide Council's work until 2040.

The Wyndham 2040 Vision is an aspirational document that is built on the voice of the community. Wyndham 2040 is the community vision for the municipality and it will guide Council's work to make Wyndham a more healthy and liveable community. Council, together with stakeholders and the community, all have a role to play in achieving the community's vision.

The four overarching themes within the Wyndham 2040 Vision include:

Our Vision for People and Community

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

Our Vision for Earning and Learning

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

Our Vision for Places and Spaces

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

Our Vision for Leadership and Participation

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

About the City Plan

The City Plan is developed every four years in accordance with legislative requirements in the Local Government Act 1989. It is based on a planning framework that aligns the Wyndham 2040 community vision to the planning, development, resource allocation and service provision undertaken by Council for the Wyndham municipality.

The City Plan is made up of four themes which align with the Wyndham 2040 community vision.

Each theme is made up of a range of a strategic objectives and a range of strategies which describe what Council will do. The delivery of each strategy is supported by initiatives and major initiatives (major projects, services or programs) identified through the annual budget. Council will measure its performance against the City Plan through the Local Government Performance Reporting Framework (LGPRF) and the Strategic and Liveability Indicators.

All staff and Councillors work towards meeting the mission and values of the organisation as set out in the City Plan.

Our values

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

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

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

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

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

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

Our vision

"Diverse people, one community, our future"

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 ORGANISATION



Organisational structure

The current organisational structure includes five directorates with a total of 1,556 staff, headed by the Chief Executive Officer (CEO) who is employed by and reports to, the elected Council.



Kelly Grigsby

Chief Executive Officer

Qualifications:

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



Kate Roffey

Director Deals, Investment and Major Projects

Areas of responsibility:

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

Qualifications:

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



Jenny McMahon

Director City Life - until 5 April 2019

City Life Directorate

Areas of responsibility:

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

Qualifications:

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



David Semmens

*Acting Director City Life -
5 April 2019 - 30 June 2019*

City Life Directorate

Areas of responsibility:

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

Qualifications:

- Master of Business Administration (Sports Administration), Southern Cross University
- Member, Australian Institute of Company Directors
- Diploma of Recreation, Hunter Institute of Technology



Stephen Thorpe

City Operations Director

Areas of responsibility:

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

Qualifications:

- Master of Business Administration, Victoria University
- Bachelor of Applied Science (Horticulture), Melbourne University
- Diploma Applied Science (Parks and Recreation Management), Burnley Horticultural College (Melbourne University)



Peter McKinnon

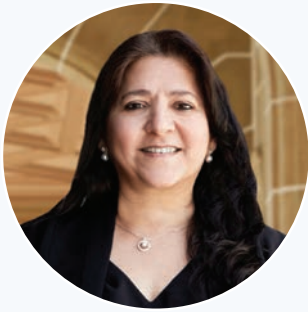
*Interim Director City Economy,
Innovation & Liveability*

Areas of responsibility:

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

Qualifications:

- Bachelor Planning & Design, University of Melbourne
- Graduate Diploma Urban Planning, University of Melbourne
- Diploma Education (Secondary), Victoria University



Binda Gokhale
Chief Financial Officer

Areas of responsibility:

- Finance
- Procurement
- Strategic Property Management

Qualifications:

- Graduate - Australian Institute of Company Directors
- MBA - Melbourne Business School
- CPA - Australian Society of CPAs
- Graduate, Applied Finance & Investment, Securities Institute
- Bachelor of Economics, Monash University



Theunis Mienie
Chief People Officer

Areas of responsibility:

Organisation Development and Capability

Talent Acquisition

- Learning and Development
- Talent and Performance

Management

- Culture and Change Management

Employee Engagement

Remuneration and Benefits

People Business Partnering

- HR Policies
- Inclusion
- Injury Management and Wellbeing

People Projects, Systems and Analytics

- Workforce Planning
- Temporary Employment Services

Qualifications:

- Master of Human Resources Management, Edinburgh Business School
- Bachelor Human Resources Management, University of South Africa
- Bachelor Labour Relations Management, University of South Africa



Natalie Walker

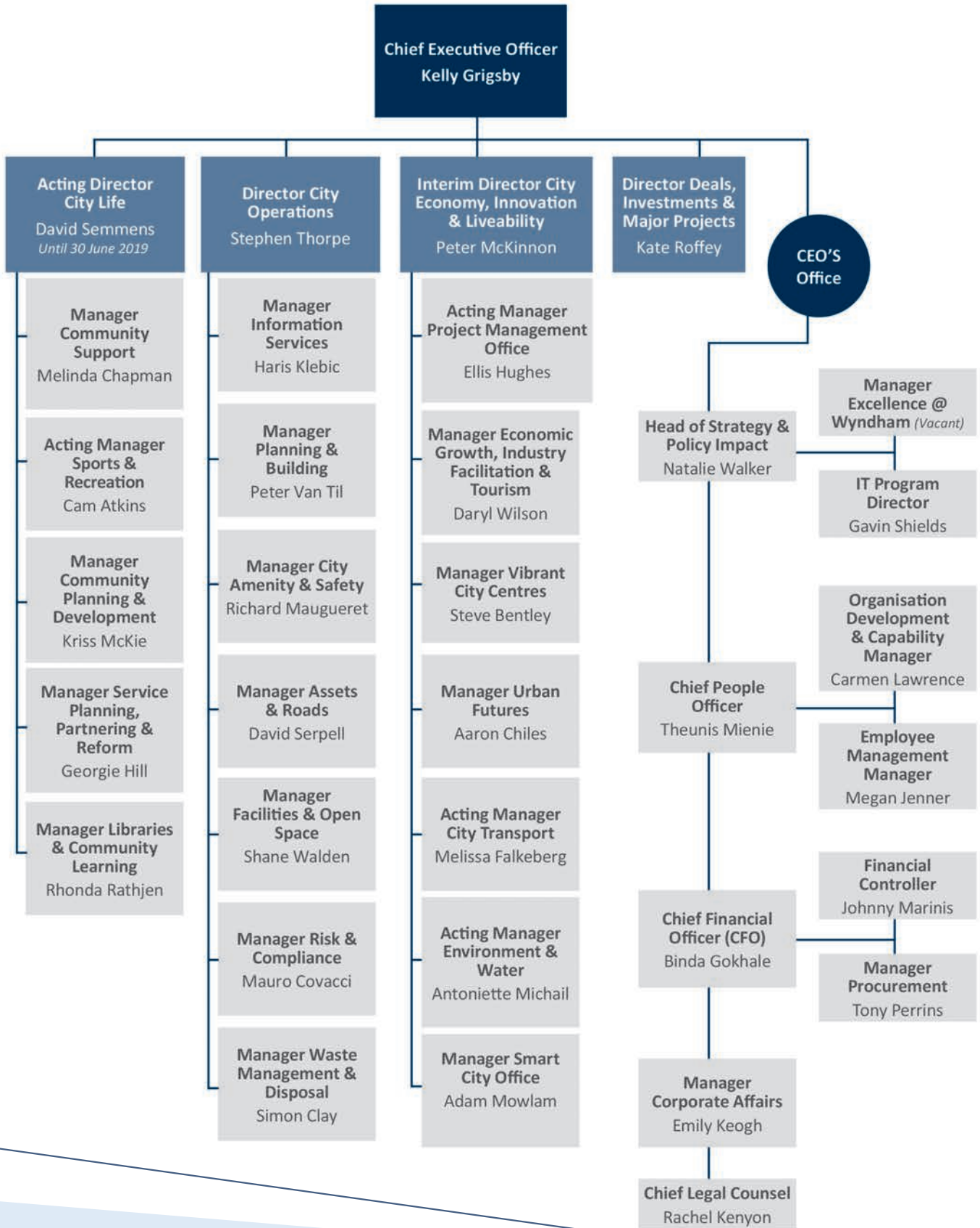
Head of Strategy and Policy Impact

Areas of responsibility:

- Enterprise Resource Planning
- Strategy and Stakeholder Engagement
- Advocacy and Intergovernmental Relations
- Organisational Planning
- Research

Qualifications:

- Master of Policy and Human Services, RMIT University
- Bachelor of Applied Science (Planning), RMIT University



Staff profile

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

Council currently employs a total of 1,296 full time equivalent positions across a range of banding levels totalling 1,556 people. The workforce turnover is currently at 9.1 per cent (an increase of 2.2 per cent from last financial year). This is below the local government average of 11.5.

	Female	Male	Total
Full Time	461.09	419.89	881.981
CEO Office	99.46	43	142.46
City Economy, Innovation & Liveability	34	38	72
City Life	185.4	53	239.4¹
City Operations	139.23	283.89	423.12
Deals, Investments & Major Projects	3	2	5
Part Time	342.48	34.6	377.08
CEO Office	11.42	1.47	12.89
City Economy, Innovation & Liveability	4.24	2.22	6.46
City Life	277.09	12.78	289.87
City Operations	49.73	18.13	67.86
Casual	29.66	8.17	37.82
CEO Office	0.66	0.46	1.12
City Economy, Innovation & Liveability	0.71	0.25	0.96
City Life	27.15	6.71	33.87
City Operations	1.13	0.74	1.87

¹ Total includes one FTE 'indeterminate/intersex/ unspecified'

Employment Classification (FTE)	Female	Male	Total
Band 1	20.7	10.4	31.1
Band 2	41.16	54.91	96.07
Band 3	37.93	55.12	93.05
Band 4	139.33	43.79	183.12
Band 5	134.67	72.54	207.21
Band 6	127.58	96.34	223.92
Band 7	71.17	51.67	123.84 ¹
Band 8	2.8	8	10.8
Maternal and Child Health	45.06	.5	45.55
Preschool Assistants / Child Care Workers	76.11	.5	76.58
Preschool Teachers	81.92	-	64.12
Senior Officer - Management Level (Annualised Salary Agreement)	49.05	60.76	109.81
Total	827.48	454.53	1159.13

¹ Total includes one FTE 'indeterminate/intersex/ unspecified'

Employees by years of service and age

Age	Service Years						
	0-1	1-5	5-10	10 -15	15-20	20-25	25 yrs+
15-19	0	0	0	0	0	0	0
20-24	10	22	0	0	0	0	0
25-29	29	52	19	4	0	0	0
30-34	29	95	42	20	2	0	0
35-39	36	82	64	27	7	0	0
40-44	25	85	64	34	6	1	0
45-49	26	64	73	25	7	3	5
50-54	24	46	52	40	20	3	5
55-59	13	49	54	28	15	13	13
60-64	8	22	34	16	21	9	18
65+	10	19	22	16	6	9	14
Total	210	536	424	210	84	38	55

Other employee matters

Several initiatives are in place to promote a positive corporate culture.

Workforce development

Council continues to implement the People Strategy to build capability, culture and leadership to deliver excellence.

Organisational Development and Capability

Our activity during the 2018/19 year includes:

On-boarding

Wyndham's induction is a vital part of ongoing communication and education process. The aim is to ensure that new employees are made to feel welcomed and valued members of not only their immediate team but the greater Wyndham City community.

Twelve induction programs have been held welcoming approximately 185 participants.

Professional Development

During the 2018/19 period, Council conducted 77 internal training courses totalling 10,254 hours of professional development for our staff.

In addition, 23 employees were supported to undertake study towards a relevant qualification.

The following technical training was delivered in 2018/19:

- over 40 standard IT application sessions including Introduction to the new HP Devices, MS OneNote, MS Project, Excel, and Objective
- over 20 customised Word and Excel introduction and intermediate courses to Home Care workers in the Aged and Disability Unit
- over 30 custom team/group training sessions including Skype for Business, Objective, Excel, OneNote
- over 50 individual or group training intranet page design sessions for the newly introduced corporate Intranet WYNi

Leadership

Wyndham continues to use Human Synergistics Life Styles Inventory™ (LSI) and Group Styles Inventory™ (GSI) tools providing insights into strengths and areas for development. Supporting our leaders, nine individuals completed an LSI and coaching and two teams completed GSI and further development. Consequently, 13 leaders have received 360 feedback with coaching and 23 staff (including leaders) have completed MBTI assessments to assist team effectiveness.

This financial year saw the successful completion of Wyndham's 12th cohort of existing and emerging leaders through the Leaders as Coach program.

Change

Since July 2018, over 130 leaders have attended change leadership training supported by change coaching.



Performance Management

The Employee Performance and Development Policy was approved and socialised with leaders and staff throughout the organisation.

Talent Acquisition

The Talent Acquisition function was established in September 2018 providing a focused specialist team tasked with sourcing and attracting the best people for Council through the identification, attraction and acquisition of exceptional and diverse talent.

Employment Pathways

Employment Pathways was a new initiative introduced in 2018/19. The team facilitates and manages programs aimed at unlocking and creating employment opportunities for people from all walks of life. This includes Year 10 Work Experience, Year 11 and 12 VCAL, tertiary placements and work experience for community members who may face barriers to employment. A framework is currently being developed which will focus on increasing work experience opportunities and placements.

Occupational Health and Safety

Council is committed to the safety, health and wellbeing of its employees and continuous

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

In 2018/19, progress on health and safety has included:

- Recertification of Council's Safety Management System
- Implementing new technology to support health and safety management
- Increased the number of health and safety partners to extend coverage across council sites
- Expanded the mandate and membership of the Health and Safety Steering Group and
- Invested in building the capability of our health and safety team

In 2018/19 period, Council received:

- 42 WorkCover claims
- 251 workplace injury reports
- 173 total days lost for work-related injuries



Equal Employment Opportunity (EEO)

Council has continued to work towards an inclusive workplace for all employees.

All Council employees are required to undertake mandatory EEO discrimination harassment and bullying training as part of their orientation to Council. Council continues to consult widely with the workplace and EEO and Inclusion are standing orders on the monthly Staff Representative Consultative Committee agenda.

Inclusion

Council implemented an Inclusion and Wellbeing Strategy over the past twelve months focused on developing identified staff groups that then inform Council on relevant policy, processes and events that support inclusion in the workplace.

Council has also formalised support for inclusion and wellbeing in the development of the most recent Enterprise Agreement. Endorsed by employees across Council the Agreement establishes new local government benchmarks as it relates to wellbeing and inclusion initiatives.

Employee wellbeing

Council has expanded the focus on wellbeing through the appointment of a wellbeing officer. While a range of events are offered that focus on employee's physical health, establishing mental wellbeing initiatives is a priority.

Council has worked with the Black Dog Institute to offer training on mental health for workplace leaders. Council is also continuing the peer support program that focusses on support for employees that may experience isolation in the workplace.

Council continues to offer support services including the Employee Assistance Program (EAP).

Employee Relations

Council continues to work constructively with external representative bodies in establishing operational activities at Council. Council completed the negotiation of the Enterprise Agreement 2019 in a relatively short time frame and without disputation. The new Enterprise Agreement builds on the established conditions of employment and will set a new benchmark for employees in Victorian local government.

More broadly, Council has actively chosen an approach to employee relations that fosters transparency and is based on constructive working relationships with employees and their representatives.

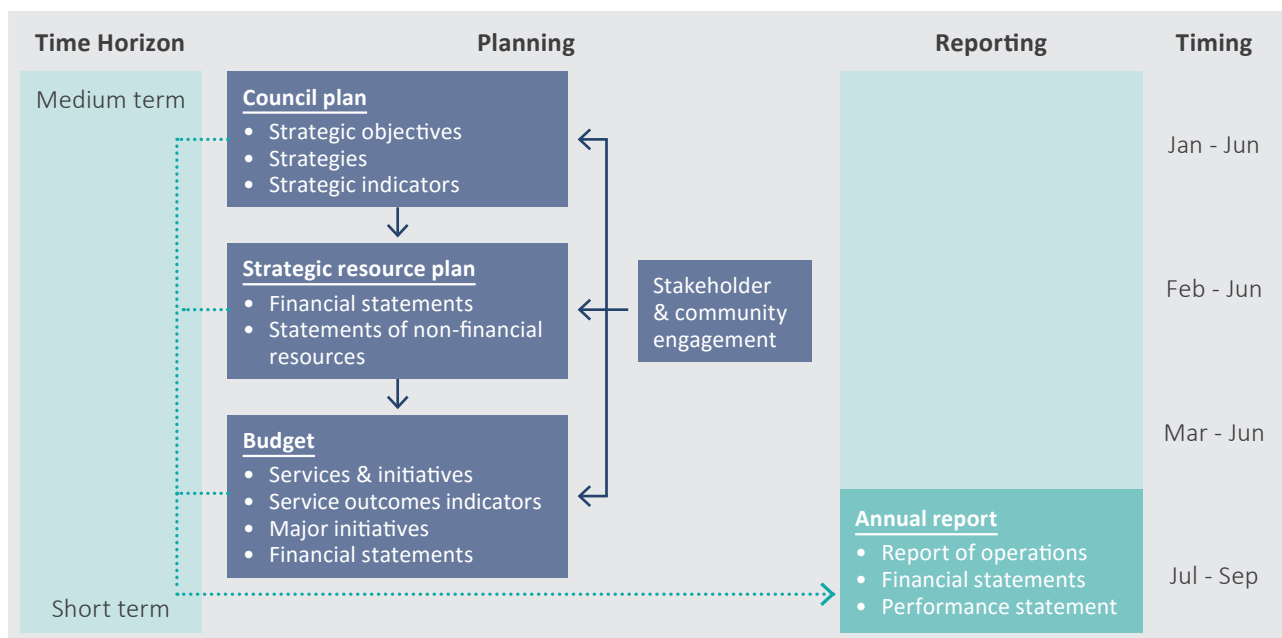
OUR PERFORMANCE



Our performance

Council is committed to a continuous cycle of planning, reporting and review to ensure it delivers the best outcomes for the community. Performance reporting by Council is essential for ensuring transparency and accountability as to how public money is being spent and the quality of services delivered.

The Local Government Act 1989 contains the planning and accountability reporting requirements for councils. Alongside its planning requirements, it requires that an annual report is published in respect to each financial year. The following diagram shows the relationship between the key planning and reporting documents that make up the planning and accountability framework for councils.



The next sections provide a report of Council's performance for the 2018/19 financial year against each theme of the City Plan. Performance has been measured as follows:

- results achieved in relation to the major initiatives and initiatives identified in the Annual Budget
- results against the prescribed Local Government Performance Reporting Framework service performance indicators
- results against the City Plan Strategic and Liveability indicators

Key		
Completed	✓	The initiative is fully completed
Deferred	🕒	Work on this initiative has been deferred to another time
Behind Schedule	←	Completion of this initiative is behind schedule
No Longer Relevant	●	The initiative is no longer relevant
Not completed	✗	The initiative was not completed

1. People and Community

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

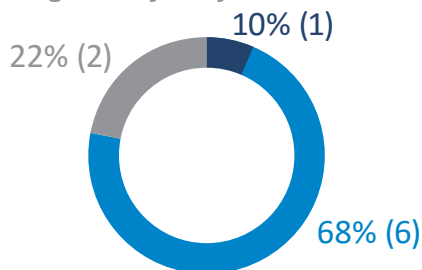
Health, Wellbeing and Safety Goal: People in Wyndham are well across the life stages, safe and socially connected regardless of where they live or their social, economic or cultural background.



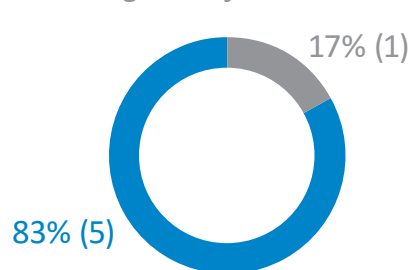
Results

There were six initiatives and nine major initiatives identified within this theme. By 30 June 2019, 68 per cent (6) of the major initiatives and 83 per cent (5) of initiatives were completed.

Progress of major Initiatives



Progress of Initiatives



● Completed
 ● Behind Schedule
 ● Not Completed

In 2018/19:

- Key outcomes to deliver community safety initiatives have included the development of a CCTV background paper and draft operational policy which will guide Council's decision-making framework when considering the installation and use of public safety CCTV systems.
- Council continues to coordinate Wyndham's H3 Alliance to respond to emerging issues and the complex needs of clients.
- Building the community's resilience and capacity to respond to emergencies has commenced through the development of brochures which promote the need to prepare for emergencies.
- Council's future role in My Aged Care and NDIS includes the development of service stream plans which provide an overview of aged care service needs in Wyndham. This has been supported by the development of a marketing tool to attract development in the sector in Wyndham.
- The 18-month, 2 year and 3.5 year Key Ages and Stages Maternal and Child Health (MCH) consultations have increased over the past year, due to placement of MCH nurses in child care centres.
- Council has continued to advocate for the delivery of the Wyndham Justice Precinct, including the integrated support service hub.
- The strategy for Women's Participation in Sport and Recreation across Melbourne's west has been circulated amongst other local government area's for consultation prior to finalisation in August 2019.
- Implementation of Wyndham's Reconciliation Action Plan (RAP) has continued as planned with three actions completed, and the remaining 35 progressing towards completion. With the current RAP set to end in December 2019, plans to develop the next iteration of the RAP have commenced.
- The Accessibility Action Plan was adopted by Council on 5 February 2019 with internal governance structures have been established to support the implementation of the Plan.
- Implementation of the Wyndham Gambling Harm Minimisation Policy and Action Plan 2018-2022 has continued as planned with three actions completed; the inclusion of gambling reform advocacy positions; updating the Business Awards eligibility criteria to make Electronic Gaming Machines (EGMs) venues ineligible to enter and significant progress continues to be made in the review of EGM Clause 22.03.

Major Initiatives and Initiatives

Council will:		Status
1.1	Advocate and work in partnership for the delivery of the Wyndham Justice Precinct including the integrated support services hub.	✓
1.2	Adopt and implement a Gender Equity Strategy to enhance community health, wellbeing and organisational improvement, and support the prevention of family violence.	✗
1.3	Prepare a strategy for Women's participation in sport and recreation in Melbourne's west: An Action Plan for Change.	✓
1.4	Develop an Arts, Culture and Creative Framework to drive cultural and creative development, and arts access in the City.	←
1.5	Review and redevelop Wyndham's Multicultural Policy and Action Plan in consultation with stakeholder organisations and diverse community members.	✓
1.6	Implement the actions of Wyndham's Reconciliation Action Plan.	✓
1.7	Implementation of the 2018 -21 Accessibility Action Plan, and deliver initiatives to improve the health and wellbeing of people with disabilities.	✓
1.8	Implement the actions of the Wyndham Gambling Harm Minimisation Policy and Action Plan 2018-22.	✓
1.9	Plan and deliver mobile service delivery of Youth Services to meet the needs of growing communities where there is limited infrastructure planned.	←
1.10	Work in partnership with community service organisations and government stakeholders to develop and deliver community safety initiatives relevant to Wyndham services and amenity.	✓
1.11	Provide support and coordination of Wyndham's H3 Alliance to assist the partnership in increasing housing capacity, and improving outcomes for people who are homeless or at risk of homelessness in Wyndham.	✓
1.12	Engage with the community to build resilience and capacity to respond to emergencies through two projects: a) The identification of vulnerable communities, and the development of programs to build their capacity in preparing and planning in the event of an emergency. b) Build resilience in the Wyndham business community in the event of an emergency. This effort will support the work of the Municipal Emergency Management Planning (MEMP) Committee.	←
1.13	Work with local service providers and community stakeholders to inform Council's future role in My Aged Care and NDIS reforms.	✓
1.14	Partner with child care centres and kindergartens to increase participation in the 18 month, 2 year and 3.5 year Key Age & Stage consultations.	✓
1.15	Deliver the Enhanced Neighbourhood Hubs initiative across the City.	✓

Major Initiatives highlighted

Strategic and Liveability Indicators

Strategic Indicators	Outcome
1. Community satisfaction with arts and cultural services	In 2018, community satisfaction with arts and cultural services was 7.86 out of 10 or "excellent". This was an increase from 7.71 in 2017. ¹
2. Physical health: percentage of adult population that is obese; percentage of adults that engage in sufficient amount of physical activity each week; average serves per day of vegetables	In 2014, a quarter of Wyndham adults were obese (25.1%) compared to 18.8% of adults Victoria wide. In 2014, 35.2% of Wyndham adults engaged in the recommended amount of physical activity each week, compared to 41.4% of adults Victoria wide. In 2014, Wyndham adults were eating on average 2.1 serves of vegetables per day, which was slightly less than the average across Victoria (2.2), and less than the recommended amount of 5 per day. ²
3. Proportion of fully-immunised children	In 2015, the proportion of fully-immunised children was 90.7% for 12-15 months, 89.0% for 24-27 months, and 92.4% for 60-63 months. Wyndham had a slightly smaller proportion of immunised children compared to Victoria across all age groups. ³
4. Recorded incidents of family violence per 100,000 population	Between April 2017 and March 2018, there were 1,181 recorded incidents of family violence in Wyndham per 100,000 population. This rate was slightly lower than that of 1,232 across Victoria. ⁴
5. Mental health: Lifetime prevalence of depression and anxiety (percentage adult population)	In 2014, 23.2% of Wyndham adults had been diagnosed with depression or anxiety, compared to 18.9% of adults in 2011/12. The rate of depression and anxiety in Wyndham was slightly lower than across Victoria. ²
6. Health risks: lifetime risk of alcohol related harm; proportion of adults who are current smokers	In 2014, 51.7% of the adult population of Wyndham faced an increased risk of alcohol-related harm due to drinking behaviour, compared to 59.2% of adults Victoria wide. In 2014, 13.1% of Wyndham adults were smokers and this was similar to the rate across Victoria. ²
7. Percentage of personal safety: residents' perception of safety in public areas of Wyndham during the day	In 2018, residents rated public safety in public areas of Wyndham during the day as 7.88 out of 10 - very close to the 2017 result of 7.94. ¹
Liveability Indicators	Outcome
1. Subjective wellbeing	In 2015, Wyndham had an average wellbeing score of 76.8 out of 100. This was slightly below the average Victorian score of 77.3. ⁵
2. Electronic gaming machines per 1,000 adults	In 2018, there were approximately 4.8 Electronic Gaming Machines (EGMs) per 1,000 adults in Wyndham. This was slightly lower than the 5.5 EGMs per 1,000 adults in Wyndham in 2017. However, the number of EGMs was higher than other growth areas across Greater Melbourne. ⁶
3. Offence rate per 100,000 population	In the year ending March 2019, Wyndham had an offence rate of 5,515 per 100,000 population. This was similar to 5,494 in the previous year ending March 2018. ⁴

Local Government Performance Reporting Framework

Service Performance Indicators

Service - indicator - (measure)	2015-16 result	2016-17 result	2017-18 result	2018-19 result	Material variations
Maternal and Child Health (MCH)					
Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits/number of birth notifications received]	102.31	101.1	100.30	99.77	Overall participation rates remain consistently high.
Service standard <i>Infant enrolments in MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received)/number of birth notifications received]	97.81	101.34	101.11	100.97	Overall participation rates remain consistently high.
Service cost <i>Cost of MCH service</i> [Cost to Council of the MCH service/hours worked by MCH nurses]	\$62.25	\$68.40	\$72.11	\$74.91	The slight increase in cost of MCH service per hour delivered is due to increased service demand. Ten MCH centres across Council are open once a month on Saturday mornings for families to access, an increase of eight from the previous year.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/ number of children enrolled in the MCH service] <i>Participation in MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/ number of Aboriginal children enrolled in the MCH service]	68.30% 59.83%	68.74% 64.68%	70.41% 80.18%	68.99% 79.65%	Overall participation rates in key ages and stages visits are slightly below than the previous financial year and fall out of the target range. Due to a chronic shortage of MCH nurses across the state a casual pool is not available to keep the centres open during compulsory training. Participation rates remain high due to the Aboriginal MCH Initiative that has a MCH nurse supporting Aboriginal families based at VACCA. Strong relationships continue to be developed between MCH and Aboriginal families.



Service - indicator - (measure)	2015-16 result	2016-17 result	2017-18 result	2018-19 result	Material variations
Aquatic Facilities (AF)					
Satisfaction <i>User satisfaction with aquatic facilities (optional)</i> [User satisfaction with how council has performed on provision of aquatic facilities]	0.00	0.00	0.00	0.00	Not applicable. This is an optional measure.
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	3.50	3.50	2.50	11.50	More inspections completed than required for aquatic facilities. Increased inspections occur during the warmer months. Council facilities have more than one pool at the site which contributes to the higher number of inspections as each pool has its own testing done.
Health and Safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	38.00	5.00	14.00	15.00	Western Leisure Services is committed to maximising safety for employees, members and guests whilst providing fun experiences in the aquatic environment. The number of incidents notified to WorkSafe reflects our ongoing proactive and positive reporting culture, and remains within target range.
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	-\$0.12	-\$0.07	-\$0.15	-\$0.31	The direct cost to Council of providing indoor aquatic facilities per visit is favourable and falls within the target. The result reflects the entire AquaPulse facility including aquatic areas, health club, cafe, merchandise, creche and additional program/services.
Service cost <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$10.42	\$6.59	\$4.30	\$5.09	Costs for outdoor aquatic facilities are higher than last year, however remain within target.
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.02	4.38	4.00	4.00	Attendance data for aquatic facilities includes all attendances to the venue, not just aquatic entries and this has remained steady.

Services Delivered and Cost

Service	Description of services provided	Net cost actual budget variance \$000
Children and Families	Activities within this area are responsible for providing services for children 0 - 12 years and their families. Programs and business areas include Maternal and Child Health Services, Immunisation, Kindergarten Planning and Central Enrolment for Kindergartens, Preschool Field Officers, Children's Services Planning and Family Support. The service area is also responsible for facilitating the Best Start program.	4,340 <u>5,476</u> 1,136
Young People	In identifying and responding to the needs of the youth of the community, Wyndham City provides a range of services, events and programs for young people. These services are provided from Council's Youth Resource Centre in Hoppers Crossing and from a variety of community facilities across Wyndham. Council works in partnership with young people, service providers and schools to ensure that the planning and development of new youth programs meets the needs of Wyndham's growing youth population.	3,794 <u>4,013</u> 219
Aged and Disability	Wyndham City provides home and community care services to older and frail people, people with a disability of all ages and the family members who care for them, to improve their quality of life. Services include assistance with daily life routines, personal care, respite, meals and home maintenance as well as social and physical activities. This area also provides community transport to support the above programs. The service area is responsible for services being provided consistent with Wyndham's Aged and Disability Service Access policy.	4,071 <u>3,703</u> (368)
Pets & Animal Management	Promote responsible pet management within Wyndham and protecting the community and the environment from feral and nuisance animals.	816 <u>900</u> 83
Arts and Culture	Provision of opportunities for enjoyment of the arts locally. Supporting the development of emerging artists, industry development, activate public spaces and provide opportunities for community participation in the arts.	3,683 <u>2,281</u> (1,402)
Community Health Wellbeing and Safety	Strengthening community health and wellbeing for all members of the Wyndham Community by providing advice, support and programs, as well as emergency planning and preparedness.	6,886 <u>5,677</u> (1,209)

Community Grants

During 2018/19, Council awarded 219 grants totalling \$682,888 in support of a range of community activities aimed at improving and enhancing the lives of Wyndham residents.

Grants were awarded for projects which built social connections, strengthened community cohesion, supported people's health and wellbeing, and improved sustainability practices or our local natural environment. The Community Pathways Scholarships stream included funding for young people to support their participation in state and national level competitions and for Secondary School students experiencing financial hardship.

Details of grants provided by Council can be found on Council's website:

Grant Category	Grants Awarded	Total Amount Awarded
Community Pathways Scholarships	79	\$40,800
Neighbourhood Grants	67	\$53,811
Identity, Inclusion and Connection Grants	43	\$162,648
Annual Community Strengthening, Health and Environment Grants	30	\$425,629



Volunteers - the life of our community

Council invests in volunteering with an understanding of the important roles that volunteers play in improving the quality of people's lives and strengthening our community.

At the end of June 2019, Council had 208 registered volunteers in 20 distinct volunteer roles across multiple locations including community centres, libraries, the visitor information centre and various venues delivering aged and disability programs. Over the course of 2018/19, we recruited and inducted 42 new volunteers into Councils' volunteer programs. In addition, 12 staff members were trained to supervise volunteers in alignment with The National Standards in Volunteer Involvement.

Council's leadership in volunteer management practice was recognised at the Volunteering Victoria State Awards on 28th November 2018, where Wyndham City won the Excellence Award category.

Council also understands the value of providing free training, fostering a culture of learning and facilitating the sharing of skills and knowledge. During 2018/19, trainers delivered 20 group training sessions on topics such as Event Planning, Committee Governance and Community Grants which reached a total 308 local volunteers and volunteer-involving groups and organisations. Council also facilitated a quarterly Wyndham Volunteer Management Network, which included more than 16 local community groups and non-profit organisations, to learn about and discuss topics such as 'Inducting and Orientating Volunteers' and 'Reward and Recognition for your Volunteers'.

Council appreciates the huge difference our local volunteers are making in our community. Our Community Volunteer Awards held in August 2018 celebrated several outstanding members of the community who have demonstrated exceptional commitment and impact in their volunteering activities. At our 2019 National Volunteer Week Morning Tea event, more than 130 local volunteers came together to receive our thanks and to celebrate the contributions that they and other volunteers make.

During 2018/19, Council also engaged over 300 stakeholders to draft a five-year, municipal-wide Volunteering Strategy. The draft strategy has the overarching aim of strengthening a shared understanding of volunteering and its value to the community; promoting best practice in volunteer management; and growing volunteer numbers and opportunities in Wyndham. The draft Strategy was endorsed for public exhibition in June 2019.



Key capital works projects 2018/19



Wunggurrwil Dhurrung Centre

Cost: \$13.2 million

Due for completion: October 2019

Construction of the Wunggurrwil Dhurrung Centre in Wollahra Rise, Wyndham Vale, is 99% complete. The new centre will provide an inclusive space for local Aboriginal people as well as the broader community to strengthen cultural development and facilitate improved coordination of services and programs in Wyndham. The centre will also offer a range of services for local families, including maternal child health and kindergarten services. Council acknowledges the State Government's contribution of \$3.16 million towards this project.



Mossfiel Reserve Master Plan Implementation

Cost: \$7,195,000

Due for completion: September 2019

Council has delivered a significant portion of the Mossfiel Reserve Master Plan. 2018/19 saw the completion of the Mossfiel Reserve Integrated Sports and Community Hub which was jointly funded by Council (\$5,395,000) and the State Government through the Growing Suburbs Fund (\$1,800,000). The netball pavilion has also been redeveloped and sports fields and associated landscape are nearing completion.



Quantin Binnah Play Space

Cost: \$590,000

Completed: May 2019

This project has successfully eliminated persistent flooding issues in the Community Centre's play space. The space was also renewed with custom play equipment and a space for ball games. Children of all ages are making the most of the new space even after heavy rain which was not possible previously.



Wyndham Parks 2021

Cost: \$3.3 million (2018/19)

Due for completion: 2021

Wyndham Parks 2021 is a four-year rolling program to improve the amenity of local parks. The key aims of the project are to improve accessibility, create more inviting spaces to be in through shrub and tree planting and provision of shade, installation of seating/picnic settings and drinking fountains, and upgrade of play spaces including provision of nature-based play. More than 200 local parks will be upgraded at a total budget of \$11.4 million over four years. This financial year saw 45 parks upgraded with a budget of \$3.3 million.



Wyndham Park

Cost: \$13 million

Due for completion: December 2019

Works commenced on Wyndham Park in the heart of the Werribee City Centre. This game-changing project will transform the space on the banks of the Werribee River into a state-of-the-art regional level park, with a large events space, play spaces, improvements to cycling access, viewing areas, improved lighting, additional seating, rest areas, toilets, barbecues, shelters and rest areas. Works are progressing well, with expected completion in late 2019.



Wyndham Youth Resource Centre Skate Space

Cost: \$206,000

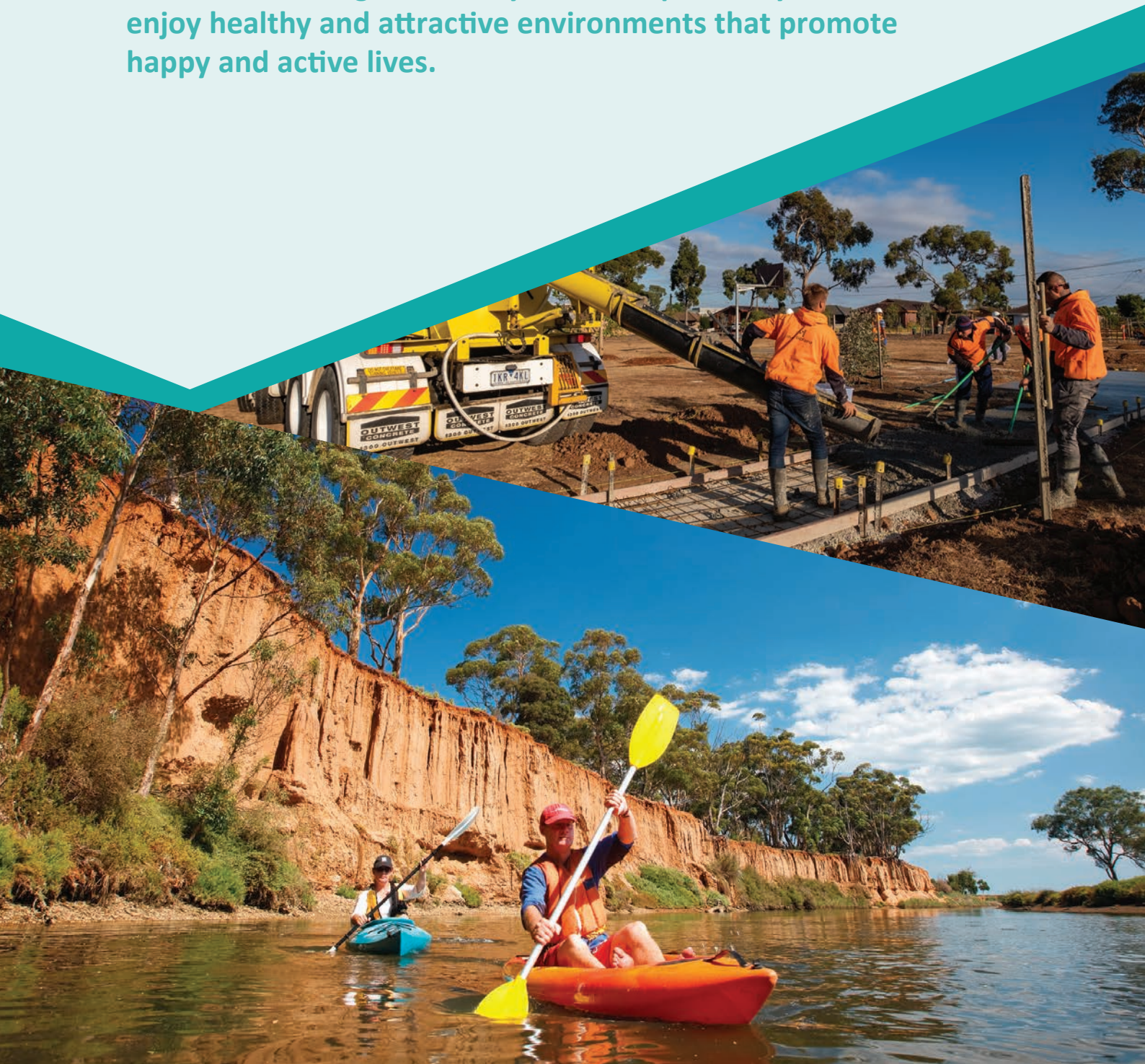
Completed: April 2019

To complement the Wyndham Youth Resource Centre's indoor activities, a new skate space has been built in its backyard. It was designed by specialist skate designers using skate elements identified by the young people who visit the centre. It caters for beginners to intermediates on skateboards, scooter and bikes. The basketball hoop has also been updated and further landscaping will follow this financial year.

2. Places and Spaces

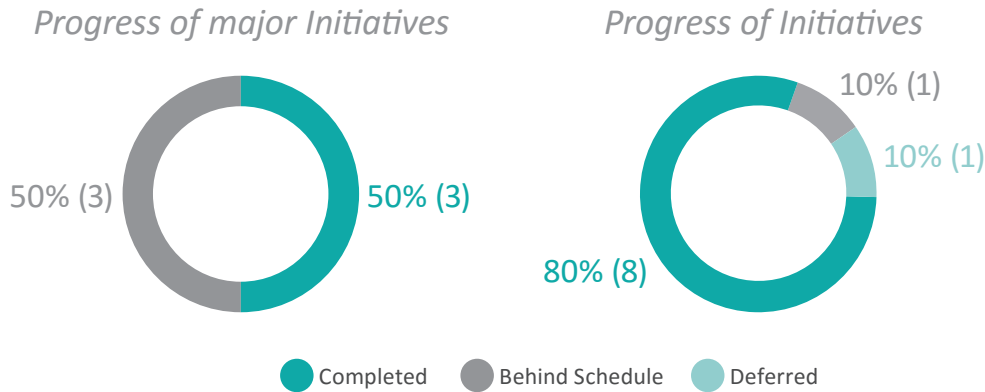
Council will work with our partners to build a city that is easy to move around, offers a diverse range of housing, protects our natural environment, and promotes active and passive recreation. We will strive to improve neighbourhood ambience, civic services and our standing as an attractive, relaxing, responsive and infrastructure-progressive coastal municipality.

Health, Wellbeing and Safety Goal: People in Wyndham enjoy healthy and attractive environments that promote happy and active lives.



Results

There were ten initiatives and six major initiatives within this theme. By 30 June 2019, 50 per cent (3) of the major initiatives and 80 per cent (8) of initiatives were completed.



In 2018/19:

- The City Forest and Habitat Strategy 2017- 2040 is being implemented. Key outcomes include the Habitat Heroes program piloting a new school initiative with two schools and a tree planting day scheduled for National Tree Day.
- A Council tree inventory project has commenced collecting data relating to Wyndham's tree population. As at July 2019, 75,000 trees have been audited and have been logged into a database.
- The Enhanced Neighbourhood Hubs initiative includes completion of Manor Lakes and Point Cook redevelopment with new services at each centre including Town Planning, Building Services, Economic Growth and expanded customer services.
- Wyndham's Solar City Program completed solar designs for 14 sites in the first year of the three-year strategy.
- Proactive graffiti management continues in line with the Graffiti Management Strategy including educational campaigns.
- There has been an increase in the uptake of hard waste collection. Waste education events have continued alongside cinema marketing and bus advertising.
- The development of the Road, Services and Assets Strategy has progressed with a road condition audit to be completed in 2019/20.
- The \$37.1 million worth of road works program has been substantially completed including the completion of the upgrade of Forsyth Road.
- Open space works of \$26.4 million including local park upgrades, construction of open space and recreation infrastructure at a number of reserves including Galvin Park and Mossfiel Reserve and the commencement of the development of Wyndham Park have been progressed significantly.
- Development of the K Road Cliff Master Plan has been released for public consultation as part of the Wyndham Coastal Management Plan.
- The Active Wyndham Strategy has been completed and will be presented to the October Ordinary Council Meeting for endorsement for public exhibition.

Key capital works projects 2018/19



Armstrong Road Construction between Greens Road and Black Forest Road, Wyndham Vale.

*Cost approx. \$11.5 million
Length: 1.4km*

Road pavement works are complete on the extension of Armstrong Road in Wyndham Vale providing a straight-through connection between Greens Road and Blackforest Road. This project shortens travel times to Wyndham Vale train station, while decreasing reliance on local roads.



Boundary Road Interim Upgrade between Derrimut Road and Regional Rail Link.

*Cost approx. \$4 million
Length: 2.9km*

The interim upgrade of Boundary Road saw the existing gravel road sealed in both directions, between Derrimut Road and the Regional Rail Link overpass. Road shoulders and the intersection at Woods Road were also upgraded. These works were completed ahead of the State Government's Western Road upgrade package of road works in a bid to alleviate congestion.



Forsyth Road

Cost approx. \$7.5 million Length: 1.5 km

Another large-scale project that commenced in this financial year is the duplication of Forsyth Road between Old Geelong Road and Sayers Road in Hoppers Crossing. This \$7.5 million project will see the number of lanes increased from two to four, with a signalised intersection to be built at Waterways Boulevard, and a pedestrian crossing installed at the Federation Trail crossing. Council is delivering these works ahead of the State Government's works at the Forsyth Road interchange in a bid to alleviate congestion. Works commenced in late 2018 and will be complete in the first quarter of 2019/20.

A-League coming to Wyndham

In June 2018, after months of successful advocacy, it was announced that Western United had been awarded one of two new A-League licenses, making them the newest club in the national competition. A 15,000-seat \$200 million stadium in Tarneit will be the team's home ground, unlocking major employment, economic, social, and sporting opportunities in Wyndham and Melbourne's West. The stadium will be delivered through a value capture model and, along with the Western United team, will elevate Wyndham onto the national stage. Wyndham City is proud to have been a part of delivering this excellent opportunity for our community.



Major Initiatives and Initiatives

Council will:		Status
2.1	Complete Road, Services and Assets Strategy.	←
2.2	Deliver \$37.1 million of road works including the commencement of the Forsyth Road upgrade and construction of Ison Road. Other road works include the installation of traffic signals at Dunnings Road/Lennon Boulevard and Boardwalk Boulevard/Miles Franklin Boulevard.	✓
2.3	Deliver a Master Plans for Presidents Park, and the Chirnside Park Precinct.	←
2.4	Deliver open space works totalling \$26.4 million including local park upgrades, construction of open space and recreation infrastructure at a number of reserves including Galvin Park and Mossfiel Reserve and the commencement of the development of Wyndham Park.	✓
2.5	Develop a Wyndham Coastal Management Plan, including an action plan to manage and enhance the Wyndham coastline.	←
2.6	Deliver an Active Wyndham Strategy (An update of the Wyndham Leisure Strategy 2013-2017).	✓
2.7	City Forest and Habitat Strategy Implementation (Urban forest tools, planning overlays, community programs and planting plans).	✓
2.8	Commencement of collation of tree inventory for all Council trees.	✓
2.9	Commission and manage public art through the implementation of Art in Public Places Policy.	✓
2.10	Co-ordinate design and construction for community facilities in Riverdale, Truganina, Tarneit North and Truganina East.	✓
2.11	Work in partnership with the community and key partners to develop the design for the Werribee Integrated Community Learning Hub.	
2.12	Deliver Smart City & Suburbs Grant initiatives including a Smart City Dashboard offering historic, real-time and predictive monitoring of Wyndham.	✓
2.13	Implement the Wyndham Solar City Program with a focus on sporting clubs.	✓
2.14	Improve city amenity and presentation through proactive graffiti management involving engagement, prevention, enforcement and removal.	✓
2.15	Waste Strategy Implementation (recycling service improvements and new education programs) through improved recycling contamination and increased uptake of hard waste services.	✓
2.16	Implementation of the Activity Centres Planning Framework that identifies priorities for structure plans and urban design frameworks for Wyndham's activity centres.	←

Major Initiatives highlighted

Strategic and Liveability Indicators

Strategic Indicators	Outcome
8. Community satisfaction with sealed local roads	In 2018, the satisfaction rating for sealed local roads in Wyndham was 6.96 out of 10. This is slightly higher than the satisfaction rating for sealed local roads in 2017 which was 6.38.
9. Housing diversity: dwelling structure and density (%)	In 2016, 16.2% of dwellings were medium density compared to 22.9% in Greater Melbourne and 19.4% across Victoria. ⁷
10. Kerbside collection waste diverted from landfill	In 2017/18, 35.7% of waste collected from kerbside bins in Wyndham was diverted from landfill compared to 37.2% in 2016/17. In 2016/17, the average diversion rate was 47.9% by similar Councils. ⁸
11. Council greenhouse gas emissions	In 2018/19, Wyndham City's annual greenhouse gas emissions were 21,900 tonnes CO2 compared to 23,887 tonnes CO2 in 2017/18. ⁹
12. Percentage of Local Government Area with tree canopy (inside the Urban Growth Boundary)	In 2017, approximately 9% of the area of Wyndham was covered by tree canopy. ¹⁰
13. Open space access: hectares of public open space per 1,000 population; community satisfaction with sports ovals and other recreational spaces, parks and gardens	In 2019, Wyndham had an average of 10ha of public open space per 1,000 population. 11 The satisfaction rating of sports ovals was 7.02 out of 10 and parks and gardens was 7.39 out of 10 (Community Satisfaction Survey, 2017).
14. Commute time: proportion of Wyndham residents who take 90 minutes or more to travel to and from work	In 2018, 20.6% of Wyndham residents travelled 90 minutes or more to and from work. This was an increase from 18.6% in 2017. ¹
15. Public transport: percentage of workers using public transport to commute on Census Day; percentage of residents who believe public transport is an issue for Council to address in the next 12 months	In 2016, 15.6% of workers used public transport to commute to work on Census Day compared to 15.9% of workers across Greater Melbourne. ⁷ In 2017, 6.9% of residents believed public transport was a key issue compared to 7.4% in 2016. The opening of Regional Rail Link stations at Tarneit and Wyndham Vale in 2015 has increased Wyndham residents' access to public transport. ¹
Liveability Indicators	Outcome
4. SA1s per LGA in high or very high vulnerability category on VAMPIRE Index	In 2011, 81.3% of statistical areas in Wyndham were in a high or very high vulnerability category on the Mortgage, Petroleum and Inflation Risks and Expenditure Index (VAMPIRE) Index. ¹²
5. Households experiencing housing stress	In 2016, there were 9,508 households (13.5%) experiencing housing stress in Wyndham compared with 11.7% across Greater Melbourne. ⁷
6. Dangerous heat days per year	In 2018, there were 3 dangerous heat days above 40 degrees in Wyndham (as measured at Laverton RAAF) compared to a historical average of 1.5 days per year. ¹³
7. Annual rainfall in Wyndham	In 2018, the rainfall in Wyndham was 475mm (as measured at Laverton RAAF).

Local Government Performance Reporting Framework

Service Performance Indicators

Service - indicator - (measure)	2015-16 Result	2016-17 Result	2017-18 Result	2018-19 Result	Material variations
Food safety					
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints/number of food complaints]	3.30	2.01	1.81	1.11	The result is lower than last year and reflects Council's commitment to ensuring public safety through timely action in response to food complaints.
Service standard <i>Food safety assessments</i> [Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/number of registered class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984]	103.33%	100.00%	97.29%	100.93%	More than 100% of food premises were inspected because of the timing of annual inspections and when registrations of food businesses are due.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service/number of food premises registered or notified in accordance with the Food Act 1984]	\$554.92	\$490.15	\$475.14	\$353.49	The direct cost of food safety services has decreased as a result of difficulties experienced in filling staff vacancies and due to the number of food premises registered. The combined effect has reduced the cost per food premises.
Health and safety <i>Critical and major non-compliance notifications</i> [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]	100%	100%	100%	100%	This indicator is calculated for the calendar year. All critical and major non-compliance outcome notifications were followed up by Council, with no non-compliances recorded.

Service - indicator - (measure)	2015-16 result	2016-17 result	2017-18 result	2018-19 result	Material variations
Animal management					
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests/ number of animal management requests]	5.95	3.33	2.51	1.46	Business process improvements have resulted in a reduction in the number of days taken to action animal management requests.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed/ number of animals collected]	42.92%	37.52%	33.53%	38.88%	The percentage of reclaimed animals has increased from the previous financial year despite the cat trapping program continuing. Less cats are reclaimed than dogs.
Service cost <i>Cost of animal management service</i> [Direct cost of animal management service/number of registered animals]	\$59.40	\$70.42	\$59.98	\$74.21	The cost of animal management service has not increased significantly, however the number of registered animals has decreased significantly as a result of data cleansing. This has resulted in an increased cost per registered animal.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	33	23	21	23	Successful animal management prosecutions have increased slightly compared with the previous year ranging from unregistered animals to serious attacks on a person or animal.

Services Delivered and Cost

Service	Description of services provided	Net cost actual budget variance \$000
Roads and Transport	Providing the community with multiple forms of transport access to public and private amenity. Ensuring roads, road reserves, bicycle paths and footpaths are safe, functional and fit for purpose for current and future community use.	4,387 <u>6,894</u> 2,507
Parks and Open Space	Provision of quality public spaces and amenities to maximise the health and wellbeing of the community.	20,898 <u>20,644</u> (254)
Community Centres, Facilities and Venues	Promote and develop the use of community facilities to provide opportunities for people to connect with neighbours, gain information, connect to services, participate and contribute to their local community. Delivery of amenity with equitable access and provision.	10,164 <u>10,036</u> (128)
Recreation and Sports Facilities	Plan and deliver recreation facilities to maximise the health and wellbeing of the community. Promote and develop the use of recreation facilities to improve community wellbeing and active participation.	1,417 <u>1,511</u> 95
Community Amenity and Compliance	Protecting and improving public amenity and community safety.	(214) <u>(136)</u> 78
Environmental Protection, Sustainability and Flood Protection	Protection and enhancement of Wyndham's natural environment. Increasing sustainable practices and improving environmental outcomes (reduced impact). Protecting the municipality from flooding, ensuring water quality and environmental sustainability.	5,866 <u>5,489</u> (377)
Garbage, Waste and Recycling	Ensure public amenity and safety through the removal of waste, litter and recycling.	(489) <u>745</u> 1,234
Growth/Urban Planning and Management	Sustainable land use and development protecting the amenity and aesthetic of Wyndham whilst ensuring demand for amenities are met.	2,542 <u>3,735</u> 1,193

3. Earning and Learning

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

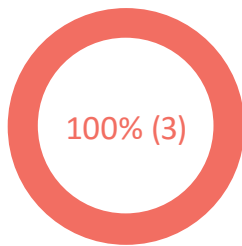
Health, Wellbeing and Safety Goal: People in Wyndham enjoy financial security, have access to a diverse range of learning, education and work opportunities and have safe and healthy work and learning environments.



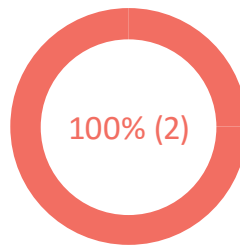
Results

There were two initiatives and three major initiatives within this theme. By 30 June 2019, 100 per cent (3) of major initiatives and 100 per cent (2) of initiatives were completed.

Progress of major Initiatives



Progress of Initiatives



● Completed

In 2018/19

- The five year 'WYNNovation' plan has been developed. This includes year by year actions that will be delivered in order to implement the vision for business innovation and start-ups across Wyndham.
- A paper which outlines the transport requirements to support a 20-minute neighbourhood in Wyndham has been completed. Additional work is now required to identify potential 20-minute neighbourhood locations.
- The Smart City and Digital Strategy implementation plan was adopted by Council in June to harness the opportunities provided by digital technology and data analytics to support a Smarter Wyndham.

- An Investment Attraction Plan to encourage economic growth and attract industries for business has been completed and presented to Council's Strategic Briefing. Implementation of plan has commenced.
- The Learning Community Strategy 2018-2023 to mobilise learning in all forms was adopted by Council in February 2019. Implementation has now commenced.



Key capital works projects 2018/19

Hunter

Located at the corner of Synnot Street and Duncans Road in Werribee, Hunter is the first of Wyndham City's catalyst site developments. The council-owned land is being developed by the Pelligra Group in a public-private partnership, with works having commenced in April 2019. Once complete, the site will be home to a 150-room Holiday Inn hotel, with office space, a ground level retail and hospitality tenancies, 167 public car parks, and 196 car parks to service the commercial uses of the building. Works are on track for completion in October 2020.



Major Initiatives and Initiatives

Council will:	Status
<p>3.1 Development of the Future City & Digital Strategy to harness the opportunities provided by digital technology, collaboration and data analytics to support a Smarter Wyndham.</p>	✓
<p>3.2 Develop and implement an Investment Attraction Plan to encourage economic growth and attract viable industries and business for our future.</p>	✓
<p>3.3 Adopt and implement the Learning Community Strategy 2018-2023 to mobilise learning in all forms to drive social, economic, environmental and cultural life in the community.</p>	✓
<p>3.4 Develop a five-year WYNNovation plan to enable business innovation and start-ups in our city.</p>	✓
<p>3.5 Research the transport requirements to support a 20-minute neighbourhood in Wyndham.</p>	✓

**Major initiatives highlighted*



Strategic and Liveability Indicators

Strategic Indicators	Outcome
16. Adult learning: number of adults participating in learning and skills programs offered at Wyndham libraries	Between April to June 2018, there were 7,996 adults participating in learning and skills programs at Wyndham libraries. ¹⁴
17. Satisfaction with local library services	In 2017, community satisfaction with local library services was 8.6 out of 10 - similar to 2016 at 8.53. ¹
18. Job growth: percentage change number of local jobs	In 2017/18, Wyndham had local jobs growth of 3.58% compared to 2.63% in 2016/17. ¹⁵
19. Gross Regional Product (GRP): Gross Regional Product and percentage contribution to Victorian Gross Domestic Product	In 2018, Wyndham had the second largest GRP (\$9.44m) of all growth areas in Victoria. Wyndham's GRP contributed 2.3% towards Victoria's Gross State Product. ¹⁵
20. Youth disengagement: percentage of 15-25 year olds not engaged at all in work or study	In 2016, 11.8% of 15-25 year olds from Wyndham were not studying and were not employed compared to 8.0% across Greater Melbourne. ⁷
21. Higher Education: percentage of the adult population attending University or TAFE (18+ years)	In 2016, 8.2% of adults from Wyndham attended University or TAFE but this was lower than Greater Melbourne (10.4%) and Victoria (9.1%). ⁷
Liveability Indicators	Outcome
8. Socio-Economic Index for Areas - Index of Relative Socio-Economic Disadvantage Score	In 2016, Wyndham had an Index of Relative Socio-Economic Disadvantage score of 1009.16 The Index was developed by the ABS that ranks areas in Australia according to relative Socio-Economic advantage and disadvantage.
9. People that live and work in their Local Government Area	In 2016, 34.3% of people lived and worked in Wyndham. ⁷ This was the second highest proportion of growth area Councils.
10. Percentage of labour force who are looking for work (unemployment) compared to 4.8% in Greater Melbourne. ¹⁷	In March 2019, unemployment was 5.8% in Wyndham
11. Percentage of students achieving national benchmark in literacy	In 2017, the percentage of students achieving the national benchmark in literacy were: 93.4% for Year 3; 93.9% for Year 5; 91.8% for year 7; and 89.8% for Year 9. ¹⁸
12. Percentage of students achieving national benchmark in numeracy	In 2017, the percentage of students achieving the national benchmark in numeracy were: 94.4% for Year 3; 95.3% for Year 5; 95% for year 7; and 95.6% for Year 9. ¹⁸
13. Children vulnerable on two or more domains of the AEDC	In 2018, 11.7% of children were vulnerable on two or more domains of the Australian Early Development Census (AEDC). ¹⁹

Local Government Performance Reporting Framework

Service Performance Indicators

Service - indicator - (measure)	2015-16 result	2016-17 result	2017-18 result	2018-19 result	Material variations
Waste collection					
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] X 1000	111.39	113.50	112.84	157.05	Population growth has resulted in an increased number of kerbside bin collection requests. Requests for replacing damaged garbage bins has increased due to the majority of garbage bins now fifteen years or older. Replacements are scheduled in the next collection contract.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts] X 10,000	4.32	4.47	4.48	4.26	While there has been an increase in the number of households and therefore bin services, there has been a reduction in kerbside collection missed bin volumes since 2017/18, and results remain within target range.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service/ number of kerbside garbage collection bins]	\$106.54	\$108.69	\$103.61	\$106.04	The cost of our kerbside garbage bin collection service has increased slightly compared to the previous financial year, however remains within target range.
<i>Cost of kerbside recyclables bin collection service</i> [Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]	\$25.89	\$14.76	\$21.32	\$37.83	There has been a significant increase due to additional recycling disposal costs, affecting the state.
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins]	36.51%	37.15%	35.71%	34.92%	Green waste bin diversion is optional in Wyndham with approximately 32% of properties participating. Waste diverted from landfill remains constant.

Service - indicator - (measure)	2015-16 result	2016-17 result	2017-18 result	2018-19 result	Material variations
Roads					
Satisfaction <i>Sealed local road requests</i> [Number of sealed local road requests/kilometres of sealed local roads] x 100	23.62	31.90	24.01	23.45	A favourable number of sealed local road requests were recorded due to a proactive roads maintenance program.
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads]	99.45%	99.11%	99.08%	99.18%	Council continues to have a pro-active road condition assessment program resulting in appropriate action to ensure Council's road standards are maintained.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	\$135.46	\$87.30	\$184.72	\$230.11	During the period, council's sealed local road reconstruction and new capital road works program involved high volume arterial roads that had complex requirements including extensive utility service relocations, new lighting and traffic signals. This resulted in a higher unit rate for construction. The 2018/19 cost of sealed local road resealing has a favourable result, compared with last year.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$27.33	\$26.45	\$45.07	\$39.08	
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	66.4	63	64	69.6	Satisfaction with the maintenance and repairs of sealed local roads increased this year. This result reflects proactive road management and expenditure on resealing and reconstruction.

Service - indicator - (measure)	2015-16 result	2016-17 result	2017-18 result	2018-19 result	Material variations
Statutory planning					
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	108	123	118	90	Wyndham is recognised as one of the fastest growing municipalities in Victoria. This is an improvement to last year and reflects increased resources and improvements in processes.
Service standard <i>Planning applications decided within required time frames</i> [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits/number of planning application decisions made]	44.79%	43.08%	57.94%	78.56%	The number of applications completed within the statutory timeframe for this year is at 78.5% . This is an improvement to last year and reflects increased resources and improvements in processes.
Service cost <i>Cost of statutory planning service</i> [Direct cost of statutory planning service/number of planning applications received]	\$1,360.23	\$2,024.26	\$2,635.95	\$2,513.57	The cost of the service is slightly lower than last financial year, due to a number of vacant positions. The cost value per application is within the permissible range.
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/ number of VCAT decisions in relation to planning applications]	64.00%	47.06%	70.37%	52.94%	VCAT affirmed Council's decision on 9 occasions from 17 appearances at the Tribunal.

Service - indicator - (measure)	2015-16 Result	2016-17 result	2017-18 result	2018-19 result	Material variations
Libraries					
Utilisation <i>Library collection usage</i> [Number of library collection item loans/number of library collection items]	6.35	6.65	6.46	6.22	As part of a building redevelopment project, library collection usage is slightly lower than the previous year due to the temporary closure at the Point Cook branch and refurbishment works at Julia Gillard library.

Service - indicator - (measure)	2015-16 Result	2016-17 result	2017-18 result	2018-19 result	Material variations
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last five years/number of library collection items]	70.45%	67.12%	70.33%	72.95%	Result is higher than 2017/18, reflecting Council's capital investment in a "replace & refresh" project to procure more high use resources.
Service cost <i>Cost of library service</i> [Direct cost to Council of the library service/number of visits]	\$5.91	\$6.54	\$6.68	\$7.33	Council has experienced a drop in library visits, due to the temporary closure at the Point Cook branch and refurbishment works at Julia Gillard library which has increased the result.
Participation <i>Active library members</i> [Number of active library members/municipal population]	14.82%	14.67%	13.32%	13.14%	The result for active library members is slightly lower than last year however remains within the target range.

Services Delivered and Cost

Service	Description of services provided	Net cost actual budget variance \$000
Libraries	There are five library sites within the City of Wyndham. All the libraries have modern facilities with reference as well as non-reference books available and are equipped with up-to-date computer equipment and internet access available for research. These services are available for use by members of the public. Weekly programmes to improve literacy and numeracy, such as story time and rhyme time are provided at each branch.	6,337 <u>6,500</u> 162
Economic Growth and Industry Facilitation	Council supports the development and growth of local businesses, business start-ups and entrepreneurs in growing Wyndham's economy. Attracting and facilitating employment generating investment is a key service that aims to stimulate the economy and deliver local job opportunities for the resident workforce.	1,495 <u>663</u> (832)
Tourism and Major Events	Promoting Wyndham City as a place to live, a place to do business and as a tourist destination. This activity serves to promote the City through the development and attraction of local tourism initiatives and events.	1,146 <u>676</u> (471)
Town Centre Activation	Wyndham City activates independent town centres by providing centre management services, delivering stimulus initiatives such as the Werribee Catalyst Site developments, organising and facilitating a broad range of events and activities to deliver measurable economic and social benefits, as well as market and promote the centres to attract customers, new businesses and new development investment. Public spaces such as streetscapes are enhanced, overseeing the operation and maintenance of public spaces so that they are clean, safe, accessible and welcoming, and fostering relationships and works with business, community and government partners to implement the Wyndham 2040 vision in activity centres.	2,106 <u>1,700</u> (405)

4. Leadership and Participation

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 long-term financial sustainability and strengthening our values, partnerships, and community engagement.

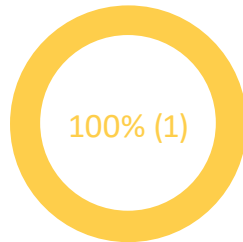
Health, Wellbeing and Safety Goal: Wyndham City works with local residents, organisations, partners, and other tiers of government to deliver sustainable and financially responsible improvements to health, wellbeing, and safety for the community.



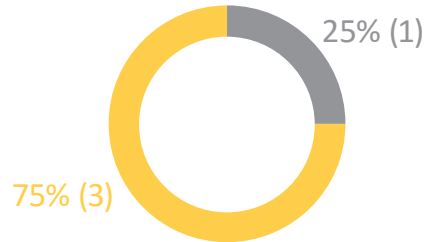
Results

There were four initiatives and one major initiative within this theme. By 30 June 2019, 75 per cent (3) of the initiatives were completed and 100 per cent (1) of the major initiatives were completed.

Progress of major Initiatives



Progress of Initiatives



● Completed ● No Longer Relevant

In 2018/19:

- Council has continued to advocate for the needs of the Wyndham community, through the implementation of the Securing Wyndham's Future Advocacy Strategy. Key outcomes include meeting with State and Federal ministers in relation to the Federal and the Victorian budgets, meetings with Municipal Association of Victoria and the Australian Local Government Association. The Schools4Wyndham, I Love Kinder, Catch Up with the fast growing outer suburbs, and Enough Pokies were the key campaigns championed by Council in 2018/19.
- The Wunggurrwil Dhurrung Centre is set to commence operations in early 2020. Staff have been recruited and a MOU between the project partners (One Tree, Wyndham Aboriginal Community Centre Committee and Council) which outlines the governance and operational principles for managing the centre are now in place.
- The Loop has been an effective digital community engagement tool for Council. This financial year, the Loop has 55,900 visitors and 44 community consultation projects available online for community input, including the Annual Plan and Budget 2019-20, Wyndham Urban Framework Plan, Volunteer Strategy, Presidents Park Master Plan, K Road Cliff Master Plan, Smart City Strategy and a range of park and open space upgrades.
- The Community Engagement Framework has continued to be deployed across the organisation to provide a consistent and transparent approach to how Council designs, delivers and reports on community engagement activities. In addition to strong community engagement planning support, Council officers attended in-house training on best practice approaches for community engagement, resulting in better community engagement projects being implemented.
- Wyndham's transformational program is now being enabled through the implementation of the Changing Systems Project. This project will deliver innovative and leading-edge technology which will facilitate greater efficiencies and support better service delivery. Throughout 2018/19, significant system development, configuration, testing and training has been finalised and rolled out to staff. The first of the project's three releases is due to go live in August 2019 with further releases scheduled for December 2019 and August 2020. Through the development of more efficient ways of working, Changing Systems will contribute to a stronger focus on improved access to Council services for residents and customers.

Major Initiatives and Initiatives

Council will:	Status
<p>4.1 Advocate for the service and infrastructure needs of the Wyndham community through delivering Securing Wyndham's Future - Advocacy Strategy, campaign leadership, strategic partnerships in the lead up to the State and Federal Government elections.</p>	✓
<p>4.2 Coordinate service model and governance arrangements in preparation for the opening of the Wyndham Aboriginal Community Centre and Integrated Family Centre.</p>	✓
<p>4.3 Deliver The Loop - our interactive digital community engagement platform to improve community participation and impact.</p>	✓
<p>4.4 Deploy the Community Engagement Framework through tailoring our engagement tools and processes.</p>	✓
<p>4.5 Deliver transformational improvements to the way we work through the deployment of the Australian Business Excellence Framework. Initiatives will be targeted to improve service efficiency, cost-effectiveness, shared-service opportunities, a productive work culture and accountability across the organisation.</p>	●

**Major initiatives are highlighted*



Strategic and Liveability Indicators

Strategic Indicators	Outcome
22. Community satisfaction with Council's performance in community consultation and engagement	In 2018, community satisfaction with Council's performance in consultation and engagement was 6.67 out of 10 - higher than 2017 at 6.57. ¹
23. Community satisfaction with Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues	In 2018, community satisfaction with Council's performance in representation, lobbying and advocacy was 6.79 out of 10 - higher than in 2016 when it was 6.33. ¹
24. Community satisfaction with performance of Council across all areas of responsibility	In 2018, community satisfaction with Council's performance across all areas of responsibility was 6.84 out of 10 - slightly higher than 2017's result of 6.69. ¹
25. Community satisfaction with Council's performance in maintaining the trust and confidence of the local community	In 2018, community satisfaction with Council's performance in maintaining the trust and confidence of the local community was 6.71 out of 10 - up on the 2017 result of 6.31. ¹
26. Community participation: proportion of adults who belong to an organised community group (sports, religious, school, professional, other)	In 2014, Wyndham had smaller proportions of adults participating in all types of organised community groups, compared to the North West Metro and Victoria. ²
27. Social support: percentage of adults experiencing high or very high levels of social isolation	In 2014, 20.3% of Wyndham adults were socially isolated, compared to 18.5% of adults in the North West Metro area and 17.3% Victoria wide. ²
28. Volunteers: percentage of population (15 years +) that volunteered in the last 12 months	In 2016, 13.9% of adults in Wyndham had volunteered in the previous 12 months, compared to 17.6% of adults in Greater Melbourne and 19.2% in Victoria. ⁷
Liveability Indicators	Outcome
14. Individual's level of resilience	In 2015, the individual level of resilience was scored at an average of 6.1 out of 8 compared to an average of 6.4 across Victoria. ⁵
15. Proportion of adults who cannot access help from friends, family and neighbours when needed	In 2014, the proportion of adults who could not access help was 6.2% from family, 4.1% from friends and 28.1% from neighbours. ²
16. Proportion of adults who agree that multiculturalism (as a general concept) made life in their area better	In 2014, 48.8% of adults in Wyndham agreed that multiculturalism (as a general concept) made life in Wyndham better compared to 55.4% of adults across Victoria. ²

Local Government Performance Reporting Framework

Service Performance Indicators

Service - indicator - (measure)	2015-16 result	2016-17 result	2017-18 result	2018-19 result	Material variations
Governance					
<p>Transparency</p> <p><i>Council resolutions made at meetings closed to the public</i></p> <p>[Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors closed to the public/number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors]</p>	11.01	13.48	15.20	11.27	The percentage of resolutions made at ordinary and special meetings of council consisting only of councillors closed to the public decreased by approximately four percent in comparison to the total for the previous year.
<p>Consultation and engagement</p> <p><i>Community satisfaction with Council's community consultation and engagement effort</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	73.50	65.00	66.00	66.70	Satisfaction with community consultation and engagement has remained the same from the 2017 community survey.
<p>Attendance</p> <p><i>Councillor attendance at Council meetings</i></p> <p>[The sum of the number of Councillors who attended each ordinary and special Council meeting/(number of ordinary and special Council meetings) x (number of Councillors elected at the last Council general election)]</p>	85.86%	92.93%	84.21%	89.84%	The end of year result is within the target range for the percentage of attendance at ordinary and special Council meetings by Councillors, an increase from the previous year.
<p>Service cost</p> <p><i>Cost of governance</i></p> <p>[Direct cost of governance service/number of Councillors elected at the last Council general election]</p>	\$46,507.55	\$48,888.55	\$57,113.18	\$55,042.00	The direct cost of delivering Council's governance service per Councillor is slightly lower than the result for the previous financial year.
<p>Satisfaction</p> <p><i>Satisfaction with Council decisions</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	69.80	62.00	64.00	68.00	Community satisfaction with the provision of governance increased from the 2016 community survey.

Services Delivered and Cost

Service	Description of services provided	Net cost actual budget variance \$'000
Civic Participation	Community consultation, planning and community development activities promote local engagement and activation in the distinct neighbourhoods and districts of Wyndham. This aims to ensure that Council services and engagement are well targeted to local need; providing people with opportunities to shape what happens in their local area.	1,534 <u>2,043</u> 509
Strengthening Communities	Wyndham promotes local engagement and activation through community events and neighbourhood programs. Building community strength and individual wellbeing by celebrating diverse identities, removing barriers to access services and ensuring inclusion in community life. Strengthening the capability of the community to increase the quality and number of community-led activities.	3,186 <u>3,537</u> 351

CORPORATE GOVERNANCE



Corporate Governance

Corporate governance aims to ensure that the way decisions are made and implemented is open, honest, transparent and accountable. The following information provides further detail on the controls and processes in place at Council to promote good corporate governance.

Managing conflicts of interest

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest.

Under the Local Government Act 1989, an interest must be declared if a Councillor would receive, or could be reasonably perceived as receiving, a direct or indirect financial or non-financial benefit or detriment from the decision (other than as a voter, resident or ratepayer).

The Act also requires Council staff to disclose conflicts of interest by advising the CEO in writing of the nature of the interest. If the CEO has a conflict of interest, the CEO must disclose the type and nature of the interest in writing to the Mayor as soon as he or she becomes aware of the conflict of interest and Council at the next Ordinary Council Meeting.

A register of conflict of interest disclosures made by staff is maintained by Council.



Audit committee

In accordance with the section 139 of the Local Government Act 1989, Council has operated an Audit and Risk Management Committee since 1996. The Audit and Risk Management Committee is an independent advisory committee to Council and provides independent assurance and advice to Council in relation to financial management, audit, risk management, internal controls, regulatory compliance and reporting and council operations. The membership of the Committee during 2018/19 was:

Attendee	Audit & Risk Management Committee Meetings attended 2018/19 Financial Year
Kathy Alexander (Chair)	3 of 4
John Watson	4 of 4
John Purcell	3 of 4
Jeff Rigby	4 of 4
Cr Peter Maynard	0*
Cr Mia Shaw (Mayor)	2 of 4
Cr Kim McAliney	3 of 4
Cr Aaron An	3 of 4

Independent Members:

Dr Kathy Alexander (Appointed July 2018)

Dr John Purcell (Appointed May 2015)

Mr John Watson (Appointed May 2015)

Mr Jeff Rigby (Appointed August 2017)

Councillors:

Cr Peter Maynard (Mayor, retired November 2018)

Cr Mia Shaw (Mayor, appointed November 2018)

Cr Kim McAliney (Appointed November 2016)

Cr Aaron An (Appointed November 2016)

Standing Invitation:

Ms Kelly Grigsby, Chief Executive Officer

Ms Jenny McMahon,
Director, City Life (Resigned January 2019)

Mr David Semmens,
Acting Director, City Life (Effective January 2019)

Mr Stephen Thorpe, Director, City Operations

Mr Peter McKinnon,
Acting Director, City Economy, Innovation & Liveability

Ms Binda Gokhale, Chief Financial Officer

Mr Mauro Covacci, Manager Risk & Compliance

* retired as Mayor November 2018

The Audit Committee meets quarterly to consider various issues, submissions and reports and to make recommendations to Council and staff in relation to such matters as:

- Endorsement of Council's annual internal audit program
- Endorsement of the Council's annual statement of financial accounts and performance reports
- Oversee the implementation of audit recommendations made by the Victorian Auditor General Office (VAGO) and Victorian Ombudsman
- Review and provide advice on Council's management of investments
- Endorsement of Council's key policies and
- Endorsement of Council's Risk Management Policy, Strategy and Framework, Strategic Risk register and Risk Appetite Statement

External audit

All local government entities in Victoria are required to be audited by the Victoria Auditor-General's Office (VAGO).

The external auditor's primary role is to provide an assurance that the financial statements fairly present the financial performance for the financial year and the financial position at the end of the year.

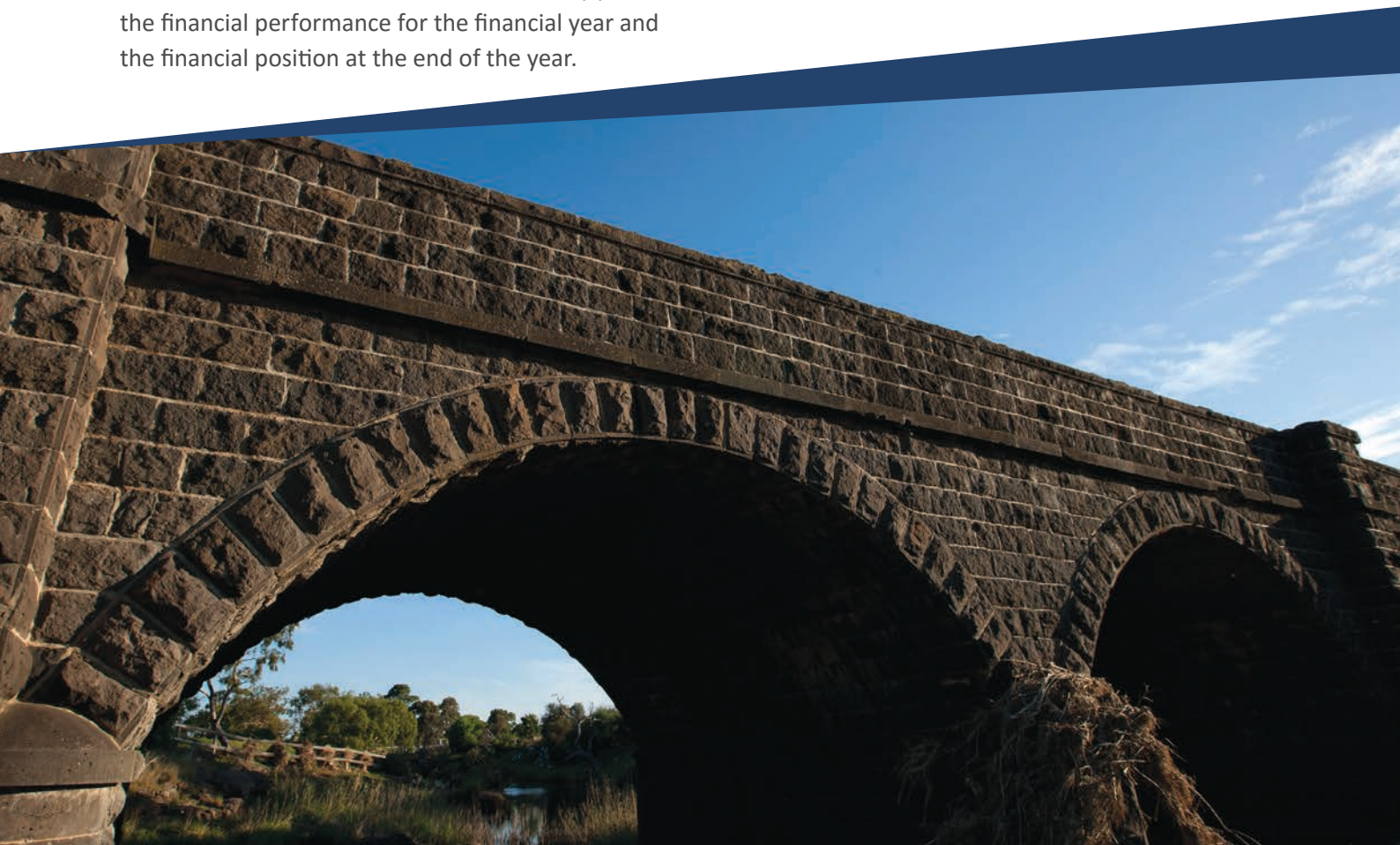
Risk management

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

In 2018/19, progress on risk management has included:

- The establishment of the Risk and Compliance department which supports the implementation of three lines of defense governance model
- Uplift of the capability of the department through the appointment of new leadership
- Completed a maturity assessment to drive the development of the new risk management system;
- Adoption by the Audit Risk Management Committee of the Risk Appetite Statement and
- Development of an organisation wide approach to compliance management

These achievements contributed to the effective management of risk exposures and identification of business opportunities for enhanced business performance and improved outcomes for the community.



Newly adopted policies and strategies

Council advertises the preparation and exhibition of new policies to provide the community with the opportunity to submit feedback and ideas.

The policies and strategies which were adopted during 2018/19 include:

- Accessibility Action Plan 2019-2022
- Ageing Well in Wyndham - Wyndham City Aged Care Service Statement
- Festivals and Events Framework 2018
- Greenhouse Action Plan 2018 - 2021
- Housing and Neighbourhood Character Strategy - 2018
- Learning Community Strategy 2018-2023
- Maternal and Child Health and Wellness Service Statement
- Play Space Strategy 2030
- Public Arts and Collections Policy 2019
- Service and Asset Policy and Framework 2019
- Single Use Plastic Policy 2019
- Smart City Strategy 2019-2024
- Werribee City Centre Parking Strategy 2019
- Wyndham City Property Portfolio Policy 2019
- Wyndham Enforcement Policy 2019
- Wyndham Partnership Framework 2019



Infrastructure and Development contributions

Development contributions are payments or works-in-kind towards the provision of infrastructure made by the proponent of a new development.

For 2018/19, the following information about infrastructure and development contributions has been disclosed.

Table 1: Total Development Contributions Plan (DCP) levies received in 2018/19

DCP name and year approved	Levies received in 2018/19 financial year (\$)
Wyndham West - 2014	\$26,373,146
Wyndham North - 2014	\$36,041,041
Truganina Employment Precinct 2009	\$2,574,927
Truganina South - 2017	\$365,145
Point Cook West - 2012	\$11,343,666
Total	\$76,697,925

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2018/19

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham North 2014	RD-89-03b	0.0378 hectares - Dohertys Road (Tarneit Road to Derrimut Road)	Land acquisition	\$68,540
Wyndham North 2014	RD-89-04	0.7121 hectares - Dohertys Road (deviation from existing reserve)	Land acquisition	\$1,210,570
Wyndham North 2014	IN-90-08	0.3418 hectares - Dohertys Road / North-South Local Access intersection	Land acquisition	\$581,060
Wyndham North 2014	IN-90-09	0.3202 hectares - Dohertys Road / North-South Connector intersection	Land acquisition	\$544,340
Wyndham North 2014	CO-89-01	0.2808 hectares - Tarneit North Level 1 children's centre	Land acquisition	\$477,360
Wyndham North 2014	S 89-04	1.0088 hectares - Local Sports Reserve	Land acquisition	\$1,714,960
Wyndham North 2014	RD-91-02	0.9201 hectares - Davis Road Road Reserve between Hogans Road and Sayers Road	Land acquisition	\$1,058,115
Wyndham North 2014	RD-91-05	0.6121 hectares - Hogans Road Road Reserve between Davis Road and Davis Creek	Land acquisition	\$1,173,838
Wyndham North 2014	IN-91-14	1.395 hectares - Davis Road and Hogans Road intersection	Land acquisition	\$1,730,459
Wyndham North 2014	S-91-02	5.3985 hectares - Local Sports Reserve	Land acquisition	\$6,208,275
Wyndham North 2014	IN-91-15	0.6597 hectares - Davis road and East-West Connector Road intersection	Land acquisition	\$811,514

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham North 2014	CO-91-02	0.8 hectares - Multi-purpose community centre	Land acquisition	\$920,000
Wyndham North 2014	IN-89-11	0.6976 hectares - Tarneit Road and East-West Connector intersection	Land acquisition	\$1,161,915
Wyndham North 2014	RD-89-01b	0.5708 hectares - Tarneit Road widening	Land acquisition	\$955,435
Wyndham North 2014	CO-89-01	0.3192 hectares - Tarneit North Level 1 children's centre	Land acquisition	\$526,680
Wyndham North 2014	S-89-04	11.5913 Hectares - Local Sports Reserve	Land acquisition	\$19,382,370
Wyndham North 2014	RD-90-02	1.3736 hectares - Morris Road from Boundary Road to Leakes Road	Land acquisition	\$2,266,440
Wyndham North 2014	IN-90-10	0.6292 hectares - Dohertys Road / Morris Road intersection	Land acquisition	\$1,038,180
Wyndham North 2014	IN-90-13	0.6119 hectares - Morris Road / East-West Local Access intersection	Land acquisition	\$1,009,635
Wyndham North 2014	IN-90-14	0.9869 hectares - Morris road / East-West Connector intersection	Land acquisition	\$1,659,985
Wyndham North 2014	IN-90-11	0.0023 hectares - Dohertys Road / Woods Road intersection	Land acquisition	\$3,795
Wyndham North 2014	S 90-03	12.474 hectares - Local Sports Reserve	Land acquisition	\$21,162,590
Wyndham North 2014	BR-90-04	1.7216 hectares - Morris Road bridge over Regional Rail Link	Land acquisition	\$1,881,681
Wyndham North 2014	IN-91-06	0.5843 hectares - Sayers Road/North-South Connector intersection	Land acquisition	\$703,220
Wyndham North 2014	IN-91-05	1.0025 hectares - Sayers Road and Sewells Road intersection	Land acquisition	\$268,660
Wyndham North 2014	RD-91-07	1.2404 hectares - Sayers Road (Davis Road to Sewells Road)	Land acquisition	\$629,440
Wyndham North 2014	S-89-03	4.3358 hectares - Local Sports Reserve	Land acquisition	\$6,937,280
Wyndham North 2014	BR-90-08	0.8591 hectares - Forsyth Road Bridge	Land acquisition	\$579,893
Wyndham North 2014	IN-90-07	2.2066 hectares - Forsyth Road and East-West Connector intersection	Land acquisition	\$1,489,455
Wyndham North 2014	RD-89-01a	0.6268 hectares - Tarneit Road (Dohertys Road to Boundary Road)	Land acquisition	\$1,065,560
Wyndham North 2014	IN-90-11	0.0071 hectares - Dohertys Road and Woods Road intersection	Land acquisition	\$13,490
Wyndham North 2014	IN-89-09	0.112 hectares - Dohertys road North-South Connector intersection	Land acquisition	\$190,400

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham North 2014	IN-89-04	0.7926 hectares - Boundary Road / Derrimut Road intersection	Land acquisition	\$554,820
Wyndham North 2014	RD-90-02	0.6082 hectares - Morris Road widening	Land acquisition	\$1,003,530
Wyndham North 2014	IN-90-06	0.7231 hectares - Morris Road East-West Connector intersection	Land acquisition	\$1,193,115
Wyndham West 2014	IN-15	0.3197 hectares - Armstrong Road / Ballan Road intersection	Land acquisition	\$415,610
Wyndham West 2014	RD-10	0.63 hectares - Black Forest Road – Lollypop Creek to Armstrong Road	Land acquisition	\$273,369
Wyndham West 2014	IN-21	0.26 hectares - Black Forest Road / Harpley Boulevard intersection	Land acquisition	\$144,485
Wyndham West 2014	IN-22	0.21 hectares - Black Forest Road / Haines Drive intersection	Land acquisition	\$83,580
Wyndham West 2014	RD-02	6.52 hectares - Ison Road – Melbourne/Geelong Rail Line to Regional Rail Link	Land acquisition	\$7,957,565
Wyndham West 2014	RD-05	1.27 hectares - Armstrong Road – Ison Road to Black Forest Road	Land acquisition	\$1,436,882
Wyndham West 2014	IN-01a	1.16 hectares - Ison Road / New Bulban Road intersection	Land acquisition	\$1,667,795
Wyndham West 2014	IN-01b	1.35 hectares - Ison Road / North-South Connector 1 intersection	Land acquisition	\$1,841,960
Wyndham West 2014	IN-02a	1.32 hectares - Ison Road / Armstrong Road intersection	Land acquisition	\$1,448,260
Wyndham West 2014	IN-12	1.35 hectares - Armstrong Road / East-West Connector intersection	Land acquisition	\$1,483,570
Wyndham West 2014	IN-13	1.51 hectares - Armstrong Road / East-West Connector intersection	Land acquisition	\$1,663,975
Wyndham West 2014	RD-08	1.47 hectares - Bulban Road - Bend to Ison Road	Land acquisition	\$2,125,555
Wyndham West 2014	RD-09	1.44 hectares - Bulban Road - Ison Road to Existing Alignment	Land acquisition	\$1,950,720
Wyndham West 2014	IN-19	0.41 hectares - Bulban Road / McGrath Road intersection	Land acquisition	\$596,095
Wyndham North 2014	BR-91-04	Construction of Hogans Road Bridge over the Davis Creek	Construction	\$4,317,030
Wyndham West 2014	IN-20	0.76 hectares - Bulban Road / Galvin Road Extension intersection	Land acquisition	\$1,108,815
Wyndham North 2014	IN-91-14	Construction of the intersection between/at Davis Road/Hogans Road	Construction	\$4,916,354
Wyndham North 2014	IN-91-15	Construction of the intersection between/at Davis Road/East West Connector	Construction	\$4,422,854

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham North 2014	RD-91-02	Construction of Davis Road between Hogans Road and Sayers Road	Construction	\$4,409,611
Wyndham North 2014	RD-91-05	Construction of Hogans Road between Davis Road and Davis Creek	Construction	\$2,517,696
Wyndham North 2014	IN-91-16	Construction of pedestrian signals on Hogans Road	Construction	\$287,020
Wyndham North 2014	IN-89-11	Construction of intersection between Tarneit Road and East West Connector Road	Construction	\$3,900,213
Wyndham North 2014	IN-91-06	Construction of Sayers Road / North-South Connector	Construction	\$3,870,923
Wyndham North 2014	RD-90-02	Morris Road widening	Construction	\$792,676
Wyndham North 2014	IN-90-06	Morris Road East-West Connector intersection	Construction	\$3,737,141
Wyndham North 2014	RD-90-02	Morris Road from Boundary Road to Leakes Road	Construction	\$1,841,997
Wyndham North 2014	IN-90-10	Dohertys Road / Morris Road	Construction	\$1,530,749
Wyndham North 2014	IN-90-13	Morris Road / East-West Local Access Level 2	Construction	\$1,929,601
Wyndham North 2014	IN-90-14	Morris Road / East-West Connector	Construction	\$3,529,335
Wyndham North 2014	BR-90-07	Skeleton Creek shared path connection under the Regional Rail Link (east and west sides)	Construction	\$23,608
Wyndham West 2014	RD-10	Black Forest Road – Lollypop Creek to Armstrong Road	Construction	\$2,151,818
Wyndham West 2014	IN-21	Black Forest Road / Shipwright Parade intersection	Construction	\$1,697,330
Wyndham West 2014	IN-22	Black Forest Road / Haines Drive intersection	Construction	\$1,549,749
Wyndham West 2014	RD-02	Ison Road – New Bulban Road to Armstrong Road	Construction	\$5,122,038
Wyndham West 2014	IN-01a	Ison Road / New Bulban Road intersection	Construction	\$3,393,636
Wyndham West 2014	RD-05	Armstrong Road – Ison Road to Black Forest Road	Construction	\$1,966,780
Wyndham West 2014	IN-01b	Ison Road / North-South Connector 1 intersection	Construction	\$4,860,404
Wyndham West 2014	IN-02a	Ison Road / Armstrong Road intersection	Construction	\$6,739,882

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham West 2014	IN02b	Ison Road / Armstrong Road intersection	Construction	\$744,372
Wyndham West 2014	IN-12	Armstrong Road / East-West Connector intersection	Construction	\$3,533,497
Wyndham West 2014	IN-13	Armstrong Road / East-West Connector intersection	Construction	\$3,852,957
Wyndham West 2014	BR-02	Ison Road Lollypop Creek Bridge	Construction	\$6,217,236
Wyndham West 2014	BR-06	Armstrong Road Culvert	Construction	\$1,340,316
Wyndham West 2014	BR-07	Armstrong Road Culvert	Construction	\$1,322,460
Wyndham West 2014	BR-19	Ison Road Culvert	Construction	\$1,615,968
Wyndham West 2014	RD-08	Bulban Road - Bend to Ison Road	Construction	\$3,697,699
Wyndham West 2014	RD-09	Bulban Road - Ison Road to Existing Alignment	Construction	\$2,838,256
Wyndham West 2014	IN-19	Bulban Road / McGrath Road intersection	Construction	\$1,768,860
Wyndham West 2014	IN-20	Bulban Road / Galvin Road Extension intersection	Construction	\$2,617,020
Wyndham West 2014	BR-24	Bulban Road Culvert	Construction	\$2,128,367
Total				\$204,175,462



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

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

**Table 4: Land, works, services or facilities delivered in 2018/19
from DCP levies collected**

Project description	Project ID	DCP name and year approved	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Truganina Active Open Space Pavilion & Car Park	S-90-04	Wyndham North - 2014	\$1,149		\$1,149	0%
Truganina South East Reserve Masterplan Delivery	S-90-04	Wyndham North - 2014	\$76,409		\$76,409	0%
Riverdale Level 2 multi-purpose community centre	CO-91-02	Wyndham North - 2014	\$52,937		\$52,937	0%
Boundary Road / Derrimut Road intersection	IN-89-04	Wyndham North - 2014	\$4,950		\$4,950	0%
Land - Hobbs Rd - For Active Open Space	AR-05	Wyndham West - 2014	\$750,000		\$750,000	100%
Manor Lakes Northern Hub Master Plan	CO-05	Wyndham West - 2014	\$1,200		\$1,200	0%
Ballan Road Multi Purpose Community Centre	CO-01	Wyndham West - 2014	\$8,753,160		\$8,753,160	95%
Ison Road - Princes Highway to Melbourne-Geelong Rail Line	RD-01	Wyndham West - 2014	\$308,428		\$308,428	0%
Point Cook West Active Recreation	AR02	Point Cook West - 2012	\$63,134		\$63,134	0%
Total			\$10,011,367	\$0	\$10,011,367	

Governance management checklist

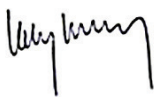
The following are the results of Council's assessment against the prescribed governance and management checklist.

Governance and management items	Assessment	
1. Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 6 March 2018	
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 15 June 2018	
3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 130 of the Act Date of adoption: 25 June 2019	
4. Annual Budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 25 June 2019	
5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: <ul style="list-style-type: none"> • Facilities: 2 July 2011 • Open Space: 2 July 2011 • Roads: 2 July 2011 • Stormwater: 2 July 2011 	
6. Rating Strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of Operation of current strategy: 26 June 2018	
7. Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 23 July 2019	
8. Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 23 July 2019	
9. Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 14 February 2018	
10. Procurement Policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act 1989 Date of approval: 1 November 2017	

Governance and management items	Assessment	
11. Business Continuity Plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 20 April 2015	
12. Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 21 March 2019	
13. Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 5 December 2018	
14. Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 17 June 1996 Audit and Risk Management Committee Charter adopted 6 February 2018	
15. Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 01/07/2018 - 30/06/2021	
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 27 June 2017	
17. Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of report: 30 January 2019	
18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138 (1) of the Act Dates statement presented: 2 October 2018, 5 February 2019, 2 April 2019 and 17 September 2019	
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Date of reports: 5 December 2018 and Strategic Risk Review 5 June 2019	
20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of Reports: 18 September 2018 and 30 January 2019	

Governance and management items	Assessment
<p>21. Annual Report (Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)</p>	<p>Considered and approved at a meeting of council in accordance with section 134 of the Local Government Act 1989.</p> <p>Date statements presented at Special Council Meeting: 23 October 2018</p> 
<p>22. Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76 of the Act</p> <p>Date reviewed: 4 September 2018</p> 
<p>23. Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 76 of the Act</p> <p>Council to CEO: 5 September 2017 Council to Council Staff: 6 September 2017 CEO to Staff: 8 May 2019</p> 
<p>24. Meeting procedures (a local law governing the conduct of meetings of Council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act</p> <p>Date of review: Date local law made: 12 April 2018</p> 

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



Kelly Grigsby
Chief Executive Officer

Dated: 17 September 2019



Cr Mia Shaw
Mayor

Dated: 17 September 2019

Statutory information

The following information is provided in accordance with legislative and other requirements applying to Council.



Documents available for inspection

Section 222 of the Local Government Act 1989 and Regulation 12 of the Local Government (General) Regulations 2015 require Council to make certain documents available for public inspection.

The following prescribed documents can be inspected at the Wyndham Civic Centre, 45 Princes Highway, Werribee, during office hours:

- a. a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including the name of the Councillor or member of Council staff, the dates on which the travel began and ended, the destination of the travel, the purpose of the travel and the total cost to the Council of the travel, including accommodation costs
- b. the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- c. the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- d. a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6) respectively of the Act



- e. a document containing details of leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- f. a register maintained under section 224 (1A) of the Act of authorised officers appointed under that section
- g. a list of donations and grants made by Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant

Domestic Animal Management Plan

In accordance with Section 68A(3)(c) of the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan every four years and evaluate its implementation in the annual report.

Council's Domestic Animal Management Plan 2017-21 aims to improve control of animals in the municipality.

Highlights and achievements in relation to the implementation of this plan during 2018/19 are as follows:

- The development of the 'Register to Reunite' campaign encouraged the registration of cats and dogs
- The introduction of an online animal registration portal saw 943 new online registrations, contributing to an overall increase of 7 per cent in the number of dog and cat registrations
- A targeted educational effort with cat owners saw a 52 per cent reduction in cat nuisance complaints, with only one recidivist offending cat
- A comprehensive compliance regime regarding the housing of all Dangerous, Menacing and Restricted breed dogs safeguarded and protected the community
- Compliance was achieved through the inspection and registration of all Domestic Animal Businesses



Carers Recognition Act

The Carers Recognition Act 2012 promotes and values the role of people in care relationships and formally recognises the contribution that carers and people in care relationships make to the social and economic fabric of the Victorian community.

Under the Act, Councils need to report annually on all practicable measures to:

- Ensure staff are aware of and understand the principles in the Act
- Ensure staff promote the principles of the Act to people in care relationships
- Reflect the care relationship principles in developing, providing or evaluating support and programs for those in care relationships

During 2018/19 Council took all practicable measures to comply with its responsibilities under the Act, including:

- Ensure our staff have an awareness and understanding of the care relationship principles set out in the Act
- Through the provision of training and professional development opportunities regarding care relationships
- Reviewing our employment policies such as flexible working arrangements and leave

provisions to ensure that these comply with the statement of principles in the Act and

- Developing and undertaking a satisfaction survey with people receiving aged and disability services.
- Affiliation with the Victorian Carer Card program
- Provision of carer's leave for Council staff
- Advocating for and partnering with relevant organisations to ensure disability supports are responsive to individual needs
- Information and referral to other services
- Direct services through in-home support including domestic assistance, personal care, respite to give carers a break and home maintenance
- Planned activity groups providing social activities for eligible residents, which also provides respite for their carers
- Group respite activities
- Retreats and trips away for residents, which also provides respite for their carers
- Day respite care at Bateman House under the Commonwealth Home Support Program - Carer Relationships and Carer Support Program
- Food services - delivered meals, cafe meals, cooking programs and assistance, centre based meals
- Overnight respite for eligible residents



National Competition Policy - Local Government Compliance Statement

A key objective of National Competition Policy (NCP) is the promotion of more efficient public resource allocation decisions by all levels of government. There were no issues raised by the community related to NCP in 2018/19.

In accordance with reporting guidelines issued by Local Government Victoria, we certify that we:

- Are compliant with respect to the requirements of trade practices legislations
- Applied the competition test to all new local laws made in 2018/19
- Applied competitive neutrality measures to all significant businesses

Road Management Act Ministerial Direction

In accordance with section 22 of the Road Management Act 2004, Council must publish a copy or summary of any ministerial direction in its Annual Report.

During the 2018/19 period no ministerial directions were received.

Food Act Ministerial Direction

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any ministerial directions received during the financial year in its Annual Report. During the 2018/19 period no ministerial directions were received.

Contracts

During the year Council entered into the following contracts valued at \$150,000 or more for goods or services, or \$200,000 or more for works without engaging in a competitive process. It also entered into the following contracts valued at \$150,000 or more for services, or \$200,000 or more for works of a kind specified in section 186(5) (a) or (c) in the Local Government Act.

Exemptions

- Refuse Disposal Facility (RDF) - Waste of Energy Government Relations and Community Attitudes
- Maintenance of Enhanced Medians on Arterial Roads
- Changing Spaces project - Accommodation Project Support
- Fresh Start Program - State Funding
- Reinstating of Subterranean Copper power cables after theft Williams Landing Reserve Cnr Palmers Rd and Williams Landing Blvd, Williams Landing
- Pedestrian operated Signals on Leakes Road at Skelton Creek crossing as part of Western Roads Upgrade
- Provision of Animal Management Services

Third party contracts

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

Contract Number	Contract
Q1901/18	MAV - NPN2.15 - Wood Chipper
Q1900/18	MAV - Supply and Install Shade Structure
Q1924/18	WPMF414-18 - Library public access network review and directions paper
C2022/18	MAV - NPN 1.15 - Suction Type Footpath Sweeper
C2043/18	MAV - Plant Machinery Equipment NPN 2.15
C2044/18	MAV - NPN04.13 -& NPN 1.15 - Truck Mounted 17 Metre Elevating Work Platform
C2104/18	MAV - Eight Out Front Mowers
C2107/18	MAV - Five Beavertail Trucks
C2036/18	MAV - Supply and Installation of Playspace Equipment
C2099/18	MAV - 500 Litre Skid Mount Water Tank & Tipping Truck
C2041/18	SL3911 - Wyndham Street Lighting Bulk Change Contracts
C2040/18	MAV - CH8311-2015 After Hours Call Service Supply Agreement
C2038/18	MAV ST1142-2-15 Provision of Office and Workplace Supplies, Associated Products and Services
C1960/18	MAV NPN04.13 - Truck Mounted Combination Suction & Jetting Unit
C1933/18	MAV NPN04.1 & NPN1.15 - Two Road Suction Sweepers
C1928/18	MAV - Gas & Electricity Supply Contracts & Associated Services
NIL	MAV -VM4323-2014 Provision of a single VMware Partner to administer the Local Government VMware Enterprise Licensing Agreement
C1979/18	State Purchasing Contract - The End User Computing Equipment
2016/18	State Gov - Dept. of Premier & Cabinet - eServices Register

Protected Disclosures Act 2012

The purpose of the Protected Disclosure Act 2012, is to promote openness and accountability in government by encouraging and facilitating disclosures and investigations of improper conduct.

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

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

There were no disclosures notified to IBAC under section 21(2) of the Protected Disclosures Act 2012 during 2018/19.

Privacy and Data Protection Act 2014 and Health Records Act 2001

Council is committed to full compliance with its obligations under the Privacy and Data Protection Act 2014 and Health Records Act 2001. Council's Privacy Policy (updated 21 March 2017) publicly articulates Council's commitment to protecting individual's right to privacy and ensuring that personal and health information is handled responsibly and fairly to maintain privacy. The policy also details how any complaints will be addressed.

In 2018/19, Council received 12 privacy complaints, and following investigation, five were deemed unfounded and seven were upheld. Council received and processed 439 requests throughout the year for access to personal information from statutory agencies. To maintain organisational awareness and compliance with privacy requirements, 361 staff were trained through the financial year.

Information requests and any questions or complaints regarding people's rights to privacy can be discussed with Council's Privacy Officer on (03) 9742 0777.

Charter of Human Rights and Responsibilities Act 2006

The Charter of Human Rights and Responsibilities Act 2006 is designed to protect the fundamental rights and freedoms of citizens. The charter gives legal protection to 20 fundamental human rights under four key values that include freedom, respect, equality and dignity.

Council acknowledges the legal responsibility to comply with the Charter of Human Rights and Responsibilities Act 2006 and the Equal Opportunity Act 2010 in the way we interact with our staff as well as the broader community. Wyndham City recognises that all people are born free and equal in dignity and rights.

Freedom of Information

There is an application procedure, and rights of access are limited by exemptions detailed in the legislation. Applications must be accompanied with the appropriate application fee and specific details of the information requested. Requests for documents should be addressed to the Freedom of Information and Privacy Officer, and can be made online, by

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

During the 2018/19 period, Council received 50 Freedom of Information (FOI) requests as follows:

FOI Requests	2018/19
Total number of Requests	50
Access granted in full	10
Access granted in part	27
Access denied in full	1
Other (e.g. request withdrawn, not proceeded with or Act does not apply)	12
Number of decision reviews or complaints referred to the FOI Commissioner	3
Number of appeals to VCAT	0

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

Best Value

The Best Value Principles contained in the Local Government Act 1989 place a duty on councils to ensure that their services:

- Offer the best possible quality and value for money
- Are responsive to community needs
- Are accessible to the people they are intended for
- Show continuous improvement
- Are subjected to regular community consultation

Council recognises Best Value as fundamental to improving community outcomes and are committed to pursuing continuous improvement as a core part of how we deliver services and in our strategic and operational planning.

Selected highlights from the financial year are outlined below.

Council's Community Engagement Framework 2017-21 provides a consistent and transparent approach for how Council designs, delivers and reports on community engagement activities; ensures that Council is choosing evidence-based decision making; and strengthens the partnership between Council and the community, local business, government and service providers.

In delivering engagement activities Council is committed to using inclusive methods to ensure a broad spectrum of the community are reached. The 'harder to reach' groups identified in Wyndham experience

more barriers to engagement than other community members. Barriers include language, physical ability, digital comprehension, lack of time and social isolation.

Council's online community engagement website, The Loop, has made contributing to Council's projects easier for the community as they can have their say at a time and place which is convenient to them. In addition to online engagement, Council also employs other methodologies such as information sessions and focus groups to ensure that Wyndham's diverse community has ample opportunities to contribute.

For the 2018/19 financial year, the Wyndham community had the opportunity to 'have their say' on 44 Council projects, with notable projects including the Annual Plan and Budget 2019-20, Wyndham Urban Framework Plan, Volunteer Strategy, Presidents Park Master Plan, K Road Cliff Master Plan, Smart City Strategy and a range of park and open space upgrades.

All projects were featured on Council's online engagement website, The Loop. Visitation and participation on The Loop increased with 55,900 visitors for the 2018/19 financial year.

Communication with the Wyndham community regarding community engagement opportunities has improved over the last financial year, with regular newsletters sent to subscribers of The Loop, promotion via Council's communications channels, and 'closing the loop' on all adopted Council projects by reporting back to the community on the status of projects.



The establishment of an Engagement Community of Practice which provides advice, resources and training has ensured Council officers are trained and informed of best practice approaches for community engagement, resulting in better community engagement projects being implemented.

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

Council is delivering a range of transformational improvements through the deployment of the Australian Business Excellence Framework. Specifically, the implementation of the Changing Systems Project which will see new leading-edge technology facilitate greater efficiencies and support better service delivery across Council. Planning, system development, testing and training took place throughout 2018/19 with the program expected to be rolled out to staff in August 2019. Further releases are also scheduled for late 2019 and mid-2020. The program will deliver digital cloud-based technology which will modernise the current technology landscape, improve integration

and collaboration, and improve the capability and maturity of Council's IT function.

As an organisation, it is important that we put the customer at the core of everything we do, to ensure we deliver high quality services and outcomes for the community. In 2017 we developed a new Customer Experience Strategy. The strategy guides the transformation of our service delivery to be focussed on the customer experience, meeting customer needs through digital innovation, service redesign and a 'Community First' customer centric service model.

Council's process mapping tool and repository, Promapp, enables staff to document and communicate ways of working within teams and across departments. This supports knowledge management, staff handover and a single source of truth for process information. Promapp contributes to Council's efforts to embed a continuous improvement culture as staff are encouraged to document key processes and seek opportunities for improvement. The Victorian Auditor General's Office (VAGO) Performance Audit Delivering Local Government Services reported that Wyndham City was one of two Councils audited with the strongest commitment to continuous improvement and was successfully using process mapping methodologies to achieve efficiencies.



Building on work commenced in 2017/18, Council continued to develop and strengthen our Project Management Framework (PMF). Drawing on best practice project management models, the PMF provides a systemised approach and a gateway process for project approvals. Supported by an enhanced cross-disciplinary governance approach to capital and operational projects, the framework has been instrumental in the increased rate of delivery of capital works projects in 2018/19.

Child Safe Standards

Council is obligated to comply with the Child Safe Standards, introduced by the Child Wellbeing and Safety Amendment (Child Safety Standard) Act 2015; and the Reportable Conduct Scheme, introduced by the Children Legislation Amendment (Reportable Conduct) Act 2017.

Council is committed to safeguarding children under the age of 18 while enabling their participation as valued members of our community. We recognise the importance of child safety in the provision of quality community services. All children and young people who attend services, programs, events, and community spaces have a right to feel safe, be safe, and be heard. We will maintain a child safe environment, and value a culture of safety within council and its operations.

Council will not tolerate child abuse or harm. We will enable children to contribute to their safety by removing and reducing risks, supporting, respecting,

and empowering all children. Our people are obligated to prioritise the safety of the children they interact with in the performance of their role and report conduct of concern. All allegations and safety concerns will be treated very seriously and consistently in line with our policies and procedures. We have legal and moral obligations to contact authorities when we are concerned about a child's safety.

Emergency Management

Council has a legislated role in emergency management to work closely with emergency services and other organisations to assist our community to plan, prepare, respond and recover from an emergency event.

Activations during the year:

Little River fires in December 2018

The community of Little River were affected by fires that started as a result of faulty equipment.

Council coordinated the relief and recovery during and after the fires and assisted the agencies in dealing with the situation on the ground.

Two Emergency Relief Centres were opened on the day and two Community Meetings were held in the Little River Fire Station once the area was declared safe.

The community have worked together to bounce back from the fires and the recovery process is continuing.



Disability Action Plan

Council's Accessibility Action Plan (AAP) 2019 – 2022 was adopted on 5 February 2019. Organisational implementation is progressing well. Governance structures have now been established to support the implementation of the AAP with Wynaction, Council's Community Disability Advisory Group forming to consult on issues of access and inclusion in the community. Access features of Council's community facilities have also been identified and are now included on Council's website.

Actions in the AAP will help Council ensure that access and inclusion of people with disability is embedded into everything we do. It will ensure that Council has a firm foundation as we develop and implement future Action Plans.

Additional actions progressing in 2019 include:

- 'Disability Confidence' training has been developed for Council staff
- A checklist with protocols and procedures will be developed to ensure Council delivers events that include access and inclusion of people with disability
- A review of the Personal Emergency Evacuation Plan (PEEP) process
- Tools, resources and training will be developed for recruiters and hiring managers to improve disability confidence

- A program to build disability confidence for sport and recreation providers will be developed
- A review of Council's website, social media content and templates to identify gaps to accessibility for people with disability and develop a process to systematically implement recommendations from the review

Local Laws

Council has two Local Laws:

1) Community Amenity Local Law 2015

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

- Provide for the peace, order and good government of the municipality
- Promote a physical and social environment free from hazards to health, in which the residents of the municipality can enjoy a quality of life that meets the general expectations of the community
- Protect the amenity of and safety within the municipality
- Protect Council assets and the environment of the municipality and



- Prevent and suppress nuisances which may adversely affect the enjoyment of life within the municipality or the health, safety and welfare of persons within the municipality district

2) Governance Local Law 2013

The objectives of the Governance Local Law 2013 are to:

- Provide a mechanism to facilitate the good government of Wyndham City Council through its formal meeting procedure and in recognition of the objectives, roles and functions of a Council in the Local Government Charter
- Promote and encourage community leadership by Wyndham City Council consistent with the community's views and expectations

- Promote and encourage community participation in local government while at the same time ensuring that Council conducts business at Council Meetings in an effective and efficient manner having regard to Council's role in the Local Government Charter and
- Regulate and control the use of the Common Seal

Submissions

The following submissions were received under section 223 of the Local Government Act 1989 during 2018/19:

Council Meeting when Council resolved to commence s223 procedure	Title	s223 Submissions
Ordinary Council Meeting 3 July 2018	Notice of Intention to Lease – Bridge Hotel Building – 197 Watton Street Werribee.	No submissions received.
Ordinary Council Meeting 7 August 2018	Proposed Lease Agreements - Telecommunication facilities	No submissions received in relation to Lease to Optus at 21 Station Street, Little River 13 submissions received regarding Lease at 238 Morris Rd Hoppers Crossing and 1 for 1-5 Saltwater Promenade, Point Cook of which two submitters elected to be heard at the Ordinary Council Meeting on 7 November 2018. No submissions received in relation to Lease to Vodaphone Network – 51 Clearwood Drive Truganina.
Ordinary Council Meeting 5 February 2019	Werribee Football Club Lease – 220 Watton Street Werribee	No submissions received.
Ordinary Council Meeting 2 April 2019	Notice of intention to lease – Wunggurrwil Dhurrung Centre, Wyndham Vale to One Tree Community Services	No submissions received.
Special Council Meeting 16 April 2019	Proposed Annual Plan and Budget 2019/20	11 submissions received of which 8 elected to be heard at the Special Council Meeting on 11 June 2019.

Glossary

Act: the Local Government Act 1989.

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

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

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

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

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

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

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

Indicator: what will be measured to assess performance.

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

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

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

Minister: the Minister for Local Government.

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

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

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

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

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

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

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

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

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

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

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

References

Strategic and Liveability Indicator References

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2. Department of Health (2014), Victorian Population Health Survey.
3. Department of Health (2010 to 2015), Australian Childhood Immunisation Registry (ACIR), Retrieved from the Victorian Child and Adolescent Monitoring System.
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13. Australian Government Bureau of Meteorology (2019), Climate Data.
14. Wyndham City Council (2018), Library Programs and Services Data.
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16. Australian Bureau of Statistics (2016), SEIFA by LGA.
17. ID Consulting (2019), Economy ID.
18. Victorian Government (2019), NAPLAN, Retrieved from Data.vic.gov.au.
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