

WYNDHAM CITY

2018/19

ANNUAL REPORT



wyndhamcity

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.

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.

September 2019



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 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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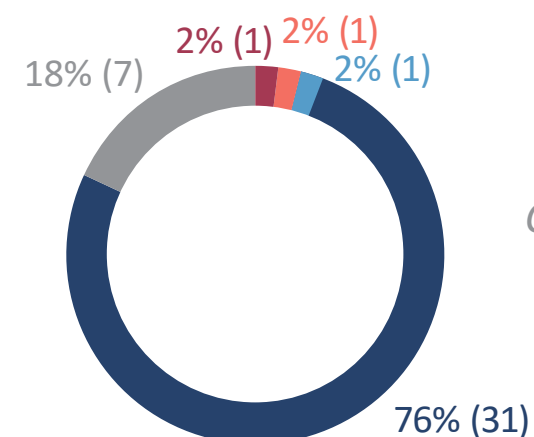
Performance Summary

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.

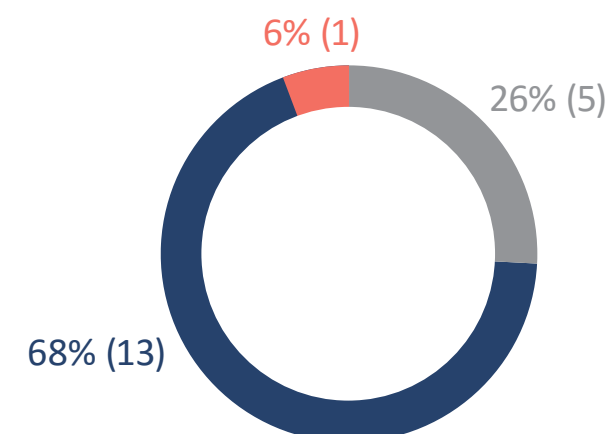
Performance at Wyndham City Council is measured against the City Plan 2017-2021 major initiatives and; initiatives as identified in the Annual Plan and Budget. It is also measured against the Strategic and Liveability Indicators and the Local Government Performance Reporting Framework.

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.

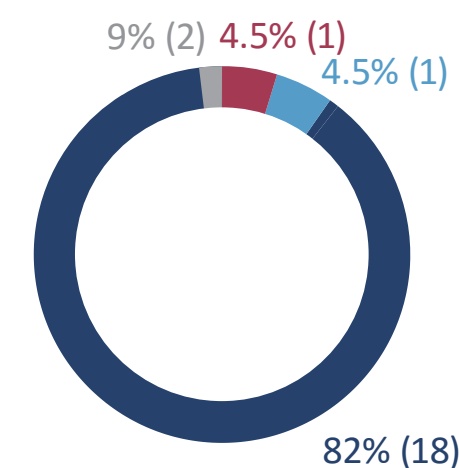


City Plan Overall Progress Result



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.

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.

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.

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.

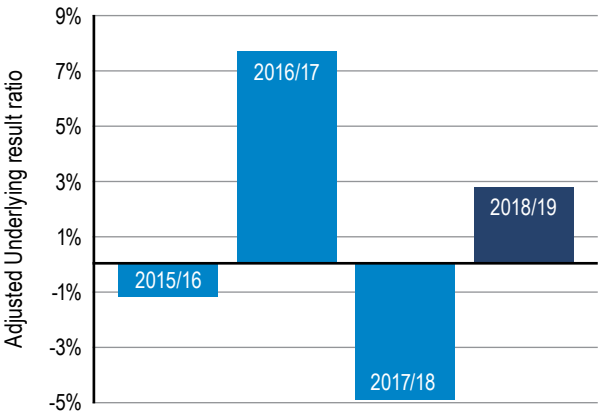
Financial Summary

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

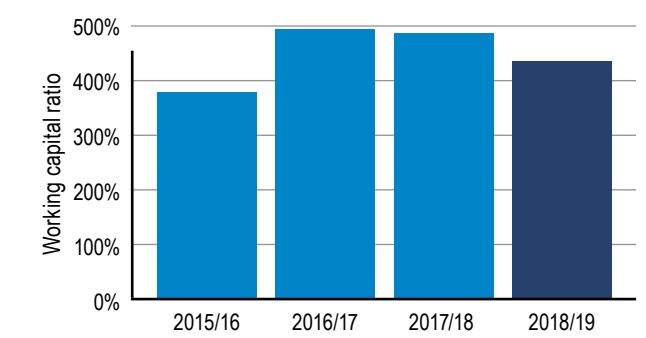


drivers such as increase in the number of properties coming into the rating process, additional revenue from statutory fees and fines and increase in interest revenue from term deposits. The deficit in 2017/18 was largely caused by write off from road, bridge and land assets that were taken over by VicRoads. 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.

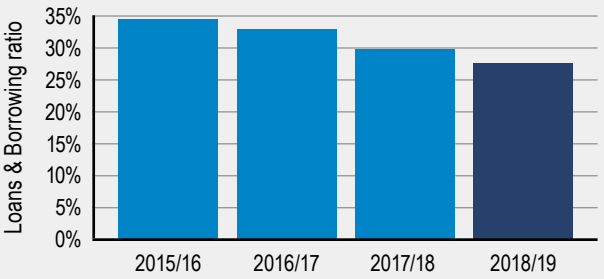


Excluding these developer contributions and other restricted cash, Wyndham Council's unrestricted cash ratio remains at a healthy level and within target bands at 89.0%.

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.

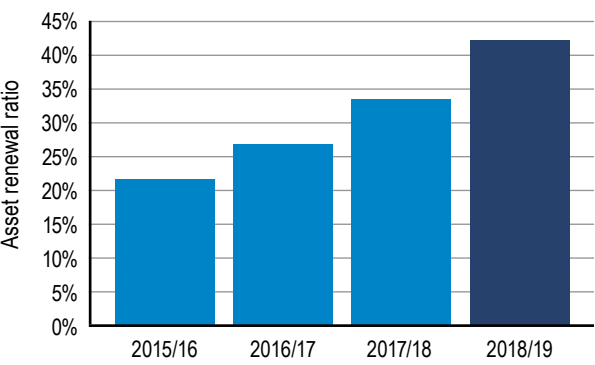
At the end of the 2018/19 financial year Council had borrowings totalling \$55.0 million which translates to a debt ratio of 27.32%. This is a measure that compares interest bearing loans and borrowings to



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



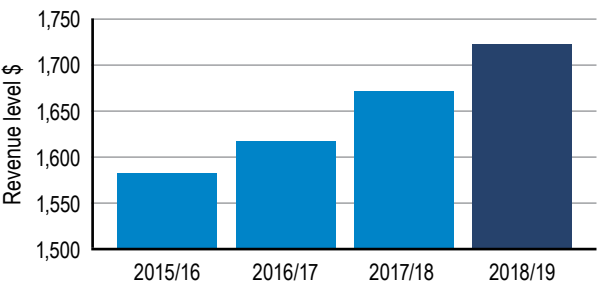
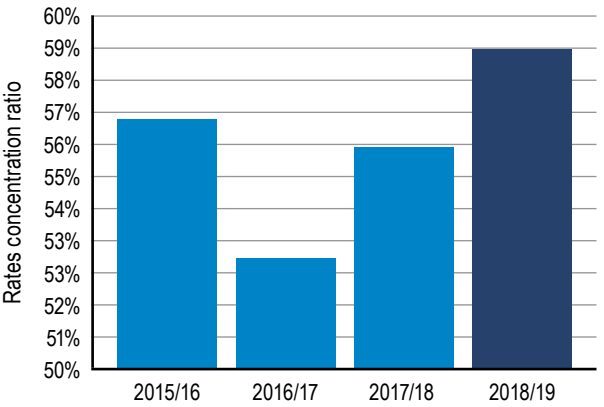
Depreciation is an accounting measure to represent the decline in the value of assets. If an amount equivalent to depreciation is spent to renew assets, then the decline in the asset condition will be offset by the increase in value of assets renewed. For this reason, the Asset Renewal ratio is used 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. This indicates a healthy mix of Council’s revenue sources.

The revenue level result provides an indicator of the average residential rate per residential assessment in a financial year. In 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

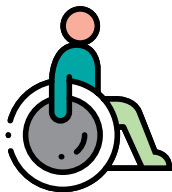


Wyndham covers an area of:
542 square kms, with
27.4 kms of coastline,
4.3% open space



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

33.7%
of the Wyndham population come from non-English
speaking countries, primarily from India, the
Philippines, China, Pakistan and Malaysia.



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

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



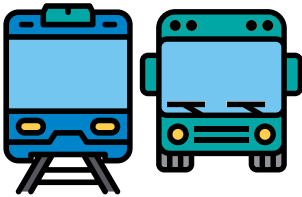
10.8%
are one parent
families



15.6%
are lone person
households

15.6%

of residents use public
transport to get to work



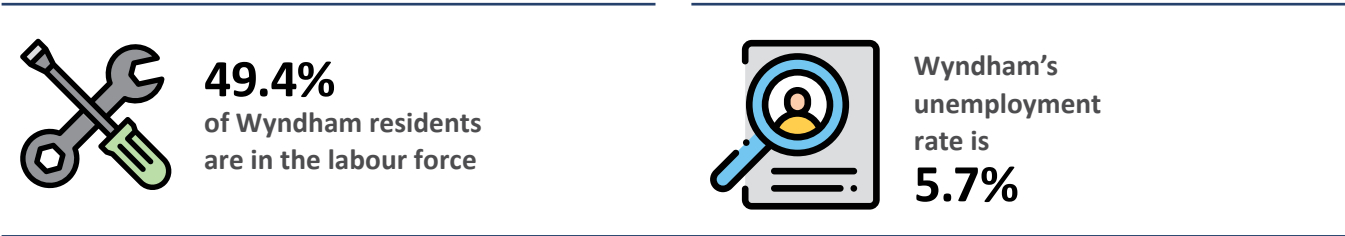
255,322
estimated resident population in 2018.
By 2040, the Wyndham population is
forecast to reach **481,944**

↑ 88.8%
increase (or 226,622 people)

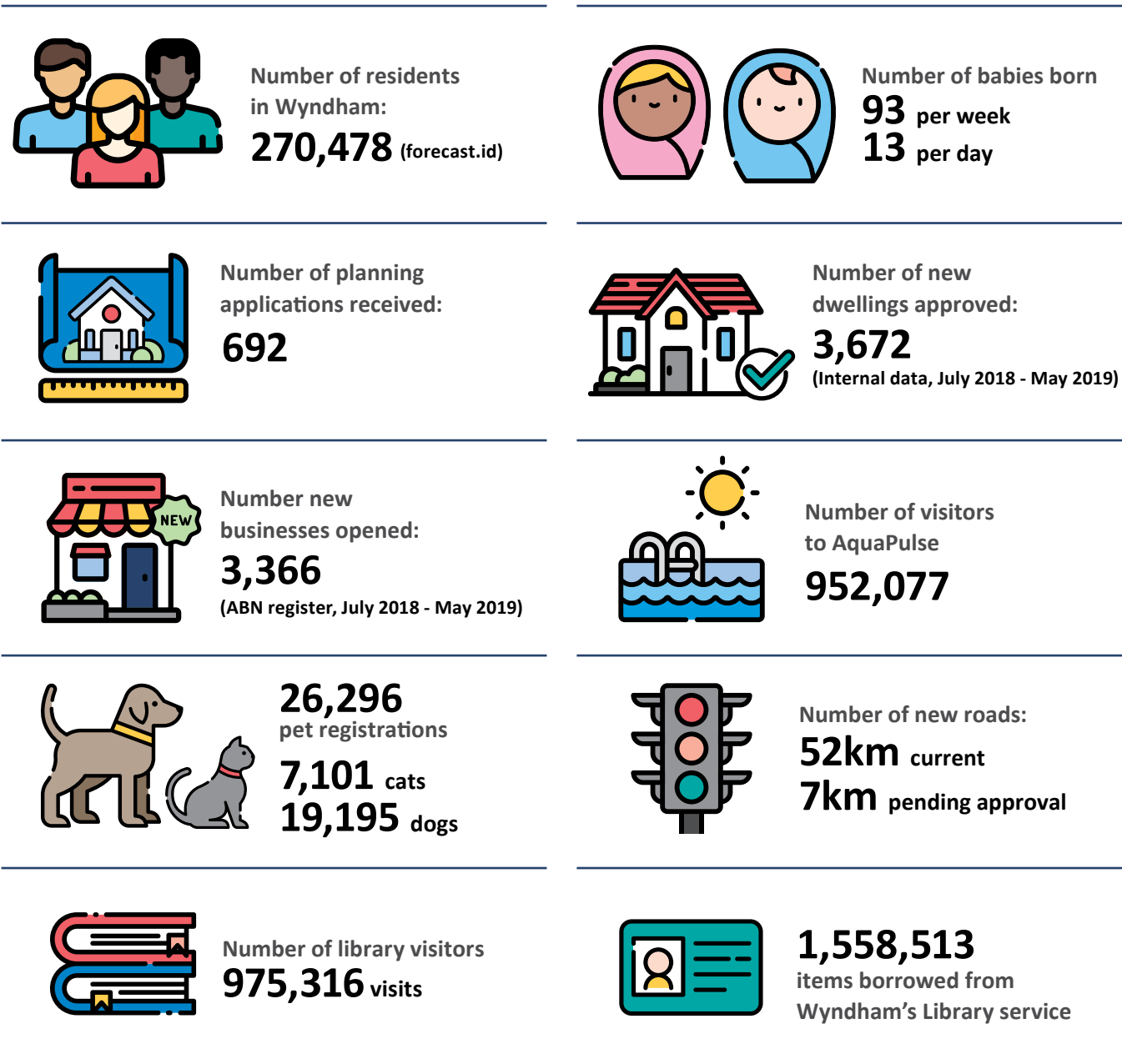
Population age make up:

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



2018/19 Highlights



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

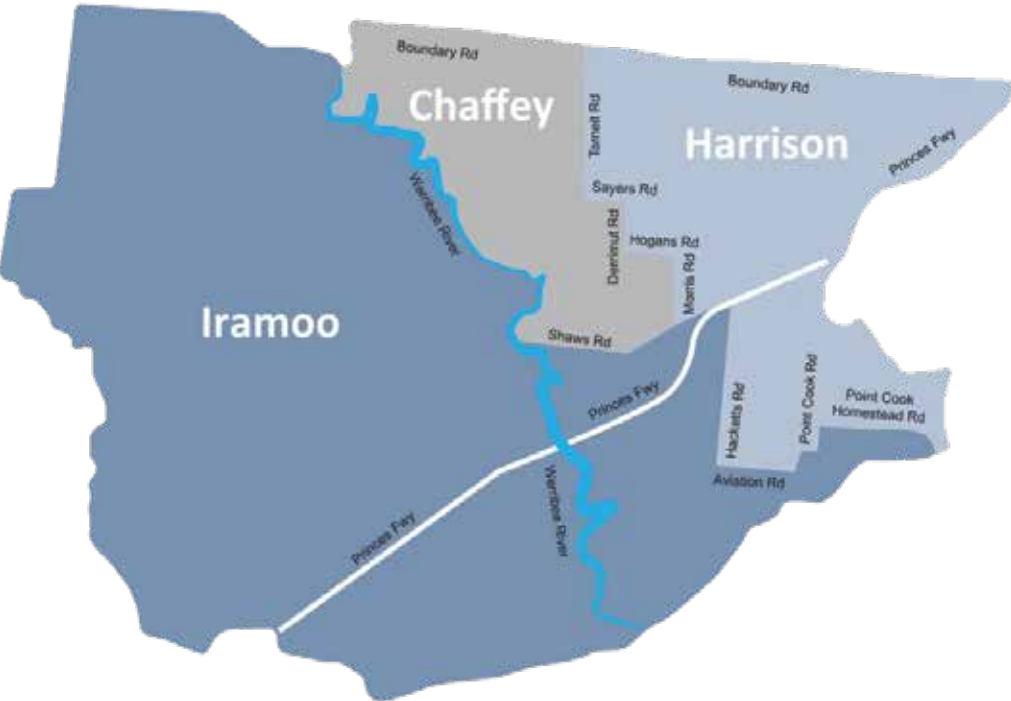
In meeting these objectives, Council performs critical roles, including:

- 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	Travel Expenses	Car Mileage	Childcare	Conference & Training	Other*	Total
Cr Henry Barlow	\$2,249.88	\$5,726.53	\$-	\$-	\$2,647.59	\$962.00	\$11,586.00
Cr John Gibbons	\$2,309.76	\$-	\$656.71	\$-	\$-	\$1,431.66	\$4,398.13
Cr Josh Gilligan	\$2,299.38	\$14,659.29	\$-	\$-	\$-	\$1,449.66	\$18,408.33
Cr Walter Villagonzalo	\$2,249.88	\$-	\$-	\$-	\$658.75	\$1,979.70	\$4,888.33
Cr Aaron An	\$2,249.88	\$-	\$-	\$-	\$7,945.00	\$1,615.00	\$11,809.88
Cr Tony Hooper	\$2,249.88	\$-	\$-	\$60.00	\$-	\$840.00	\$3,149.88
Cr Intaj Khan	\$3,488.64	\$-	\$-	\$-	\$1,270.75	\$800.00	\$5,559.39
Cr Kim McAliney	\$2,366.48	\$14,861.91	\$91.80	\$-	\$690.00	\$1,600.30	\$19,610.49
Cr Heather Marcus	\$2,309.76	\$-	\$-	\$-	\$-	\$800.00	\$3,109.76
Cr Peter Maynard	\$2,249.88	\$2,377.50	\$-	\$-	\$1,734.00	\$2,551.95	\$8,913.33
Cr Mia Shaw	\$2,249.88	\$3,773.17	\$82.12	\$-	\$130.00	\$2,190.59	\$8,425.76
TOTAL	\$26,273.30	\$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

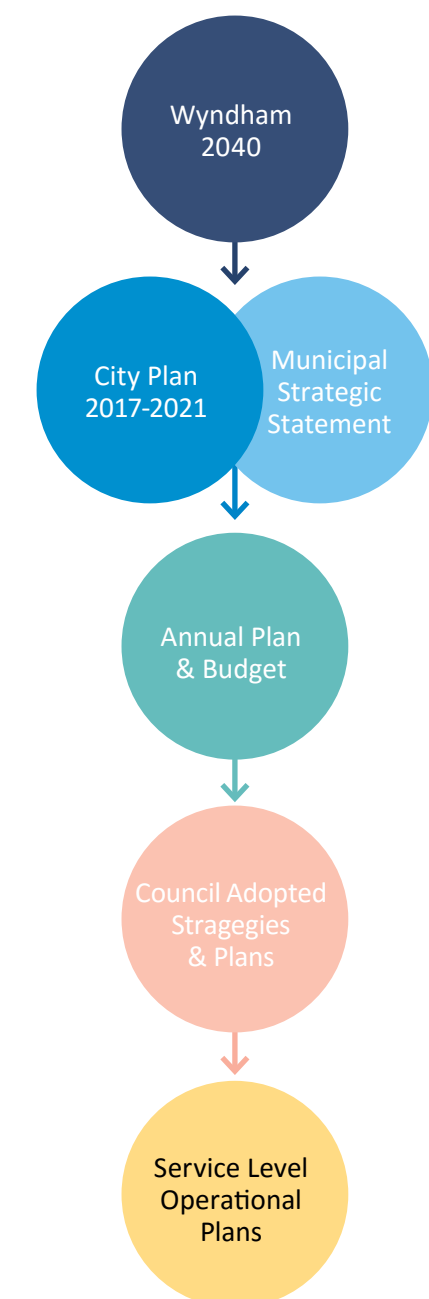
About our Strategic Framework

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



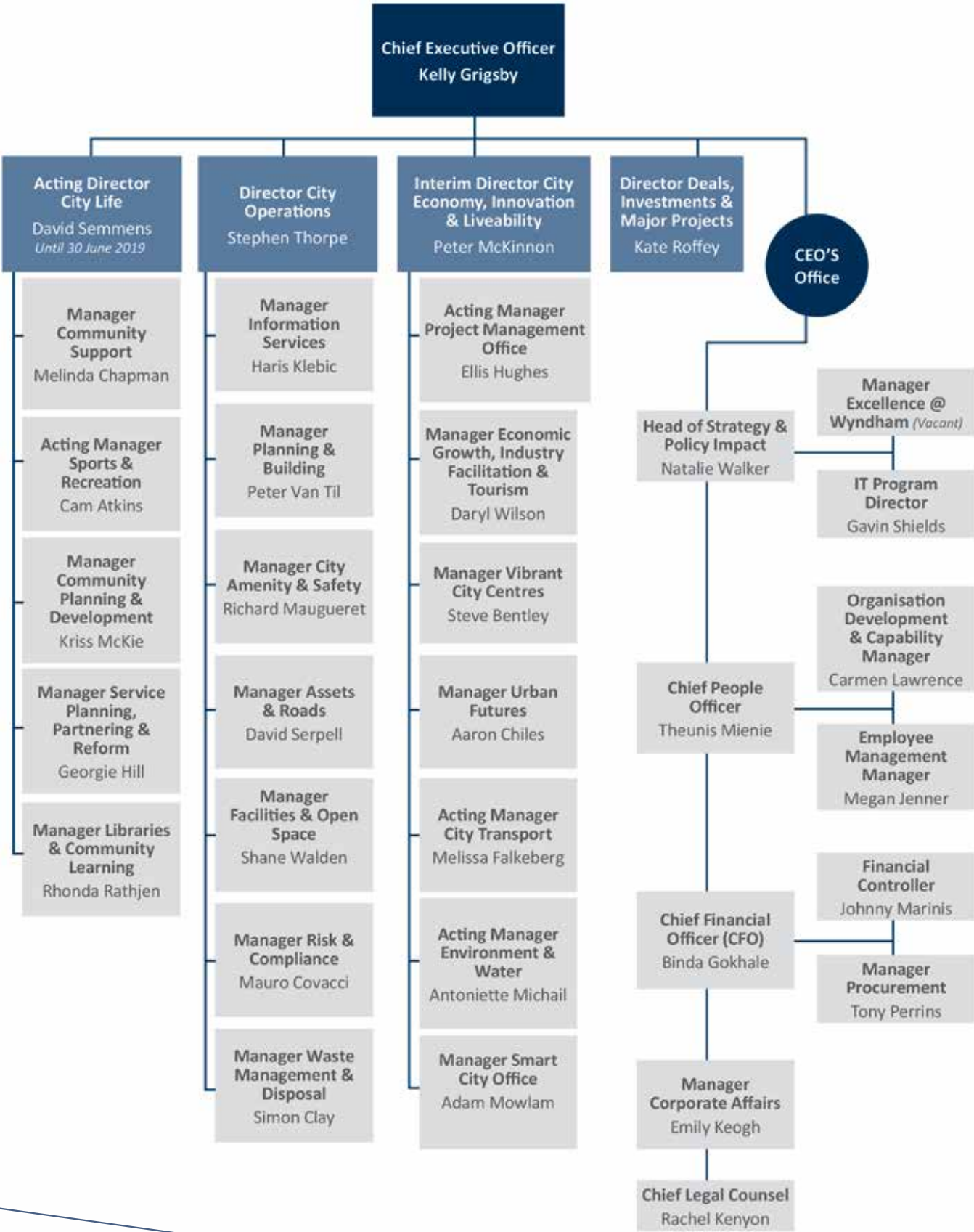
Natalie Walker
Head of Strategy and Policy Impact

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	239.4 ¹
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							
Service Years							
Age	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.

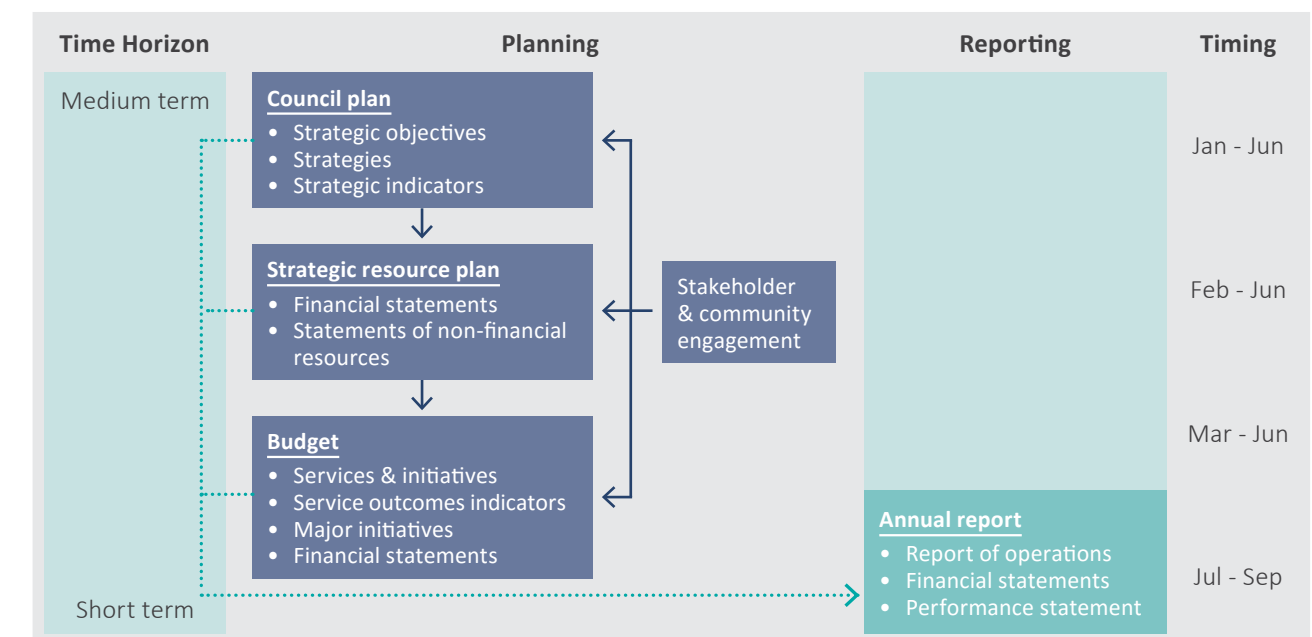
More broadly, Council has actively chosen an approach to employee relations that fosters transparency and is based on constructive working relationships with employees and their representatives.

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

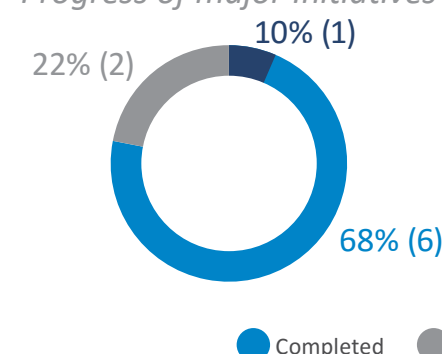
Council will work with the community to ensure Wyndham is an inclusive, safe and welcoming city, which celebrates our diverse heritage and cultures, and helps residents to stay healthy, active and connected.

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.

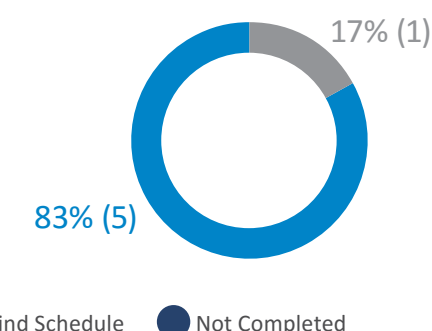
Results

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.

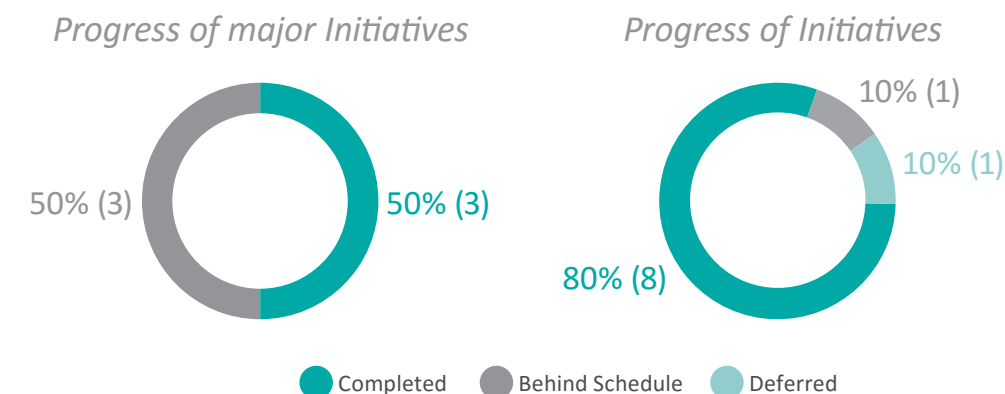
2. Places and Spaces

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.

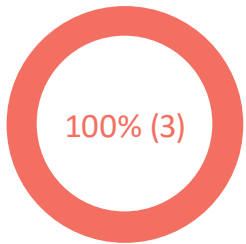
Health, Wellbeing and Safety Goal: People in Wyndham enjoy financial security, have access to a diverse range of learning, education and work opportunities and have safe and healthy work and learning environments.



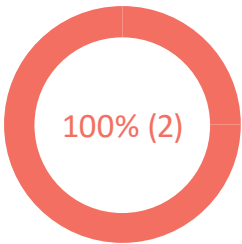
Results

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
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.	✓
3.2	Develop and implement an Investment Attraction Plan to encourage economic growth and attract viable industries and business for our future.	✓
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.	✓
3.4	Develop a five-year WYNnovation plan to enable business innovation and start-ups in our city.	✓
3.5	Research the transport requirements to support a 20-minute neighbourhood in Wyndham.	✓

*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.

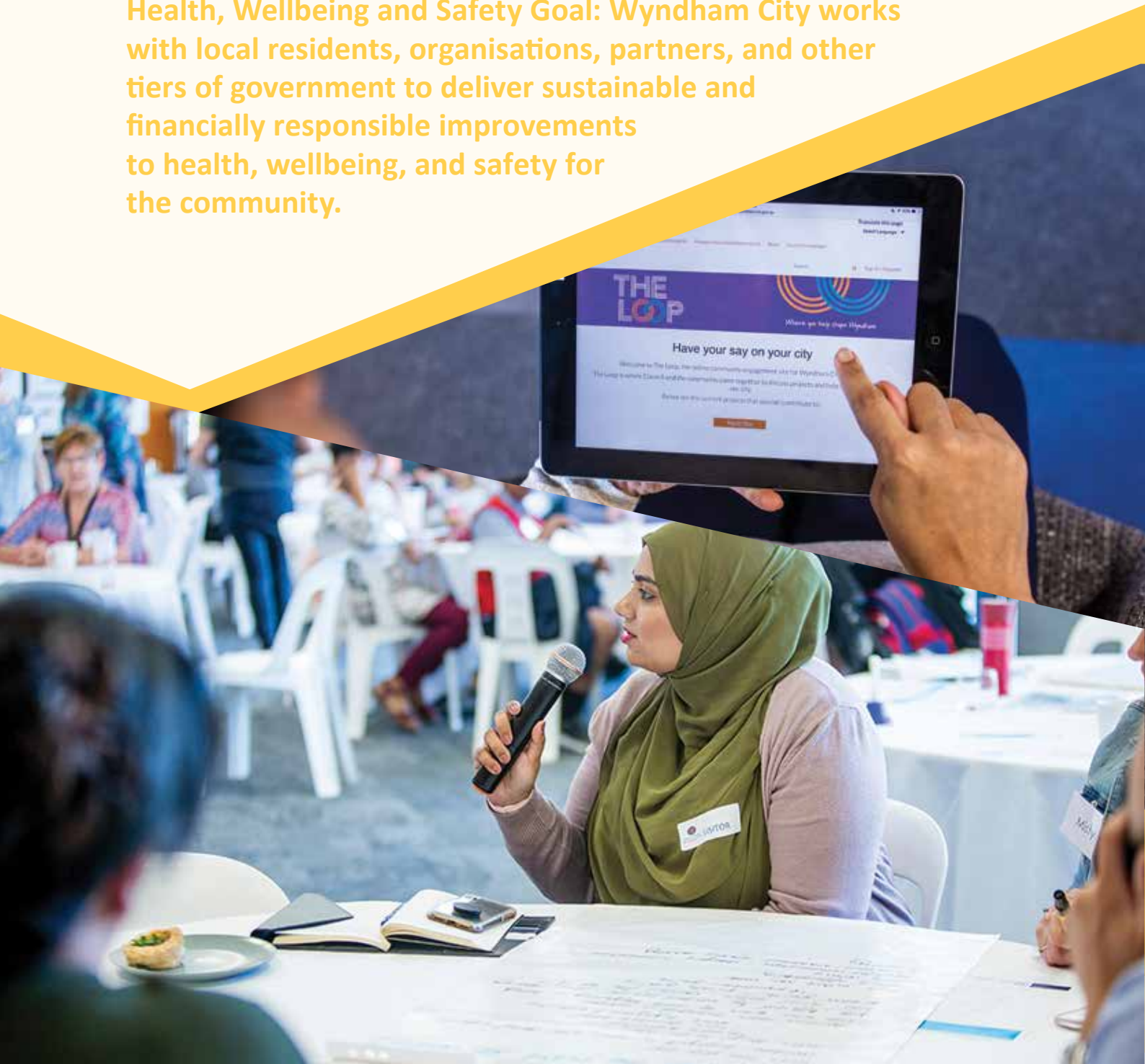
Services Delivered and Cost

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

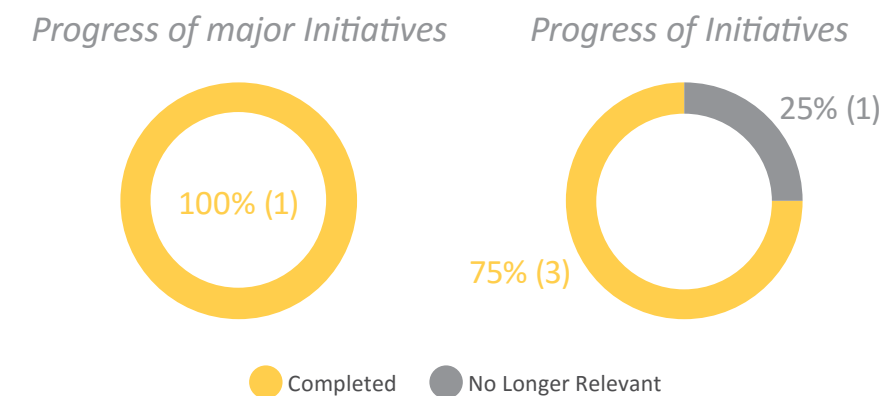
Council will continually build and shape a community of passionate, engaged and inspired residents and organisations who are proud to call Wyndham City their home. We will streamline our internal systems, our collaboration and communication across all levels of government, while establishing the foundations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



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
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.	✓
4.2	Coordinate service model and governance arrangements in preparation for the opening of the Wyndham Aboriginal Community Centre and Integrated Family Centre.	✓
4.3	Deliver The Loop - our interactive digital community engagement platform to improve community participation and impact.	✓
4.4	Deploy the Community Engagement Framework through tailoring our engagement tools and processes.	✓
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.	●

*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					
Transparency <i>Council resolutions made at meetings closed to the public</i> [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]	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.
Consultation and engagement <i>Community satisfaction with Council’s community consultation and engagement effort</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	73.50	65.00	66.00	66.70	Satisfaction with community consultation and engagement has remained the same from the 2017 community survey.
Attendance <i>Councillor attendance at Council meetings</i> [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)]	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.
Service cost <i>Cost of governance</i> [Direct cost of governance service/number of Councillors elected at the last Council general election]	\$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.
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	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	Independent Members:
Kathy Alexander (Chair)	3 of 4	Dr Kathy Alexander (Appointed July 2018)
John Watson	4 of 4	Dr John Purcell (Appointed May 2015)
John Purcell	3 of 4	Mr John Watson (Appointed May 2015)
Jeff Rigby	4 of 4	Mr Jeff Rigby (Appointed August 2017)
Cr Peter Maynard	0*	Councillors:
Cr Mia Shaw (Mayor)	2 of 4	Cr Peter Maynard (Mayor, retired November 2018)
Cr Kim McAliney	3 of 4	Cr Mia Shaw (Mayor, appointed November 2018)
Cr Aaron An	3 of 4	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.

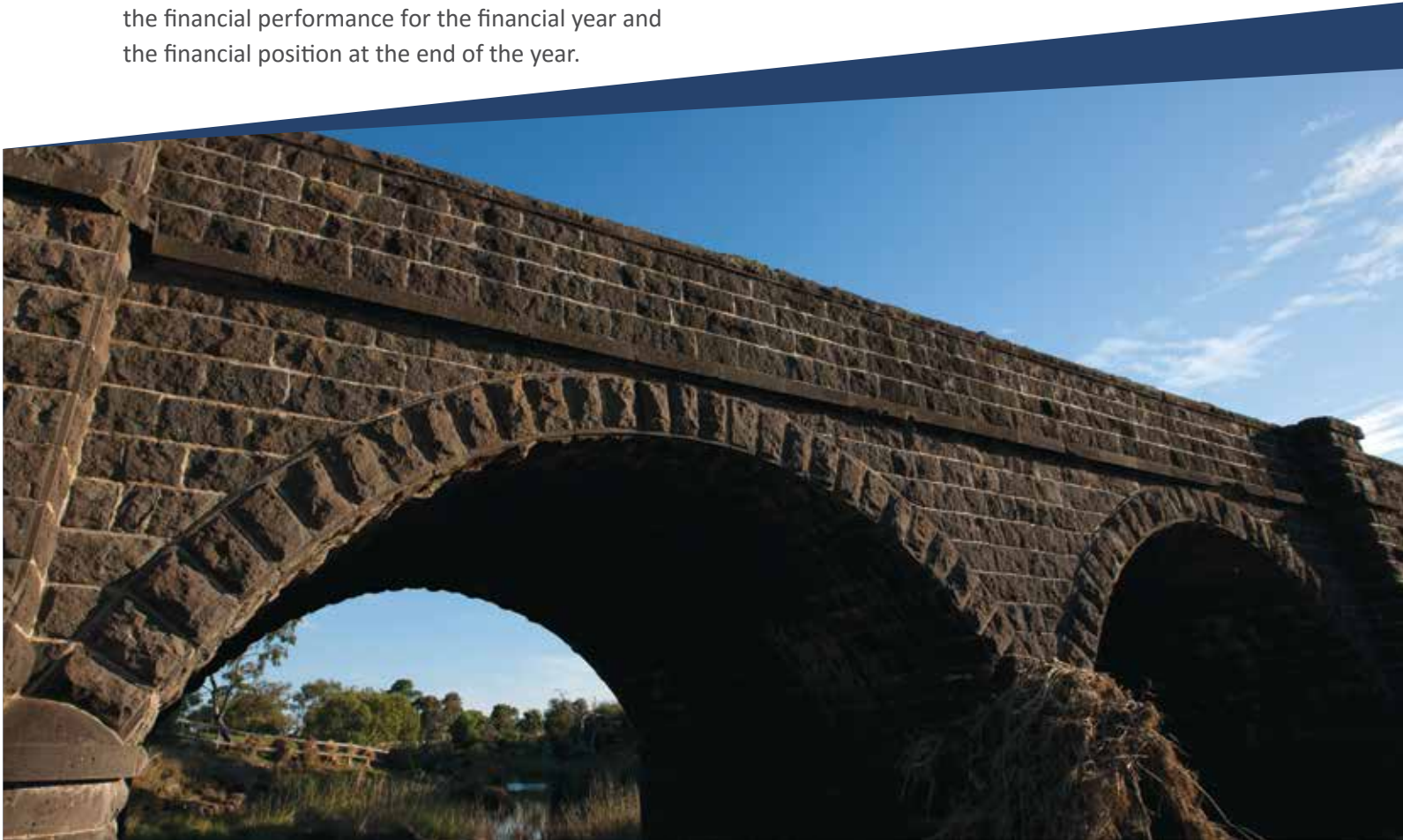
Risk management

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

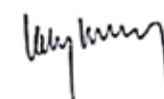
The following are the results of Council’s assessment against the prescribed governance and management checklist.

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 2011Open Space: 2 July 2011Roads: 2 July 2011Stormwater: 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	<input checked="" type="checkbox"/>
12. Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 21 March 2019	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>

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

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
- 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

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

- 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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12. Australian Urban Infrastructure Research Network (2011), Vulnerability Analysis of Mortgage, Petroleum and Inflation Risks and Expenditure Index.
13. Australian Government Bureau of Meteorology (2019), Climate Data.
14. Wyndham City Council (2018), Library Programs and Services Data.
15. National Institute of Economic and Industry Research (NIEIR) (2019), Employment Data analysed by ID Consulting, July 2018
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17. ID Consulting (2019), Economy ID.
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WYNDHAM CITY

FINANCIAL REPORT

For the year ended 30 June 2019



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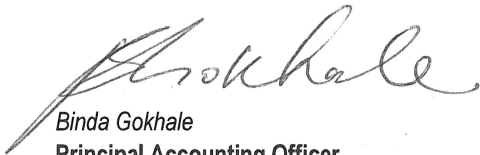
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Certification of the Financial Statements

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



Binda Gokhale

Principal Accounting Officer

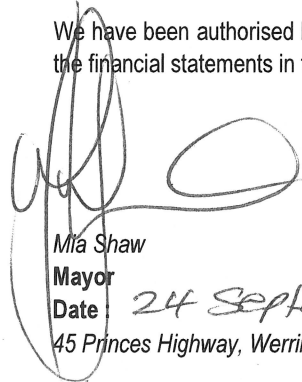
Date: 24 September 2019

45 Princes Highway, Werribee, Victoria

In our opinion the accompanying financial statements present fairly the financial transactions of Wyndham City Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

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

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

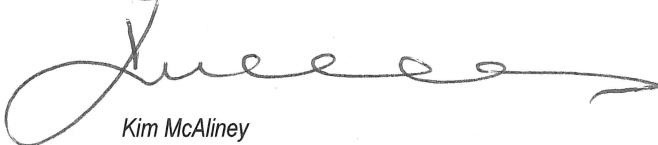


Mia Shaw

Mayor

Date: 24 September 2019

45 Princes Highway, Werribee, Victoria

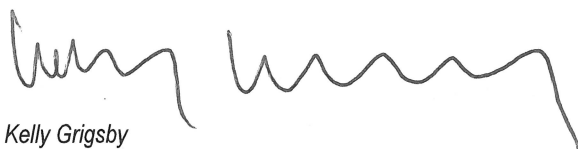


Kim McAliney

Councillor

Date: 24 September 2019

45 Princes Highway, Werribee, Victoria



Kelly Grigsby

Chief Executive Officer

Date: 24 September 2019

45 Princes Highway, Werribee, Victoria

Independent Auditor's Report

To the Councillors of Wyndham City Council

Opinion	<p>I have audited the consolidated financial report of Wyndham City Council (the council) and its controlled entities (together, the consolidated entity), which comprises the:</p> <ul style="list-style-type: none">• consolidated entity balance sheet as at 30 June 2019• consolidated entity comprehensive income statement for the year then ended• consolidated entity statement of changes in equity for the year then ended• consolidated entity statement of cash flows for the year then ended• council statement of capital works for the year then ended• notes to the financial statements, including significant accounting policies• certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the consolidated entity as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the consolidated entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's
responsibilities
for the audit of
the financial
report**


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

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

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

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

MELBOURNE
30 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
Income			
Rates and charges	3.1	201,329	187,468
Statutory fees and fines	3.2	19,196	15,762
User fees	3.3	62,618	76,138
Grants - operating	3.4 (a)	47,164	44,972
Grants - capital	3.4 (b)	6,719	10,461
Contributions - monetary	3.5	88,964	66,857
Contributions - non monetary	3.5	186,671	171,787
Other income	3.7	11,205	8,411
Total income		623,866	581,856
Expenses			
Employee costs	4.1	143,113	131,014
Materials and services	4.2	100,343	102,828
Depreciation and amortisation	4.3	82,094	81,641
Bad and doubtful debts	4.4	1,526	1,475
Borrowing costs	4.5	2,414	2,443
Net loss on disposal of property, infrastructure, plant and equipment	3.6	171	30,181
Other expenses	4.6	2,784	2,783
Total expenses		332,445	352,364
Surplus for the year		291,421	229,492
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	9.1 (a)	-	51,913
Total comprehensive result		291,421	281,405

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

Balance Sheet As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	7,497	9,130
Trade and other receivables	5.1 (c)	23,896	27,458
Other financial assets	5.1 (b)	374,494	325,418
Inventories	5.2 (a)	105	121
Non-current assets classified as held for sale	6.1	7,270	10,970
Other assets	5.2 (b)	2,374	2,436
Total current assets		415,636	375,533
Non-current assets			
Trade and other receivables	5.1 (c)	134	1,370
Other financial assets	5.1 (b)	35,130	9,238
Property, infrastructure, plant and equipment	6.2	3,963,349	3,735,096
Intangible assets	5.2 (c)	2,576	4,658
Total non-current assets		4,001,189	3,750,362
Total assets		4,416,825	4,125,896
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	22,116	26,527
Trust funds and deposits	5.3 (b)	20,656	18,709
Provisions	5.5	52,876	32,087
Total current liabilities		95,648	77,323
Non-current liabilities			
Provisions	5.5	7,908	26,724
Interest-bearing liabilities	5.4	55,000	55,000
Total non-current liabilities		62,908	81,724
Total liabilities		158,556	159,047
Net assets		4,258,269	3,966,848
Equity			
Accumulated surplus		2,245,195	2,042,065
Reserves	9.1	2,013,074	1,924,783
Total Equity		4,258,269	3,966,848

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

Statement of Changes in Equity For the Year Ended 30 June 2019

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019					
Balance at beginning of the financial year		3,966,848	2,042,065	1,741,950	182,833
Surplus for the year		291,421	291,421	-	-
Net asset revaluation increment	9.1(a)	-	-	-	-
Transfers to other reserves	9.1(b)	(88,291)	(88,291)	-	-
Transfers from other reserves	9.1(b)	88,291	-	-	88,291
Balance at end of the financial year		4,258,269	2,245,195	1,741,950	271,124

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018					
Balance at beginning of the financial year		3,685,443	1,859,159	1,690,037	136,247
Surplus for the year		229,492	229,492	-	-
Net asset revaluation increment	9.1(a)	51,913	-	51,913	-
Transfers to other reserves	9.1(b)	(46,586)	(46,586)	-	-
Transfers from other reserves	9.1(b)	46,586	-	-	46,586
Balance at end of the financial year		3,966,848	2,042,065	1,741,950	182,833

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

Statement of Cash Flows For the Year Ended 30 June 2019

		2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
	Note		
Cash flows from operating activities			
Rates and charges		200,422	187,232
Statutory fees and fines		19,087	15,210
User fees		71,995	84,822
Grants - operating		48,942	47,001
Grants - capital		6,972	10,933
Contributions - monetary		88,964	66,857
Interest and rentals received		11,205	8,411
Trust funds and deposits taken		105,621	120,191
Net GST refund		15,022	10,024
Employee costs		(140,710)	(126,936)
Materials and services		(130,034)	(126,316)
Trust funds and deposits repaid		(103,674)	(115,443)
Net cash provided by operating activities	9.2	193,812	181,986
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(120,210)	(91,480)
Proceeds from sale of property, infrastructure, plant and equipment		2,146	2,545
Net payments for acquisition of/proceeds from sale of other financial assets		(74,968)	(97,152)
Net cash used in investing activities		(193,031)	(186,087)
Cash flows from financing activities			
Finance costs		(2,414)	(2,443)
Net cash used in financing activities		(2,414)	(2,443)
Net decrease in cash and cash equivalents		(1,633)	(6,544)
Cash and cash equivalents at the beginning of the financial year		9,130	15,674
Cash and cash equivalents at the end of the financial year	5.1	7,497	9,130
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

Statement of Capital Works For the Year Ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
Property			
Land		4,494	1,211
Land improvements		20,660	3,268
Total land		25,154	4,479
Buildings		16,337	14,763
Building improvements		4,760	8,619
Total buildings		21,097	23,382
Total property		46,251	27,861
Plant and equipment			
Heritage and culture		383	150
Plant, machinery and equipment		5,823	3,770
Fixtures, fittings and furniture		4,668	2,540
Computers and telecommunications		4,401	411
Library books		1,119	1,001
Total plant and equipment		16,394	7,872
Infrastructure			
Roads		31,186	35,405
Bridges		63	1,417
Footpaths and cycleways		276	437
Drainage		5	103
Recreational, leisure and community facilities		11,899	7,592
Waste management		1,585	799
Parks, open space and streetscapes		9,886	9,249
Off street car parks		33	1,014
Other infrastructure		2,969	1,409
Total infrastructure		57,902	57,425
Total capital works expenditure		120,547	93,158
Represented by:			
New asset expenditure		64,074	33,130
Asset renewal expenditure		33,724	27,828
Asset expansion expenditure		3,526	6,147
Asset upgrade expenditure		19,223	26,053
Total capital works expenditure		120,547	93,158

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

Overview

Introduction

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

Statement of compliance

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

Significant accounting policies

Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- other areas requiring judgements

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

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

Note 1 Performance against budget

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

The budget figures detailed below are those adopted by Council on 25 June 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term.

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

1.1 Income and expenditure

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
Income					
Rates and charges	200,155	201,329	1,174	1%	
Statutory fees and fines	16,445	19,196	2,751	17%	1
User fees	63,501	62,618	(883)	-1%	
Grants - operating	35,040	47,164	12,124	35%	2
Grants - capital	9,472	6,719	(2,753)	-29%	3
Contributions - monetary	44,922	88,964	44,042	98%	4
Contributions - non monetary	136,271	186,671	50,400	37%	5
Net gain on disposal of property, infrastructure, plant and equipment	3,885	-	(3,885)	-100%	6
Other income	8,000	11,205	3,205	40%	7
Total income	517,691	623,866	106,175	21%	
Expenses					
Employee costs	139,275	143,113	(3,838)	-3%	
Materials and services	101,181	100,343	838	1%	
Depreciation and amortisation	81,278	82,094	(816)	-1%	
Bad and doubtful debts	64	1,526	(1,462)	-2285%	8
Borrowing costs	3,619	2,414	1,205	33%	9
Net loss on disposal of property, infrastructure, plant and equipment	-	171	(171)	-	6
Other expenses	3,123	2,784	339	11%	10
Total expenses	328,540	332,445	(3,905)	-1%	
Surplus for the year	189,151	291,421	102,270	54%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	The favourable variance is predominantly driven by an increase in Subdivision Certification Fees and Permit fees which are a reflection of the continuous growth in the municipality, along with an ongoing focus on local law enforcement mainly in traffic management and prosecutions.
2	Grants - operating	A majority of the favourable variance is due to half of the 2019/20 Financial Assistance Grants (\$9.7M) being paid in advance in the 2018/19 year. There are also other service areas that received funding higher than what was confirmed or anticipated at the time of setting the budget.
3	Grants - capital	The unfavourable variance is mainly driven by the early receipt of 2018/19 Roads to Recovery grant, which was paid in the last quarter of the 2017/18 financial year.
4	Contributions - monetary	Contributions - monetary is above budget due to the higher level of land developer cash contributions as a result of the greater than anticipated rate of subdivisions development.
5	Contributions - non monetary	Contributions - non monetary is above budget due to the higher level of gifted assets as a result of the greater than anticipated rate of subdivisions development.
6	Net gain or net loss on disposal of property, infrastructure, plant and equipment	Budgeted gain included sale of a number of properties which did not occur in 2018/19. The net loss of \$0.171M is mainly from sale of fleet vehicles.
7	Other income	Other income is higher than budget mainly due to active management of Council's current investment profile, which generated an additional \$2.8M in interest revenue from term deposit investments, taking advantage of higher cash holdings from land developer cash contributions received and yet to be expended.
8	Bad and doubtful debts	Council has provided for a substantially higher amount for bad and doubtful debts from infringement debtors following a review during the reporting year of all aged debtors within Council's operation.
9	Borrowing costs	Council anticipated an additional borrowing of \$15M, which did not eventuate. The borrowing cost was therefore lower than the budgeted amount.
10	Other expenses	Other expenses are lower than budget predominately due to lower than expected community grants and contributions that Council provides.

1.2 Capital works

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
Property					
Land	16,010	4,494	11,516	-72%	1
Land improvements	7,566	20,660	(13,094)	173%	2
Total land	23,576	25,154	(1,578)	7%	
Buildings	20,781	16,337	4,444	-21%	3
Building improvements	3,968	4,760	(792)	20%	4
Total buildings	24,749	21,097	3,652	-15%	
Total property	48,325	46,251	2,074	-4%	
Plant and equipment					
Heritage and culture	589	383	206	-35%	5
Plant, machinery and equipment	7,278	5,823	1,455	-20%	6
Fixtures, fittings and furniture	12,500	4,668	7,832	-63%	7
Computers and telecommunications	6,900	4,401	2,499	-36%	8
Library books	994	1,119	(125)	13%	9
Total plant and equipment	28,261	16,394	11,867	-42%	
Infrastructure					
Roads	37,117	31,186	5,931	-16%	10
Bridges	-	63	(63)	-	11
Footpaths and cycleways	1,170	276	894	-76%	12
Drainage	85	5	80	-94%	13
Recreational, leisure and community facilities	14,838	11,899	2,939	-20%	14
Waste management	875	1,585	(710)	81%	15
Parks, open space and streetscapes	11,554	9,886	1,668	-14%	16
Off street car parks	-	33	(33)	-	17
Other infrastructure	3,701	2,969	732	-20%	18
Total infrastructure	69,340	57,902	11,438	16%	
Total capital works expenditure	145,926	120,547	25,379	17%	
Represented by:					
New asset expenditure	89,230	64,074	25,156	-28%	
Asset renewal expenditure	43,800	33,724	10,076	-23%	
Asset expansion expenditure	264	3,526	(3,262)	1236%	
Asset upgrade expenditure	12,632	19,223	(6,591)	52%	
Total capital works expenditure	145,926	120,547	25,379	-17%	

(i) Explanation of material variations

Variance	Item	Explanation
1	Land	Expenditure on land is lower than budget due to timing in settlement payments for strategic land acquisitions.
2	Land improvements	Higher than budget mainly due to a delay in the construction of new Cell 5 at Refuse Disposal Facility in 2017/18 which led to higher expenditure in 2018/19, as well as more stringent requirements from the Environmental Protection Authority.
3	Buildings	Lower than budget mainly due to delays in key projects which are due to be completed in 2019/20, including the Wyndham Aboriginal Community Centre, the Truganina East Integrated Family Centre and sports pavilions.
4	Building improvements	The higher spending than budget in the Building Improvements category is mainly due to the Central Park retrofit project which was not included in the 2018-19 budget. This expenditure was mostly covered by state grants received in the 2018/19 financial year.
5	Heritage and culture	Expenditure is lower than budget due to delay in the adoption of the Public Art and Collection Policy and the subsequent commissioning of art work.
6	Plant, machinery and equipment	Lower than budgeted due to the delays in the delivery of plant and machinery, with several key items now due for delivery in 2019/20.
7	Fittings, Fixtures and Furniture	Lower than the budget mainly due to delays in the staging of the accommodation project. The project is expected to be completed within the 2019/20 financial year.
8	Computers and telecommunications	Lower than budget mostly due to a delay in the design and implementation process for the Enterprise Resource Platform project. The project is currently being implemented in 2019/20.
9	Library Books	Higher than budget due to additional stock of books purchased for the reopening of the Point Cook Library.
10	Roads	Lower than budget mainly due to delays in the approval of the Ison Road extension design by key external parties. Negotiations will continue in 2019/20 in order to progress this project.
11	Bridges	Higher than budget due to early planning for future projects and minor expenditure related to final details for previous bridge projects.
12	Footpaths and cycleways	Lower than budget due to additional time invested in the design stage in order to comply with complex cultural heritage obligations. Further designs are ongoing in 2019/20 to meet current regulations and standards.
13	Drainage	Lower than budget due to the delay in the Refuse Disposal Facility stormwater drainage project, which will be carried out once the construction of Cell 5 is complete.
14	Recreational, leisure and community facilities	Lower than budget mainly due to unforeseen site specific issues at Lawrie Emmins reserve and delays in Galvin Park Masterplan implementation project.
15	Waste management	Unbudgeted expenditure for the renewal of heavy equipment required at the landfill is the main reason for the overspend.
16	Parks, Open Space and Streetscapes	Lower than budget due to planning permit approval delays in the Wyndham Park project, which is forecast to be completed in December 2019.
17	Offstreet car parks	Higher than budget due to early planning for future projects intended to be carried out in the 2019/20 financial year.
18	Other infrastructure	Lower than budget due to delays in the tender process for the Wetlands Rectification design project. The project is expected to commence in early 2019/20.

Note 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.1 (a) CEO & Corporate Office

The Corporate office provides efficient, effective and proactive support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services include finance services, digital information and technology, property and procurement, strategy and program delivery and program integration and development.

City Life

The City Life Directorate provides for the planning and delivery of life stage services to our community. This includes the provision of services direct to the community such as Libraries, Early Education, Youth, Aged & Disability services, Maternal & Child Health, Sport & Recreation, Arts & Culture and Community Strengthening. These services are delivered in a range of places and spaces across the city such as kindergartens, community centres, libraries and within Council's open spaces.

Deals, Investments & Major Projects

Deals, Investments & Major Projects focuses on the growth of key international and national industry sectors and facilitates investment from both public and private entities via the creation of innovative deals that leverage value capture concepts to fast track delivery. It is also responsible for overseeing major projects in the areas of transport, construction and mixed used developments.

City Operations

The City Operations Directorate ensures Council is delivering essential infrastructure services to the organisation and community such as information technology, city amenities, urban environments, planning and building, animal management, environmental health, waste management and parks and gardens.

The City Operations Directorate comprises Information Services, Planning & Building, City Amenity & Safety, Assets & Roads, Facilities & Open Space, Risk & Compliance, and Waste Management & Disposal.

City Economy, Innovation & Liveability

The purpose of the City Economy, Innovation & Liveability Directorate is to ensure long term growth, development of opportunities and effective management of challenges for the city's future.

The City Economy, Innovation & Liveability Directorate comprises Urban Futures, Environment & Water, Economic Growth, Industry Facilitation & Tourism, Vibrant City Centres, City Transport, Smart City Office and Project Management Office.

Note 2.1 Analysis of Council results by program

2.1 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2019					
CEO & Corporate office	488,950	127,552	361,399	18,937	235,075
City Life (Includes WLS)	46,659	72,830	(26,171)	27,151	476,917
Deals, Investments & Major Projects	-	640	(640)	-	1,166
City Operations (Includes RDF)	87,317	118,958	(31,641)	7,048	3,680,946
City Economy, Innovation & Liveability	939	12,465	(11,526)	747	22,721
	623,866	332,445	291,421	53,883	4,416,825
	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
CEO & Corporate office	436,525	120,971	315,554	17,574	169,610
City Life (Includes WLS)	44,325	69,210	(24,885)	25,470	434,629
Deals, Investments & Major Projects	-	-	-	-	-
City Operations (Includes RDF)	99,944	151,896	(51,952)	12,090	3,507,571
City Economy, Innovation & Liveability	1,062	10,287	(9,225)	298	14,086
	581,856	352,364	229,492	55,433	4,125,896

2019
\$'000

2018
\$'000

Note 3 Funding for the delivery of our services

3.1 Rates and charges

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

The valuation base used to calculate general rates for 2018/19 was \$59,354 million (2017/18 \$42,051 million).

General Rates	167,183	154,592
Municipal charge	5,672	5,198
Waste management charge	22,094	20,143
Supplementary rates and rate adjustments	5,038	6,248
Interest on rates and charges	1,109	1,062
Revenue in lieu of rates	233	225
Total rates and charges	201,329	187,468

The date of the latest general revaluation of land for rating purposes within the municipal district was 1st January 2018, and the valuation was first applied in the rating year commencing 1st July 2018.

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

3.2 Statutory fees and fines

Infringements and costs	4,815	5,120
Court recoveries	406	404
Town planning fees	13,769	9,976
Land information certificates	206	262
Total statutory fees and fines	19,196	15,762

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

3.3 User fees

Aged and health services	806	887
Leisure centre and recreation	13,700	12,251
Child care/children's programs	3,162	3,178
Registration and other permits	888	849
Building services	1,641	1,269
Waste management services	32,880	47,230
Cost recoveries	6,419	7,605
Other fees and charges	3,122	2,869
Total user fees	62,618	76,138

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

	2019 \$'000	2018 \$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	23,530	23,238
State funded grants	30,353	32,195
Total grants received	53,883	55,433
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial assistance grants	18,937	17,619
Other	4,255	4,065
Recurrent - State Government		
Primary care partnerships	348	322
Aged care	2,391	2,531
School crossing supervisors	-	1,254
Libraries	1,443	1,352
Maternal and child health	4,119	3,481
Community safety	139	120
Early childhood & youth	13,339	12,553
Other	39	71
Total recurrent operating grants	45,010	43,368
Non-recurrent - Commonwealth Government		
Other	338	-
Non-recurrent - State Government		
Community health	330	211
Family and children	502	563
Environmental planning	228	136
Transport	-	20
Strategy planning	329	39
Recreation	67	89
Other	360	546
Total non-recurrent operating grants	2,154	1,604
Total operating grants	47,164	44,972
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	-	2,693
Total recurrent capital grants	-	2,693
Non-recurrent - Commonwealth Government		
Buildings	-	2,925
Non-recurrent - State Government		
Buildings	2,640	4,796
Roads	180	52
Footpaths and cycleways	1,215	(92)
Recreational, leisure and community facilities	1,654	87
Other	1,030	-
Total non-recurrent capital grants	6,719	7,768
Total capital grants	6,719	10,461

3.4 Funding from other levels of government (cont'd)	2019 \$'000	2018 \$'000
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	10,408	8,024
Received during the financial year and remained unspent at balance date	7,207	3,886
Received in prior years and spent during the financial year	(10,035)	(1,502)
Balance at year end	<u>7,580</u>	<u>10,408</u>

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal).

3.5 Contributions

Monetary	88,964	66,857
Non-monetary	186,671	171,787
Total contributions	<u>275,635</u>	<u>238,644</u>

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

Land	44,432	43,120
Land under roads	18,772	15,996
Drainage	17,823	19,883
Roads	105,644	92,788
Total non-monetary contributions	<u>186,671</u>	<u>171,787</u>

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

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

Proceeds of sale	2,146	2,545
Written down value of assets disposed	(2,317)	(32,726)
Total net loss on disposal of property, infrastructure, plant and equipment	<u>(171)</u>	<u>(30,181)</u>

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

3.7 Other income

Interest	9,921	7,391
Rental income	1,284	1,020
Total other income	<u>11,205</u>	<u>8,411</u>

Interest is recognised as it is earned.

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

	2019 \$'000	2018 \$'000
Note 4 The cost of delivering services		
4.1 (a) Employee Costs		
Wages and salaries	126,066	116,201
WorkCover	2,943	2,383
Superannuation	10,744	9,841
Fringe benefits tax	504	495
Other	2,856	2,094
Total employee costs	143,113	131,014

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	434	534
Employer contributions payable at reporting date.	434	534

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5,234	4,860
Employer contributions - other funds	4,940	4,255
Employer contributions payable at reporting date.	10,174	9,115

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Marketing & Promotion Contracts	1,960	1,642
Fleet Services Contracts	662	676
Waste Services contracts	32,648	40,290
Other Contract Payments	4,992	6,367
Building maintenance	2,059	2,126
General maintenance	33,107	29,414
Utilities	6,799	6,161
Office administration	2,576	2,221
Information technology	7,589	5,461
Insurance	1,128	1,163
Consultants	6,823	7,307
Total materials and services	100,343	102,828

4.3 Depreciation and amortisation

Property	8,906	10,870
Plant and equipment	6,720	5,524
Infrastructure	64,387	60,445
Total depreciation	80,013	76,839
Intangible assets	2,081	4,802
Total depreciation and amortisation	82,094	81,641

Refer to note 5.2(c) and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

	2019 \$'000	2018 \$'000
4.4 Bad and doubtful debts		
Parking and other infringement debtors	1,516	1,400
Other debtors	10	75
Total bad and doubtful debts	1,526	1,475
Movement in provisions for doubtful debts		
Balance at the beginning of the year	7,211	6,462
New provisions recognised during the year	1,559	1,518
Amounts already provided for and written off as uncollectible	(2,338)	(654)
Amounts provided for but recovered during the year	(29)	(115)
Balance at end of year	6,403	7,211

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

The amounts provided for but recovered during the year in 2018/19 were largely related to GST claim back.

4.5 Borrowing costs

Interest - Borrowings	2,414	2,443
Total borrowing costs	2,414	2,443

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

4.6 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	78	74
Auditors' remuneration - Internal	199	320
Councillors' allowances	443	433
Operating lease rentals	476	437
Grants and contributions	1,588	1,519
Total other expenses	2,784	2,783

	2019	2018
	\$'000	\$'000

Note 5 Our financial position

5.1 Financial Assets

(a) Cash and cash equivalents

Cash on hand	19	28
Cash at bank	7,478	9,102
Total cash & cash equivalents	7,497	9,130

(b) Other financial assets

Term deposits - current	374,494	325,418
Term deposits - non current	35,130	9,238
Total other financial assets	409,624	334,656
Total financial assets	417,121	343,786

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

Trust funds and deposits (Note 5.3)	20,656	18,709
Total restricted funds	20,656	18,709
Total unrestricted cash & cash equivalents and other financial assets	396,465	325,077

Intended allocations

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

Unexpended grants and subsidies	7,580	10,408
Developer contributions	263,545	172,426
Cash held to fund carried forward capital works	5,079	2,342
Total funds subject to intended allocations	276,204	185,176

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

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

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	13,806	12,859
Special rate assessment	-	39
Infringement debtors	7,173	7,723
Provision for doubtful debts - infringements	(5,787)	(6,446)

Non statutory receivables

Trade debtors	9,320	14,048
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Other debtors

Provision for doubtful debts - other debtors	(616)	(765)
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Total current trade and other receivables	23,896	27,458
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5.1 Financial Assets (cont'd)	2019 \$'000	2018 \$'000
(c) Trade and other receivables (cont'd.)		
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	-	-
<i>Non statutory receivables</i>		
Loans and advances to community organisations	134	1,370
Total non-current trade and other receivables	134	1,370
Total trade and other receivables	24,030	28,828

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

(d) Ageing of receivables

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

Current (not yet due)	6,680	9,935
Past due by up to 30 days	987	1,654
Past due between 31 and 180 days	518	1,017
Past due between 181 and 365 days	122	287
Past due by more than 1 year	1,013	1,155
Total trade and other receivables	9,320	14,048

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$ 615,697 (2018: \$765,411) were impaired. The amount of the provision raised against these debtors was \$ 615,697 (2018: \$765,411). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

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

Current (not yet due)	9	-
Past due by up to 30 days	9	-
Past due between 31 and 180 days	11	13
Past due between 181 and 365 days	24	55
Past due by more than 1 year	563	697
Total trade and other receivables	616	765

	2019 \$'000	2018 \$'000
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5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	105	121
Total inventories	105	121

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

(b) Other assets

Prepayments	2,345	1,463
Accrued income	29	973
Total other assets	2,374	2,436

(c) Intangible assets

Software	2,576	3,969
Landfill air space	-	689
Total intangible assets	2,576	4,658

	Software \$'000	Landfill \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2018	10,370	7,657	18,027
Additions from acquisitions	-	-	-
Other	-	-	-
Balance at 1 July 2019	10,370	7,657	18,027
Accumulated amortisation and impairment			
Balance at 1 July 2018	6,401	6,968	13,369
Amortisation expense	1,392	689	2,081
Balance at 1 July 2019	7,794	7,657	15,450
Net book value at 30 June 2018	3,969	689	4,658
Net book value at 30 June 2019	2,576	-	2,576

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

	2019 \$'000	2018 \$'000
5.3 Payables		
(a) Trade and other payables		
Trade payables	1,794	3,948
Accrued expenses	20,322	22,579
Total trade and other payables	22,116	26,527
(b) Trust funds and deposits		
Refundable deposits	20,083	17,584
Fire services levy	538	1,065
Retention amounts	35	60
Total trust funds and deposits	20,656	18,709

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

Purpose and nature of items

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

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

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

5.4 Interest-bearing liabilities

Non-current

Borrowings - secured (*)	55,000	55,000
Total	55,000	55,000

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

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

Later than one year and not later than five years	40,000	40,000
Later than five years	15,000	15,000
Total	55,000	55,000

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

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

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

5.5 Provisions

	Employee	Landfill restoration	Other	Total
	\$ '000	\$ '000	\$ '000	\$ '000
2019				
Balance at beginning of the financial year	25,196	31,749	1,866	58,811
Additional provisions	14,878	-	-	14,878
Amounts used	(12,619)	(198)	(822)	(13,639)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	843	(109)	-	734
Balance at the end of the financial year	28,298	31,442	1,044	60,784
2018				
Balance at beginning of the financial year	21,052	30,616	4,784	56,452
Additional provisions	14,640	1,769	-	16,409
Amounts used	(10,344)	(624)	(2,918)	(13,886)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(152)	(12)	-	(164)
Balance at the end of the financial year	25,196	31,749	1,866	58,811

2019
\$'000

2018
\$'000

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave	7,773	7,091
Long service leave	1,194	964
	8,967	8,055

Current provisions expected to be wholly settled after 12 months

Annual leave	1,122	1,020
Long service leave	13,426	12,171
	14,548	13,191

Total current employee provisions

23,515 **21,246**

Non-current

Long service leave	4,783	3,950
Total non-current employee provisions	4,783	3,950

Aggregate carrying amount of employee provisions:

Current	23,515	21,246
Non-current	4,783	3,950
Total aggregate carrying amount of employee provisions	28,298	25,196

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

5.5 Provisions (cont'd)	2019 \$'000	2018 \$'000
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(a) Employee provisions (cont'd.)

Wages and salaries and annual leave

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

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

Long service leave

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

Key assumptions:

Inflation rate	4.31%	3.88%
Weighted average discount rate	1.15%	2.36%
Weighted average settlement period	13 years	13 years

(b) Landfill restoration

Current	29,361	10,841
Non-current	2,081	20,908
Total	31,442	31,749

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

Key assumptions:

Weighted average increase in costs	1.40%	2.42%
Weighted average discount rates	1.23%	2.06%
Weighted average settlement period (years)	2	2

(c) Other provisions - sundry creditors

Non-current	1,044	1,866
Total	1,044	1,866

	2019 \$'000	2018 \$'000
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2019.		
Credit card facility	525	525
Used facilities	(141)	(148)
Unused facilities	<u>384</u>	<u>377</u>

5.7 Commitments

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

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2019	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Open space management	2,717	1,687	2,738	-	7,142
Consultancies	265	280	-	-	545
Cleaning contracts for council buildings	465	-	-	-	465
Other	1,113	3,946	7,000	-	12,059
Total	4,560	5,913	9,738	-	20,211
Capital					
Property	14,590	-	-	-	14,590
Plant and equipment	2,521	-	-	-	2,521
Infrastructure	30,527	-	-	-	30,527
Total	47,638	-	-	-	47,638
2018	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Open space management	1,139	1,030	-	-	2,169
Consultancies	994	353	280	-	1,627
Cleaning contracts for council buildings	1,560	465	-	-	2,025
Other	20,749	1,798	7,000	-	29,547
Total	24,442	3,646	7,280	-	35,368
Capital					
Property	18,215	-	-	-	18,215
Plant and equipment	3,192	-	-	-	3,192
Infrastructure	20,472	-	-	-	20,472
Total	41,879	-	-	-	41,879

	2019 \$'000	2018 \$'000
5.7 Commitments (cont'd.)		
Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and for land and buildings that are used within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	292	443
Later than one year and not later than five years	-	278
Later than five years	-	-
Total	292	721

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

Note 6 Assets we manage

6.1 Non current assets classified as held for sale

Cost of acquisition (land)	7,270	10,970
Total non current assets classified as held for sale	7,270	10,970

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

6.2 Property, infrastructure plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2018 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Impairment \$'000	Transfers \$'000	At Fair Value 30 June 2019 \$'000
Property	1,323,135	18,646	63,204	-	(8,906)	(251)	-	-	3,700	1,399,528
Plant and Equipment	28,685	12,998	-	-	(6,720)	(2,066)	-	-	(34)	32,863
Infrastructure	2,319,737	36,133	123,467	-	(64,387)	-	-	-	(0)	2,414,950
Work in progress	63,539	76,747	-	-	-	-	-	-	(24,278)	116,008
	3,735,096	144,524	186,671	-	(80,013)	(2,317)	-	-	(20,612)	3,963,349

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	20,326	40,557	-	(4,199)	56,684
Plant and Equipment	1,689	294	-	(1,089)	894
Infrastructure	41,524	35,896	-	(18,990)	58,430
Total	63,539	76,747	-	(24,278)	116,008

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

(a) Property	Land - specialised	Land - non specialised	Land improvements	Land under roads	Total land & land improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Total buildings	Work in progress	Total property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	594,135	263,782	17,429	175,918	1,051,264	899	280,236	1,496	282,631	20,326	1,354,221
Accumulated depreciation at 1 July 2018	-	-	(10,760)	-	(10,760)	-	-	-	-	-	(10,760)
	594,135	263,782	6,669	175,918	1,040,504	899	280,236	1,496	282,631	20,326	1,343,461
Movements in fair value											
Additions	-	5,534	83	-	5,617	-	12,675	354	13,029	40,557	59,203
Contributions	-	44,432	-	18,772	63,204	-	-	-	-	-	63,204
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Disposal	-	-	-	-	-	-	(292)	-	(292)	-	(292)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	3,700	-	-	3,700	-	-	-	-	(4,199)	(499)
	-	53,666	83	18,772	72,521	-	12,383	354	12,737	36,358	121,616
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	(1,177)	-	(1,177)	(53)	(7,220)	(456)	(7,729)	-	(8,906)
Accumulated depreciation of disposals	-	-	-	-	-	-	41	-	41	-	41
Revaluation	-	-	-	-	-	-	-	-	-	-	-
	-	-	(1,177)	-	(1,177)	(53)	(7,179)	(456)	(7,688)	-	(8,865)
At fair value 30 June 2019	594,135	317,448	17,512	194,691	1,123,786	899	292,619	1,850	295,368	56,684	1,475,838
Accumulated depreciation at 30 June 2019	-	-	(11,937)	-	(11,937)	(53)	(7,179)	(456)	(7,688)	-	(19,625)
	594,135	317,448	5,575	194,691	1,111,849	846	285,440	1,394	287,680	56,684	1,456,213

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

(b) Plant and Equipment	Heritage and culture \$'000	Plant, machinery and equipment \$'000	Fixtures, fittings and furniture \$'000	Computers and telecomms \$'000	Library books \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2018	1,341	24,838	10,140	6,114	11,126	1,689	55,248
Accumulated depreciation at 1 July 2018	(160)	(10,452)	(4,365)	(3,385)	(6,510)	-	(24,872)
	<u>1,181</u>	<u>14,386</u>	<u>5,775</u>	<u>2,729</u>	<u>4,616</u>	<u>1,689</u>	<u>30,376</u>
Movements in fair value							
Additions	97	7,930	1,828	1,922	1,221	294	13,292
Revaluation	-	-	-	-	-	-	-
Disposal	-	(4,801)	-	-	-	-	(4,801)
Transfers	-	-	-	-	-	(1,089)	(1,089)
	<u>97</u>	<u>3,129</u>	<u>1,828</u>	<u>1,922</u>	<u>1,221</u>	<u>(795)</u>	<u>7,402</u>
Movements in accumulated depreciation							
Depreciation and amortisation	(12)	(2,838)	(1,334)	(1,742)	(794)	-	(6,720)
Accumulated depreciation of disposals	-	2,735	-	-	-	-	2,735
Transfers	-	(34)	-	-	-	-	(34)
	<u>(12)</u>	<u>(137)</u>	<u>(1,334)</u>	<u>(1,742)</u>	<u>(794)</u>	<u>-</u>	<u>(4,019)</u>
At fair value 30 June 2019	1,438	27,967	11,967	8,036	12,347	894	62,649
Accumulated depreciation at 30 June 2019	(172)	(10,590)	(5,698)	(5,127)	(7,304)	-	(28,891)
	<u>1,266</u>	<u>17,377</u>	<u>6,269</u>	<u>2,909</u>	<u>5,043</u>	<u>894</u>	<u>33,758</u>

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

(c) Infrastructure	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Waste management	Parks open spaces and streetscapes	Off street car parks	Other infrastructure	Work in progress	Total infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	1,751,492	66,701	127,909	465,728	69,780	2,509	44,469	27,687	30,790	41,524	2,628,589
Accumulated depreciation at 1 July 2018	(123,178)	(4,443)	(34,091)	(68,993)	(16,849)	(665)	(9,299)	(1,816)	(7,994)	-	(267,328)
	1,628,314	62,258	93,818	396,735	52,931	1,844	35,170	25,871	22,796	41,524	2,361,261
Movements in fair value											
Additions	23,352	529	692	603	2,054	-	1,011	318	7,574	35,896	72,029
Contributions	93,253	1,270	11,122	17,822	-	-	-	-	-	-	123,467
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Disposal	(8,794)	-	(87)	-	-	-	-	-	-	-	(8,881)
Transfers	-	-	-	-	-	-	-	-	-	(18,990)	(18,990)
	107,811	1,799	11,727	18,425	2,054	-	1,011	318	7,574	16,906	167,625
Movements in accumulated depreciation											
Depreciation and amortisation	(48,545)	(689)	(2,553)	(4,659)	(3,418)	(85)	(1,855)	(712)	(1,871)	-	(64,387)
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals	8,794	-	87	-	-	-	-	-	-	-	8,881
	(39,751)	(689)	(2,466)	(4,659)	(3,418)	(85)	(1,855)	(712)	(1,871)	-	(55,506)
At fair value 30 June 2019	1,859,303	68,500	139,636	484,153	71,834	2,509	45,480	28,005	38,364	58,430	2,796,214
Accumulated depreciation at 30 June 2019	(162,929)	(5,132)	(36,557)	(73,652)	(20,267)	(750)	(11,154)	(2,528)	(9,865)	-	(322,834)
	1,696,374	63,368	103,079	410,501	51,567	1,759	34,326	25,477	28,499	58,430	2,473,380

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

Acquisition

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

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

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

Asset recognition thresholds and depreciation periods:

	Depreciation Period 2019	Threshold Limit \$'000
Property		
land	n/a	-
land improvements	20-30 years	10
Buildings		
heritage buildings	50 years	-
buildings	50 years	-
Plant and Equipment		
heritage plant and equipment	10-100 years	1
plant, machinery and equipment	4-10 years	-
fixtures, fittings and furniture	3-10 years	3
computers and telecommunications	3-10 years	3
library books	5 years	-
Infrastructure		
road surface	10-25 years	-
road base	55 years	-
road unsealed	55 years	-
road kerb and channel	40 years	-
bridges & culverts	50-100 years	-
footpaths and cycleways	10-55 years	-
drainage	100 years	-
recreational, leisure and community facilities	10-50 years	10
waste management	10-50 years	-
parks, open space and streetscapes	10-40 years	10
off street car parks	20-40 years	-
Intangible assets		
landfill air space	consumption	-
software	7 years	-

Land under roads

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

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

Depreciation and amortisation

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

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

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

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

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

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Alvin Lee (valuer registration no. 62944), in June 2018. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	317,448	594,135	June 2018
Buildings	-	1,394	285,440	June 2018
Heritage buildings	-	846	-	June 2018
Total	-	319,688	879,575	

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

Valuation of infrastructure

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

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

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	1,696,374	July 2016
Bridges	-	-	63,368	July 2016
Footpaths and cycleways	-	-	103,079	July 2016
Drainage	-	-	410,501	July 2010
Total	-	-	2,273,322	

Note that land under roads is excluded from the table above as it is valued at deemed cost. (Refer to Note 6.2)

Description of significant unobservable inputs into level 3 valuations

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

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

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

6.3 Investment in Subsidiaries

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

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

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

Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2019, and their income and expenses for that part of the reporting period in which control existed.

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

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

Entities consolidated into Council include:

- Western Leisure Services Pty Ltd

6.3 Investment in Subsidiaries (cont'd.)

Subsidiaries

Western Leisure Services Pty Ltd.

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

	2019	2018
	\$'000	\$'000
Summarised financial information		
Summarised statement of comprehensive income		
Total income	12,133	12,093
Total expenses	(12,061)	(11,956)
Surplus/(deficit) for the year	72	137
Other comprehensive income	-	-
Total comprehensive result	72	137
Summarised balance sheet		
Current assets	2,453	2,552
Non-current assets	-	-
Total assets	2,453	2,552
Current liabilities	1,732	1,866
Non-current liabilities	61	47
Total liabilities	1,793	1,913
Net Assets	660	639
Summarised statement of cash flows		
Net cash provided by / (used in) operating activities	(169)	575
Net cash provided by / (used in) investing activities	-	-
Net cash provided by / (used in) financing activities	-	-
Net increase / (decrease) in cash and cash equivalents	(169)	575

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Wyndham City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries are detailed in Note 6.3. No associates have been identified for inclusion in this financial report.

(b) Key Management Personnel

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

Councillors

Mia Shaw (Mayor: Nov 18 to current)
Peter Maynard (Mayor: Jul to Oct 18)
Aaron An (Jul 18 to current)
Heather Marcus (Jul 18 to current)
Henry Barlow (Jul 18 to current)
Intaj Khan (Jul 18 to current)
John Gibbons (Jul 18 to current)
Josh Gilligan (Jul 18 to current)
Kim McAliney (Jul 18 to current)
Tony Hooper (Jul 18 to current)
Walter Villagonzalo (Jul 18 to current)

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

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

	2019 No.	2018 No.
Total Number of Councillors	11	11
Total of Chief Executive Officer and other Key Management Personnel	9	8
Total Key Management Personnel	20	19

	2019 \$'000	2018 \$'000
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(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	2,899	2,546
Long-term benefits (Long Service Leave accruals in the current reporting period)	63	48
Termination benefits	-	-
Total	2,962	2,594

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

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

	2019 No.	2018 No.
Income Range:		
\$30,000 - \$39,999	9	9
\$50,000 - \$59,999	1	1
\$80,000 - \$89,999	1	1
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	-	1
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	-	1
\$240,000 - \$249,999	-	2
\$250,000 - \$259,999	1	-
\$260,000 - \$269,999	2	1
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	1	-
\$290,000 - \$299,999	2	1
\$390,000 - \$399,999	-	1
\$440,000 - \$449,999	1	-
	20	19

(d) Senior Officer Remuneration

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

- a) has management responsibilities and reports directly to the Chief Executive; or
 - b) whose total annual remuneration (including termination payments) exceeds \$148,000.
- (For 2017/18, the threshold was \$145,000)

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

	2019	2018
	No.	No.
Income Range:		
<\$148,000	14	8
\$148,000 - \$149,999	4	2
\$150,000 - \$159,999	15	3
\$160,000 - \$169,999	8	7
\$170,000 - \$179,999	6	10
\$180,000 - \$189,999	6	3
\$190,000 - \$199,999	4	4
\$200,000 - \$209,999	1	2
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	3	-
\$230,000 - \$239,999	1	-
\$240,000 - \$249,999	1	1
\$250,000 - \$259,999	-	-
\$260,000 - \$269,999	1	1
\$320,000 - \$329,999	1	-
\$340,000 - \$349,999	1	-
\$350,000 - \$359,999	1	-
	68	41

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

\$11,754,679 \$6,913,476

7.2 Related party disclosure

(a) Transactions with related parties

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

Purchase of goods and services at normal commercial terms \$32,343 \$31,371

(b) Outstanding balances with related parties

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

(c) Loans to/from related parties

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

(d) Commitments to/from related parties

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

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

(a) Contingent assets

Wyndham City acquires infrastructure assets, such as local roads, footpaths, kerb and channel and drains etc, from developers, as subdivisional contributions. The amount and value of assets acquired depends on the size of the development and the level of growth within the municipality. Council estimates \$269 million of subdivisional contribution from developers in future years. The estimate is based on the number of subdivisions as at 30 June 2019, that have commenced that Wyndham City will acquire over time using the average value of the subdivisions that were recognised in prior years.

Operating lease receivables

The Council has entered into commercial property leases on its property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

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

	2019 \$'000	2018 \$'000
Not later than one year	125	161
Later than one year and not later than five years	176	301
Later than five years	-	-
	<u>301</u>	<u>462</u>

(b) Contingent liabilities

Superannuation

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

Future superannuation contributions

In addition to the disclosed contributions, Wyndham City Council has paid unfunded liability payments to Vision Super totalling \$0.00 (2017/18 \$0.00). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2019. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 are \$408,362.

Landfill

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

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

8.1 Contingent assets and liabilities (cont'd.)

(b) Contingent liabilities (cont'd.)

Insurance claims

As at 30 June 2019, Council does not have any major insurance claims that could have a material impact on future operations.

Legal matters

As at 30 June 2019, Council does not have any major legal matters that could have a material impact on future operations.

Building cladding

As at 30 June 2019, Council is not aware of any potential contingents that may exist in relation to rectification works or other matters associated with building cladding that may have the potential to adversely impact on Council.

Liability Mutual Insurance (where applicable)

Council is not a participant member of the MAV Liability Mutual Insurance (LMI) Scheme.

8.2 Change in accounting standards

The following new AAS have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

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

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

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

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

Leases (AASB 16) (applies 2019/20)

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

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$0 in lease related assets and an equivalent liability

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

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives. Council expects the potential impact to be immaterial.

8.3 Financial Instruments

(a) Objectives and policies

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

(b) Market risk

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

8.3 Financial Instruments (cont'd.)

(b) Market risk (cont'd.)

Interest rate risk

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

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

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

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

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debt is secured by a charge over the rateable property.

Council has assessed that 81% of infringement debts owing to Council are unlikely to be collected and has raised a provision for doubtful debts over those debts based on an assessment of collectability. The collection of long overdue parking infringement debts is managed by Fines Victoria and Magistrates Court.

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

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

(d) Liquidity risk

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

8.3 Financial Instruments (cont'd.)

(d) Liquidity risk (cont'd.)

To help reduce these risks Council:

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

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

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

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

(e) Sensitivity disclosure analysis

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

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

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

8.4 Fair value measurement

Fair value hierarchy

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

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

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

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

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

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

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

8.4 Fair value measurement (cont'd.)

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

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

Revaluation

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

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

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

Impairment of assets

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

8.5 Events occurring after balance date

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

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserves	\$'000	\$'000	\$'000
2019			
Property			
Land	523,201	-	523,201
Buildings	48,835	-	48,835
	572,036	-	572,036
Infrastructure			
Roads	972,461	-	972,461
Bridges	57,211	-	57,211
Footpaths and cycleways	24,108	-	24,108
Drainage	113,786	-	113,786
Off street car parks	2,348	-	2,348
	1,169,914	-	1,169,914
Total asset revaluation reserves	1,741,950	-	1,741,950
2018			
Property			
Land	488,609	34,592	523,201
Buildings	31,514	17,321	48,835
	520,123	51,913	572,036
Infrastructure			
Roads	972,461	-	972,461
Bridges	57,211	-	57,211
Footpaths and cycleways	24,108	-	24,108
Drainage	113,786	-	113,786
Off street car parks	2,348	-	2,348
	1,169,914	-	1,169,914
Total asset revaluation reserves	1,690,037	51,913	1,741,950

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

9.1 Reserves (cont'd.)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2019				
Asset replacement and development reserves	182,833	97,388	(9,097)	271,124
Total Other reserves	182,833	97,388	(9,097)	271,124
2018				
Asset replacement and development reserves	136,247	66,303	(19,717)	182,833
Total Other reserves	136,247	66,303	(19,717)	182,833

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

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

	2019 \$'000	2018 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	291,421	229,492
Depreciation/amortisation	82,094	81,641
Loss on disposal of property, infrastructure, plant and equipment	171	30,181
Contributions - Non-monetary assets	(186,671)	(171,787)
Finance cost	2,414	2,443
Change in assets and liabilities:		
Decrease in trade and other receivables	4,797	3,109
Decrease in prepayments	62	(1,435)
Increase/(decrease) in accrued income	475	101
Increase/(decrease) in trade and other payables	(4,888)	(1,725)
Increase in trust and deposits	1,947	4,748
Decrease in inventories	16	14
Increase in provisions	1,975	5,204
Net cash provided by operating activities	193,812	181,986

9.3 Superannuation

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

Accumulation

The Fund's accumulation categories receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

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

Funding arrangements

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

As at 30 June 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6.0% pa

Salary information 3.5% pa

Price inflation (CPI) 2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2019 was 107.1%

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Defined benefit 2018 interim triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the defined benefit category of which Council is a contributing employer:

	2018	2017
	\$m	\$m
• A VBI surplus	131.9	69.8
• A total service liability surplus	218.3	193.5
• A discounted accrued benefits surplus	249.1	228.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.

9.3 Superannuation (cont'd.)

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2018.

Council was notified of the 30 June 2018 VBI during August 2018 (2017: August 2017).

2019 Interim triennial actuarial investigation

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

Employer contributions

Regular contributions

On the basis of the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018). This rate will increase in line with any increases in the SG contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

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

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

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

WYNDHAM CITY

PERFORMANCE STATEMENT

For the year ended 30 June 2019



Performance Statement

For the year ended 30 June 2019

Description of municipality

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

Wyndham City has a forecasted population of over 270,478 for 2019. As the second fastest growing municipality in Victoria, Wyndham City is characterised by its strategically placed location with excellent logistic connections to air and sea ports. Wyndham City also offers intensive agriculture at Werribee South, major retail precincts and the Werribee Park tourism precinct – one of the largest and most frequently visited tourism destinations in metropolitan Melbourne.

Sustainable Capacity Indicators

For the year ended 30 June 2019

Indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,363.89	\$1,344.56	\$1,456.64	\$1,302.06	This ratio shows the expenditure the Council incurs per capita in a financial year. In 2018/19, the expenditure per head of municipal population decreased largely due to the net loss in 17/18 for disposal of some roads, bridges and land assets, which were taken over by VicRoads.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$11,036.12	\$11,591.52	\$11,139.19	\$11,952.61	The results have remained relatively stable over the last few years.
Population density per length of road [Municipal population / Kilometres of local roads]	155.44	156.91	162.79	175.06	The results have remained relatively stable over the last few years.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,197.90	\$1,229.35	\$1,189.65	\$1,152.85	The results have remained relatively stable over the last few years.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$142.21	\$222.78	\$190.41	\$176.29	The ratio shows the amount of recurrent grants allocated per Wyndham resident and remain within the expected range.
Disadvantage					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	7.00	7.00	7.00	7.00	Based on the Victorian SEIFA index figure.

Definitions

"adjusted underlying revenue" means total income other than:

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

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

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

"population" means the resident population estimated by council

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

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

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

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

Service Performance Indicators

For the year ended 30 June 2019

Indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities [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.
Animal Management					
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	33.00	23.00	21.00	23.00	Successful animal management prosecutions have increased slightly compared with the previous year ranging from unregistered animals to serious attacks on a person or animal.
Food Safety					
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	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.
Governance					
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	69.80	62.00	64.00	68.00	Community satisfaction with the provision of governance increased from the 2018 community survey.

Indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Home and community care					
Participation Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	N/A	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	N/A	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Libraries					
Participation Active library members [Number of active library members / Municipal population] x100	14.82%	14.67%	13.32%	13.14%	The results for active library members is slightly lower than last year however remains within the target range.
Maternal and child health					
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	68.30%	68.74%	70.41%	68.99%	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 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	59.83%	64.68%	80.18%	79.65%	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.
Roads					
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	66.40	63.00	64.00	69.60	Satisfaction with the maintenance and repairs of sealed local roads increased year. This result reflects proactive road management and expenditure on resealing and reconstruction.

Indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Statutory Planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i>					
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	64.00%	47.06%	70.37%	52.94%	VCAT affirmed Council's decision on 9 occasions from 17 appearances at the Tribunal.
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	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.

Definitions

- "Aboriginal child" means a child who is an Aboriginal person
- "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006
- "active library member" means a member of a library who has borrowed a book from the library
- "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
- "class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act
- "class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act
- "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
- "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- "food premises" has the same meaning as in the *Food Act 1984*
- "HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
- "HACC service" means home help, personal care or community respite provided under the HACC program
- "local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
- "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
- "population" means the resident population estimated by council
- "target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth
- "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial Performance Indicators

For the year ended 30 June 2019

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2016	2017	2018	2019	2020	2021	2022	2023	
Efficiency									
Revenue level									
Average residential rate per residential property assessment	\$1,582.38	\$1,617.02	\$1,667.40	\$1,714.88	\$1,784.99	\$1,824.49	\$1,872.44	\$1,920.50	This ratio is gradually increasing, in line with rate capping.
[Residential rate revenue / Number of residential property assessments]									
Expenditure level									
Expenses per property assessment	\$3,417.53	\$3,349.98	\$3,693.47	\$3,284.77	\$3,645.20	\$3,564.39	\$3,587.31	\$3,647.54	This ratio indicates the expenditure the Council incurs per property for the financial year. Total expenditure was lower than prior year, primarily due to net loss in 17/18 for disposal of some roads, bridges and land assets, taken over by VIC roads and continued increase in property assessments due to population growth in municipality.
[Total expenses / Number of property assessments]									
Workforce turnover									
Resignations and terminations compared to average staff	9.35%	12.78%	6.35%	9.54%	9.01%	9.02%	8.98%	9.03%	Resignations and terminations have stabilised in 2018/19.
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100									

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2016	2017	2018	2019	2020	2021	2022	2023	
Liquidity									
Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	378.22%	490.13%	485.67%	434.54%	562.92%	506.06%	448.73%	390.44%	This ratio measures the capacity the Council has to cover its immediate liability with current assets. The ratio continues to remain within target levels. In comparison to 17/18 the ratio was lower mainly due to increase in term deposits with an original maturity of greater than 12 months which are classified as non-current assets.
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	86.48%	150.47%	172.01%	89.00%	194.11%	145.85%	104.07%	55.54%	This ratio is intended to find out whether the unrestricted cash would suffice to cover the current liabilities. The ratio declined mainly due to increase non-current liabilities to current liabilities as at the end of financial year.
Obligations									
Asset renewal									
Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	22.61%	26.72%	34.09%	42.15%	38.00%	35.00%	26.06%	33.06%	Wyndham is one of the fastest growing municipalities in Victoria and with this comes the demand for increasing infrastructure to support the growth. This Ratio increased in comparison to 17/18 due a higher capital spend on renewal of certain roads, parks and recreational infrastructure.
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	34.16%	31.75%	29.34%	27.32%	39.10%	36.53%	34.12%	31.96%	The ratio of loans compared to rates has decreased when compared to the prior year due to the level of borrowings remaining unchanged, whilst rates revenue increased. 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.
	Results				Forecasts				

Dimension/indicator/measure	2016	2017	2018	2019	2020	2021	2022	2023	Material Variations and Comments
Loans and borrowings [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue]x100	1.16%	1.43%	1.30%	1.20%	1.13%	1.61%	1.50%	1.41%	The ratio decreased from previous year due to increase in rate revenue whilst council borrowing remained unchanged in 2018/19.
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	34.49%	33.21%	28.40%	21.37%	35.85%	33.36%	32.16%	30.89%	This ratio shows the Council capacity to cover the non-current liabilities with only revenue generated by the Council. This ratio improved compared to the prior year as some of the non-current liabilities became current liabilities whilst council own source revenue continued to increase.
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	-1.15%	7.80%	-4.94%	2.72%	-3.39%	4.24%	1.78%	1.20%	In 2018/19 all categories of revenue were higher when compared to the 2017/18 equivalent, due mostly to the significant growth occurring in the municipality. Additionally, in 2017/18, the control of some roads, bridges and land assets were transferred to VIC roads. Those assets had to been written off, which unfavourably impacted Council's Adjusted underlying surplus result.

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2016	2017	2018	2019	2020	2021	2022	2023	
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	56.91%	53.35%	55.83%	58.92%	58.52%	56.45%	58.86%	59.56%	The ratio shows the rate revenue as a percentage of the Adjusted Underlying Revenue (AUR). At the end of 18/19, the revenue obtained from rates increased and represents 58.92% of the AUR; showing a healthy mix of Council's revenue sources.
Rates effort									
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.40%	0.41%	0.32%	0.32%	0.33%	0.34%	0.35%	0.35%	Rates revenue compared to property values remains at a consistent level.

Definitions

"adjusted underlying revenue" means total income other than:

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

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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

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

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

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

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

Other Information

For the year ended 30 June 2019

1. Basis of preparation

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

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

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

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 25 June 2019 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Certification of the Performance Statement

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



Binda Gokhale
Chief Financial Officer

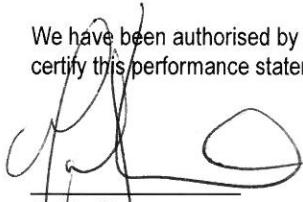
Dated: 24 September 2019

In our opinion, the accompanying performance statement of the *Wyndham City Council* for the year ended 30 June 2019 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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

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

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



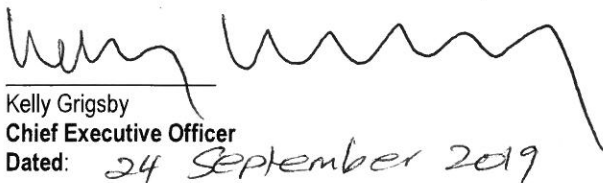
Cr Mia Shaw
Mayor

Dated: 24 September 2019



Cr Kim McAliney
Councillor

Dated: 24 September 2019



Kelly Grigsby
Chief Executive Officer

Dated: 24 September 2019

Independent Auditor's Report

To the Councillors of Wyndham City Council

Opinion	<p>I have audited the accompanying performance statement of Wyndham City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2019• sustainable capacity indicators for the year ended 30 June 2019• service performance indicators for the year ended 30 June 2019• financial performance indicators for the year ended 30 June 2019• other information for the year ended 30 June 2019 (basis of preparation)• certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>


Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

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

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

MELBOURNE
30 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

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