

wyndhamcity



2019/20
ANNUAL
REPORT

WELCOME TO THE ANNUAL REPORT 2019/20

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.

The COVID-19 pandemic hit Australian shores in the last quarter of the financial year creating a recessionary outlook across our local, national and global economies. During this time, Council became more agile and moved towards varying the services provided in line with social distancing rules to keep our community and Council staff safe.

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 2019/20 Annual Report, details Wyndham City Council's activities, achievements, challenges and financial performance from 1 July 2019 to 30 June 2020. It also informs the community on how the commitments in the City Plan 2017-21 and the 2019/20 Annual Budget were delivered.

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

Theme 1: People and Community

Theme 2: Places and Spaces

Theme 3: Earning and Learning

Theme 4: Leadership and Participation

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

Where to get a copy

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

Acknowledgements

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 2020



A WORD FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

Welcome to the Wyndham City Council Annual Report 2019/20.

The past year has been particularly challenging not only in Wyndham, but across the world. The social and economic impacts of COVID-19 have been wide-reaching across our community, however, through working together we have shown that we can address the difficulties presented.

Like many businesses, we have had to adapt to the rapidly changing environment as a result of COVID-19. We have shown that we can be agile, flexible and innovative by adapting our services to meet the changing needs of our community. We are here to serve the local community and we have had this at the forefront of our decision making in 2020.

As the tier of government closest to the community, Wyndham is continuing to provide targeted financial support and relief to businesses and residents in need. We transitioned staff to roles that allowed them to provide the greatest level of support to residents and scaled up in new areas where the need presented itself.

COVID-19

We have provided \$2 million worth of grants to 285 local businesses and waived more than \$1 million in fees and charges. We have scaled up our business support services to ensure local businesses have support and assistance when they need it most.

Conscious that the response is bigger than just Council, we established a database with more than 300 community groups, cultural groups and faith

leaders to work together to ensure the needs of all community members – regardless of their cultural or socio economic background – are heard and addressed.

We have and will continue to work closely with local service providers, key agencies and the State Government to ensure that we're all working together to support our community.

A key area of focus for us during the pandemic has been food relief, with many community members without access to fresh food due to restrictions, financial difficulty, or due to isolating.

Council's Encore Events Centre was transformed into a Community Kitchen, preparing and providing meals and hampers to local food banks for distribution. As of the beginning of August we had produced 11,100 meals for distribution, and 1,740 food hampers had been delivered.

Our Youth Resource Centre's Food Bank has also proven to be a valuable initiative. Since March, 1,333 community members have accessed Food Bank parcels. We have an average of 64 people accessing the service weekly, aged between 7 and 84.

Our youth and family counselling services are also continuing, providing direct mental health support to residents in need. The service is now being conducted online to ensure we protect staff and continue to support the community.

We knew that some residents may have and continue to experience social isolation, so we established the Check in and Chat service. This is a dedicated support and social catch-up service conducted over the phone with staff who would typically be providing administrative support to Wyndham's community centres. This has proven to be a successful way of ensuring more vulnerable residents are remaining socially connected.

Our Community Connector program is another great initiative – in the form of a dedicated phone line, helping residents navigate support services available locally.

Looking to the future, our recently adopted Budget focuses on delivering programs to support vulnerable or hard-to-reach communities during the pandemic recovery, as well as providing support to local businesses and agencies to ensure our community recuperates as quickly, and as safely as possible.

Projects

This year we again funded many infrastructure projects. Council achieved an operating underlying revenue of \$354.6m with a capital works spend of \$117.6m to improve roads, footpaths and cycle ways, community facilities, parks, open space and playgrounds. Council managed over \$4.1 billion of fixed assets to deliver up to 70 different community facing services to the people who live, work and visit Wyndham.

Council is determined to ensure we meet community expectations and we continue to deliver critical services across all sectors of our municipality. At the same time, we have remained fiscally responsible, with Council revenue significantly impacted by the effects of the global pandemic.

We are pleased that our overall satisfaction rating has increased to 6.93 per cent, which is above the western region average. What is particularly pleasing is over the past three years, satisfaction has increased in a number of key areas; community consultation and

engagement, responsiveness and agility in meeting community needs, maintaining community trust and confidence, making decisions in the interests of the community, representation, lobbying and advocacy. While we are delighted with the results, we will continue our ongoing commitment to ensure our ratepayers are satisfied with our performance.

As our population grows in Wyndham, we need to provide the ongoing infrastructure; roads, parks, sports facilities and community facilities required to meet our community's ongoing needs and at the same time create a liveable city, not just a big city. We also need to support the business community over the next 12 months as they adjust to a new COVID normal. In partnership we will have to continue to innovate and support service in new ways to ensure we assist businesses remain viable and open.

The year saw many large infrastructure projects completed or underway. Paving the way for increased investment and economic activity to further strengthen our vision for Wyndham to be a commercial and tourism hub in the West.

The first of our catalyst sites is nearing completion. Hunter, a 12 storey 150 bed Holiday Inn hotel currently mid-construction, is located on the corner of Synnot Street and Duncans Road in Werribee. This is a new and unique model for local government, in the form of a public private partnership, with a goal of delivering new local employment opportunities, while playing an important role supporting tourism and business in the Werribee City Centre.

This catalyst site is just one piece of the puzzle in our work to revitalise the Werribee City Centre. Earlier this year we completed the redevelopment of Wyndham Park – a \$13 million project which saw this open space in the heart of the Werribee City Centre transformed into a recreation and events hub on the banks of the Werribee River.

Just across the road, the Bridge Hotel is nearing completion. This Council asset will be operated by the MoL Pub Group, delivering a quality food and beverage offering in the City Centre, complementing existing local venues.

The construction of the \$13.2 million Wunggurrwill Dhurrung Centre in October 2019 was another highlight, being the first in Wyndham with a dedicated Aboriginal Community Centre, Integrated Family Centre and Neighbourhood Community Centre. Council was delighted that the architects that designed the centre won the 2020 Sustainable Architecture Award, the highest honour at the Victorian Architecture Awards in July 2020 for best practice in environmentally sustainable architecture.

Council's commitment to enhancing neighbourhood hubs saw the completion of \$2.4 million in upgrades to Manor Lakes Community Centre, Point Cook Community Learning Centre and Tarneit Community Learning Centres. These projects are about bringing Council services closer to our residents and their communities.

Wyndham Parks 2021 invested \$3.3 million into the upgrading of 47 parks in Wyndham this financial year to improve the accessibility, amenities and ambience of our parks and open spaces.

Our commitment to lead an environmentally sustainable City is ongoing, demonstrated through our use of renewable energy in Council buildings. The Wyndham Solar City project saw the installation of solar photovoltaic panels to 13 council owned buildings in 2019/20.

Council has invested \$11.5 million in the Changing Spaces project, which was developed through 'Our Wyndham Towards 2040' vision to harness collaboration and innovation amongst staff and ensure staff are well supported to deliver for the residents of Wyndham.

We know the important role that keeping active plays in the health and wellbeing of our community. That's why we've continued to invest in the infrastructure our growing community needs. One project that highlights this is the \$11 million redevelopment of Mossfiel Reserve in Hoppers Crossing, which has been transformed to a state-of-the-art sporting facility that includes multi-use sporting fields, lighting, landscaping, playground and a netball pavilion.

Council is investing in infrastructure to ensure our city has the facilities it needs for the future.

The construction of a new \$10.2 million Integrated Family Centre at Mainview Boulevard in Truganina East is now complete, providing kindergarten and maternal child health services as well as meeting spaces for this growing community.

The \$9.8 million construction of the Riverdale Community Centre in Tarneit West has also commenced, providing critical services to local families, and is due for completion next year.

Strategies

The five-year Wyndham Volunteering Strategy was adopted by Council in October 2019 and details a strategy to increase the number of people volunteering and to strengthen the volunteering sector in Wyndham.

The draft Gender Equity Strategy, 'Towards Equality' and Action Plan was adopted by Council in September 2020 and will enable Council to meet the requirements of the Gender Equality Act 2020.

The Wyndham Coastal & Marine Management Plan was adopted by Council in June 2020. This plan has been developed in partnership with the community, providing a framework for improved access and development of the Wyndham coastline, with sustainable land management practices to ensure our sea, our marine environment and natural vegetation is protected for the future.

The adoption of the Wyndham Active Transport Strategy 2020 will help to contribute to the overall health of our community by providing increased opportunities for residents to be active, to walk and cycle and to make more trips by foot or bike. This forward-thinking plan aims to make Wyndham the active transport leader of Victoria.

The Social and Economic Inclusion Framework has also been completed, opening opportunities and pathways for local people to participate in work and community life.

And our Wyndham Youth Survey 2020 had nearly 1,000 local young people aged between 12 and 25, provide feedback, sharing their feelings, experiences, hopes and their fears. We will now use this feedback to help guide and shape Council services.

Advocacy

Council has worked closely with, and advocated to, both the State and Federal Governments to deliver for our community.

We're continuing to work closely with the State Government's Level Crossing Removal Project, providing local knowledge and guidance in the removal of level crossings at Cherry Street, Werribee Street and Old Geelong Road. These projects are critical to reduce congestion on local roads and getting people around the city easier.

Council partnered with the community in early 2020, to advocate against the dumping of contaminated soil from the West Gate Tunnel Project at a Wyndham Vale stabling site which would present serious health and environmental concerns.

The Schools4Wyndham and I Love Kinder campaigns gained momentum through social media and community events.

These successful campaigns have led to State Government funding the expansion of two P-6 schools to become P-9 schools by increasing the capacity of the schools to have an additional three-year levels and accommodate students from Year 7 to Year 9. The Federal Government has extended the funding for kindergarten until the end of 2021.

Way Forward

In the coming year, we will work closely and collaboratively with our community, State and Federal Government and all other stakeholders to continue building a liveable Wyndham. The community is going to need all three levels of Government to work together as we seek to rebound from the most significant economic event any of us have seen. Together governments need to work hard to create local employment, attract investment and deliver infrastructure opportunities to further strengthen Wyndham. Wyndham has been significantly impacted as a result of the pandemic and it will take all our collective efforts to rebuild the community.

While this year is like no other, we have continued to provide services to our community, adapt existing services and introduce new innovative service delivery, and support our local businesses and the community as we all deal with the impacts of a global pandemic.

This year will also see election for a new Council. It's appropriate to use this opportunity to reflect on the work Wyndham has achieved over the past four years in particular and to acknowledge the collegiate way in which Councillors and staff have worked in the best interests of Wyndham residents and businesses.

Mayor, Cr Josh Gilligan and
Chief Executive Officer, Kelly Grigsby
Wyndham City





TABLE OF CONTENTS

Performance Summary	10
City Plan Progress Result	11
City Plan Achievements	12
Advocacy Achievements	15
Financial summary	20
Our Council	24
City profile	25
Our Purpose	29
Our Councillors	30
Our strategic framework	42
About our strategic framework	43
The community's vision for Wyndham	44
About the City Plan	45
Our Organisation	46
Organisational structure	47
Staff profile	55
Other employee matters	57
Our performance	62
1. People and Community	64
2. Places and Spaces	78
3. Earning and Learning	96
4. Leadership and Participation	104
Corporate Governance	112
Statutory information	124
Glossary	132
References	133

PERFORMANCE SUMMARY

Below is a snapshot of Council's achievements and performance during 2019/20. The full performance report can be found in the 'Our Performance' section.

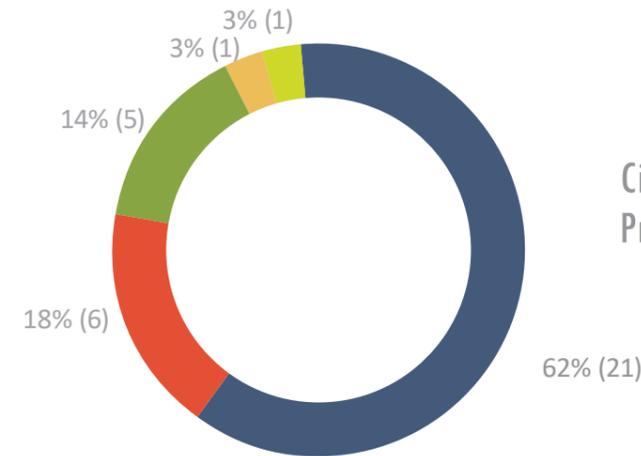
Wyndham City's performance is measured against the initiatives set out in the City Plan 2017-2020 and Annual Plan and Budget.

It is also measured against the Strategic and Liveability indicators and the Local Government Performance Reporting Framework (LGPRF).

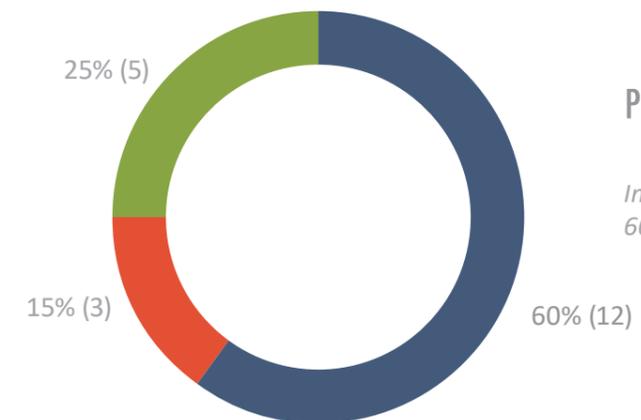
CITY PLAN PROGRESS RESULT

In 2019/20, Council committed to undertaking 20 major initiatives and 14 initiatives to progress its City Plan 2017-21. Overall 62 per cent (21) of all initiatives committed to in 2019/20 were completed.

The COVID-19 pandemic affected Council's operations in the last quarter of 2019/20. As such, this has affected the delivery of some of the major initiatives and initiatives committed to.

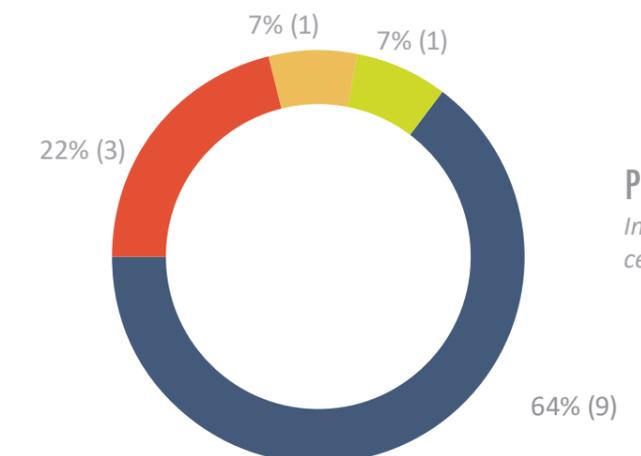


City Plan Overall Progress Result



Progress of Major Initiatives

In terms of the major initiatives, 60 per cent (12) were completed.



Progress of Initiatives

In terms of all initiatives, 64 per cent (9) were completed.

● Completed ● Behind Schedule ● Deferred ● Not Completed ● No Longer Relevant

2019/20 CITY PLAN ACHIEVEMENTS

Theme 1: People and Community

- The *Wyndham Volunteering Strategy 2019-2024* was completed and adopted by Council in October 2019, to strengthen the local volunteering sector and increase the numbers of volunteers in Wyndham.
- The draft *Towards Equality* and accompanying 12 month action plan was endorsed by Council in April 2020 and will enable Council to meet the requirements of the Gender Equality Act 2020.
- The construction of Wunggurrwil Dhurrung was completed in October 2019 and an opening ceremony was held in November 2019. The Wunggurrwil Dhurrung Centre (which means 'Strong heart' in Wadawurrung language) will service the community by being a dedicated Aboriginal Community Centre, an integrated family centre and neighbourhood Community Centre.
- Significant planning work has been undertaken to inform Council's response to the Victorian Government's three-year-old kindergarten reform. The Youth and Middle Years' service stream plans which include service statements have also been completed.
- Council has implemented year two of the Gambling and Harm Minimisation Action Plan. Some highlights include making referral comments to gaming applications, such as the Leakes Road application for 80 Electronic Gaming Machines (EGM); work to strengthen Council's EGM Clause 22:03 has been completed and the amendment is now with the Planning Minister. The advocacy work has continued with Council being a leading member of the Alliance for Gambling Reform.
- Council has continued to implement the actions of the Accessibility Action Plan 2018-21 to support the health and wellbeing of people with disabilities. Some highlights include Council hosting the Disability Expo. Over 100 service providers exhibited, with over 1,200 community members attending on the day. This signature event, hosted in the latter part of 2019, offered resources, performances and a movie. Council also rolled out the Autism friendly cities pilot, with eight Council spaces audited and staff trained.



Theme 2: Places and Spaces

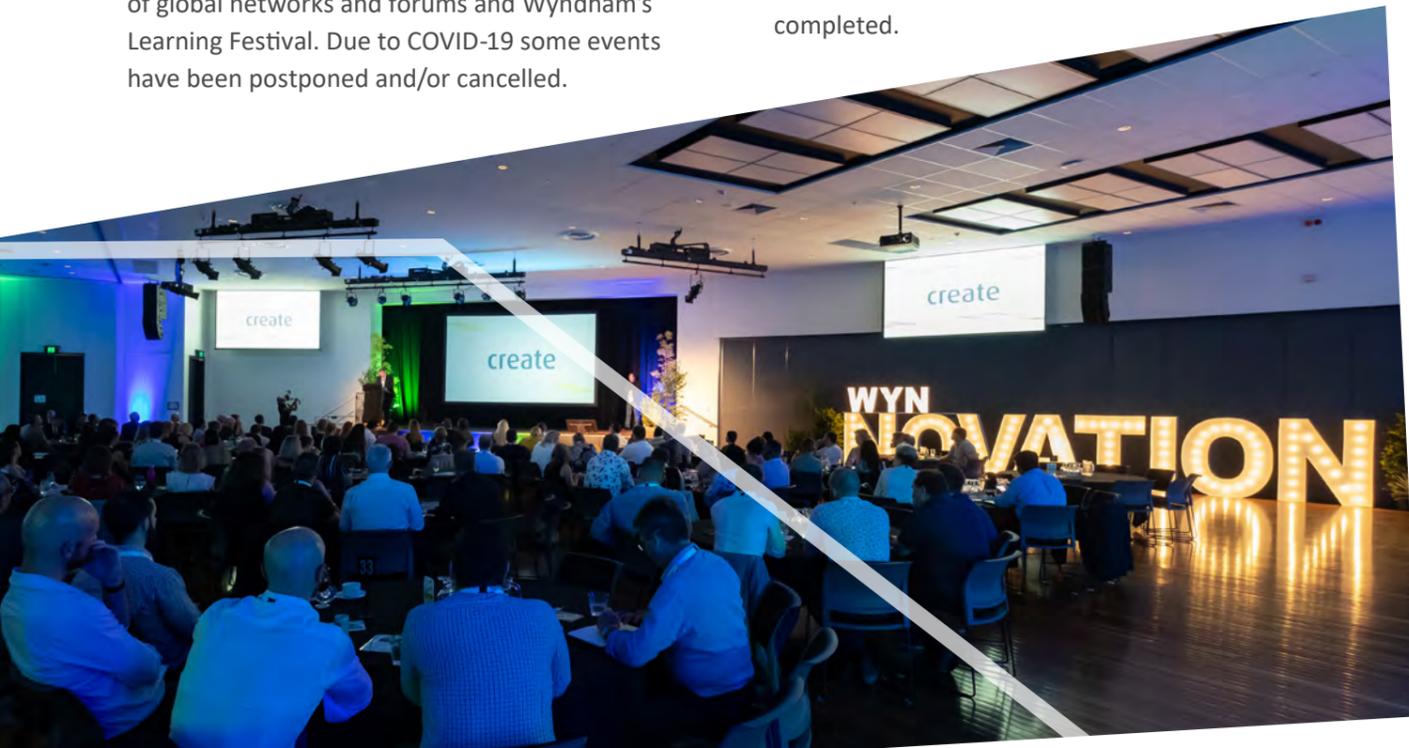
- Through the Wyndham Park Redevelopment Project the banks of the Werribee River were transformed into a state-of-the-art regional level park, with a large events space, play spaces, improvements to pedestrian and cycling access, viewing areas, improved lighting, public art and more seating, toilets, barbecues, shelters and rest areas.
- Community consultation on the emerging options paper for the Wyndham Urban Framework Plan (WUFP) "More Time for Life" was completed. Work has started on the preparation of the next version of the WUFP. The Wyndham Plan will utilise the community engagement findings as well as further assessments and research on current issues and future needs, including a review of the implications of COVID-19 on the urban form of Wyndham.
- The Truganina East Integrated Family Centre, now known as Mainview Boulevard Family Learning Centre, was completed and opened.
- Construction of the Riverdale Community Centre in Tarneit West, which aims to provide a wide range of community services, has started.
- Implementation of the Active Open Space masterplans for Galvin Park oval were completed, with consideration being given to the mature trees around the tennis court. The Truganina sport reserve and passive open space masterplans were also completed.
- Active Open Space masterplans have been adopted for Wyndham Vale North, Lawrie Emmins, Homestead (Brookdale Road Reserve), Upper Point Cook Road (West), Tarneit North, Chirside Park along Homestead, Upper Point Cook Road Tarneit North.
- The stretch of Hacketts Road between Aviation Road to Tamworth Grove has been sealed and widened to accommodate a single lane in each direction, shoulders and formalised table drains.
- The *Wyndham Coastal and Marine Management Plan 2020-2025* was adopted by Council on 23 June 2020.
- The delivery of the *Local Laws Enforcement Policy 2019* was achieved by reviewing and refining the standard operating procedures in key compliance activities, working with key agencies such as Victoria Police and the Environment Protection Authority to protect public amenity and maintain public safety and through the building of community awareness.

Theme 3: Earning and Learning

- The Social and Economic Inclusion Framework to open up pathways for local people to fully participate in work and community life was completed. Parts of the framework are being redrafted in the context of the impacts of COVID-19.
- The pilot Innovation Hub was established at 5 Wedge Street Werribee as part of the recommendations of Wyndham's Small Business Hub Feasibility Study. Preliminary work also commenced on planning and fitout of 600 Sneydes Road to be anchored by a small business hub. COVID-19 has precluded opportunity to activate these hubs.
- Delivery of first year of the five-year WYNovation Plan was completed with a suite of programs including the WYNovation Summit, WYNovation Masterclass, WYNovation Industry Immersion Roundtable, WYNovation Business Lunch, WYNovation Pitch Competition, WYNovation CEDA Sponsored Forum delivered.
- Lifelong learning in Wyndham has continued to be promoted through the implementation of the *Learning Community Strategy 2018-2023* Action Plan. Key actions implemented included projects to promote literacy and numeracy for children under eight years old and participation in a range of global networks and forums and Wyndham's Learning Festival. Due to COVID-19 some events have been postponed and/or cancelled.

Theme 4: Leadership and Participation

- Implementation of the schools4wyndham and I Love Kinder campaigns include promotions at community events and cinema advertisements. New videos were created for social media, including heart parties hosted at kindergartens where children made hearts to symbolise the I Love Kinder campaign. Submissions were made to the Infrastructure Australia Priority List, the State Government Public Accounts and Estimates Committee's (PAEC) Review of School Infrastructure, the Federal Universal Access National Partnership Review of Kindergarten Funding, and consultations with the Department of Education and Training (DET) on the planning and construction of new schools in Wyndham. During the COVID-19 restrictions, community campaigns were scaled back, while the online campaigning continued. Economic stimulus submissions were successful in gaining funding for additional classrooms at two P-9 schools and Federal funding for kindergarten has been extended to the end of 2021.
- Council continues to support the Wyndham H3 Alliance to address the issues around housing, health and homelessness. Over the course of the period, the Strategic Housing Investment Program grant was delivered with the finalisation of the Housing Needs Assessment, and the draft of the Wyndham Affordable Housing Strategy were completed.



ADVOCACY ACHIEVEMENTS

In 2019/20, Council delivered effective advocacy plans and worked closely with key stakeholders in the delivery of projects aimed at:

- Supporting Victoria in its recovery from the COVID-19 pandemic.
- Reducing traffic congestion.
- Supporting local employment.
- Improving our education system.
- Sustaining our quality of life.
- Assisting local businesses.

This has resulted in significant positive outcomes for the Wyndham community, some of which have been listed below. Council will continue to work with partners and the community to achieve change on key issues.



Construction and Tourism

Council has been working closely with the tourism and construction industries, exploring options on how to improve the experience for tourists visiting the Wyndham region and how we create local jobs.

The Hunter Werribee project – a 12-storey 150-bed Holiday Inn hotel being constructed in the Werribee City Centre – is an example of Council's ability to work with the private sector to deliver new local jobs, a major hotel chain that will play an important role in supporting local tourism and businesses.

Schools

Wyndham's schools are under increasing pressure to accommodate a growing number of students. Council's schools4wyndham campaign has been advocating for schools to be built in the areas they are needed most since 2017. This campaign has helped bring wider attention to the issue of a shortage of schools, with the State Government's recent funding announcement for the construction of additional classrooms for Years 7-9 at Doherty Creek P-9 in Truganina and Saltwater P-9 in Point Cook. With much more work needed in this area, Council will continue to actively campaign for greater investment in Wyndham's schools.





Road Upgrades

Council continues to advocate for upgrades to our road network to improve traffic flow and reduce the risk of death or serious injuries. In 2019/20, a long list of road upgrades to some of our busiest roads were completed including upgrades as part of the Victorian Government's Western Roads Upgrades Project.

Council continues to liaise with State Government departments and Ministers, seeking support and funding for the duplication and upgrades to a number of roads and intersections in Wyndham, including the Derrimut/ Boundary Road intersection and the Point Cook Rd / Sneydes Road intersection.

Social and Economic Inclusion

Council has been advocating for further funding towards social and employment initiatives in Melbourne's west. In 2019/20, Council participated in employment and training roundtable discussions, engaged with local community groups and corresponded with Ministers.

Recent government budgets have included funding towards industry engagement, and employment and training programs in Wyndham. This has benefited members in our community who have experienced difficulty finding employment or opportunities to upskill.

Train Station Car Parks

Commuter parking at Wyndham's railway stations is at capacity. This limits the number of people who can use public transport to travel to and from work and adds to congestion on local roads. Council has been calling for government funding towards improvements to parking at local train stations.

The State Government has declared it will build up to 1,600 new and upgraded car parks at train stations, including Wyndham Vale, Werribee, and Tarneit, as part of its \$150 million Carparks for Commuters Fund.

Surveyance and geotechnical investigations have taken place at Tarneit Station to inform the design and placement of the 500 additional commuter car parks, as well as improved lighting and CCTV.

Entertainment and Hospitality

Council has been engaging with industries, outlining opportunities to invest in the local entertainment and hospitality sector.

During this Council term, Council ran a public process to attract a leading food and beverage operator to the Werribee City Centre; to bring a piece of inner-Melbourne to Werribee.

Council was successful in attracting and entering into a lease agreement with MOL Pub Group, operator of high-quality inner-Melbourne venues the Mount Erica Hotel (Prahran), Union House (Richmond) and Marquis of Lorne (Fitzroy). In partnership with Council, MOL has invested substantially in transforming the 90-year-old Bridge Hotel into what will be a high quality, iconic local venue. This redevelopment is well advanced and scheduled to be completed in late 2020.

Western Rail Plan

Council strongly supports and advocates for the State Government's planning and funding towards major infrastructure projects in Melbourne's west, in particular projects that will unclog our roads and improve liveability for our residents.

The Victorian Government's Western Rail Plan is welcome news for the Wyndham community. This plan, which includes the electrification of the Wyndham Vale line and a possible metro rail link from Wyndham Vale to Werribee, will assist in delivering a fast, high capacity rail network to Melbourne's west.

Council will be advocating for funding towards the planning and construction of stages of this project, and for the early delivery of the metro rail link as it will provide a significant benefit for both the Western Rail Plan and Suburban Rail Loop.

Wyndham Stadium Development

The successful bid for the Western United Football Club to become a member of Football Federation Australia's national A-League has led to a unique public-private partnership between Council and the Western Melbourne Group working together to build the Wyndham City Stadium.

This 15,000-seat purpose-built stadium will be home to the Western United Football Club and will become the first major sports stadium built in Australia by utilising a value-capture financial model.

Over the past 12-months, a vast array of background reports, cultural heritage management plans, planning submissions, and legal and commercial agreements have been completed. With key pre-construction background and planning reports now complete, we are finalising detailed design and preparing to get construction underway in the latter part of 2020.

Arts and Culture

In 2019/20, Council continued to advocate for arts and culture through participation in sector networks including in the Municipal Association Victoria Arts and Culture, Victorian Association of Performing Arts Centres Association and participated in consultation sessions with Creative Victoria.

The VISABILITY exhibition, which opened in November 2019 at the Wyndham Art Gallery, was part of the Council's participation in International Day of People with a Disability. This exhibition presents the works of nine incredible artists of various ages, genders and cultural backgrounds who identify as having a disability. The exhibiting artists created work across sculpture, design, illustration, painting, installation, photography, origami and video to provide visibility to the often invisible and marginalised experiences of living with a disability.





Level Crossing Removal - Artist Impression Only

Level Crossing Removals

Council has been working closely with government agencies and assisting with coordinating the delivery of Wyndham's level crossing removals. Additionally, Council has been providing design feedback to improve a pedestrian bridge design, public spaces, pedestrian and bicycle paths, and amenities.

The State Government has committed to the delivery of three grade separations in Wyndham (Cherry Street, Werribee Street and Old Geelong Road level crossings), which are scheduled to be completed by 2022 - three years earlier than originally declared. This is a positive step forward for Wyndham because these projects play a critical role in helping to cut congestion on local roads and improving safety.

Pokies Reform

Every year in Wyndham, more than \$100 million is lost at one of Wyndham's 13 gambling venues. Council has become a leading member of the Alliance for Gambling Reform (the Alliance) 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.

In 2019/20, Council undertook advocacy and campaign activities via the Alliance including those focused on gambling codes of conduct and Federal Government gambling advertising regulations. Council also partnered with several community organisations during Gambling Harm Awareness Week to raise awareness of how gambling affects our community.

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 Suburban Rail Loop Authority is undertaking geotechnical investigations as part of the early planning and design work that will help determine the rail alignment and station locations.

Growing Suburbs Fund

Council continues to advocate to the State Government for ongoing funding towards infrastructure projects in the growing regions of Melbourne. 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, it has supported vital infrastructure projects in Wyndham. Projects like the Riverdale Multi-Purpose Community Centre have been supported through this fund.

Fight against contaminated soil dumping

In early 2020, there were protests led by Wyndham residents and local community groups against the proposed dumping of contaminated soil from the West Gate Tunnel Project at a Wyndham Vale stabling site.

Council has joined in the community's fight against this proposal and has expressed the community's concerns to the Victorian Government and various media outlets. Council has sought urgent information about this proposal due to the serious health and environmental concerns.

Joint Advocacy with the City of Greater Geelong

As the State and Federal Government develop plans to improve Victoria's rail infrastructure, Wyndham City has worked together with the City of Greater Geelong to advocate for better rail services to the western suburbs and Western Regional Cities.

Both Wyndham and Geelong councils passed resolutions calling on the State and Federal Government to address issues of overcrowded trains on the Regional Rail Link and a lack of rail network capacity for trains heading west of the city. Both Councils have written to the State and Federal Governments asking for a coordinated approach for delivery of the Melbourne Airport Rail Link, the Western Rail Plan, and the Suburban Rail Loop, to achieve the best possible outcomes for all three projects.



FINANCIAL SUMMARY

This section provides a summary of Council's financial performance for 2019/20. 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.

In response to the Government directives amidst the COVID-19 pandemic the following council facilities were either closed or operated at a reduced capacity:

- Landfill to residential customers
- Aqua Pulse and Eagle Stadium
- Civic Centre
- Community centres and libraries

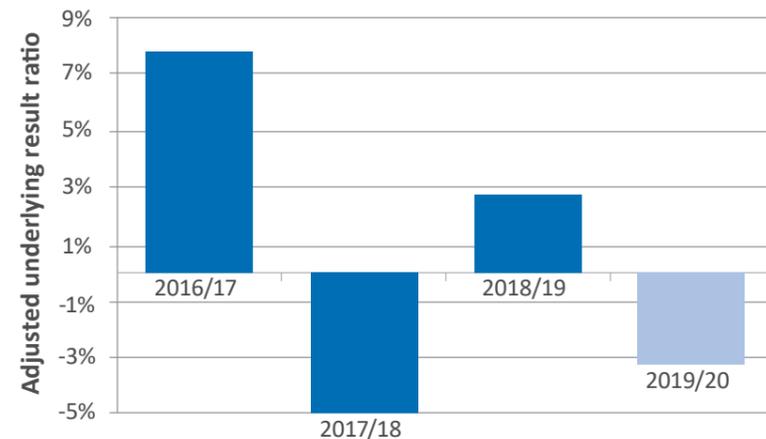
These closures and related restrictions coupled with the council initiatives to support the community had a significant financial impact on the council during the 2019/20 financial year.

Council achieved a surplus of \$293.3 million in 2019/20. This surplus compares favourably to the prior year surplus of \$291.4 million.

This surplus is reported based on the Australian Accounting Standards and includes all revenue received recognised 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 performance is the adjusted underlying result. The adjusted underlying operating result removes developer contributions and non-recurrent capital grants and resulted in a deficit of \$11.5 million or -3.22 per cent when compared to adjusted underlying revenue.

The ratio has declined in 2019/20 due to a number of factors, including depreciation on Council's growing asset base, higher material and services expenses. The COVID-19 pandemic drove reductions in User Fees with the Wyndham Leisure Services closures and reduced infringements revenue. The ratio is expected to deteriorate further in 2020/21 due to the ongoing impacts of COVID-19. Improvements are forecast in the outer years as Council operations recover from the economic impacts of the pandemic.



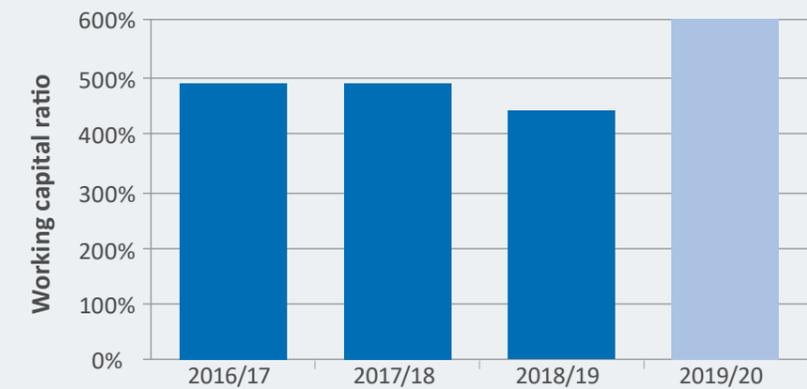
Liquidity

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 increased to 596.9 per cent, which suggests Council has maintained a strong level of liquidity.

The reason for the increase in liquidity for the financial year 2019/20 is twofold. Firstly, it is due to higher receipt of restricted funds and secondly, due to a deliberate strategy to invest funds over a shorter maturity term of less than 12 months to manage any cashflow risk in a COVID-19 impacted year.

A significant portion of funds held by Council are deemed to be restricted 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 is 114.5 per cent.



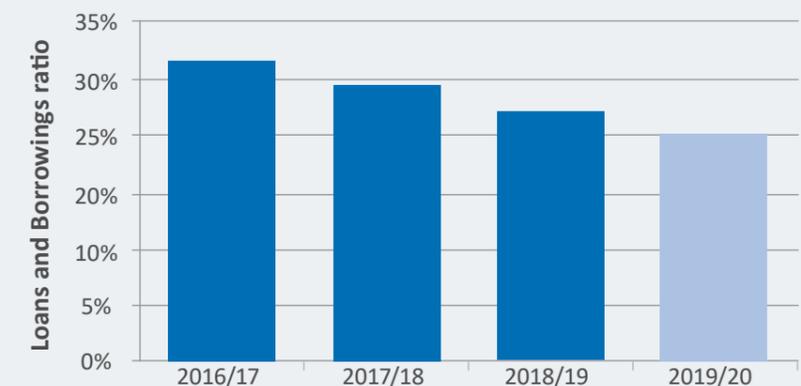
Obligations – Loans and Borrowings

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 2019/20 financial year, Council had borrowings totalling \$55.0 million which translates to

a debt ratio of 25.0 per cent. This is a measure that compares interest bearing loans and borrowings to rate revenue and is at the lower end of the expected range of 0 per cent to 70 per cent as set by Local Government Victoria.

This ratio has decreased from the prior year due to the level of borrowings remaining unchanged, whilst rates revenue increased. This indicator is forecast to rise in 2020/21 due to the planned early financing of \$40M of borrowings due to mature in 2021/22 subject to market conditions.



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.

The ratio is within the expected range for 2019/20 and is anticipated to be within the target range for the outer years as the level of funding allocated to asset renewal and upgrade is reviewed as part Council's service reviews and capital allocation framework.

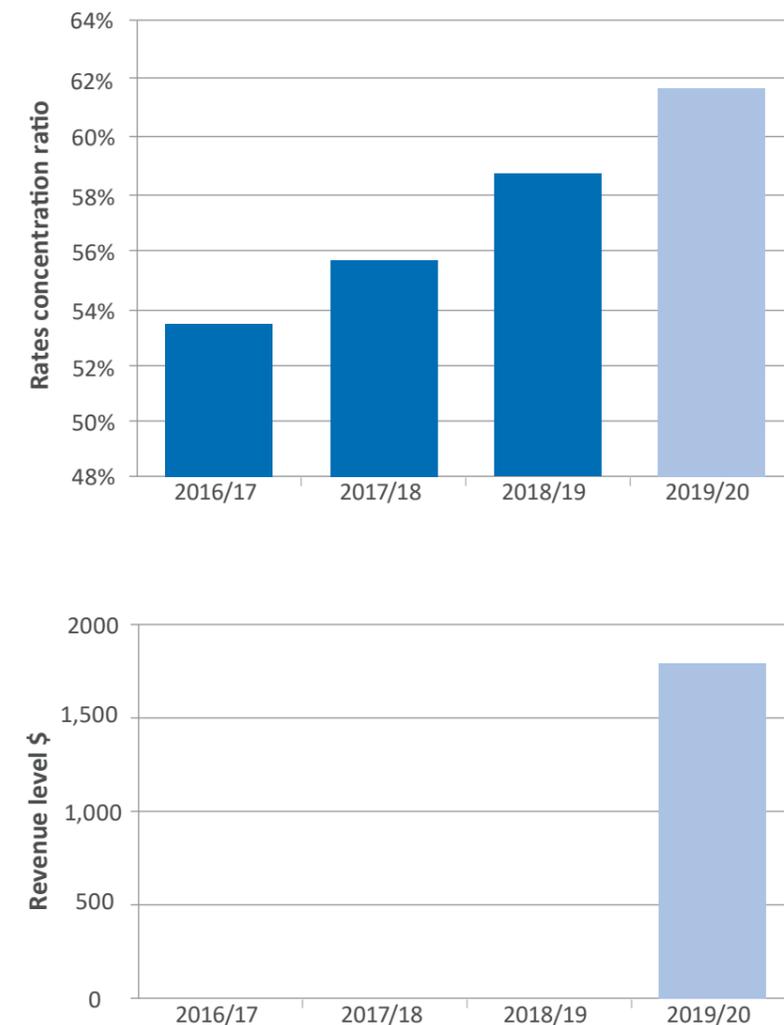
As a growth council, in 2019/20, a significant portion of Council's capital spend was on the creation of new assets.



Stability and Efficiency

Council's primary sources of revenue include rates, user fees, fines, grants and developer contributions. The rates concentration ratio increased to 61.5 per cent in 2019/20, indicating a comparatively higher reliance on rates in comparison to previous years. The ratio indicates a steady reliance on rate revenue compared to all other revenue sources for the outer years.

The revenue level result provides an indicator of the average property rate per assessment in a financial year. In 2019/20, Wyndham's average rate is \$1,789.14 (new metric for 2019/20).



OUR COUNCIL



CITY PROFILE

Wyndham is the one of the fastest growing municipalities in Australia.

Place

As a meeting place for people of the Kulin nations, Wyndham 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 kilometres and has a population forecast of 288,212 people in 2020.

Wyndham City is one of the fastest growing municipalities in Victoria, experiencing a 5.9 per cent increase, or an additional 15,120 people in 2019. The principal areas of population are Werribee, Point Cook, Hoppers Crossing and Tarneit, with substantial residential growth occurring in Truganina and Wyndham Vale.

Wyndham is characterised by its strategically placed location with excellent logistic connections to air and sea ports. Wyndham 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. The 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 boasts state of the art sporting facilities such as AquaPulse and Eagle Stadium; first-class shopping precincts; an impressive events calendar and quality entertainment outlets.



People

In 2019 Wyndham City had an estimated resident population of 270,487 people, an increase of 15,120 or 5.9 per cent over the last year.

By 2040 the Wyndham City population is forecast to increase by 77.9 per cent (or 224,359 people). This is one of the most substantial increases in Greater Melbourne.

Point Cook has the highest share of the City's population (23.2 per cent), while Manor Lakes has the lowest share (3.3 per cent). 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 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 16 per cent of 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
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.

20.3% of those born overseas are considered recently arrived (arrived in the last five years)



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

96,535 dwellings representing an increase of 5,537 dwellings or 6.1 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 **91,483** households in Wyndham:



45.6% are couples with children



21.8% per cent are couples without children

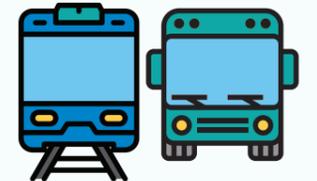


10.6% are one parent families



15.1% are lone person households

15.6% of residents use public transport to get to work



Wyndham Quick Facts Continued



270,487 was the estimated resident population in 2019. By 2040, the Wyndham population is forecast to reach **512,591**

↑ 77.9% increase (or 224,379 people)

Population age make up:

21.5% 0 to 11 years
15.9% 12 to 24 years
51.0% 25 to 59 years
11.6% 60+ years



49.4% of Wyndham residents are in the labour force



Wyndham's unemployment rate is **5.7%**

2019/20 Highlights



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



number of babies born **93** per week
13 per day



number new businesses opened: **3,268** (ABN register, 2019)



number of new dwellings approved: **4666** (Internal data, 2019)



number of new roads: **52km** current
7km pending approval



There are **2,090** people identifying as Aboriginal or Torres Strait Islander living in Wyndham



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.

Wyndham City 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.

The outbreak of COVID-19 in the early part of 2020, saw Council become even more agile and move towards varying the service's provided in line with social distancing rules and ensuring the community and Council staff are kept safe.

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. The role of local government is also one of leadership.

As a custodian of public funds, Local Government is accountable to the community and relevant stakeholders in the performance of functions, the exercise of powers, and the use of resources.

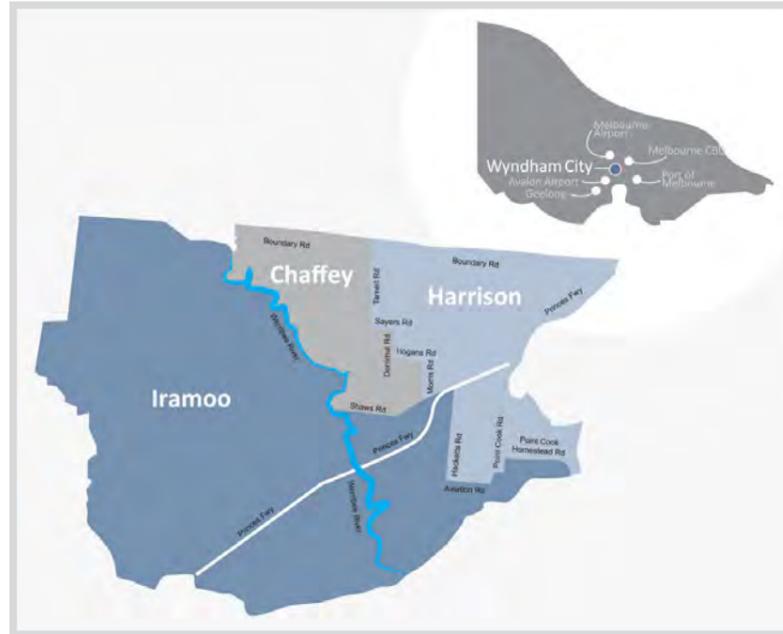
As such, the choices a Council makes should be based on a range of factors including local community priorities. A good example of this was when a special council meeting decided on providing a \$5million WYNLocal Economic Support Package to address the impacts of COVID-19 on local businesses.

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

A commitment to effective strategic planning is essential to ensure strong working collaborations and partnerships are developed with key organisations, businesses and community groups. It also ensures transparency and accountability as to how public money is being spent and the quality of services delivered, particularly as council supports the community through the COVID-19 pandemic.

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 endeavour 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.
- 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 achievements.
- 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.
- 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. It is made up of Tarneit, parts of Werribee and most of Hoppers Crossing and is primarily residential in nature. The Chaffey Ward is expected to increase by almost 80,000 residents (87 per cent) between 2020 and 2040 and is forecast to have a population of around 171,000 people by 2040, making it the second largest Ward in Wyndham.



Cr Josh Gilligan (Mayor)

P: 0429 078 039

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

Portfolio: Learning City & Growth and Transport
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 (Mayor November 2019-present)



Cr John Gibbons OAM (Deputy Mayor)

P: 0428 995 849

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

Portfolio: Tourism and Major Events

Years of service:
 1979–1994 Cowie Ward (Shire of Werribee Shire President 1983/1984; 1984/1985; City of Werribee Mayor 1992/1993)
 2012-2016
 2016-2020 (Deputy Mayor 2018/2019 & 2019/2020)



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 2000/2001)
 2003-2005 (Mayor 2004)
 2005-2008
 2016-2020 (Mayor 2016/2017)



Cr Walter Villagonzalo

P: 0429 641 233

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

Portfolio: Future Focused Economy

Years of service: 2016-2020

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 ward is forecast to more than double, with an additional 101,000 residents living in this ward between 2020 and 2040. By 2040, it is forecast to be the largest Ward in Wyndham with 174,000 residents.



Cr Mia Shaw

P: 0423 675 298

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

Portfolios: Family Friendly City

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

Years of service:

2016-2020 (Mayor 2018/2019)



Cr Peter Maynard

P: 0429 087 527

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

Portfolios: Sports Development

Qualifications/Professional skills: Bachelor of Commerce, Deakin University

Years of service:

2012-2016 (Mayor 2014/2015)

2016-2020 (Mayor 2017/2018)



Cr Heather Marcus

P: 0400 533 371

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

Portfolio: Environment and Sustainability & Safer Communities

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 coordinator organising major events in Wyndham City.

Years of service:

2005-2008

2006/2007 (Deputy Mayor)

2008-2012 (Mayor 2009/10)

2008/2009 (Deputy Mayor)

2012-2016 (Mayor 2012/13)

2016-2020

HARRISON WARD

Harrison Ward includes the industrial precincts in Laverton and Laverton North, and residential areas in Point Cook, Truganina, Williams Landing and some parts of Hoppers Crossing. The Ward is forecast to have an increase of 36,000 residents between 2020 and 2040 leading to a population of 157,000 by 2040. In 2020 it was the largest Ward in Wyndham and by 2040 it is expected to be the smallest, with 160,000 residents.



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 2007/2008)

2008-2012 (Deputy Mayor 2009/2010;
Mayor 2011/2012)

2016-2020 (Deputy Mayor 2016/2017)

* Resigned from Council effective 2 June 2020.



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

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



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, ITIL v3 Service Management Foundation Certified, Certified PRINCE2

Years of Service:

2016-2020

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 2019/20, Council Meetings were held on the following dates:

6 August 2019
3 September 2019
8 October 2019
6 November 2019
3 December 2019
4 February 2020
3 March 2020
7 April 2020
5 May 2020
2 June 2020
23 June 2020

For 2019/20, Council held Special Council Meetings on the following dates:

23 July 2019
13 August 2019
17 September 2019
19 November 2019 (Statutory Meeting)
19 December 2019
23 March 2020

On 1 May 2020, Section 83 of the Local Government Act 1989 was repealed, which removes the two types of meetings, Ordinary meetings and Special meetings and was replaced by S.61(1) of the Local Government Act 2020, which outlines only one type of meeting termed 'Council Meeting'.

The following is a summary of Councillor attendance at Council Meetings for the 2019/20 financial year:

Councillor	Council Meeting	Special Council Incl. Statutory Meeting
Cr Aaron An	11 of 11	5 of 6
Cr Henry Barlow	10 of 11	6 of 6
Cr John Gibbons	11 of 11	5 of 6
Cr Josh Gilligan	11 of 11	6 of 6
Cr Tony Hooper	8 of 11	6 of 6
Cr Intaj Khan	9 of 11	5 of 6
Cr Heather Marcus	9 of 11	5 of 6
Cr Peter Maynard	11 of 11	6 of 6
Cr Kim McAliney *	8 of 11	6 of 6
Cr Mia Shaw	11 of 11	6 of 6
Cr Walter Villagonzalo	11 of 11	6 of 6

*Kim McAliney resigned effective 2 June 2020



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 of Councillors, 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 2019 Election Period Policy.

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

The Code was most recently updated at the Ordinary Council Meeting on 4 September 2018.

At the Statutory Meeting on 13 November 2019, all Councillors reaffirmed their commitment to abide by the Councillor Code of Conduct.

The Code of Conduct is scheduled for review within four months of the 2020 Council General Election.

Conflict of interest

Councillors are elected to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer, the officer also needs to act in the public interest. Conflict of interest is about transparency. Councillors and staff must be clear that their private interests are not affecting their public duties and they are not using their position for personal benefit.

Procedures apply when Councillors and staff identify that they have a conflict of interest in a matter. Council provides conflict of interest training for Councillors and staff to ensure that they understand the provisions in the Local Government Act 1989, which relate to conflicts of interest and the process that applies to declaring and managing such conflicts.

In 2019/20, there were eight conflicts of interests declared by Councillors at Ordinary Council Meetings and Special Council Meetings. In addition, 195 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 for Local Government as at 1 December 2016 for Category Three Councils. The Minister may approve annual adjustments to the allowance amounts. The amounts were subsequently adjusted as of 1 December 2019 by 2 per cent to \$100,434 for the Mayor and \$31,444 for Councillors plus the equivalent of the superannuation guarantee contribution of 9.5 per cent.

Councillors received the following allowances for 2019/2020:

Councillor	Total allowance payment
Cr Josh Gilligan**	\$78,442.28
Cr John Gibbons	\$31,980.36
Cr Henry Barlow	\$31,980.36
Cr Walter Villagonzalo	\$31,980.36
Cr Mia Shaw*	\$57,877.11
Cr Peter Maynard	\$31,980.36
Cr Heather Marcus	\$5,738.52
Cr Kim McAliney	\$30,656.09
Cr Intaj Khan	\$31,980.36
Cr Tony Hooper	\$31,980.36
Cr Aaron An	\$31,980.36

* Mayor: June 2019-12 November 2019

** Mayor: 13 November 2019-June 2020

Councillor expenses

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

The details of expenses for 2019/20 are outlined in the table to the right.

Note: The 'Other' column includes expenses for printing allowance, functions/events, membership of organisations and small stationery items.

Councillor	Information & Communication Technology	Travel Expenses	Car Mileage	Childcare	Conference & Training	Other*	Total
Cr Josh Gilligan	\$1,800	\$227			\$268	\$1,663	\$3,958
Cr John Gibbons	\$1,860					\$1,135	\$2,995
Cr Henry Barlow	\$1,800	\$15			\$440	\$825	\$3,080
Cr Walter Villagonzalo	\$1,800				\$111	\$855	\$2,766
Cr Mia Shaw	\$1,800	\$55			\$659	\$899	\$3,413
Cr Peter Maynard	\$1,800	\$270				\$239	\$2,309
Cr Heather Marcus	\$1,860					\$800	\$2,660
Cr Kim McAliney	\$1,800	\$55			\$600	\$1,880	\$4,335
Cr Intaj Khan	\$2,539					\$830	\$3,368
Cr Tony Hooper	\$1,800			\$75		\$800	\$2,675
Cr Aaron An	\$1,800					\$1,772	\$3,572
TOTAL	\$20,657	\$622	\$-	\$75	\$2,078	\$11,698	\$35,130



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. 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 Growth and Transport (13 November 2019 – present)
Cr Tony Hooper	Arts, Culture and Heritage
Cr Intaj Khan	Urban Futures
Cr Kim McAliney	Safer Communities (July 2018 – 2 June 2020)
Cr Heather Marcus*	Environment and Sustainability Safer Communities (from 23 June 2020 – present)
Cr Peter Maynard	Sports Development
Cr Mia Shaw	Growth and Transport (June 2019 – 12 November 2019) Family Friendly City
Cr Walter Villagonzalo	Future Focused Economy

* Following the resignation of Cr Kim McAliney, Cr Heather Marcus was appointed as the Safer Communities Portfolio holder at the Council Meeting on 23 June 2020.

OUR STRATEGIC FRAMEWORK



ABOUT OUR STRATEGIC FRAMEWORK

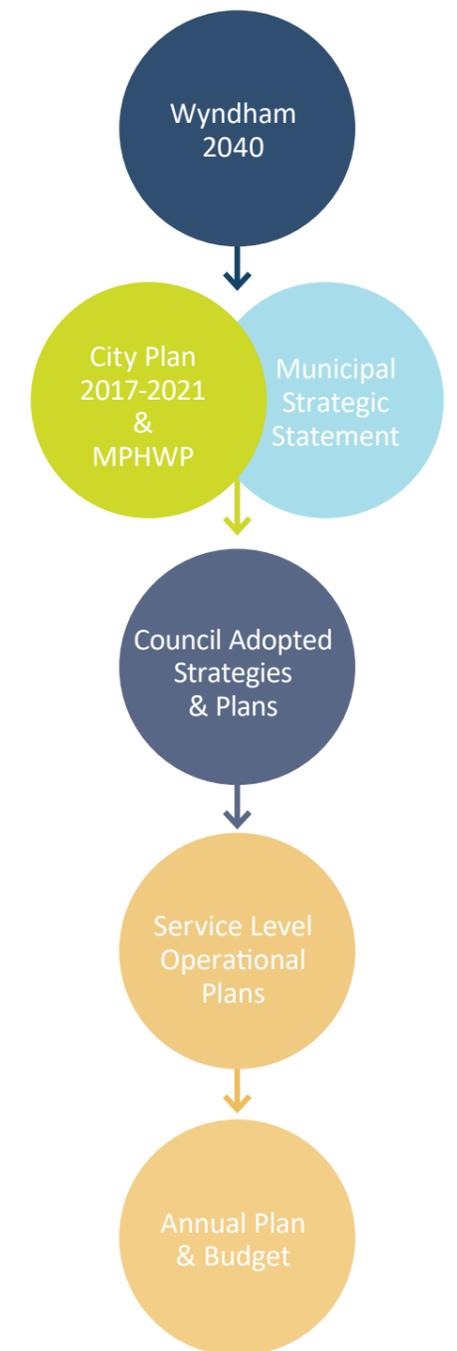
To accomplish its responsibilities, Council's strategic framework allows the organisation to identify community needs and aspirations over the long term (through *Our Wyndham 2040*), initiate the required work in the medium term (through the *City Plan 2017-2021*), and ensure the required resources are 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. Councils are required to deliver the services they know the community wants and to address identified community needs.

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

To accomplish these responsibilities, Council's strategic framework allows the organisation to identify community needs and aspirations over the long term (through *Our Wyndham 2040*), initiate the required work in the medium term (through the *Wyndham City Plan 2017-21*), and ensure the required resources are available (through the Annual Plan and Budget).

It should be noted that the *Wyndham City Plan 2017-21* 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 Vision 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. It is a community vision for the municipality and will guide Council's work to make Wyndham a more healthy and liveable community.

Council, together with stakeholders and the community have a role to play in achieving the community's vision. *Wyndham 2040 Vision* is supported by local area action plans called District Plans, which further detail what Wyndham City and the community are working on to make the 2040 vision a reality.

The 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. As we embrace growth, we 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 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 Vision*.

Each theme is made up of a range of 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 Plan and 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 follows:

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

As at 30 June 2020, the organisational structure includes six directorates with a total of 1,334 staff, headed by the Chief Executive Officer (CEO) who is employed by and reports to, the elected Council. This section shows Senior Officers reporting directly to the CEO.



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 and partnership development
- Investment attraction and positioning
- Strategic stakeholder management
- Key precinct development

Qualifications:

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



Allison Kenwood

Director City Life

Areas of responsibility:

- Community Support
- Sport and Recreation
- Community Planning and Development
- Service Planning, Partnering and Reform
- Libraries and Community Learning
- Social and Economic Inclusion

Qualifications:

- Bachelor of Arts
- Master of Education



David Semmens

Interim Director City Life

1 June 2019 – 16 September 2020

Areas of responsibility:

- Community Support
- Sport and Recreation
- Community Planning and Development
- Service Planning, Partnering and Reform
- Libraries and Community Learning
- Social and Economic Inclusion

Qualifications:

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



Peter McKinnon

Interim Director City Design & Liveability

1 July 2019 – 14 January 2020

Areas of responsibility:

- Economic Growth, Industry Facilitation and Tourism
- Vibrant City Centres
- Urban Futures
- City Transport
- Sustainability and Water and Coastal
- Smart City Office

Qualifications:

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



Ludo Campbell-Reid

Director City Design and Liveability

Areas of responsibility:

- Economic Growth, Industry Facilitation and Tourism
- Vibrant City Centres
- Urban Futures
- City Transport
- Sustainability and Water and Coastal
- Smart City Office

Qualifications:

- Master of Arts (M.A.) in Urban Design, Oxford Brookes University
- Post Graduate Diploma in Urban Design, Oxford Brookes University
- Bachelor of Arts, Honours (BA), University of Westminster, London
- BA Honours (Urban Planning)



Stephen Thorpe
Director City Operations

Areas of responsibility:

- City Amenity and Safety
- Assets and Roads
- Facilities and Open Space
- Waste Management and Disposal
- Project Management Office

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)



Binda Gokhale
Chief Financial Officer

Areas of responsibility:

- Finance
- Procurement
- Risk and Compliance
- Strategic Property Management

Qualifications:

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



Fiona Reidy*
Chief People Officer

Areas of responsibility:

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

Qualifications:

- Bachelor of Arts
- Bachelor of Social Work
- Master of Arts (internal communications)
- PHD

*Role previously occupied by Theunis Mienie - resigned 29 October 2019



Natalie Walker
Head of Strategy and Policy Impact

Areas of responsibility:

- Enterprise Resource Planning
- Information Technology
- Community and Stakeholder Engagement
- Advocacy and Intergovernmental Relations
- Organisational Planning, Strategy and Reporting
- Research

Qualifications:

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



Mark Ward
Chief of Staff

Areas of responsibility:

- CEO's Office
- Strategic Adviser to the Executive Leadership Team
- Daily oversight of: People and Capability, Finance and Procurement and Chief Legal Counsel

Qualifications:

- Bachelor of Business, International Trade, Banking and Finance (RMIT)
- Graduate Diploma, Public Relations, Advertising and Applied Communications (Deakin)
- Masters of Business Administration (MBA) (Deakin)
- Diploma Strategic Decision Making for Management (London School of Economics and Political Science)



Fiona Hando*
Executive Manager Corporate Affairs

Areas of responsibility:

- Governance
- Community First
- Strategic Communications
- Information Management
- Tourism

Qualifications:

- Advanced Diploma of Business Management

*Acting for Emily Keogh



Rachel Kenyon
Chief Legal Counsel

Areas of responsibility:

- Legal Counsel

Qualifications

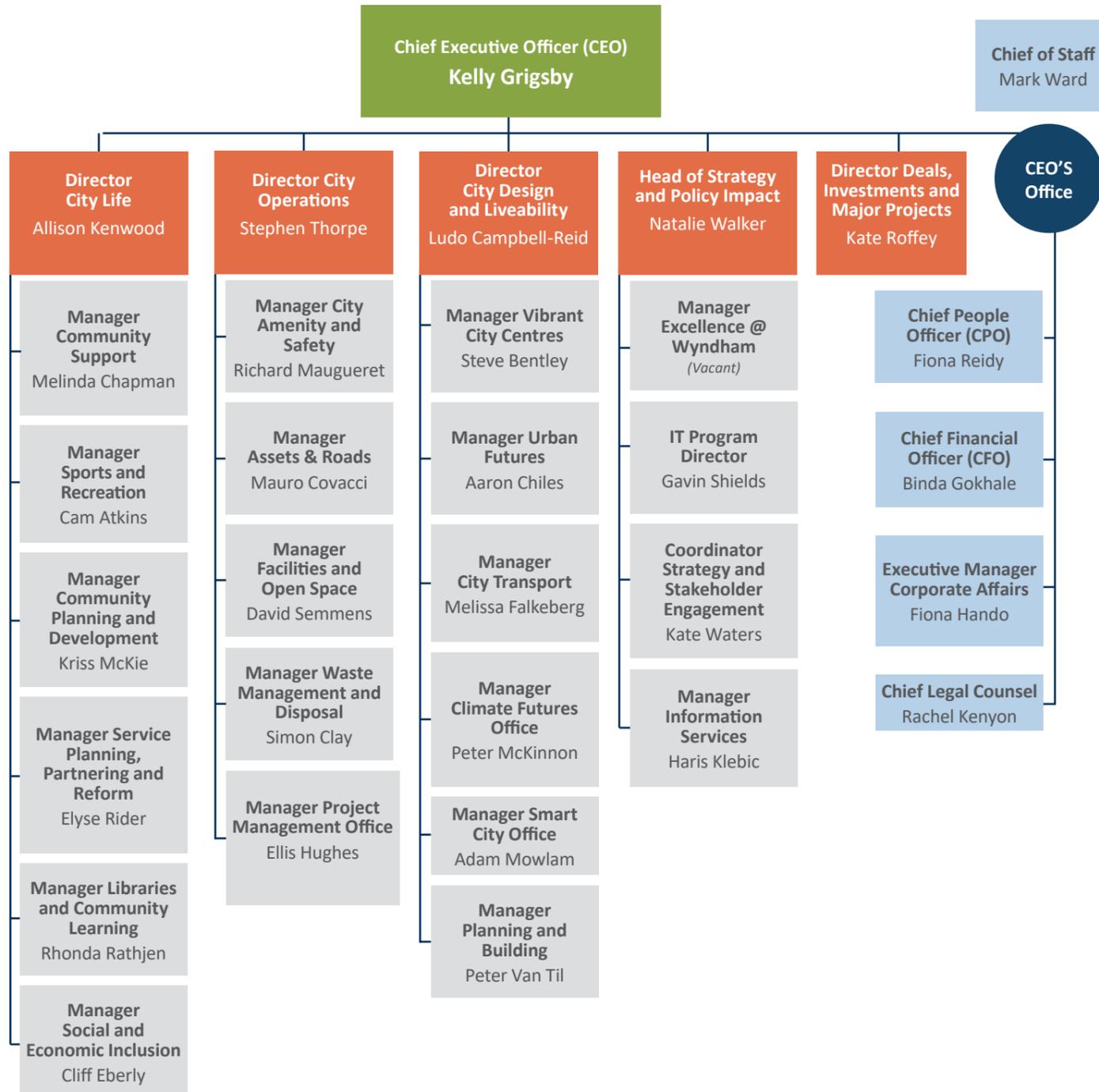
- Bachelor of Laws
- Graduate Diploma of Legal Practice
- Graduate Diploma of Corporate Governance & Risk Management
- Bachelor of Arts, Sociology (Hons)
- Admitted to practice in 1996 in England and Wales and in Victoria in 2015



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 1,334 full time equivalent (FTE) positions across a range of banding levels totalling 1,815 people. In 2019/20 Council increased its full time equivalent by 37.08 FTE. The workforce turnover is currently at 5.64 per cent for Wyndham City Council. This is below the local government average of 11.5.



	Female	Male	Total
Full Time	479.05	447.03	927.08
CEO Office	113.65	36.00	149.65
City Design and Liveability	86.51	91.53	178.04
City Life	189.49	51.50	241.99¹
City Operations	60.13	232.00	292.13
Deals Investments and Major Projects	3.00	2.00	5.00
Strategy and Policy Impact	26.27	34.00	60.27
Part Time	341.04	33.50	374.54
CEO Office	23.84	3.69	27.53
City Design and Liveability	10.86	3.69	14.55
City Life	265.72	9.86	275.58
City Operations	37.44	14.78	52.22
Deals Investments and Major Projects	0.00	0.59	0.59
Strategy and Policy Impact	3.18	0.89	4.07
Casual	20.57	11.78	32.34
CEO Office	1.45	4.50	5.95
City Design and Liveability	0.04	0.55	0.60
City Life	18.99	6.66	25.64
City Operations	0.09	0.07	0.15
Deals Investments and Major Projects			0.00
Strategy and Policy Impact			0.00
TOTAL	840.66	492.31	1333.96

* Changes in FTE numbers are in part due to portfolio realignment across directorates

Employment Classification (FTE*)	Female	Male	Total
Band 1	24.86	10.14	35.00
Band 2	35.89	58.26	94.15
Band 3	36.45	59.55	96.00
Band 4	147.08	44.53	191.61
Band 5	121.64	70.60	192.24
Band 6	136.92	105.45	242.37
Band 7	75.65	58.40	135.05 ¹
Band 8	3.59	10.00	13.59
Maternal and Child Health	45.11	0.47	45.58
Preschool Assistants / Child Care Workers	78.72	0.49	79.21
Preschool Teachers	66.22		66.22
Senior Officer - Management Level (Annualised Salary Agreement)	46.60	63.71	110.31
Total	818.73	481.60	1301.33

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

* This is the Full Time Equivalent of permanent and temporary employees and excludes casuals

Age	Service Years						
	0-1	1-5	5-10	10-15	15-20	20-25	25 yrs+
15-19							
20-24	8	19					
25-30	12	64	11	4			
30-34	27	88	38	16	2		
35-39	36	107	54	34	7	2	
40-44	20	78	68	41	14	2	1
45-49	13	90	68	33	6	4	4
50-54	11	60	54	36	26	6	6
55-59	19	44	50	32	13	12	12
60-64	10	32	32	27	19	12	16
65+	5	31	24	17	10	9	15
Total	161	613	399	240	97	47	54

*This is the number of permanent and temporary employees and excludes casuals

OTHER EMPLOYEE MATTERS

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

Wyndham City Council continues to implement the People Strategy. The focus of this is attracting talent, building capability, culture and leadership to deliver excellence.

Organisational Development and Capability

Our activity during the 2019/20 year included:

On boarding

Council's induction program is a vital part of ensuring that new employees are made to feel welcome and are valued members of both their immediate team and the greater Wyndham City community.

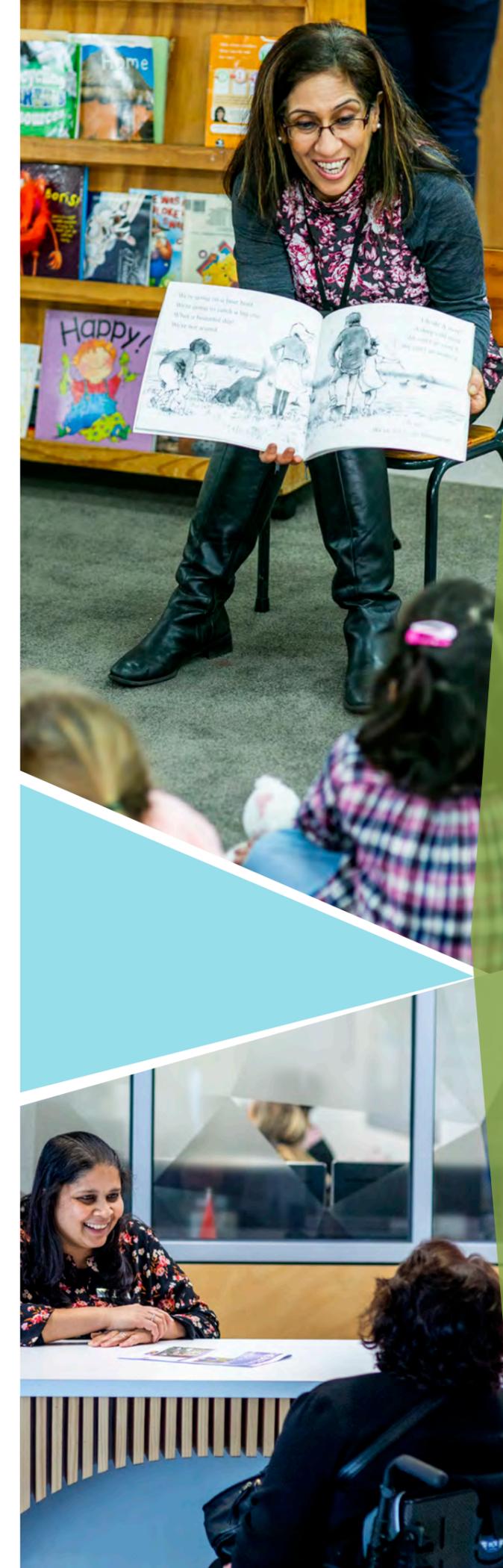
As the organisation moved to a working from home model in March 2020, the corporate onboarding process was transitioned to an online platform, where staff are inducted virtually.

Due to COVID-19, only eight of the 11 planned induction programs we held throughout the 2019/20 period with 125 participants taking part in the program.

Professional Development

During 2019/20, the online learning module was transitioned to a new system which increased the online course library, development of the online learning culture and in-house capability of e-learning development. There are 18 online courses on offer, eight created internally, 10 sourced externally. More than 5,000 online course completions have been recorded.

During the 2019/20 period, Council conducted 202 face-to-face training sessions totalling 412 hours. During COVID-19 restrictions, we offered 53 training sessions, totalling 70 hours. In addition, 29 employees were supported to undertake study towards a relevant qualification.



Technical Training

The following technical training was delivered in 2019/20:

- More than 20 standard IT application sessions including Introduction to the new HP Devices, MS OneNote, MS Project and Excel.
- More than 20 standard MS Teams, introduction sessions for all staff with particular reference to meetings and working remotely, custom MS Teams training/consulting sessions with specific groups or team administrators to determine the best use of MS Teams.
- Ongoing Telehealth training in a new application for the Maternal Child Health nurses.

Leadership and Change

Council launched a new leadership pilot program (LEAD) in October 2019 for coordinators and area/team leaders. After positive feedback and slight enhancements, two further programs were scheduled for late March 2020, with over 30 leaders nominated to attend. The decision has been made to postpone these programs indefinitely until it can be delivered face to face. The pilot group has continued via MS Teams with a completion date of August 2020.

The 2020 Emerging Leaders Program sees six of Council's aspiring leaders navigate a 12 week program that ends with a management challenge day between seven other councils (Melton, Hobsons Bay, Moreland, Mitchell Shire, Moonee Valley, Yarra City and Hume). This has been postponed until 2020/21.

Wyndham continues to use diagnostic tools to develop teams. This year, 53 individuals and three groups participated in the Myer Briggs test indicator sessions.

Two Change Leadership workshops, catering for 24 staff were conducted.



Recognition

A new staff recognition platform was launched in February 2020. The platform provides resources to enable people leaders and staff to provide in-the-moment recognition including acknowledgement, praise and thanks to direct reports and colleagues.

These initiatives were informed by staff focus groups and included a central place on the intranet for Council staff, including:

- Recognition of Good Practice Guidelines.
- Recognition eCards that staff can 'gift' to direct reports and colleagues by email.
- Recognition postcards, a printed version of the eCards for those without email access or who prefer to write a personalised message of praise or thanks.
- eCards/postcards are linked to Wyndham's Values and Constructive Behaviours - recognising these in our people is an important first step in helping us to achieve our 2040 vision.

These initiatives are the first phase of implementation and over time will be augmented with additional activities.

The implementation of these initiatives was underpinned by a professional development opportunity provided to all Wyndham people leaders via Leader Recognition Workshops. The highly interactive micro learning sessions defined the key elements of recognition and raised awareness of the manager's role in building a culture of recognition, and its importance in the workplace.

Performance Management

The online goals and performance module of the new system was deployed in September 2019. The implementation was supported by development of training and support materials.

Talent Acquisition

The Talent Acquisition function provides 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.

During the COVID-19 pandemic, there has been a halt placed on recruitment activity with an exception provided for critical positions. During this time, the Talent Acquisition team has been working on assessing the skills and experience of our staff, ensuring that resources are correctly allocated to best provide the services critical to our community.

COVID-19 Support

COVID-19 presented opportunities to redefine service offerings for better outreach. The following initiatives were developed to support our staff:

- Return to work. e-learning course for employees and leaders working within the COVID-19 environment has recorded 515 completions.
- Sourcing of webinars and articles that can help leaders support their staff to navigate through the changed work environment as a result of the pandemic.
- Leaders Check-ins: 31 senior staff were interviewed to establish support and wellbeing needs required for themselves as leaders and their teams.

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. Wyndham City has commenced safety initiatives to 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 2019/20, progress on health and safety has included:

- Recertification of Council's Safety Management System.
- Implemented IT Software to complement and support the health and safety management system.
- Expanded the mandate and membership of the Health and Safety Steering Group.

- Invested in building the capability of our health and safety representatives and organisational leaders.

In 2019/20 period, Council received:

- 36 WorkCover claims.
- 163 workplace injury reports.
- 1,067 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.

A review has been undertaken of the existing policy framework for both existing staff and Council recruitment practices to ensure current EEO responsibilities are met and staff are aware of their responsibilities.

Inclusion

Council continues to support new initiatives that improve inclusion for employees across Council. This has included the ongoing review and updating of mandatory training to ensure they are considered for inclusiveness of all staff.

The established staff groups have continued to champion days of significance and work collaboratively with internal stakeholders to ensure there is communication to the organisation.

Council recognises that there are unacceptable incidences of family violence in the community and has worked closely with both internal and external stakeholders to ensure access to appropriately skilled and qualified support.

There has been a key focus on how the new Local Government Act and subsequent gender equity legislation will be implemented at Council. This will continue to be monitored closely.

Employee Wellbeing

Council has continued to enhance the visibility and scope of the wellbeing officer. A range of training options, practical supports and events have continued to be offered that focus on employees' physical, mental and emotional health.

Council worked with the Black Dog Institute to offer training on mental health for workplace leaders. Council has also committed to supporting and promoting the peer support program that focuses on the provision of support for employees that may experience isolation in the workplace.

Council continues to offer support services including the Employee Assistance Program (EAP) and have enhanced the offering for staff through more focused and frequent delivery of training and support.

During Council's response to the COVID-19 pandemic, Council established a key Incident Management Team project group that was focused on staff wellbeing and support. This provided a key mechanism for promoting staff events, training, resources and other materials that improved support for employees.

Employee Relations

Council continues to implement the new initiatives contained in the Enterprise Agreement 2019. The Enterprise Agreement confirmed Council as a progressive and forward-thinking organisation that supports staff with a range of tangible and intangible entitlements.

Council continues to actively engage with all relevant stakeholders to support an approach to employee relations that fosters transparency and is based on constructive working relationships with employees and their representatives.

The COVID-19 pandemic has increased our agility to adapt our staff related processes and ensure compliance measures continued to be met while working within a new environment and this was achieved in a short timeframe.

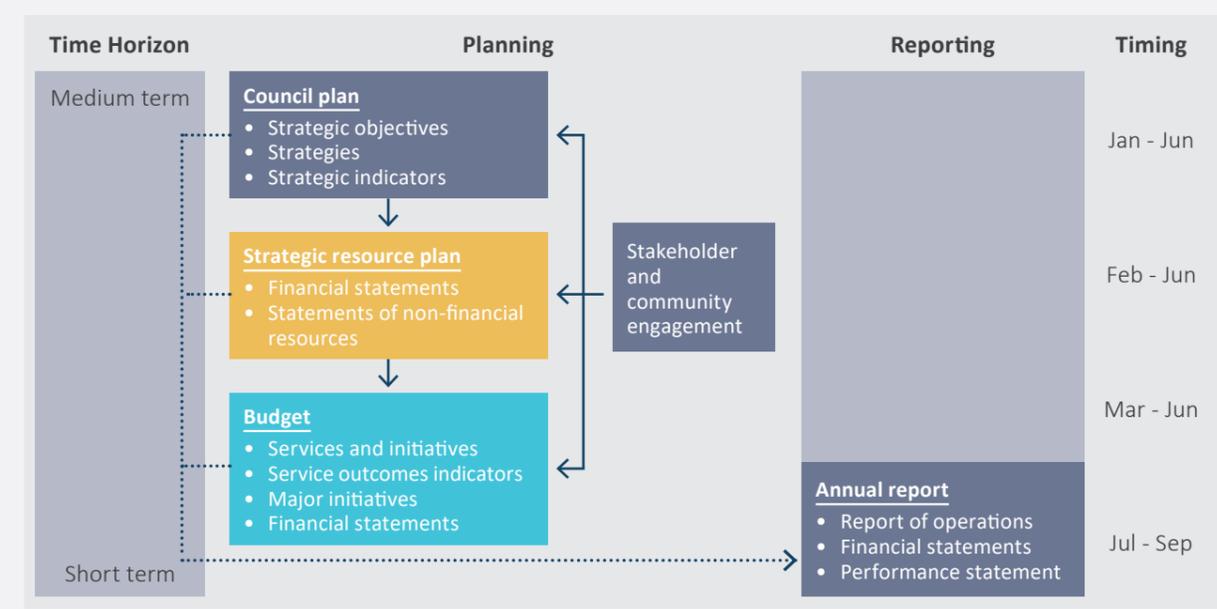




OUR PERFORMANCE

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 to ensure there is transparency and accountability in how public money is 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 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 2019/20 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
COVID-19	✳️	Initiative not completed/deferred or behind schedule due to COVID-19 restrictions

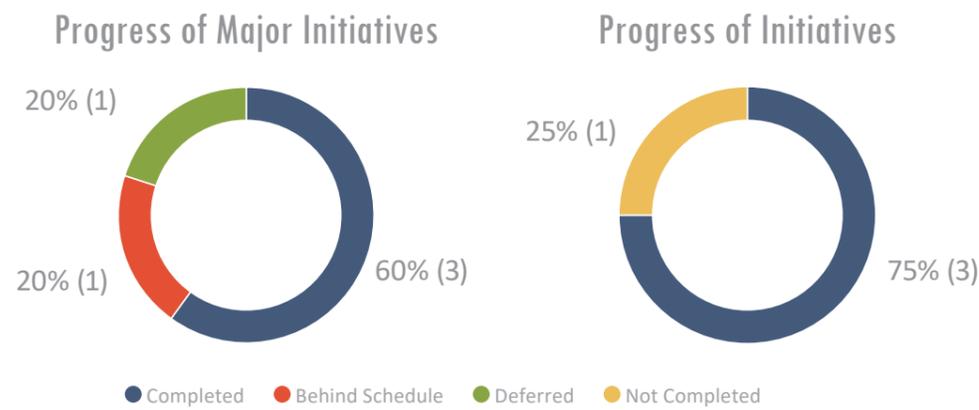
1. PEOPLE AND COMMUNITY

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.

In 2019/20, five major initiatives and four initiatives were identified within this theme. By 30 June 2020, 60 per cent (3) of the major initiatives and 75 per cent (3) of initiatives were completed.



IN 2019/20:

- The five-year *Volunteer Strategy 2019-2024* was completed and adopted by Council in October 2019, to strengthen the local volunteering sector and increase the numbers of volunteers in Wyndham.
- The draft Towards Equality and accompanying 12-month action plan was endorsed in April 2020 and will enable Council to meet the requirements of the Gender Equality Act 2020.
- The construction of Wunggurrwil Dhurrung was completed in October 2019 and an opening ceremony was held in November 2019. The Wunggurrwil Dhurrung Centre (which means 'Strong heart' in Wadawurrung language) will service the community by being a dedicated Aboriginal Community Centre, an integrated family centre and neighbourhood Community Centre.
- Significant planning work has been undertaken to inform Council's response to the Victorian Government's three-year-old kindergarten reform.

The Youth and Middle Years' service stream plans which include service statements have also been completed.

- Council has implemented year two of the *Gambling Harm Minimisation Policy and Action Plan 2018-2020*. Some highlights include making referral comments to gaming applications, such as the Leakes Road application for 80 Electronic Gaming Machines (EGM); Work to strengthen Council's EGM Clause 22:03 has been completed and the amendment is now with the Planning Minister. The advocacy work has continued with Council being a leading member of the Alliance for Gambling Reform.
- Council has continued to implement the actions of the *Accessibility Action Plan 2019-2020* to support the health and wellbeing of people with disabilities. Some highlights include Council hosting the Disability Expo. Over 100 service providers exhibited, with over 1200 community members attending on the day. This signature event, hosted in the latter part of 2019, offered resources, performances and a movie. Council also rolled out the Autism friendly cities pilot, with eight Council spaces audited and staff trained.

MAJOR INITIATIVES AND INITIATIVES

Council will:	Status
1.1 In line with the Festival and Events Framework, work with the community to develop a Wyndham City signature event.	🕒*
1.2 Deliver a mobile youth service that will enhance outreach and after-hours services.	←*
1.3 Prepare <i>Wyndham's Volunteer Strategy 2019-2024</i> including relevant stakeholder engagement.	✓
1.4 Adopt and commence implementation of the <i>Gender Equity Strategy and Action Plan</i> to support the prevention of family violence.	✓
1.5 Open the new Wunggurrwil Dhurrung Centre in Wyndham Vale.	✓
1.6 Develop a service stream plan to improve service delivery and evaluation for youth and three-year-old kinder services.	✓
1.7 Deliver an Inclusive Ageing Action Plan, as part of an overarching lifecourse framework, to enhance the health and wellbeing of Wyndham's senior population.	✗*
1.8 Implement actions of the Wyndham Gambling Harm Minimisation Policy and Action Plan 2018-2022.	✓
1.9 Implement actions of the 2018-21 Accessibility Action Plan to support the health and wellbeing of people with disabilities.	✓

*Major initiatives are shaded

STRATEGIC AND LIVEABILITY INDICATORS

Strategic Indicators	Outcome
1. Community satisfaction with arts and cultural services	7.94 (out of 10 - Excellent) ¹
2. Physical health: percentage of adult population that is obese;	25%* ²
Percentage of adults that engage in sufficient amount of physical activity each week;	38.6%* ²
Average serves per day of vegetables	1.9* ²
3. Proportion of fully immunised children	95.1% ³
4. Recorded incidents of family violence per 100,000 population	1,164 ⁴
5. Mental health: Lifetime prevalence of depression and anxiety (percentage adult population)	25.9%* ²
6. Health risks: lifetime risk of alcohol related harm;	49.2%* ²
Proportion of adults who are current smokers	20.8%* ²
7. Percentage of personal safety: Residents' perception of safety in public areas of Wyndham during the day	7.85 (out of 10) ¹

* Latest data available from 2017 Victorian Population Health Survey

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

Service Performance Indicators

Service - indicator - (measure)	2016-17 result	2017-18 result	2018-19 result	2019-20 result	Material variations
Maternal and Child Health (MCH)					
Satisfaction* <i>Participation in 4-week Key Age and Stage Visit</i> [Number of 4-week key age and stage visits/number of birth notifications received]	New in 2020	New in 2020	New in 2020	94.25%	Traditionally a face-to-face consultation, the COVID-19 pandemic required the service to be adapted to provide a mix of phone calls, video calls and face-to-face consultations.
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]	101.34%	101.11%	100.97%	101.23%	Infant enrolments in the MCH service remain consistently high.
Service cost <i>Cost of MCH service</i> [Cost to Council of the MCH service/hours worked by MCH nurses]	\$68.40	\$72.11	\$74.94	\$77.80	The slight increase in cost is due to increased service delivery due to demand. Eight MCH centres across Council are open once a month on Saturday mornings for families to access.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/ number of children enrolled in the MCH service]	68.74%	70.41%	68.99%	68.21%	Participation in the MCH service has continued a similar trend this year. The impacts of the COVID-19 pandemic have required Council to prioritise service to those aged 0-8 weeks, vulnerable and Aboriginal infants.
<i>Participation in MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once a year/number of Aboriginal children enrolled in the MCH service]	64.68%	80.18%	79.65%	84.34%	Participation rates this year have increased due to the introduction of a dedicated nurse to support Aboriginal families.

* Indicator changed from "participation in first home visit" to "Participation in 4-week Key Age and Stage Visit." This indicator is no longer comparative with previous years' results.

Service Performance Indicators

Service - indicator - (measure)	2016-17 result	2017-18 result	2018-19 result	2019-20 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]	3.33	2.51	1.46	2.08	Resourcing and Council's response to COVID-19 has seen a slight increase in the time taken to action animal requests.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed/number of animals collected]	37.52%	33.53%	38.88%	42.09%	The percentage of reclaimed animals has increased from the previous financial year.
Animals rehomed [Number of animals rehomed/number of animals collected]	New in 2020	New in 2020	New in 2020	21.77%	A new measure that will be impacted by COVID-19 restrictions.
Service cost * <i>Cost of animal management service per population</i> [Direct cost of animal management service/ population]	New in 2020	New in 2020	New in 2020	\$7.58	Direct costs have remained steady in 2019/20.
Health and safety ** <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ number of animal prosecutions]	New in 2020	New in 2020	New in 2020	100%	All 21 prosecutions had a successful court outcome. Proven offences ranged from dog attacks, unregistered dogs at large, and nuisance orders relating to barking and fencing matters. Three cases were adjourned to be heard in 2020/21 due to restrictions on courts during COVID-19. New indicator in 2020.

* The denominator for this indicator was changed from number of registered animals to population. This indicator is no longer comparative with previous years' results.

** The denominator for this indicator is new in 2020. This indicator is no longer comparative with previous year's results.

Services Delivered and Costs

Service	Description of services provided	Net cost actual budget variance \$'000
Aged and Disability	Provide assistance to eligible residents who cannot manage independently while promoting community access and inclusion. Work to meet the changing needs of clients as they age and enable residents to live independently in their own home and prevent premature admission to aged care facilities.	3,730 <u>4,096</u> 366
Arts and Culture	Provide creative and cultural opportunities through the production and presentation of arts, cultural and creative programs and activities. Position Wyndham as a cosmopolitan and culturally mature City leading to increased local liveability and economic development.	1,552 <u>1,615</u> 63
Child and Family Support	Provide strategic advice and strategy management for child, youth and family settings in Wyndham. Work collaboratively with the local service sector to build community, parent and service capacity through playgroup support, child and parent programming, community engagement and Pre-School Field Officer Service.	902 <u>882</u> (20)
Civic and Community Events	Deliver a quality program of community and civic events across the City to enrich sense of place and cultural heritage and encourage community strengthening. Provide catering and room set up services for internal and external function bookings at Council facilities.	2,732 <u>2,609</u> (123)
Civic Compliance	Protect public amenity and community safety through legislated process, education and enforcement.	928 <u>(1,944)</u> (1,016)
Community Programs and Activities	Support and enable residents to connect, build and strengthen communities through volunteering, events, activities and programs. Grow community participation, leadership and pathways through formal and informal learning and provide engagement opportunities.	3,757 <u>4,281</u> (524)
Community Wellbeing and Inclusion	Deliver policy, planning and community development programs that promote health, wellbeing and safety for community members. Recognise and promote the place of Aboriginal people as the first people of Australia and celebrate diversity and promote equity and inclusion for all people in Wyndham.	8 <u>131</u> (123)
Early Education and Care	Deliver State funded Kindergarten educational programs for 4-year-old children through internal and external providers.	(741) <u>697</u> 1,438

Services Delivered and Costs

Service	Description of services provided	Net cost actual budget variance \$'000
Integrated Service Planning and Reform	Provide service planning for lifestage and disability services to determine when and where services are required, how they could be integrated with other services, Council's role in facilitating service provision and how much they will cost to operationalise. Provide integrated service plans and models for community infrastructure.	1,167 <u>1,343</u> 176
Maternal Child Health and Wellness	To provide access to Maternal and Child Health services that support the capacity of the family through a range of targeted and integrated programs that respond to local community needs.	4,570 <u>6,417</u> 1,847
Municipal Emergency Management	Provide support to the community and emergency service agencies in the North West Metro Region through prevention, planning, training and compliance before, during and after emergencies.	1,679 <u>342</u> (1,337)
Pets and Animal Management	Protect public amenity and community safety as they relate to domestic animal and livestock management through a range of education, enforcement and compliance measures.	679 <u>485</u> (194)
Public Health Education and Enforcement	Protect the public health of the community through directives, compliance and standards through a range of education and enforcement measures.	475 <u>310</u> (165)
Recreation Planning	Implement planning and strategy development relating to new and existing sport and recreation infrastructure based on the needs of the local community.	2,918 <u>1,331</u> (1,587)
Recreational Facility Management and Activation	Provide strategic and effective management of operational contracts, planning and capital upgrades for recreational facilities in Wyndham.	33 <u>369</u> 336
School Crossings	Ensure that School Crossing Supervisors are present at installed School Crossings within the municipality to assist in the safe crossing of roads by school students and their families.	1,549 <u>1,531</u> (18)
Youth	Provide locally based services and programs for young people and their families. Deliver a range of leadership and youth engagement activities and events across Wyndham. Provide one -on-one counselling support services to young people in the municipality.	3,469 <u>4,567</u> 1,098

COMMUNITY GRANTS

During 2019/20, Council awarded 151 grants totalling \$584,101.50 in support of community activities aimed at improving and enhancing the lives of Wyndham residents.

Grants were awarded for projects that built social connections, strengthened community cohesion, supported people's health and wellbeing, and improved sustainability practices and our local natural environment. The Community Pathways Scholarship stream included funding for young people to support their participation in state and national level competitions, for secondary school students experiencing financial hardship, and to support Wyndham residents' participation in leadership and artist development opportunities.

Details of Council's Community Grants Program can be found at:
www.wyndham.vic.gov.au/services/volunteering-grants/about-grants/community-grants-program

Grant Category	Grants Awarded	Total Amount Awarded
Community Pathways Scholarships	58	\$28,920
Neighbourhood Grants	35	\$26,124
Identity, Inclusion and Connection Grants	21	\$88,055
Annual Community Strengthening, Health and Environment Grants	37	\$441,002



VOLUNTEERS - THE LIFE OF OUR COMMUNITY

Volunteers form the fabric of our society. They contribute significantly to our organisations, communities, economies and government programs. In a growth area like Wyndham, finding new and innovative ways to engage and retain volunteers is vital to the overall health and wellbeing of our community. Investing in, and supporting volunteer organisations, is paramount to ensuring an engaged, resilient and effective volunteer workforce.

The nature of volunteering is changing, and people are seeking more flexible ways with in which they contribute their skills and learn new ones. In the context of Wyndham's rapid growth, finding new ways to engage and retain volunteers is vital to fostering a strong, caring and vibrant community. Being a volunteer gives people ways to make new social connections and can provide valuable experiences and networks for pathways to employment.

In October 2019, Council endorsed the five-year Wyndham Volunteering Strategy, creating a shared vision, mission and principles. It includes strategies to build on local strengths and coordinate effort across five key focus areas. Developed together with the community, following significant consultation, the Strategy will guide local groups and organisations, to strengthen the local volunteering sector and increase the numbers of volunteers in Wyndham.

To support the work of the Strategy, Council continued to offer free training for volunteers and members of community groups and local not-for-profits. Topics including Running Successful Committee Meetings and Committee Roles and Responsibilities, to Starting a Community Organisation and Volunteers and the Law, were well received. Across all sessions, we were able to offer 53 hours of instructor time to over 285 individuals and volunteer-involving groups.

Through the Wyndham Volunteer Managers Network, we have been able to work with the community and stakeholders to strengthen awareness and practical application of the National Standards for Volunteer Involvement.

Before COVID-19 restrictions, Council engaged 220 registered volunteers across 20 programs. During 2019/20, 39 new volunteers were recruited and inducted into Council's programs and volunteer management training continued to be provided to staff who managed volunteers. During COVID-19 restrictions, recruitment of new volunteers was suspended, and the majority of Council volunteers were temporarily stood down from their programs to ensure their health and safety.

National Volunteer Week looked very different in 2020. Celebrating volunteers virtually during the week (18th to 24th May) allowed us to showcase local volunteers via social media platforms, the local newspaper and a Volunteering Australia initiative Wave of Appreciation, which was well supported by members of our community, amounting to a lovely collage of smiling faces that was celebrated throughout the week.



KEY CAPITAL WORKS PROJECTS 2019/20

Wunggurrwil Dhurrung Centre

Cost: \$13.2 million

Completed: October 2019

The Wunggurrwil Dhurrung Centre in Wyndham Vale was completed in October 2019 with the official opening held in November 2019. The Wunggurrwil Dhurrung Centre (which means 'Strong heart' in Wadawurrung language) has been delivered ahead of development in the area, and provides three key components to meet diverse community needs, including:

Koling wada-ngal - The **dedicated Aboriginal Community Centre** will provide the diverse Aboriginal community a culturally appropriate place that welcomes, embraces, encourages and supports Aboriginal people coming together in one place to share their stories, knowledge, history and experiences. It will provide opportunities for Aboriginal people to reconnect to their culture and engage in traditional and contemporary practices to strengthen culture.

Balim Balim - The **Integrated Family Centre** will provide universal services such as, kindergarten, maternal and child health, youth and support services to meet the needs of all families in the growing community with a focus on learning through Aboriginal culture.

Yaluk - The **Neighbourhood Community Centre** will provide local activities for people to connect with neighbours, gain information, connect to services, participate and contribute to their local community.

The design of the Five Star Green Star centre was community lead, with significant input from the Koling wada-ngal Committee (formerly referred to as the Wyndham Aboriginal Community Centre Committee) since conception in 2013 and will be operated under a tri-party model, with the shared vision to "Recognise and celebrate Aboriginal culture and history as an essential activity to create a culturally safe space where people of all ages and cultures are welcome to gather, learn and share, and access programs and services."



Point Cook Skate Park Expansion

Cost: \$408,000

Completed: April 2020

The Point Cook Skate Park Expansion was finished in April 2020, ready to be enjoyed by skateboarders, scooter riders and the community. This new space provides a variety of challenges ideal for beginners and intermediate skaters and riders sharpening their skills. It also brings to the park a new drinking fountain, seating, garden beds and tree planting.

Enhanced Neighbourhood Hubs

Cost: \$2.4 million

Completed: November 2019

A major investment by Council, with upgrades to Manor Lakes Community Learning Centre, Point Cook Community Learning Centre and Tarneit Community Learning Centres now complete. The upgrades benefit residents and community groups to meet the requirements of our growing City. Local communities have provided input in both the design and service mix at these centres. Benefits include:

- Expanding the number of Council services being provided at each community centre.
- Creating welcoming and vibrant community centres.
- Increasing community access to Council.



Wyndham Solar City works program

Cost: \$650,000

Installed throughout 2019/2020

Wyndham Solar City is a rolling capital works program to install solar photovoltaic panels to council owned and managed buildings. The three-year program has focused primarily on our not-for-profit sites such as sporting pavilions, kindergartens and childcare centres. The 2019/2020 works program included the addition of 13 new buildings to the growing fleet of solar assets. Installation of solar power systems is a sustainable way to help reduce energy reliance, energy costs and greenhouse gas emissions throughout the municipality. The Wyndham Solar City program provides an important means for Council to provide support to the local community whilst showing leadership in renewable energy uptake. This capital program is unique by nature as it provides a fast return on investment and guaranteed long-term sustainability outcomes.





2016-2020 COUNCIL TERM ACHIEVEMENTS

The current Council was elected in October 2016 and will complete its term in October 2020. During the past four years, Council has worked hard to deliver for the residents and rate payers of Wyndham. The following section provides a snapshot of Council's achievements in that term.

Major Initiatives and Initiatives

Council has delivered the following key strategic and significant pieces of work, programs, activities:

- Council's first Reconciliation Action Plan (RAP) 2017-2019 was developed and the Wunggurrwil Dhurrung Centre was opened in 2019.
- The *Wyndham Gambling Harm Minimisation Policy and Action Plan 2018-2022*, the Family Friendly City Charter, and the *Accessibility Action Plan* were adopted by Council.
- Council endorsed the draft *Gender Equity Strategy Towards Equality and Action Plan* in April 2020 and committed to a Social and Economic Inclusion Framework.
- In partnership with the Western Bulldogs Community Foundation, Council delivered the Sons

of the West (SOTW) program for improving health education physical activity for men of all ages.

- The Chirnside Park hub development was completed to include a regional level pavilion, facilities for women's football, a new grandstand, a commercial kitchen and kiosk, multi-purpose social, meeting and community spaces, media rooms, coach's spaces and improved car parking.
- Three new kindergartens were opened in Truganina East, Tarneit North and Wyndham Vale.
- Wyndham City's cultural program grew in scale and impact with new opportunities for the community to experience the arts. Events and activities included the Children's Picnic, State Rose and Garden Show, Winter Street Party, Fromage a Trois Cheese Festival, Pop up park and more.
- Council advocated for the delivery of the Wyndham Justice Precinct including the integrated support service hub and a focus on the construction of a new court.
- Undertook construction of and upgrades to community centres and neighbourhood hubs including Tarneit Community Learning Centre, Manor Lakes Community Centre (formerly Wyndham Vale), Mainview Integrated Family Learning Centre in Truganina, Saltwater Youth Space in Point Cook, and the Grange Community Centre in Hoppers Crossing.

- Council continues to coordinate Wyndham's H3 Alliance, which brings together key service providers across the municipality to respond to emerging issues and works to improve outcomes for people who are homeless or at risk of homelessness in Wyndham.
- Council awarded 711 community grants totalling \$2,571,700. These grants supported a range of community activities aimed to improve and enhance the lives of Wyndham residents.

Capital Works

Council plans and builds the assets and infrastructure needed by our community. Over the past four years, Council has delivered the following:

- Wunggurrwil Dhurrung Centre, Wyndham Vale.
- Enhanced Neighbourhood Hubs Upgrade - Manor Lakes, Point Cook and Tarneit.
- Mainview Boulevard Reserve – Family Learning Centre, Pavilion and Car Park, Truganina.
- Quantin Binnah Community Centre Extension and Play Space, Werribee.
- Baden Powell Drive Park - Active Youth Space, Tarneit.
- Wyndham Youth Resource Centre Outdoor Redevelopment, Hoppers Crossing.
- Point Cook Skate Park Expansion, Point Cook.
- Riverdale Community Centre, Tarneit West – construction commenced.

Advocacy

Between 2016 to 2020, Council delivered effective advocacy plans and worked closely with key stakeholders in the delivery of projects aimed at reducing traffic congestion, supporting local employment, improving our education system, sustaining our quality of life, and assisting local businesses. This has resulted in significant positive outcomes for the Wyndham community as follows:

Schools

Wyndham's schools are under increasing pressure to accommodate a growing number of students. Council's schools4wyndham campaign has been advocating for schools to be built in the areas they are needed most since 2017. This campaign has helped bring wider attention to the issue of a shortage of schools, with the State Government's recent funding announcement for the construction of additional classrooms for Years 7-9 at Dohertys Creek P-9 in Truganina and Saltwater P-9 in Point Cook and an additional primary school currently being built in Truganina, funded in the 2019-20 State Budget.

With much more work needed in this area, Council continues to actively campaign for greater investment in Wyndham's schools via schools4wyndham.

Social and Economic Inclusion

Council has been advocating for further funding towards social employment initiatives in Melbourne's west. In recent years, Council has participated in employment and training roundtable discussions, engaged with local community groups, and has had correspondence with Ministers.

Recent government budgets have included funding towards industry engagement, employment and training programs in Wyndham. This has benefited members in our community who have experienced difficulty in finding employment or opportunities to upskill.

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 Victorian Government has provided \$3 million in funding to maintain access to the SRSS program for those with the most acute need, and with pre-arrival experiences of trauma, torture and family loss and separation, to reduce the long-term consequences and deterioration of physical and mental health, including children and young people.

Wyndham Multidisciplinary Centre

Wyndham's diverse population has evolving needs that require a broad range of services to support it, including specialist sexual assault support services. That's why Council advocated for the Wyndham Multidisciplinary Centre to be established to provide timely, accessible and continued support. Funding for this centre was provided in the 2018/19 State Budget and it was opened to the community in June 2018.

Arts and Culture

In 2019/2020, Council continued to advocate for arts and culture through participation in sector networks

including Municipal Association Victoria Arts and Culture, Victorian Association of Performing Arts Centres Association and participated in consultation sessions with Creative Victoria.

The VISABILITY exhibition, which opened in November 2019 at the Wyndham Art Gallery, was part of the Council's participation in International Day of People with a Disability. This exhibition presents the works of nine incredible artists of various ages, genders and cultural backgrounds who identify as having a disability. The exhibiting artists created work across sculpture, design, illustration, painting, installation, photography, origami and video to provide visibility to often invisible and marginalised experiences of living with a disability.

Pokies Reform

Every year in Wyndham more than \$100 million is lost to one of Wyndham's 13 gaming venues. Council has become a leading member of the Alliance for Gambling Reform 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.

In 2019/20, Council undertook advocacy and campaign activities via the Alliance including those focused on gambling codes of conduct and Federal gambling advertising regulations.

Council also partnered with several community Organisations during Gambling Harm Awareness Week to raise awareness of how gambling affects our community.

Wyndham Justice Precinct

Council has been advocating strongly for the Victorian Government to fund the delivery of the Wyndham Justice Precinct, including a new multi-jurisdictional court complex, a new police complex and a Support Services Hub. A new police station has already been funded and construction is expected to be completed by the end of 2020. Funding to redevelop the Werribee Magistrate's Court was also included in the 2018/19 Victorian State Budget and carried over to the 2019/20 Budget.

Performance on LGPRF

The Local Government Performance Reporting Framework (LGPRF) is a mandatory system of performance reporting for all Victorian councils. It allows council performance to be measured and compared across a range of standardised indicators spanning a range of services delivered by Council. Performance against those relevant to this theme, are as follows:

Animal Management

Council commits to a high quality of animal management and responsible pet ownership services to the community including monitoring, registration, enforcement and education. Council's timeliness in response to animal management requests has consistently improved and the percentage of animals reclaimed by their owners has increased.

Maternal and Child Health (MCH)

Wyndham's focus on supporting families continues with consistent overall participation rates in both the first MCH home visit and in subsequent key ages and stages visits. Wyndham has seen an increase in participation by Aboriginal children due to an initiative that has a Maternal and Child Health Nurse supporting Aboriginal families based at the Victorian Aboriginal Child Care Agency (VACCA). There has been a slight increase in cost of the overall service due to an increase in service demand.

Strategic Liveability and Wellbeing Indicators

The Council adopted a set of Strategic Liveability and Wellbeing Indicators to track how the community is fairing and as indicators of progress towards the achievement of the Wyndham 2040 Vision. These indicators tell us that over the last four years:

- Community satisfaction with arts and culture increased from a score of 7.45 (out of 10) in 2016 to a score of 7.94 in 2019.¹
- The number of people who are obese has remained the same between 2014 and 2017 at 25%.²

- The proportion of adults who engage in the recommended amount of physical activity each week has increased slightly from 35.2% in 2014 to 38.6% in 2017.²
- In 2014, Wyndham adults were eating on average 2.1 serves of vegetables per day, this has decreased to 1.9 in 2017.²
- The proportion of people with depression/anxiety has increased between 2017 (25.9%) and 2014 (23.2%).²
- The proportion of current smokers has increased from 13.1% in 2014 to 20.8% in 2017.²
- The proportion of people who have an increased risk of disease or injury from alcohol consumption has decreased from 51.2% in 2014 to 49.2% in 2017.²
- The number of fully immunised children (at 5 years of age) has increased from 92.4% in 2015 to 95.1% in 2020.³
- Offences recorded in Wyndham appear to have remained at a similar rate, with 6,710 offences recorded in 2016 compared to 6,803 offences recorded in 2020.⁵
- Family violence rates appear to have remained at a similar rate, with 1,296 in 2016 to a rate of 1,164 for 2020.⁴
- Resident's perception of safety during the day has remained consistent from 2016 (7.95) to 2019 (7.85). Resident's perception of safety at night has improved from 2016 (5.83) to 2019 (6.80).¹
- For the year ending March 2020 there were 903 electronic gaming machines in Wyndham, increasing from 892 in 2017.⁶
- The measure of subjective wellbeing is 76.8 as at 2015. A comparison for this data is not available through the VicHealth indicators Survey.⁷

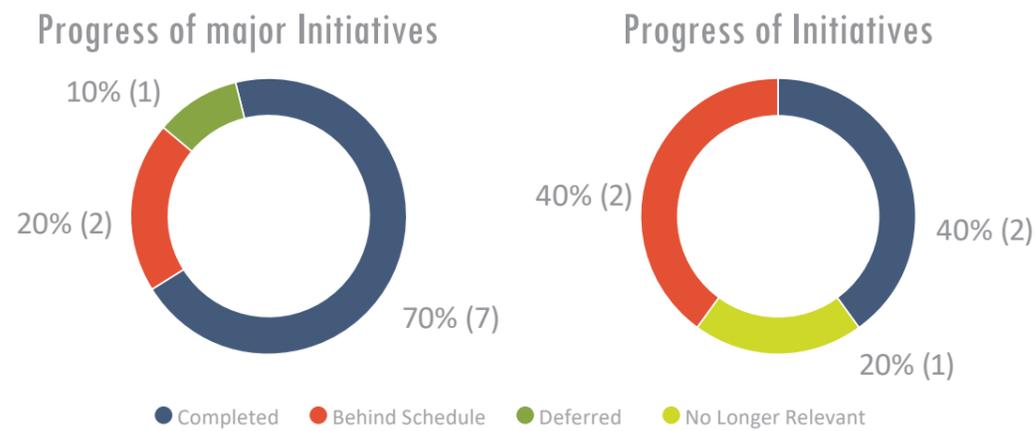
2. PLACES AND SPACES

Council will work with its 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, safe, 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.

In 2019/20, ten major initiatives and five initiatives were identified within this theme. By 30 June 2020, 70 per cent (7) of the major initiatives and 40 per cent (2) of initiatives were completed.



2019/20:

- Through the Wyndham Park Redevelopment Project, the banks of the Werribee River were transformed into a state-of-the-art regional level park, with a large events space, play spaces, improvements to pedestrian and cycling access, viewing areas, improved lighting, public art and more seating, toilets, barbecues, shelters and rest areas.
- Community consultation on the *emerging options paper for the Wyndham Urban Framework Plan (WUFP) "More Time for Life"* was completed. Work has started on the preparation of the next iteration of the WUFP, The Wyndham Plan will utilise the community engagement findings as well as further assessments and research on current issues and future needs, including a review of the implications of COVID-19 on the urban form of Wyndham.
- The Truganina East Integrated Family Centre, now known as Mainview Boulevard Family Learning Centre, was completed and opened.
- Construction of the Riverdale Community Centre in Tarneit West, to provide a wide range of community services, has commenced.
- Implementation of the Active Open Space masterplans for Galvin Park oval were completed, with consideration being given to the mature trees around the tennis court. The Truganina sport reserve and passive open space masterplans were also completed.
- Active open space masterplans have been adapted for Wyndham Vale North, Lawrie Emmins, Homestead (Brookdale Road Reserve), Upper Point Cook Road (West), Tarneit North, Chirnside Park Active Open Space, with Homestead, Upper Point Cook Road Tarneit North.
- The stretch of Hacketts Road between Aviation Road to Tamworth Grove has been sealed and widened to accommodate a single lane in each direction, shoulders and formalised table drains.

- The *Wyndham Coastal and Marine Management Plan* was adopted by Council on 23 June 2020.
- The operationalisation and delivery of the Local Laws Enforcement Policy was achieved by reviewing and refining the standard operating procedures in key compliance activities, working with key agencies such as Victoria Police and the Environment Protection Authority to protect public amenity and maintain public safety and through the building of community awareness.

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
COVID-19	🌟	Initiative not completed/deferred or behind schedule due to COVID-19 restrictions

Major Initiatives and Initiatives

Council will:		Status
2.1	Construct the \$13 million Wyndham Park Redevelopment.	✓
2.2	Prepare the Wyndham Urban Framework Plan (WUFP) - More Time For Life.	✓
2.3	Prepare a Health Services Plan in collaboration with providers, to address the current and future health service needs of Wyndham.	🕒🌟
2.4	Complete the construction of the Truganina East Integrated Family Centre to deliver responsive services.	✓
2.5	Commence construction of the Riverdale Community Centre in Tarneit West to provide a wide range of community services.	✓
2.6	Commence master planning of Alfred Road active recreation reserve for the Werribee and Wyndham Vale communities.	←🌟
2.7	Implement Active Open Space Masterplans for Galvin Park oval and tennis court, and for Truganina sports reserve and passive open space.	✓
2.8	Progress planning and design works to enable future construction of the Wyndham Vale North, Lawrie Emmins, Homestead (Brookdale Road Reserve), Upper Point Cook Road (West), Tarneit North, Chirnside Park Active Open Space Masterplans.	✓
2.9	Complete Hacketts Road upgrade including widening and sealing of the road to cater for increased traffic volumes.	✓
2.10	Prepare the Wyndham Heritage Study 2019 (WHS).	←🌟
2.11	Prepare the Coastal and Marine Management Plan (2020-2025).	✓
2.12	Deliver the Stormwater Harvesting Scheme at Arndell Park (Greening the Pipeline).	←🌟
2.13	Deploy smart technology to collect evidence on the usage of sports fields to inform future planning.	←
2.14	Deliver Built Environment Awards to acknowledge best practice development in Wyndham.	●🌟
2.15	Deliver the Local Laws Enforcement Policy (2019).	✓

*Major initiatives are shaded

Strategic and Liveability Indicators

Strategic Indicators	2019/20 Outcome
8. Community satisfaction with sealed local roads	6.47 (out of 10 - Solid) ¹
9. Housing diversity: Dwelling structure and density (%)	16.2% ^{*8}
10. Kerbside collection waste diverted from landfill	37.39% ⁹
11. Council greenhouse gas emissions	19,796 tonnes CO2
12. Percentage of Local Government Area with tree canopy (inside the Urban Growth Boundary)	9% ^{#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	10ha ¹¹ 7.33 (out of 10 – Very Good) ¹
14. Commute time: proportion of Wyndham residents who take 90 minutes or more to travel to and from work	18% 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	15.6% ^{#8} 7.9% ¹

* Latest data from 2016 Census of Population and Housing, Australian Bureau of Statistics 2016

University of Technology of Sydney (2018), Benchmarking Australia's Urban Tree Canopy



Local Government Performance Reporting Framework Service Performance Indicators

Service - indicator – (measure)	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Result	Material variations
Food safety					
Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/number of food complaints]	2.01	1.81	1.11	1.94	Slight increase in timeliness of first response to food complaints due to a technological fault and not related to a delay in responding. 99% of complaints were addressed within 24 hours.
Service standard Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984]	100.00%	97.29%	100.93%	113.54%	More than 100% of inspections were conducted during the 2019 calendar year, due to 2020 inspections being brought forward.
Service cost Cost of food safety service [Direct cost of the food safety service/ number of food premises registered or notified in accordance with the Food Act 1984]	\$490.15	\$475.14	\$353.49	\$378.86	Direct cost of providing the food safety service has remained steady in 2019/20.
Health and safety Critical and major non-compliance notifications [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 a food premises]	100%	100%	100%	100%	Council recorded one critical non-compliance notification, and this was followed up.

Service Performance Indicators

Service - indicator – (measure)	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Result	Material variations
Aquatic Facilities (AF)					
Satisfaction User satisfaction with aquatic facilities (optional) [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 Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	3.50	2.50	11.50	7.00	Council has continued to undertake an increased number of safety inspections, particularly during the warmer months to ensure a high degree of public safety. Due to the COVID-19 pandemic swimming pools have been closed since March 2020.
Health and Safety Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	5.00	14.00	15.00	N/A	Indicator removed from 2019/20 as reportable indicator.
Service cost * Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New to 2020	New to 2020	New to 2020	\$2.62	Aquatic facilities have been closed since March due to COVID-19 resulting in lower than usual visitation. Fixed costs to maintain the asset continue to be incurred.
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	4.38	4.00	4.00	2.82	Aquatic facilities have been closed since March due to COVID-19 resulting in lower than usual visitation.

*From 2019/20, this indicator replaced two previous indicators 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'. This indicator no longer comparative with previous years.

Service Performance Indicators

Service - indicator – (measure)	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Result	Material variations
Roads					
Satisfaction Sealed local road requests [Number of sealed local road requests/kilometres of sealed local roads]	31.90	24.01	23.45	45.80	Increased rainfall in 2019 resulted in pot holes forming, while COVID-19 restrictions in 2020, saw more people being home and reporting potholes.
Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ kilometres of sealed local roads]	99.11%	99.08%	99.18%	98.19%	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 Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	\$87.30	\$184.75	\$230.11	\$127.86	Where appropriate, existing site materials were stabilised and re-used, resulting in less site excavation and fewer materials purchased.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$26.45	\$45.07	\$39.08	\$45.63	The resurfacing program included a higher number of roads requiring restorative treatments to improve surface durability.
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	63.00	64.00	69.60	64.70	Community satisfaction with sealed local roads was down slightly on last year's result, but still falls within the 'good' category. The Annual Community Survey was conducted in October 2019.

Service Performance Indicators

Service - indicator – (measure)	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Result	Material variations
Waste collection					
<p>Satisfaction</p> <p>Kerbside bin collection requests</p> <p>[Number of kerbside garbage and recycling bin collection requests/ number of kerbside bin collection households] X 1000</p>	113.50	112.84	157.05	198.46	The number of bin collection requests has increased due to an increase in the requests to replace damaged garbage bins. The main factor is the age of the garbage bins with a significant proportion now having been in service for 15 or more years.
<p>Service standard</p> <p>Kerbside collection bins missed</p> <p>[Number of kerbside garbage and recycling collection bins missed/ number of scheduled kerbside garbage and recycling collection bin lifts] X 10,000</p>	4.47	4.48	4.26	4.49	While there has been an increase in the number of households and therefore bin services, the result is consistent with prior year results.
<p>Service cost</p> <p>Cost of kerbside garbage bin collection service</p> <p>[Direct cost of the kerbside garbage bin collection service/ number of kerbside garbage collection bins]</p> <p>Cost of kerbside recyclables bin collection service</p> <p>[Direct cost of the kerbside recyclables bin collection service/ number of kerbside recyclables collection bins]</p>	\$108.69	\$103.61	\$106.04	\$115.28	The cost of the kerbside garbage bin collection service has increased slightly due to an increase in the landfill gate fee.
	\$14.76	\$21.32	\$37.83	\$48.69	The cost of the kerbside waste service increased due to the disruption caused by the flow through impacts from China's restriction on its importation of recyclables, downturn in global markets and the closure of SKM. The cost of processing kerbside recyclables in materials recovery facilities increased significantly in response to these factors.
<p>Waste diversion</p> <p>Kerbside collection waste diverted from landfill</p> <p>[Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins]</p>	37.15%	35.71%	34.92%	37.38%	There has been a steady increase in the quantity of kerbside recyclables collected and strong growth in uptake of the optional green waste service which have both contributed to a higher diversion rate than the previous year.

Service Performance Indicators

Service - indicator – (measure)	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Result	Material variations
Statutory planning					
<p>Timeliness</p> <p>Time taken to decide planning applications</p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	123	118	90	77	Overall timeliness of applications decreased by 13 days when compared to 2018/19. This represents a 15% reduction from this time last year.
<p>Service standard</p> <p>Planning applications decided within required time frames</p> <p>[(Number of regular planning application decisions made within 60 days) and (number of VicSmart planning applications decisions made within 10 days)/number of planning application decisions made]</p>	43.08%	57.94%	78.56%	57.34%	While Council is mindful of the Statutory time frames, we work very closely with our applicants to ensure a desirable outcome for all parties can be achieved. This collaboration approach has resulted in some time frames not being met. The complexity of the type of applications received also plays a part in this result.
<p>Service cost</p> <p>Cost of statutory planning service</p> <p>[Direct cost of statutory planning service/number of planning applications received]</p>	\$2,024.26	\$2,635.95	\$2,513.57	\$2,764.77	Increased service demand for Statutory planning services has resulted in an increase in the cost of providing the service.
<p>Decision making</p> <p>Council planning decisions upheld at VCAT</p> <p>[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]</p>	47.06%	70.37%	52.94%	42.86%	The number of appearances at VCAT compared to last year has decreased from 17 to 7. However, VCAT this year affirmed Council's decision on 3 occasions from the 7 appearances at the Tribunal. While tribunal hearings were restricted due to COVID-19, no cases were postponed to 2020/21.

Services Delivered and Costs

Service	Description of services provided	Net cost actual budget variance \$'000
Building Enforcement	Provide a competitive and efficient building permit and inspection service abiding by Council's statutory responsibilities under the Building Act 1993.	(33) <u>286</u> 319
City Sustainability Planning and Management	Lead local projects and initiatives that enhance sustainability, improve energy efficiency and contribute to corporate social responsibility. Provide strategic advice, education programs and policy development in relation to environmental impacts throughout municipality.	489 <u>842</u> 353
Community Facilities Management	Coordinate the strategic and operational management of facilities for casual and regular hire by organisations and community members to provide services and programs that align with local needs.	4,865 <u>4,287</u> (578)
Conservation	Provision of strategic and operational management to protect and enhance selected natural areas in Wyndham for ecological and habitat purposes.	2,158 <u>2,286</u> 128
Council Property Management	Strategically manage Council's property portfolio while ensuring data integrity is maintained and land is managed efficiently and effectively aligning with community needs.	521 <u>348</u> (173)
Facilities Management	Provide strategic and operational management of assets to ensure the effective provision of facilities for community and Council use.	7,463 <u>7,352</u> (111)
Household Waste and Recycling	Deliver safe and reliable kerb side waste and recycling services and hard and green waste collections across Wyndham.	(931) <u>250</u> 1,181
Natural Environment and Tree Management	Deliver projects and initiatives that enhance Wyndham's significant ecological sites, establish an urban forest and build climate resilient communities and urban amenity.	741 <u>1,087</u> 346
Open Space Creation	Design and implement high quality landscape and recreation open space projects, maintain playgrounds, park assets and street furniture in accordance with Australian Standards. Manage public graffiti and geographical information system data management.	351 <u>427</u> 76
Open Space Management	Provides strategic and operational management to ensure presentation levels and safe conditions are met in Wyndham's open spaces. Manage ecological amenity and climate adaptation of trees in accordance with the Tree Policy.	24,595 <u>22,862</u> (1,733)

Services Delivered and Costs

Service	Description of services provided	Net cost actual budget variance \$'000
Post Permit Subdivisions	Management of certification, engineering and landscape processes for subdivisions occurring within the municipality as per Council's statutory responsibilities under the Subdivision Act 1988.	452 <u>210</u> (242)
Road & Amenity Safety	Manage and maintain Council assets including roads, drains, signage, foot-paths and the collection of litter in public places.	8,537 <u>8,957</u> 420
Road Design and Construction	Plan and deliver the project management, design and construction of roads (including local arterial roads), bridges, road side foot paths and culverts, drainage and car parks in Wyndham.	(2,647) <u>871</u> 3,518
Spatial Systems	Integrate spatial information into Council services to achieve value, adding information solutions to improve customer & business outcomes.	127 <u>464</u> 337
Town Planning	Implementation of the Wyndham Planning Scheme as per Council's statutory responsibilities under the Planning and Environment Act 1987 and Subdivision Act 1988.	620 <u>450</u> (170)
Traffic Management	Provide traffic and transport engineering advice and input on travel and traffic related issues to key stakeholders. Deliver traffic management and bicycle and footpath civil works to enhance the safety and connectivity of the road and active travel networks.	1,160 <u>1,427</u> 267
Transport Planning	Implement transport planning and strategy development across Wyndham. Work in collaboration with external agencies and internal departments to provide transport advice and input into the development and implementation of Precinct Structure Plans and Development Control Plans.	1,043 <u>672</u> (371)
Urban Futures	Provision of specialised planning services regarding land use strategies, strategic plans, city design, urban design frameworks, precinct structure plans and development contributions.	3,153 <u>3,719</u> 566
Water and Coastal Governance	Investigate, plan, review and approve Council's storm water and coastal assets to ensure industry standards are met.	2,239 <u>1,655</u> (584)

KEY CAPITAL WORKS PROJECTS 2019/2020:

Wyndham Park

Cost: \$13 million
Completed: February 2020

This project activates Wyndham Park by establishing an accessible and safe recreational space of regional significance, creating a 'green heart' for the community in the city alongside the Werribee River. This game-changing project transformed 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 pedestrian and cycling access, viewing areas, improved lighting, public art and more seating, toilets, barbecues, shelters and rest areas. This park will provide Wyndham and the outer western region of Melbourne a regional-scale facility as a focal point for recreation, culture and commerce. As a major attraction and centrepiece, the park will improve perceptions of the Werribee City Centre and attract new developments as well as business and employment opportunities. These outcomes will have major direct and indirect benefits for the liveability, sustainability and productivity of Wyndham and Melbourne's outer west.



Glen Devon Park

Cost: \$870,000
Completed: April 2020

Following closure of the Glen Devon Primary School in 2010 the Market Road site had sat vacant and inaccessible. Council has transformed the site into a park the whole community can enjoy. The two-hectare site is owned by the State Government who has retained the land for future education provision. In the interim, the use of the site as a park is supported by the State Government, which funded works to the park through a \$870,000 Growing Suburbs Fund grant. Council has delivered a park with generous lawns, walking paths, picnic shelter, drinking fountain, nature play and seating.



Wyndham Parks 2021 works program

Cost: \$3.3 million
Completed throughout 2019/2020

Wyndham Parks 2021 is an \$11.4 million, 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. This financial year saw 47 parks upgraded with at a cost of \$3.3 million.

Galvin Park Oval Redevelopment

Cost: \$1.78 million
Completed: March 2020

To complement the Galvin Park Masterplan, a new warm season natural turf surface, irrigation system and boundary fence was installed to Oval 1. The new playing surface meets standards and expectations of grass roots/community sport while promoting Council's commitment to environmentally sustainable products. In addition to the playing surface, the new irrigation system uses recycled water which further demonstrates Council's commitment to environmental and sustainable best practices.

Chirside Park Oval Redevelopment

Cost: \$670,00
Completed: December 2019

To complement the Chirside Park Pavilion redevelopment, a new warm season natural turf surface was installed with VFL standard goal posts and a new irrigation system. The new playing surface meets standards and expectations of elite sport while promoting Council's commitment to environmentally sustainable products.

Hacketts Road Upgrade

Cost: \$2.7 million
Completed: November 2019

The stretch of Hacketts Road between Aviation Road to Tamworth Grove has been sealed and widened to accommodate single lanes in each direction, shoulders and formalised table drains. The intersection at Aviation Road has been upgraded and the existing bridge over the D1 drain has been widened and strengthened to comply with current standards.





2016-2020 COUNCIL TERM ACHIEVEMENTS

The current Council was elected in October 2016 and will complete its term in October 2020. During the past four years, Council has worked hard to deliver for the residents and rate payers of Wyndham. The following section provides a snapshot of Council's achievements in that term.

Major Initiatives and Initiatives

The Council has delivered the following key strategic and significant pieces of work, programs, activities:

- Adoption of the *Wyndham Open Space Strategy 2045* to provide a well-connected open space network and improved access for all to adequate open space.
- Development and adoption of the *Wyndham Integrated Transport Strategy 2016-2021* to guide its approach to the most pressing concerns for residents in Wyndham; transport and traffic.
- Adoption of the updated *Road Management Plan 2017* which outlines Council's responsibilities for roads and other roads related infrastructure, how roads are maintained and response times to the repair of hazards such as potholes and uneven footpath surfaces.

- Continued our focus on the environment with the adoption and implementation of strategies and plans including the *Environment and Sustainability Strategy 2016 – 2040*, *Climate Change Adaption Strategy 2016-2020*, *Greenhouse Action Plan 2018-2021*, *City Forest and Habitat Strategy 2017-2040*, *Stormwater Management Plan*, *Single Use Plastic Policy 2019* and the *Coastal and Marine Management Plan 2020-2025*. Further initiatives were undertaken such as Wyndham's Solar City, Smart Waste and Greening Wyndham as well as waste education.
- Continued implementation of the *Waste and Litter Strategy 2016-2040* through service improvements, new education programs and a series of smart waste initiatives including reverse vending machines and solar compactor bins being installed across Wyndham.
- Implemented a significant greening initiative Greening Wyndham to help improve liveability in Wyndham and provide habitat for native birds and animals.
- Created partnerships with State authorities and the community on the health of our coast and waterways, in particular the Werribee River, specifically for environmental flows, litter prevention and monitoring.
- A centralised computer managed irrigation system was installed for Wyndham's ovals and parks, reducing our water consumption while still providing high quality turf on our sporting grounds.

- Continued our proactive approach to graffiti management in line with the *Graffiti Management Strategy 2017-2020* including educational campaigns.
- Adoption and implementation of the *Wyndham Sports Strategy 2045* and the *Active Wyndham Strategy 2020-2025* to benefit the physical, mental and social wellness of all members of our community.
- *Public Art and Collections Policy 2019-2029* endorsed to deliver dynamic contemporary public art to the Wyndham community.
- The *draft Wyndham Heritage Study 2019 - Stage 1 Heritage Gap Study* was presented to Council in July 2020. It will now proceed to community consultation prior to formal adoption by Council.
- Over 50 local parks and reserves have been upgraded including Wyndham Park, Golden Square Reserve in Hoppers Crossing, Talliver Terrace Park in Truganina, Friar Place Park in Point Cook and Mossfield Reserve in Hoppers Crossing.

Capital Works

Council plans and builds the assets and infrastructure needed by our community. Over the past four years, Council has delivered the following:

Property

- Wyndham Solar City, All Wyndham

Roads

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

- Boundary Road Upgrade, including Derrimut Road intersection, Tarneit
- Forsyth Road Duplication, Hoppers Crossing
- Hacketts Road upgrade between Aviation Road and Tamworth Grove, Point Cook
- Dohertys Road duplication, Truganina
- Little River Roads, Little River
- Tarneit Road Duplications, Hoppers Crossing
- Cayleys Road, Whites Road, and Mason Lane, Werribee South

Open Space

- Mossfiel Reserve Master Plan Implementation, Hoppers Crossing
- Wyndham Park, Werribee
- Galvin Park Master Plan Implementation, Werribee
- Chirnside Park Master Plan Implementation, Werribee
- Talliver Terrace District Park and Skeleton Creek Bridges, Truganina
- Glen Devon Park, Werribee
- Friar Place Park, Point Cook
- Golden Square Reserve, Hoppers Crossing
- Williams Landing Boulevard Reserve – Pavilion and Carpark, Williams Landing
- Hummingbird Pavilion and Carpark, Tarneit

Advocacy

Between 2016 to 2020, Council delivered effective advocacy plans and worked closely with key stakeholders in the delivery of projects aimed at reducing traffic congestion, supporting local employment, improving our education system, sustaining our quality of life, and assisting local businesses. This has resulted in significant positive outcomes for the Wyndham community as follows:

Bus Service Extensions

Council has been advocating for urgent extensions to local bus services, especially in new estates where many households are located between 400 metres and four kilometres from their nearest existing bus route.

The 2019/20 Victorian 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.

Road Upgrades

Council continues to advocate for upgrades to our road network to improve traffic flow and reduce the risk of death or serious injuries. Between 2016 to 2020, there was a long list of road upgrades to some of our busiest roads, including upgrades undertaken as part of the Victorian Government's Western Roads Upgrades Project.

Council continues to liaise with Victorian departments and Ministers, seeking support and funding for the duplication and upgrades to many roads and intersections in Wyndham including the Derrimut/ Boundary Road intersection and the Point Cook Rd/ Sneydes Road intersection.

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 for government funding towards improvements to parking at local train stations.

The State Government has since declared it will build up to 1,600 new and upgraded car parks at train stations, including Wyndham Vale, Werribee,

and Tarneit, as part of its \$150 million Carparks for Commuters Fund.

Surveyance and geotechnical investigations have taken place at Tarneit Station to inform the design and placement of the 500 additional commuter car parks, as well as improved lighting and CCTV.

Western Rail Plan

Council strongly supports and advocates for the Victorian Government's planning and funding towards major infrastructure projects in Melbourne's west, in particular projects that will unclog our roads and improve liveability for our residents.

The Victorian Government's Western Rail Plan is welcome news for the Wyndham community. This plan, which includes the electrification of the Wyndham Vale line and a possible metro rail link from Wyndham Vale to Werribee, will assist in delivering a high capacity rail network to Melbourne's west.

Airport Rail Links

For several years Council has been an active voice in advocating with strategic partners to unlock the West's access to both Avalon and Tullamarine airports. The Federal and State Governments have now progressed discussions and both levels of government have agreed to support a rail link to Tullamarine via Sunshine, with construction set to begin in 2022 and take nine years to complete.

With the launch of international flights at Avalon Airport in 2018, the economic and tourism opportunities provided by this transport hub have increased greatly. The State Government 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 this airport.

Western Interstate Freight Terminal

After many years of advocating with our partner organisations and Councils, Council was pleased that the Victorian Government provided funding for a business case for the Western Interstate Freight Terminal (WIFT) to be developed. We are continuing to ask for the establishment of a Western Freight Infrastructure Investment Plan to coordinate this project and for land acquisition and reservation to begin.

This proposed project will include the construction of an interstate rail freight terminal and warehousing precinct at Truganina and a rail link to the interstate rail freight network. Currently interstate containers bound for distribution in Melbourne are railed to

terminals at Dynon, next to the Port of Melbourne, and then trucked to the outer suburbs. The Dynon terminals have limited space and capacity and can be difficult to access, contributing to traffic congestion in Melbourne. Independent studies have confirmed Truganina as an optimal location for WIFT because it is close to around 50 percent of the existing interstate freight rail customers, with good road access to other parts of Melbourne. It is also large enough to include a significant precinct for co-located freight and logistics activities which would likely use the rail terminal.

Level Crossing Removals

Council has been working closely with government agencies, assisting with coordinating the delivery of Wyndham's level crossing removals. Additionally, Council has been providing design feedback to improve pedestrian bridge design, public realm, pedestrian and bicycle paths and amenities.

The State Government has committed to the delivery of three grade separations in Wyndham (Cherry Street, Werribee Street and Old Geelong Road level crossings), which are scheduled to be completed by 2022 - three years earlier than originally declared. This is a positive step forward for Wyndham as these projects play a critical role in helping to cut congestion on local roads and improve safety.

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.

Growing Suburbs Fund

Council continues to advocate to the State Government for ongoing funding towards infrastructure projects in the growing regions of Melbourne.

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, it has supported vital infrastructure projects in Wyndham, like the Riverdale Multi-Purpose Community Centre.

Fight Against Contaminated Soil Dumping

In early 2020, there were protests led by Wyndham residents and local community groups against the proposed dumping of contaminated soil from the West Gate Tunnel Project at a Wyndham Vale stabling site.

Council has joined in the community's fight against this proposal and has expressed the community's concerns to the Victorian Government and various media outlets. Council has sought to seek urgent information about this proposal due to the serious health and environmental concerns.

Wyndham Stadium Development

The successful bid for the Western United Football Club to become a member of Football Federation Australia national A-League has led to a unique Public-Private-Partnership of Council and the Western Melbourne Group working together to build the Wyndham City Stadium. This 15,000-seat purpose-built stadium will be home to the Western United Football Club and will become the first major sports stadium built in Australia by using a value-capture financial model.

In 2019/20, a vast array of background reports, cultural heritage management plans, planning submissions, and legal and commercial agreements were completed. With key pre-construction background and planning reports now complete, we are finalising detailed design and preparing to get construction underway in the latter part of 2020.

Waste Management & Resource Recovery

Council is a member of the Victoria Landfill Working Group, which was established by the Waste Management Resource Recovery Association of Australia (WMRR). The Victoria Landfill Working Group and WMRR have been advocating on issues including increased investment towards resource recovery and remanufacturing capacity, reforms to state regulatory frameworks, and improvements to national waste and resource recovery data.

In recent years, there has been significant State and Federal Government investment in the waste and recycling industry, including funding towards improving the productivity of the recycling sector and creating more reliable household recycling services.

The State Government has also announced their commitment to establishing a new data system that provides reliable and comprehensive information on the flow of materials within the economy.

Joint Advocacy with the City of Greater Geelong

As the State and Federal Government develop plans to improve Victoria's rail infrastructure, Wyndham City has worked together with the City of Greater Geelong to advocate for better rail services to the western suburbs and western regional cities.

Both Wyndham and Geelong councils passed resolutions calling on the State and Federal Government to address issues of overcrowded trains on the Regional Rail Link and a lack of rail network capacity for trains heading west of the city. Both Councils have written to the State and Federal Governments asking for a coordinated approach for delivery of the Melbourne Airport Rail Link, the Western Rail Plan, and the Suburban Rail Loop, to achieve the best possible outcomes for all three projects.

Performance on LGPRF

The Local Government Performance Reporting Framework (LGPRF) is a mandatory system of performance reporting for all Victorian councils. It allows council performance to be measured and compared across a range of standardised indicators spanning a range of services delivered by Council. Performance against those relevant to this theme, are as follows:

Aquatic Facilities

Attendance at Wyndham's aquatic facilities has remained consistent, except when COVID-19 hit, which closed down aquatic facilities. Inspections are undertaken regularly to ensure a clean, healthy and safe environment for the public.

Food safety

Council commits to the highest quality of food safety services for the community including registrations, education, monitoring, inspections and compliance. Council's timeliness in response to food complaints has consistently improved and all food safety assessments and critical and major non-compliance outcome notifications have been followed up to ensure commitment to food safety for the community.

Roads

Provision of a safe and quality sealed local road network continues to be a focus for Council. The number of requests relating to sealed local roads has been below the Victorian Council average and only a low proportion of roads have been identified as requiring renewal. Council is committed to maintaining road standards and high-quality infrastructure which has resulted in an increase in costs for sealed local road reconstruction and resealing in recent years.

Community satisfaction with the maintenance and repairs of sealed local roads has remained mostly consistent over the years. The most recent result in our annual community satisfaction survey received a solid satisfaction rating and a high level of importance (Metropolis Research, 2019). This reflects Council's proactive approach to road management and expenditure on resealing and reconstruction.

Waste collection

Council has continued to provide efficient waste collection services to the community; however, it has been impacted by Wyndham's population growth and the changes to Australia's recycling sector. The increase in the number of households in Wyndham has increased the number of service requests received. While Council remains committed to cost-efficient services, recent impacts on Australia's recycling sector have resulted in a significant rise in the cost of Council's recycling service.

Council continues to promote environmentally sustainable outcomes and offers a green waste bin diversion service. Kerbside collection waste diverted from landfill has remained stable over the period at around 37%.

Statutory Planning

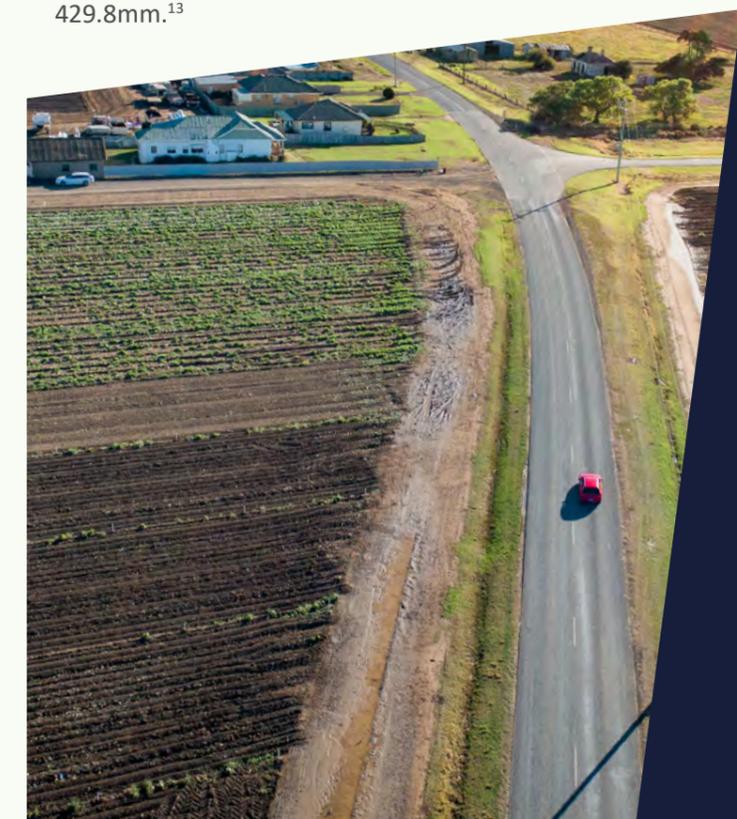
Wyndham is recognised as one of the fastest growing municipalities in Victoria and, is committed to providing a quality statutory planning service to applicants and the community. Both Council's timeliness in responding to planning applications and the number of planning applications decided within statutory timeframes have improved in recent years. The number of planning decisions upheld at VCAT has remained consistent over the last four years.

Strategic Liveability and Wellbeing Indicators

Council adopted a set of Strategic Liveability and Wellbeing Indicators to track how the community is fairing and as indicators of progress towards the achievement of the *Wyndham 2040 Vision*. These indicators tell us that over the last four years:

- Wyndham residents have expressed an increase in the level of importance with the maintenance and repair of sealed local roads (2016: 8.80; 2019: 8.96) and have also expressed an increase in satisfaction (2016: 6.31; 2019: 6.47)¹
- In 2016 the percentage of medium density housing was 16.2% which is below the Greater Melbourne average of 20.4%.⁸ A comparison for this data will be available at the next Census in 2021.
- In 2016/17 the average waste collected from kerbside bins that was diverted to landfill was 37.15% and this has remained at the same rate throughout the last four years, currently for 2019/20 it is at 37.39%⁹
- In 2019/20, Council's annual greenhouse gas emissions were 19,796 tonnes CO2 compared to 21,740 tonnes CO2 in 2018/19.
- Wyndham experienced a 1.2% increase to its tree canopy cover since 2007, taking its total tree canopy cover to 3.6% in 2017. The methodology used to determine tree canopy changed in 2018 as the context of Wyndham City is that much of the area outside of the urban growth boundary is covered by endangered grassland and is unsuitable for tree planting and never naturally grew many trees. From June 2018 onwards, only the area inside the urban growth boundary is used to estimate urban tree cover and tree canopy therefore as at 2018 was at 9%.¹⁰
- In 2019, Wyndham had 9.9 hectares of public open space per 1,000 population, this is a decrease of .6 hectares since 2016.¹¹ This has decreased as our population growth rate has marginally exceeded the rate at which we have created more open space.¹¹
- Wyndham residents have maintained the same level of importance with the provision of public open space (2016: 8.82; 2019: 8.83) and have expressed a minor decrease in satisfaction (2016: 7.48; 2019: 7.33)¹

- There has been a decrease in the number of people spending more than 90 minutes commuting to work per day from 20% in 2018 to 18% in 2019¹
- Between 2018 and 2019 the use of public transport by Wyndham residents decreased by 1.3%¹
- In the 2019 community survey, 7.9% of respondents expressed the belief that public transport is a top issue for council. This has increased from 7.2% in 2018¹
- The VAMPIRE index is the Vulnerability Indices for Mortgage, Petroleum and Inflation Risks and Expenditure. It assesses socio-economic oil price vulnerability in Australian cities based on an analysis of socio-economic indicators from the ABS (AURIN, 2016). There are 81.3 SA1 within Wyndham that have high or very high vulnerability according to the VAMPIRE index in 2016. This is the latest data available.¹²
- Between 2011 and 2016 there were an additional 111 households experiencing housing stress. This was more than one in three households (id, 2017) In 2016, there were 9,508 households (13.5%) experiencing housing stress.⁸ A comparison for this data will be available at the next Census in 2021.
- The number of dangerous heat days (days above 40 °C) in 2019 was 6, which is twice the number as occurred in 2018¹³
- The amount of rainfall received in 2019 decreased (352.8mm), compared to 2018 where it was 429.8mm.¹³



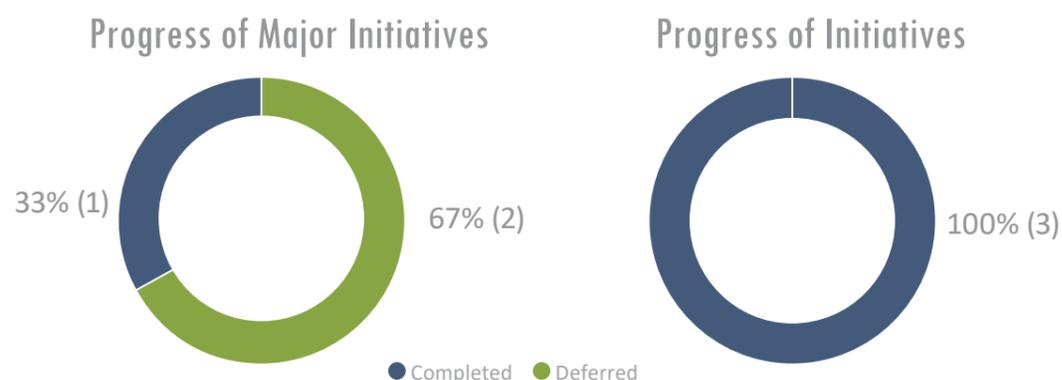
3. EARNING AND LEARNING

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.

In 2019/20, three major initiatives and three initiatives were identified within this theme. By 30 June 2020, 33 per cent (1) of the major initiatives and 100 per cent (3) of initiatives were completed.



IN 2019/20

- The Social and Economic Inclusion Framework to open up pathways for local people to fully participate in work and community life was completed. Parts of the framework are being redrafted in the context of the impacts of COVID-19.
- The pilot Innovation Hub was established at 5 Wedge Street Werribee as part of the recommendations of Wyndham's Small Business Hub Feasibility Study. Preliminary work also started on planning and fitout of 600 Sneydes Road to be anchored by a small business hub. COVID-19 has precluded opportunity to activate these hubs.
- Delivery of Year 1 of the five-year WYNNnovation Plan was completed with a suite of programs including the WYNNnovation Summit, WYNNnovation Masterclass, WYNNnovation Industry Immersion Roundtable, WYNNnovation Business Lunch, WYNNnovation Pitch Competition, WYNNnovation CEDA Sponsored Forum delivered.
- Lifelong learning in Wyndham has continued to be promoted through the implementation of the *Learning Community Strategy 2018-2023 Action Plan*. Key actions implemented included projects to promote literacy and numeracy for 0-8 year olds; participation in a range of global networks and forums and Wyndham's Learning Festival. Due to COVID-19 some events have been deferred and/or cancelled.

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
COVID-19	🌪️	Initiative not completed/deferred or behind schedule due to COVID-19 restrictions

Major Initiatives and Initiatives

Council will:		Status
3.1	Develop an Agribusiness Strategy that aligns with Council's Economic Growth and Visitor Economy Strategies.	🕒 🌪️
3.2	Optimise Wyndham's ability to leverage economic growth with the Avalon Airport Expansion.	🕒 🌪️
3.3	Develop a Social and Economic Inclusion Framework to open up pathways for local people to fully participate in work and community life.	✓
3.4	Deliver the recommendations of Wyndham's Small Business Hub Feasibility Study.	✓
3.5	Deliver Year 1 of the five-year WYNNnovation Plan following the 2018 and 2019 Innovation and Entrepreneurship	✓
3.6	Implement actions of the Learning Community Strategy 2018-2023.	✓

*Major initiatives are shaded

Strategic and Liveability Indicators

Strategic Indicators	19/20 Outcome
16. Adult learning: Number of adults participating in learning and skills programs offered at Wyndham libraries	7,263 ¹⁴
17. Satisfaction with local library services	8.53 ¹
18. Job growth: Percentage change number of local jobs	6.95% change between 2017/18 and 2018/19* ¹⁵
19. Gross Regional Product (GRP): Gross Regional Product and percentage contribution to Victorian Gross Domestic Product	\$10.62 billion ¹⁶
20. Youth disengagement: Percentage of 15-25 year olds not engaged at all in work or study	11.8% ^{#8}
21. Higher Education: Percentage of the adult population attending University or TAFE (18+ years)	8.2% ^{#8}

*Latest data available from National Institute of Economic and Industry Research (NIEIR)

Latest data from 2016 Census of Population and Housing, Australian Bureau of Statistics 2016

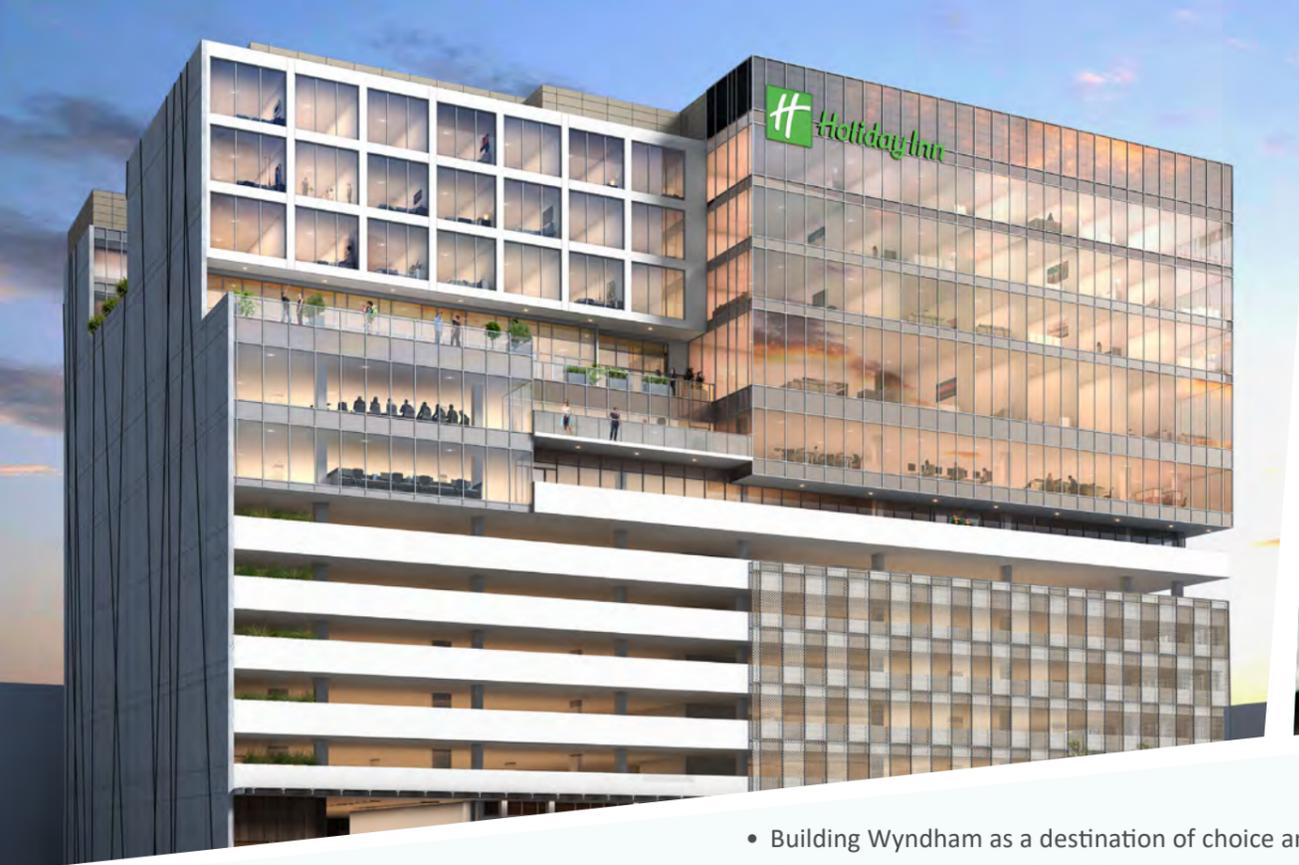
Local Government Performance Reporting Framework Service Performance Indicators

Service - indicator – (measure)	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Result	Material variations
Libraries					
Utilisation Library collection usage [Number of physical library collection item loans/number of physical library collection items]	6.65	6.46	6.22	4.32	COVID-19 had a significant impact on loan items due to library closures and service reductions. The introduction of a new Library Management System during April/May 2020 also caused closures and limited transactions.
Resource standard Recently purchased library collection [Number of library collection items purchased in the last five years/number of library collection items]	67.12%	70.33%	72.95%	70.65%	Budget adjustments due to COVID-19 and a moratorium on new material during the migration of the new Library Management Systems has contributed to a slight decrease in the number of items purchased.
Service cost * Cost of library service per population [Direct cost of the library service to Council of the library service/ population]	New in 2020	New in 2020	New in 2020	\$26.82	Direct cost of the library service has remained steady, despite library closures due to COVID-19.
Participation Active library borrowers in municipality [Number of active library members in the last three years/ The sum of the population in the last three years]	14.67%	13.32%	13.14%	12.24%	COVID-19 restrictions resulted in Library closures and service reductions, impacting member ability to borrow items. In addition, a consolidation of memberships was undertaken as part of the migration to a new Library Management System in the latter stages of 2019/20.

* The denominator for this indicator was changed from number of visits to population. This indicator no longer comparative with previous years.

Services Delivered and Costs

Service	Description of services provided	Net cost actual budget variance \$000
Business Development	Develop and implement initiatives to understand the challenges, constraints and opportunities which face local business through a whole of economy perspective. Enable and support development and sustainable growth for the business community.	588 <u>638</u> 50
Investment Attraction and Facilitation	Work with the local business community to implement initiatives that attract and retain investment and support sustainable economic growth.	1,943 <u>1,028</u> (915)
Library Services	Provision of library services, information, resources and programs online and at five library branches across the municipality, supporting the Wyndham community to connect, learn and grow.	6,631 <u>6,854</u> 223
Place Management of Activity Centres	Advance and coordinate vibrant, successful, attractive and relevant Activity Centres through business growth and support, investment attraction and facilitation, event delivery, public space operations and maintenance, promotions and marketing and public space revitalisation.	2,540 <u>1,957</u> (583)
Smart City Technology and Innovation	Build the Smart City Program operating model and research, monitor and integrate the latest Smart City trends and technology. Deliver the development process for desktop, web-based and mobile application.	633 <u>963</u> 330
Visitor Economy Development and Growth	Implementation of programs and initiatives to grow and develop tourism and the visitor economy of Wyndham.	655 <u>664</u> 9



2016-2020 COUNCIL TERM ACHIEVEMENTS

The current Council was elected in October 2016 and will complete its term in October 2020. During the past four years, Council has worked hard to deliver for the residents and rate payers of Wyndham. The following section provides a snapshot of Council's achievements in that term.

Major Initiatives and Initiatives

The Council has delivered the following key strategic and significant pieces of work, programs, activities:

- The *Learning Community Strategy 2018-2023* and the *Library Service Strategy 2018-2040* were adopted and implemented to keep Wyndham City's libraries at the forefront of new library developments in technology, infrastructure and service provision and to mobilise learning in all forms to drive social, economic, environmental and cultural life in the community.
- Delivery of the WYNNovation Plan with Wyndham City's first innovation festival WYNNovation which was held in 2018 and again in 2019, to help companies adapt and evolve to meet the ever-changing needs of their customers.

- Building Wyndham as a destination of choice and leveraging international and domestic investment in Wyndham with the adoption of the *Economic Growth Strategy 2017-2029* and *Wyndham Visitor Economy Strategy 2017-2021*.
- Developed and implemented an *Investment Attraction Plan* to encourage economic growth and attract viable industries and business for our future. Development of partnerships with universities to collaborate on a range of issues affecting the Wyndham community.
- Continuing to grow our reputation as a Smart City through the adoption of the *Smart City Strategy 2019-2021* and *Smart City Implementation Plan* to harness the opportunities provided by digital technology and data analytics.
- Developed the *Future City and Digital Strategy* to harness the opportunities provided by digital technology, collaboration and data analytics to support a Smarter Wyndham.
- Continuing the delivery of the Catalyst Site Development Project to enhance economic development and jobs growth, encourage place-based arts and cultural activities, grow visitation and develop a regional presence as a major activity centre, particularly around the Werribee City Centre.

Capital Works

During the past four years, Council has invested on strategic land acquisitions, including in Council's catalyst sites, such as Hunter, located at the corner of Synnot Street and Duncans Road in Werribee.

Advocacy

Between 2016 to 2020, Council delivered effective advocacy plans and worked closely with key stakeholders in the delivery of projects aimed at reducing traffic congestion, supporting local employment, improving our education system, sustaining our quality of life, and assisting local businesses. This has resulted in significant positive outcomes for the Wyndham community as follows:

Construction and Tourism

Council has been working closely with the tourism and construction industry, exploring options on how to improve the experience for tourists visiting the Wyndham region and create local jobs.

The Hunter Werribee project – a 12-storey 150-bed Holiday Inn hotel being constructed in the Werribee City Centre – has been an example of Council's ability to work with the private sector to deliver new local jobs, attracting a major hotel chain that will play an important role in supporting local tourism and businesses.

Entertainment and Hospitality

Council has been engaging with industries, outlining opportunities to invest in the local entertainment and hospitality sector.

During this Council term, Council ran a public process to attract a leading food and beverage operator to the Werribee City Centre; to bring a slice of inner-Melbourne to Werribee.

Council was successful in attracting and entering into a lease agreement with MOL Pub Group, operator of high-quality inner-Melbourne venues the Mount Erica Hotel (Prahran), Union House (Richmond) and Marquis of Lorne (Fitzroy). In partnership with Council, MOL has invested substantially in transforming the 90-year-old Bridge Hotel into what will be a high quality, iconic local venue. This redevelopment is well advanced and scheduled to be completed in late 2020.

Performance on LGPRF

The Local Government Performance Reporting Framework (LGPRF) is a mandatory system of performance reporting for all Victorian councils. It allows council performance to be measured and compared across a range of standardised indicators spanning a range of services delivered by Council. Performance against those relevant to this theme, are as follows:

Libraries

Council continues its investment in quality library resources with the proportion of library collection items purchased in the last five years increasing consistently. Active library borrowers have also remained consistent during this period. Library collection usage has been slightly lower than previous years due to a new library management system, the temporary closure at the Point Cook Branch, refurbishment works at Julia Gillard Library and recent COVID-19 restrictions.

Strategic Liveability and Wellbeing Indicators

Council adopted a set of Strategic Liveability and Wellbeing Indicators to track the health and wellbeing of the community and as indicators of progress towards the achievement of the Wyndham 2040 Vision. These indicators tell us that over the last four years:

- The number of adults participating in learning and skills programs offered at Wyndham libraries has increased from 4,717 in 2015/16 to 7,263 in 2018/19.¹⁴
- Community satisfaction with local library services has remained consistent between 2016 (8.54) and 2019 (8.53) according to the Annual Community Satisfaction Survey.¹
- Between 2013/14 and 2018/19 the number of jobs in Wyndham increased by 18,844 as follows: Retail Trade (+4,782 local jobs), Education and Training (+2,211 local jobs), Health Care and Social Assistance (+2,079 local jobs), Transport, Postal and Warehousing (+1,844 local jobs). This is the latest data available from the National Institute of Economic and Industry Research (NIEIR), 2018.¹⁵
- Wyndham's Gross Regional Product – (the value of all goods and services produced in Wyndham) – has increased from \$9.137 billion in 2016 to \$10.602 billion in 2019. Wyndham's economy has become more important over time: In 2016, Wyndham's GRP accounted for 2.29% of Victoria's GRP, and this rose to 2.4% in 2019.¹⁶

- As many as one in ten young people (aged between 15 and 25) neither study nor work. For Wyndham in 2016 this represented 11.8% of young people, compared with 7.5% in Greater Melbourne.⁸ A comparison for this data will be available at the next Census in 2021.
- In 2016, the percentage of Wyndham adults attending University or TAFE was lower (8%) than the percentage across Greater Melbourne (10%) and Victoria (9%).⁸ A comparison for this data will be available at the next census in 2021.
- Unemployment in Wyndham – the percentage of people who are actively looking for work – has decreased from 7% in the December 2016 quarter to 5.4% in the December 2019 quarter.¹⁷
- The proportion of children who are vulnerable on two or more domains of the Australian Early Development census (AEDC) has decreased from 13.3% in 2015 to 11.7% in 2018. The AEDC is a full-population census of children's health and development in their first year of full-time school along five dimensions: physical health and wellbeing, social competence, emotional maturity, language and cognitive skills, and communication skills and general knowledge.¹⁸
- Latest data available (2017) tells us that, overall, approximately 90% of Year 3, 5, 7 and 9 students are achieving national benchmarks for literacy and numeracy.¹⁹
- 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 socioeconomic advantage and disadvantage.⁸ A comparison for this data will be available at the next Census in 2021.
- In 2016, 34.3% of people lived and worked in Wyndham.⁸ A comparison for this data will be available at the next Census in 2021.



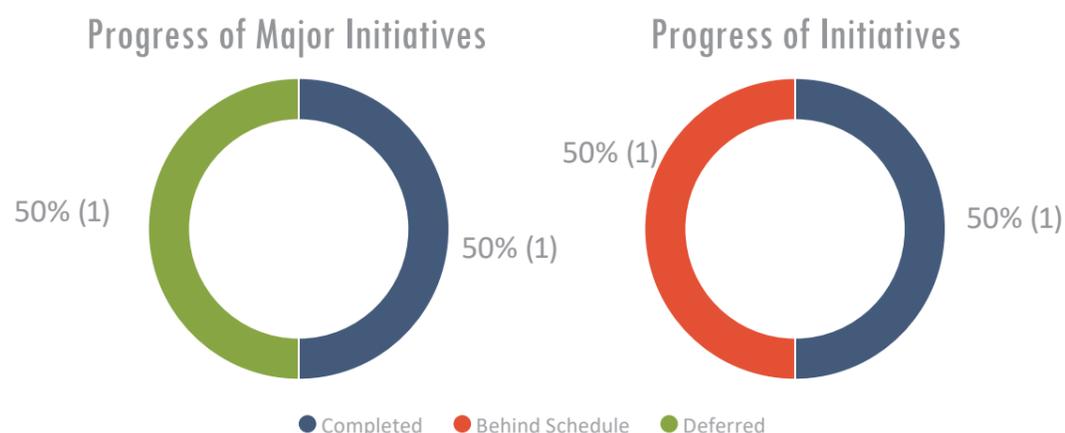
4. LEADERSHIP AND PARTICIPATION

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

HEALTH, WELLBEING AND SAFETY GOAL

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

In 2019/20, two initiatives and two major initiatives were identified within this theme. By 30 June 2020, 50 per cent (1) of the initiatives were completed and 50 per cent (1) of the major initiatives were completed.



IN 2019/20:

- Implementation of the schools4wyndham and I Love Kinder campaigns included promotions at community events and shopping centres cinema advertisements, new videos for social media and heart parties at kindergartens. Submissions were made to the Infrastructure Australia priorities report, the State Government Public Accounts and Estimates Committee's (PAEC) review of school infrastructure, the Federal Universal Access National Partnership review of kindergarten funding, and consultations with the Department of Education and Training (DET) over the school building pipeline. During the COVID-19 restrictions, community campaigns were scaled back, while the online campaigning continued. Economic stimulus submissions were successful in gaining funding for additional classrooms at two P-9 schools and Federal Government funding for kindergarten has been extended to the end of 2021.
- Council continues to support the Wyndham H3 Alliance to address the issues of housing, health and homelessness. The Strategic Housing Investment Program grant was delivered with the finalisation of the Housing Needs Assessment, and the draft of the *Wyndham Affordable Housing Strategy* were completed.

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
COVID-19	🌟	Initiative not completed/deferred or behind schedule due to COVID-19 restrictions

Major Initiatives and Initiatives

Council will:		Status
4.1	Deliver, monitor, and continuously improve the major public advocacy campaigns for Wyndham City.	✓
4.2	Advocate and work in partnership for the delivery of the Wyndham Justice Precinct, including the integrated support services hub.	🕒🌟
4.3	Support the Wyndham H3 Alliance and the Strategic Housing Investment Planning program (SHIP).	✓
4.4	Deliver the Future City Strategy Action Plan to address components of technology, data and innovation.	←🌟

*Major initiatives are shaded

Strategic and Liveability Indicators

Strategic Indicators	Outcome
22. Community satisfaction with Council's performance in community consultation and engagement	7.18 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	6.84 ¹
24. Community satisfaction with performance of Council across all areas of responsibility	6.93 ¹
25. Community satisfaction with Council's performance in maintaining the trust and confidence of the local community	7.05 ¹
26. Community participation: Proportion of adults who belong to an organised community group (sports, religious, school, professional, other)	Average 15% * ²
27. Social support: Percentage of adults experiencing high or very high levels of social isolation	20.3% * ²
28. Volunteers: Percentage of population (15 years +) that volunteered in the last 12 months	13.9% * ⁸

* Latest data available from the 2014 Victorian Population Health Survey

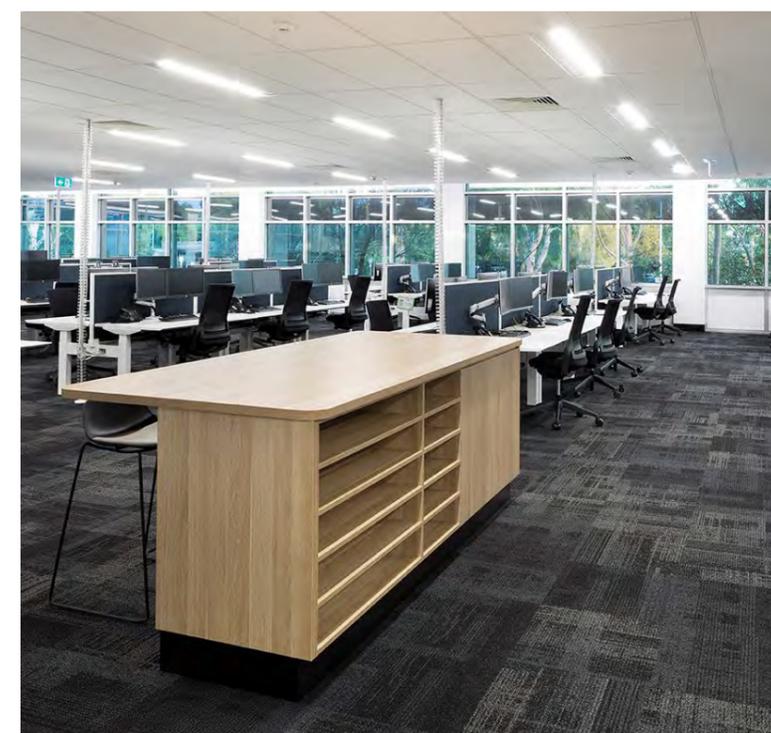
Latest data from 2016 Census of Population and Housing, Australian Bureau of Statistics 2016

Local Government Performance Reporting Framework Service Performance Indicators

Service - indicator – (measure)	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Result	Material variations
Governance					
Transparency Council resolutions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors closed to the public/ number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors]	13.48	15.20	11.27	14.02	The percentage of council resolutions made at an ordinary or special meeting of council closed to the public under section 89 (2) of the Local Government Act 1989 is slightly higher than the previous financial year's result.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	65.00	66.00	66.70	71.80	Community satisfaction has increased slightly from last year, but the result still falls within the 'good' category. The Annual Community Survey was conducted in October 2019.
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)]	92.93%	84.21%	89.84%	91.98%	This result is similar to last year's result. An extraordinary vacancy which, Council resolved not to fill, affected the attendance for the last two Council meetings of the financial year.
Service cost <i>Cost of elected presentation</i> [Direct cost of governance service/ number of Councillors elected at the last Council general election]	\$48,888.55	\$57,113.18	\$55,042.00	\$49,720.89	The result is slightly lower than last financial year and is as a result of COVID-19 hitting in the last quarter of the 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]	62.00	64.00	68.00	69.50	Community satisfaction with Council decisions is slightly higher on last years' result, but the result still falls within the 'good' category. The Annual Community Survey was conducted in October 2019.

Services Delivered and Costs

Service	Description of services provided	Net cost actual budget variance \$000
Advocacy and Intergovernmental Relations	Coordinate and support Council's actions that seek to influence State and Federal Governments regarding services, programs and infrastructure to address high priority issues and needs for the Wyndham community.	2,099 <u>2,321</u> 222
Community and Stakeholder Engagement	Provide community consultation and engagement for key strategic documents and planning processes. Provide accessible and effective engagement through a range of formats as outlined in the Community Engagement Framework including tools, resources and learning opportunities.	50 <u>69</u> 19



KEY CAPITAL WORKS PROJECTS 2019/20:

Changing Spaces - Accommodation

Cost: \$11.5 million

Completed: November 2019

As Wyndham grows and changes with the introduction of Our Wyndham Towards 2040, an exciting and ambitious vision has been set to propel the Council into a new era of community support through innovation and a more collaborative internal culture. The Changing Spaces project is about identifying a new way of working for Council which provides a range of spaces and settings to do our best work. We understand that Wyndham staff have different working styles (desk-based, dynamic and connected) and different work activities, and Council will provide a range of different work spaces to meet these needs. The construction of the office refurbishment was completed in six stages and took less than 12 months to complete.



2016-2020 COUNCIL TERM ACHIEVEMENTS

The current Council was elected in October 2016 and will complete its term in October 2020. During the past four years, Council has worked hard to deliver for the residents and rate payers of Wyndham. The following section provides a snapshot of Council's achievements in that term.

Council has been the recipient of the following awards and acknowledgements:

- Excellence in Project Innovation 2019
- Best Smart Cities Strategy (2019 Australian Smart Cities Awards)
- Wyndham City Solar Project (IPAA- Sustainable Communities and Environment Award)
- Wayne Cascio Organisational Development Award (AHRI – Australian HR Institute)
- The Sustainable Council of the Year Award (Keep Victoria Beautiful Sustainable City Awards)
- National Award for Excellence in Local Government - The WynLens

- Project Management Innovation – Urban category (2018 Engineering Excellence Awards)
- Wyndham City was included as a UNESCO Global Network Learning City

Major Initiatives and Initiatives

The Council has delivered the following key strategic and significant pieces of work, programs, activities:

- The *Wyndham 2040 Vision* for the community was adopted in 2016.
- Four District Advisory Committees (DAC) established in 2016 to support the delivery of the Wyndham 2040 Vision.
- Significant organisational changes such as an organisational restructure and Changing Spaces and Changing Systems (enterprise resource planning) projects to support Council's role in delivering the Wyndham 2040 Community Vision, streamline and integrate our internal systems and grow an organisational culture which is passionate about innovation.
- Securing Wyndham's Future: An advocacy strategy used as a communication tool for Council's advocacy issues and themes such as the schools4wyndham, I Love Kinder campaigns, Catch Up with the fast-growing outer suburbs, and Enough Pokies.

- A Project Management Office and Project Management Framework were established to improve effective and efficient delivery of a variety of projects across Council.
- Council established Excellence @ Wyndham in 2016/17 - a targeted program that focussed on achieving operational efficiencies and addressing long-term business planning and financial sustainability.
- Wyndham City's *Customer Experience Strategy 2017-2021* was launched in February 2018.
- Adoption of *Wyndham Volunteering Strategy 2019-2024* sets out the strategies and actions that Council will undertake, in partnership with others, to strengthen the local volunteering sector and increase the numbers of volunteers in Wyndham.
- Improved the way we engage with the community by deploying the *Community Engagement Framework 2017-21* and The Loop – Council's interactive digital community engagement platform to improve community participation and impact.

Capital Works

Over the past four years, Council has committed to business transformation and continuous improvement projects including the Changing Spaces accommodation project at the Wyndham Civic Centre in Werribee, and the Changing Systems project.

Performance on LGPRF

The Local Government Performance Reporting Framework (LGPRF) is a mandatory system of performance reporting for all Victorian councils. It allows council performance to be measured and compared across a range of standardised indicators spanning a range of services delivered by Council. Performance against those relevant to this theme, are as follows:

Governance

Council is committed to the provision of good governance to the community. This includes making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation.

Council remains committed to transparent decision making. To support this, the percentage of council resolutions made at an ordinary or special meeting of council closed to the public has remained consistently low. Attendance at Ordinary and Special Council Meetings by Councillors has remained consistently high, demonstrating commitment to accountability and effective governance practices. Council continues to increase its transparency through the livestreaming of meetings and interaction with the community on a range of platforms.

The community is increasingly satisfied with both Council's community consultation and engagement and decisions made in the interest of the community (Metropolis Research 2018, 2019).

Strategic Liveability and Wellbeing Indicators

The Council adopted a set of Strategic Liveability and Wellbeing Indicators to track how the community is fairing and as indicators of progress towards the achievement of the Wyndham 2040 Vision. These indicators tell us that over the last four years:

- Community satisfaction with Council's performance in community consultation and engagement has increased from 6.51 in 2016 to 7.18 in 2019.¹
- 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 has increased from 6.28 in 2016 to 6.84 in 2019. This has shifted Council's performance from solid to good.¹
- Community satisfaction with performance of Council across all areas of responsibility has increased from 6.65 in 2016 to 6.93 in 2019.¹
- Community satisfaction with Council's performance in maintaining the trust and confidence of the local community has increased from 6.17 in 2016 to 7.05 in 2019. This has shifted Council's performance from solid to good.¹
- In 2014, on average 15% of adults participated in all types of organised community groups, including sports, religious, school, professional and other groups.² This is the latest data available as this indicator was not updated in the 2017 Victorian Population Health Survey.
- 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 This is the latest data available as this indicator was not updated in the 2017 Victorian Population Health Survey.
- Volunteering, or the proportion of adults who regularly help out at a local group as a volunteer, was 15.8% in 2017. This is down slightly from 16.1% in 2014. Meanwhile, the proportion of people who sometimes volunteer has increased from 10% in 2014 to 15.3% in 2017.²
- 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.⁷ A comparison for this data is not available through the VicHealth indicators Survey.
- 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 This is the latest data available as this indicator was not updated in the 2017 Victorian Population Health Survey.
- In 2017, almost half of Wyndham adults (47.3%) agree that multiculturalism (as a general concept) made life in their area better. This is slightly lower than in 2014, when it was 48.8%.²





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 2019/20 was:

Independent Members:

Dr Kathy Alexander (Appointed July 2018)

Dr John Purcell (Reappointed December 2019)

Mr John Watson (Reappointed December 2019)

Mr Jeff Rigby (Appointed August 2017)

Councillors:

Cr Mia Shaw (Mayor retired November 2019)

Cr Josh Gilligan (Mayor, appointed November 2019)

Cr Kim McAliney (Appointed November 2016 / retired 2 June 2020)

Cr Peter Maynard (Appointed 23 June 2020)

Cr Aaron An (Appointed November 2016)

Standing Invitation:

Ms Kelly Grigsby, Chief Executive Officer

Ms Binda Gokhale, Chief Financial Officer

Ms Allison Kenwood, Director, City Life

Mr Stephen Thorpe, Director, City Operations

Mr Ludu Campbell-Reid, Director City Design and Liveability (commenced 14 January 2020)

Kate Roffey, Director Deals Investment and Major Projects

Ms Natalie Walker, Head of Strategy and Policy Impact

Ms Jenny McMahon, Interim Director City Operations – December 2019 meeting

Mr David Semmens, Interim Director City Life - September 2019 meeting

Mr Peter McKinnon, Interim Director, City Design and Liveability - September 2019 meeting

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 audits recommendations made by the Victorian Auditor General Office (VAGO) and Victorian Ombudsman.
- Review and provide advice on Council's management of investments.
- Endorsement of Council's key policies.
- Endorsement of Council's Risk Management Policy, Strategy and Framework, Strategic Risk Register and Risk Appetite Statement.

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 2019/20, risk management has focussed on:

- Progressing the implementation of the Enterprise Risk Management Strategy and re-evaluation of our strategic risks.
- Developing of specific project risk management guidance to support objective achievement across the capital works program.
- Conducting an enterprise wide fraud and corruption risk assessment and a comprehensive team based training program.
- Active participation in managing the disruption risks associated with business response and recovery activity, related to COVID-19.
- Review of workplan and reporting as part of the revision of the Audit and Risk Management Committee Charter in line with the *Enterprise Risk Strategy* and the *Local Government Act 2020*.

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.

Gender equity

Council's *Towards Equality* and the accompanying 12 month Action Plan aim to create a safe and inclusive community where all people, regardless of their gender, have equal access to power, resources and opportunities and are treated with dignity, respect and fairness. Council aims to do this by:

- Valuing, supporting and celebrating gender diversity in leadership.
- Supporting and promoting gender diversity in non-traditional roles.
- Strengthening our response to reducing gender-based violence.
- Improving the health, safety and wellbeing of everyone.
- Creating places and spaces that are inclusive, welcoming and safe for all genders.
- Creating an organisation that is gender equitable.

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 2019/20 include:

- Gifts, Benefits and Hospitality Policy 2019
- Wyndham Fraud and Corruption Control Policy 2019
- Wyndham Protected Disclosure Policy 2019
- Wyndham Risk Management Policy 2019
- Wyndham RDF Strategic Plan 2019-2025
- Wyndham Special Charge Scheme Policy 2019
- Conflict of Interest - Compliance, Process and Guidance Policy 2019
- Election Period Policy - August 2019
- Wyndham Volunteering Strategy 2019-2024
- Tree and Urban Forest Policy update 2019
- Active Wyndham Strategy 2020
- Sports Facility User Guide 2020-2025
- Sports Facility Capital Development Guide 2020-2025
- Wyndham Coastal and Marine Management Plan 2020-2025
- Wyndham Active Transport Strategy 2020



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 2019/20, the following information about infrastructure and development contributions has been disclosed.

Table 1: Total Development Contributions Plan (DCP) levies received in 2019/20

DCP name and year approved	Levies received in 2018/19 financial year (\$)
Wyndham West - 2014	\$ 21,787,412
Wyndham North - 2014	\$ 44,300,998
Truganina Employment Precinct 2009	\$ 8,432,323
Truganina South	\$ 634,091
Point Cook West - 2012	\$603,126
Total	\$75,757,950

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2019/20

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham North 2014	CO-90-04	0.8 hectares - Truganina Level 2 multipurpose community centre	Land acquisition	\$1,320,000
Wyndham North 2014	IN-90-06	0.3149 hectares - Morris Road and East West Connector intersection	Land acquisition	\$519,585
Wyndham North 2014	IN-90-09	0.0289 hectares - Dohertys Road and North South Connector intersection	Land acquisition	\$47,685
Wyndham North 2014	IN-90-11	0.0029 hectares - Dohertys Road Woods Road intersection	Land acquisition	\$4,785
Wyndham North 2014	IN-89-11	0.0825 hectares - Tarneit Road and East West Connector intersection	Land acquisition	\$123,750
Wyndham North 2014	S-89-03	3.5756 hectares - Land for Sports Reserve - Note. subject to annual revaluation to the date of transfer/vesting	Land acquisition	\$5,363,400
Wyndham North 2014	RD-91-01	1.0159 hectares - Davis Road (Leakes Rd to Lamington Drive)	Land acquisition	\$1,193,683
Wyndham North 2015	RD-91-07	0.7908 hectares - Sayers Road (Davis Road to Sewells Road)	Land acquisition	\$1,146,660

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Wyndham North 2014	IN-91-07	0.0642 hectares - Davis Road / Sayers Road	Land acquisition	\$93,090
Wyndham North 2014	RD-91-02	0.4342 hectares - Davis Road (Hogans Road to Sayers Road)	Land acquisition	\$477,620
Wyndham North 2014	IN-91-06	0.082 hectares - Sayers Road / North-South Connector	Land acquisition	\$90,200
Wyndham North 2014	IN-91-07	0.0677 hectares - Davis Road / Sayers Road	Land acquisition	\$74,470
Wyndham North 2014	IN-89-10	0.0102 hectares - Derrimut Road and East West connector	Land acquisition	\$15,180
Wyndham North 2014	S-89-02	0.4798 hectares - Land for Sports Reserve	Land acquisition	\$743,690
Wyndham North 2014	IN-91-01	0.455 hectares - Leakes Road / North-South Connector	Land acquisition	\$841,750
Wyndham North 2014	CU-90-01	Construction of waterway culvert - Dohertys Road crossing of Forsyth Road drain	Construction	\$2,832,122
Wyndham North 2014	RD-90-02	Morris Road from Boundary Road to Leakes Road	Construction	\$783,819
Wyndham North 2014	BR-90-04	Construction of the Morris Road bridge over the Regional Rail Link	Construction	\$15,252,514
Wyndham North 2014	RD-91-07	Construction of Sayers Road between Davis Road and Sewells Road	Construction	\$4,454,744
Wyndham North 2014	RD-03	0.6952 hectares - Ison Road - Regional Rail Link to Greens Road	Land acquisition	\$659,445
Wyndham West 2014	RD-12	0.7381 hectares - Greens Road - Bend to OM-RTC PAO	Land acquisition	\$1,029,415
Wyndham West 2014	IN-07	2.357 hectares - Ison Road / East -West Connector 2 (Within PSP 42.1)	Land acquisition	\$2,710,550
Wyndham West 2014	IN-08A	1.7196 hectares - Ison Road / Greens Road	Land acquisition	\$1,977,540
Wyndham West 2014	IN-27	0.4023 hectares - Ballan Road and Connector Road	Land acquisition	\$663,795
Wyndham West 2014	RD-13	Alfred Road - Part Construction 310.94 meters of the total 651	Construction	\$1,600,113
Wyndham North 2014	IN-27	Ballan Road and Connector Road	Construction	\$1,240,096
Total				\$45,259,701

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 2019/20 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
Leakes Road (Tarneit Road to Derrimut Road)	RD-89-02b	Wyndham North - 2014	\$20,000		\$20,000	0%
Morris Road from Boundary Road to Leakes Road	RD-90-02	Wyndham North - 2014	\$783,819		\$783,819	0%
Dohertys Road crossing of Forsyth Rd Drain	CU-90-01	Wyndham North - 2014	\$2,832,122		\$2,832,122	0%
Manor Lakes Northern Hub Master Plan	CO-05	Wyndham West - 2014	\$25,491		\$25,491	0%
Ison Road - Princes Highway to Melbourne-Geelong Rail Line	RD-01	Wyndham West - 2014	\$83,937		\$83,937	0%
Total			\$3,745,369	\$0	\$3,745,369	



Governance and management checklist

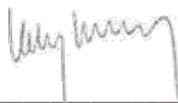
The following are the results of Council's assessment against the prescribed governance

Governance and management items	Assessment	
1. Community Engagement Policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 6 March 2018	<input checked="" type="checkbox"/>
2. Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 15 June 2018	<input checked="" type="checkbox"/>
3. Strategic Resource Plan (Plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 130 of the Act Date of adoption: 18 August 2020	<input checked="" type="checkbox"/>
4. Annual Budget (Plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 18 August 2020	<input checked="" type="checkbox"/>
5. Asset management plans (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: <ul style="list-style-type: none"> Facilities: 2 July 2011 Open Space: 2 July 2011 Roads: 2 July 2011 Stormwater: 2 July 2011 	<input checked="" type="checkbox"/>
6. Rating Strategy (Strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of Operation of current strategy: 26 June 2018	<input checked="" type="checkbox"/>
7. Risk Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 23 July 2019	<input checked="" type="checkbox"/>
8. Fraud Policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 25 June 2019	<input checked="" type="checkbox"/>
9. Municipal Emergency Management Plan (Plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 14 February 2018	<input checked="" type="checkbox"/>
10. Procurement Policy (Policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act 1989 Date of approval: 1 November 2019	<input checked="" type="checkbox"/>

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: 4 March 2015	<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 7 July 2020	<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: 15 January 2020	<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: 17 September 2019, 8 October 2019, 4 February 2020, 2 June 2020	<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: 11 December 2019 and 10 June 2020	<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: 15 January 2020	<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 Ordinary Council Meeting: 8 October 2019	<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 98(6) of the Act Date of review: Council to CEO: 5 September 2017 Council to Council Staff: 6 September 2018 CEO to Staff: 2 April 2020	<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 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: 20 / 10 / 2020



Cr Josh Gilligan
 Mayor
 Dated: 22 / 10 / 2020



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

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

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.

Highlights and achievements in relation to the implementation of this plan during 2019/20 are as follows:

- Register to Reunite continues to positively impact our registration and reunite from field numbers.
- Online registration continues to see a steady increase in cat and dog registration, receiving an average of 266 dog registrations and 100 cat registrations per month.
- Increases in identifiable cats and dogs via registration and microchipping, has seen a reduction in animal impounds.
- Microchipped dogs have increased to 87 per cent and microchipped cats have increased to 15 per cent.
- A comprehensive compliance regime continues regarding the housing of all dangerous, menacing and restricted breed dogs.
- No new domestic animal businesses have been identified during this time, with 100 per cent compliance in inspection with those businesses currently registered.

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 2019/20 Council took all practicable measures to comply with its responsibilities under the Act, including:

- Ensuring our staff have an awareness and understanding of the care relationship principles set out in the Act.
- 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.
- 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.

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 2019/20 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 2019/20 period no ministerial directions were received.

Contracts

During 2019/20, Council 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, without engaging in a competitive process, through a reliance on Ministerial exemptions.

- Public Lighting Operation, Maintenance and Repair Charge.
- Old Geelong Road Nature Strip and Bus Stop Works.
- Eagle Stadium Roof (Early Works Package).
- Traffic Light Maintenance.
- Maintenance of Enhanced Medians on Arterial Roads.
- Work Cover Insurance.
- Sorting and Re-processing of Kerbside Recycling Material.
- Provision of Animal Management Services.

Third party contracts

Contract Number	Contract
C2168/19	MAV – LMS 4323 Integrated Library Management System (ILMS)
C2199/19	MAV – Telecommunications NPN 1.18
C2189/19	MAV - Machinery Equipment NPN 2.15
C2044/18	MAV – Truck Mounted Work Platform

Public Interest Disclosures Act 2012

The purpose of the Public Interest Disclosures Act 2012 (formerly known as Protected Disclosure Act 2012), is to promote openness and accountability in government by encouraging and facilitating disclosures and investigations of improper conduct. Under the Act, Wyndham City Council is authorised to receive disclosures that relate to the conduct of its officers and employees.

Wyndham City Council identifies integrity as a core value, has no tolerance for improper conduct and encourages its reporting. We provide a range of mechanisms for making disclosures: verbally, in-writing, or via electronic communications; including an external channel to enable anonymous reports.

Our Public Interest Disclosure Policy, available on our website, is an important element of our fraud and corruption control management system. It establishes the governance structures necessary to support the making and handling of disclosure of improper conduct and/or detrimental action, in line with the guidelines of the Independent Broad-Based Anti-Corruption Commission (IBAC). We maintain procedures consistent with the Act and guidelines issued by IBAC.

There was one disclosure notified to IBAC during 2019/20, which they deemed not to be a protected disclosure. It was subsequently handled in line with the agreed internal process.

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 2019/20, Council received 20 privacy complaints, and following investigation, 10 were deemed unfounded and 10 were upheld.

Council received and processed 323 requests throughout the year for access to personal information from statutory agencies. To maintain organisational awareness and compliance with privacy requirements, 600 staff were trained, and 11 Privacy Impact Assessments were completed throughout 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

The Freedom of Information Act 1982 gives the community the ability to access certain Council documents.

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 2019/20 period, Council received 43 Freedom of Information (FOI) requests as follows:

FOI Requests	2019/20
Total number of Requests	43
Access granted in full	7
Access granted in part	14
Access denied in full	1
Other (e.g. request withdrawn, not proceeded with or Act does not apply)	21
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.



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 aware of the National Principles for Child Safe Organisations endorsed by the Council of Australian Governments – including the State Government, in 2019.

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 included:

Assistance provided to Fire Affected Communities in Victoria – Summer of 2020

The communities of East Gippsland Shire and Towong Shire were affected by fires that raged across New South Wales and Victoria. Council coordinated 15 of our trained staff to travel to the regional areas during January, February and March 2020 to provide relief and recovery assistance for the communities.

IMT/CMT – COVID-19 Response

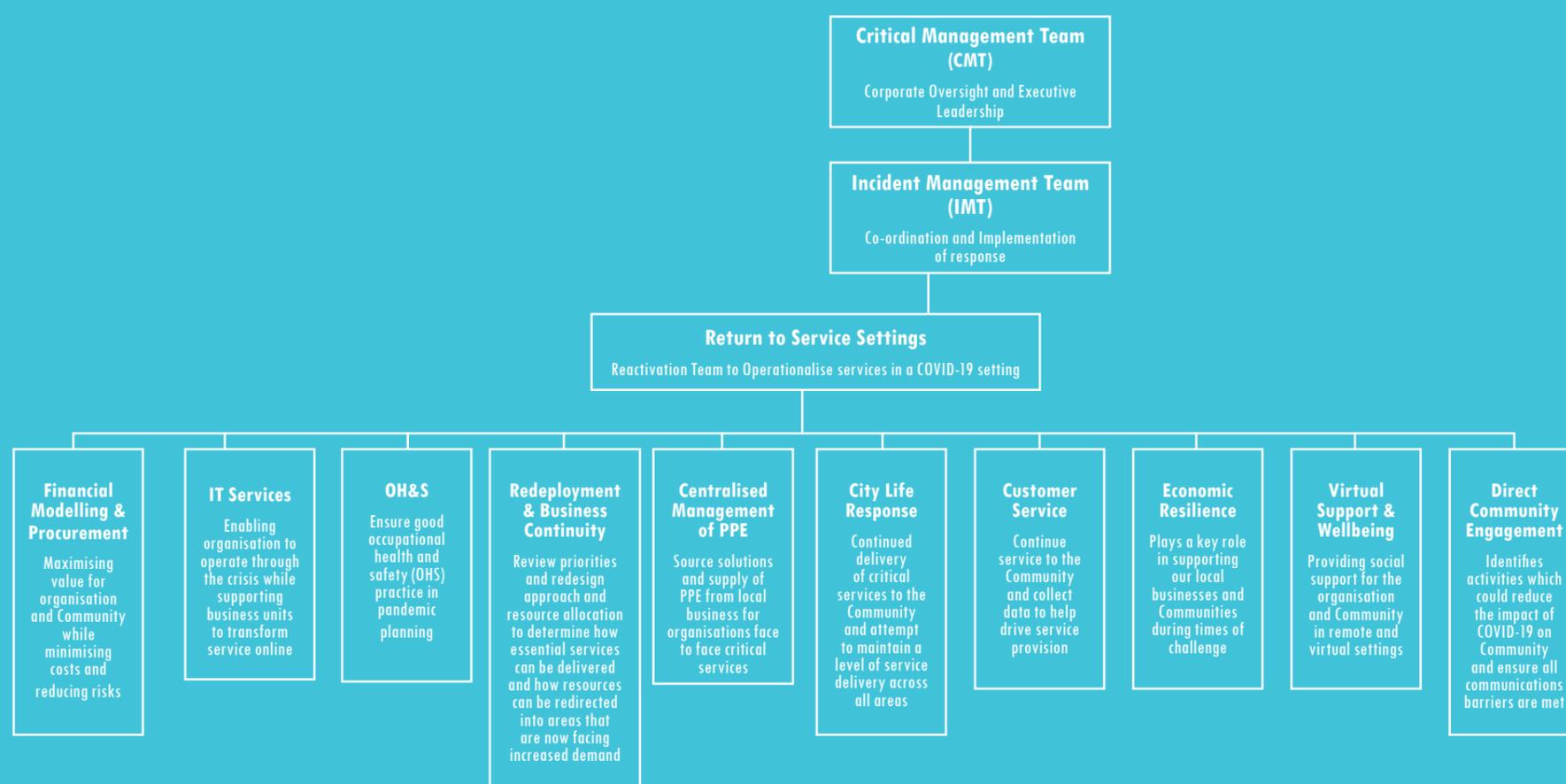
An Incident Management structure was rapidly implemented in March 2020. An Incident Controller COVID-19, supporting the Incident Management Team (IMT) and Project specific teams, was implemented. The role of of IMT is to have direct line of sight to a Crisis Management Team (CMT), comprising of the CEO and the Executive team, to ensure responsive and proactive organisational approaches were adopted and established. The structure has been built on emergency management principles of response/relief, recovery and resilience.

The IMT structure has two distinct streams. The first having an internal operations approach which focuses on COVID-safety, OH&S and provision of PPE, pivoting our workforce through redeployment into key areas, training/ induction, IT support, financial modelling and similar corporate services to enhance and maintain staff safety for essential services still providing service during the course of the pandemic.

The second stream focuses on Wyndham as a city leader with specialist community development support, economic resilience, targeted community engagement, customer service and virtual support and wellbeing. Each of the project streams provide regular updates and reports to IMT and then CMT to ensure continuity and streamlined decision making.

Both streams have equal importance and value, however, it is worth noting some sector leading examples in the City Leadership stream. The Community Kitchen was set up in record time and co-ordinates the delivery of meals to our vulnerable community. Our WynLocal Economic support package was set-up with the aim to assist our local business community to build economic resilience. Our virtual offerings through our 'Wyndham Together' and 'Stay Connected' platforms aim to ensure staff and the community are supported during these challenging and unprecedented times.

Incident Management Team Governance Structure



Accessibility Action Plan

Wyndham City Council's Accessibility Action Plan (AAP) 2019 – 2022 was adopted on 5 February 2019.

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

Organisational implementation is progressing well. Governance structures have now been established to support the implementation of the AAP with Wynaction, Councils 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.

Additional actions progressing in 2019/20 include:

- Disability Confidence training was developed for Council staff.
- A checklist with protocols and procedures is currently being 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 is currently being 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 has taken place 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 – <https://www.wyndham.vic.gov.au/services/local-laws-permits/other-laws-and-regulations>

The objectives of the Community Amenity

Local Law 2015 are to:

- Provide for the peace, order and good government of the municipality.
- Promote a physical and social environment free from hazards to health, in which the residents of the municipality can enjoy a quality of life that meets the general expectations of the community.
- Protect the amenity of and safety within the municipality.
- Protect Council assets and the environment of the municipality.
- Prevent and suppress nuisances which may adversely affect the enjoyment of life within the municipality or the health, safety and welfare of persons within the municipality district.

2) Governance Local Law 2013 – <https://www.wyndham.vic.gov.au/about-council/your-council/council-meetings/meeting-dates-recordings-related-documents>

The objectives of the Governance Local Law 2013 are to:

- Provide a mechanism to facilitate the good government of Wyndham City Council through its formal meeting procedure and in recognition of the objectives, roles and functions of a Council in the Local Government Charter.
- Promote and encourage community leadership by Wyndham City Council consistent with the community's views and expectations.
- Promote and encourage community participation in local government while at the same time ensuring that Council conducts business at Council Meetings in an effective and efficient manner having regard to Council's role in the Local Government Charter.
- 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 2019/20:

Council Meeting when Council resolved to commence s223 procedure.	Title	s223 Submissions
Ordinary Council Meeting 3 September 2019	Notice of Intention to Lease – Truganina East Learning Centre to bestchance Child and Family Care Network Care Incorporated	No submissions were received.
Ordinary Council Meeting 3 December 2019	Notice of Intention to Lease part of 2-88 Sayers Road, Laverton North (Lawrie Emmins Reserve)	No submissions were received.
Council Meeting 5 May 2019	Notice of Intention to Lease part of 1-5 Saltwater Promenade, Point Cook for a Telstra Telecommunication Facility	No submissions were received.

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 Data Sources

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2. Department of Health and Human Services (2019), Victorian Population Health Survey 2017
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WYNDHAM CITY
CONSOLIDATED ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2020

Wyndham City Financial Report Table of Contents

FINANCIAL REPORT	Page
Certification of the Consolidated Financial Statements	4
Victorian Auditor-General's Office Audit Report	5
Consolidated Financial Statements	
Consolidated Comprehensive Income Statement	7
Consolidated Balance Sheet	8
Consolidated Statement of Changes in Equity	9
Consolidated Statement of Cash Flows	10
Consolidated Statement of Capital Works	11
Overview	12
Notes to Consolidated Financial Statements	
Note 1	Performance against budget 13
	1.1. Income and expenditure 13
	1.2. Capital works 15
Note 2	Analysis of Council results by program 17
	2.1. Council results by program 17
Note 3	Funding for the delivery of our services 19
	3.1. Rates and charges 19
	3.2. Statutory fees and fines 19
	3.3. User fees 19
	3.4. Funding from other levels of government 20
	3.5. Contributions 21
	3.6. Net loss on disposal of property, infrastructure, plant and equipment 21
	3.7. Other income 21
Note 4	The cost of delivering services 22
	4.1. Employee costs 22
	4.2. Materials and services 22
	4.3. Depreciation 22
	4.4. Amortisation - Intangible assets 22
	4.5. Amortisation - Right-of-use assets 23
	4.6. Bad and doubtful debts 23
	4.7. Borrowing costs 23
	4.8. Finance costs - Leases 23
	4.9. Other expenses 23

Wyndham City Financial Report Table of Contents

FINANCIAL REPORT		Page
Note 5	Our financial position	24
	5.1. Financial assets	24
	5.2. Non-financial assets	26
	5.3. Payables	27
	5.4. Interest bearing liabilities	28
	5.5. Provisions	29
	5.6. Financing arrangements	31
	5.7. Commitments	31
	5.8. Leases	32
Note 6	Assets we manage	35
	6.1. Non current assets classified as held for sale	35
	6.2. Property, infrastructure, plant and equipment	36
	6.3. Investments in subsidiaries	43
Note 7	People and relationships	45
	7.1. Council and key management remuneration	45
	7.2. Related party disclosure	47
Note 8	Managing uncertainties	48
	8.1. Contingent assets and liabilities	48
	8.2. Change in accounting standards	50
	8.3. Financial instruments	51
	8.4. Fair value measurement	52
	8.5. Events occurring after balance date	53
Note 9	Other matters	54
	9.1. Reserves	54
	9.2. Reconciliation of cash flows from operating activities to surplus	55
	9.3. Superannuation	56
Note 10	Change in accounting policy	59

Certification of the Consolidated Financial Statements

In my opinion, the accompanying consolidated 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 : 22 / 10 / 2020

45 Princes Highway, Werribee, Victoria

In our opinion the accompanying consolidated financial statements present fairly the financial transactions of Wyndham City Council for the year ended 30 June 2020 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 consolidated 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 consolidated financial statements in their final form.



Joshua Gilligan

Mayor

Date : 22 / 10 / 2020

45 Princes Highway, Werribee, Victoria



Peter Maynard

Councillor

Date : 22 / 10 / 2020

45 Princes Highway, Werribee, Victoria



Kelly Grigsby

Chief Executive Officer

Date : 22 / 10 / 2020

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 entity (together, the consolidated entity), which comprises the:</p> <ul style="list-style-type: none"> • consolidated entity balance sheet as at 30 June 2020 • 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 • consolidated entity statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the consolidated 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 2020 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 council and 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 council and the consolidated entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

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

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

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

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



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Consolidated Comprehensive Income Statement For the Year Ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Income			
Rates and charges	3.1	219,220	201,329
Statutory fees and fines	3.2	18,220	19,196
User fees	3.3	60,928	62,618
Grants - operating	3.4 (a)	46,587	47,164
Grants - capital	3.4 (b)	7,941	6,719
Contributions - monetary	3.5	77,155	88,964
Contributions - non monetary	3.5	221,607	186,671
Other income	3.7	9,824	11,205
Total income		661,482	623,866
Expenses			
Employee costs	4.1	152,290	143,113
Materials and services	4.2	109,557	100,343
Depreciation	4.3	92,547	80,013
Amortisation - intangible assets	4.4	3,377	2,081
Amortisation - right-of-use assets	4.5	227	-
Bad and doubtful debts	4.6	1,122	1,526
Borrowing costs	4.7	2,857	2,414
Finance costs - leases	4.8	37	-
Net loss on disposal of property, infrastructure, plant and equipment	3.6	3,296	171
Other expenses	4.9	2,827	2,784
Total expenses		368,137	332,445
Surplus for the year		293,345	291,421
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment / (decrement)	6.2	-	-
Total comprehensive result		293,345	291,421

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

Consolidated Balance Sheet As at 30 June 2020

	Note	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	47,529	7,497
Trade and other receivables	5.1 (c)	94,792	23,896
Other financial assets	5.1 (b)	440,519	374,494
Inventories	5.2 (a)	129	105
Non-current assets classified as held for sale	6.1	-	7,270
Other assets	5.2 (b)	1,675	2,374
Total current assets		584,644	415,636
Non-current assets			
Trade and other receivables	5.1 (c)	6,084	134
Other financial assets	5.1 (b)	7,000	35,130
Property, infrastructure, plant and equipment	6.2	4,125,207	3,963,349
Right-of-use assets	5.8	1,748	-
Intangible assets	5.2 (c)	15,862	2,576
Total non-current assets		4,155,901	4,001,189
Total assets		4,740,545	4,416,825
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	26,391	21,326
Trust funds and deposits	5.3 (b)	31,243	20,656
Unearned income and contract liabilities	5.3 (c)	6,621	790
Provisions	5.5	33,232	52,876
Lease liabilities	5.8	460	-
Total current liabilities		97,947	95,648
Non-current liabilities			
Provisions	5.5	34,643	7,908
Interest-bearing liabilities	5.4	55,000	55,000
Lease liabilities	5.8	1,341	-
Total non-current liabilities		90,984	62,908
Total liabilities		188,931	158,556
Net assets		4,551,614	4,258,269
Equity			
Accumulated surplus		2,472,599	2,245,195
Reserves	9.1	2,079,015	2,013,074
Total Equity		4,551,614	4,258,269

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

Consolidated Statement of Changes in Equity For the Year Ended 30 June 2020

2020	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		4,258,269	2,245,195	1,741,950	271,124
Surplus for the year		293,345	293,345	-	-
Net asset revaluation increment	6.2	-	-	-	-
Transfers to other reserves	9.1(b)	-	(79,276)	-	79,276
Transfers from other reserves	9.1(b)	-	13,335	-	(13,335)
Balance at end of the financial year		4,551,614	2,472,599	1,741,950	337,065

2019	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
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	6.2	-	-	-	-
Transfers to other reserves	9.1(b)	-	(97,388)	-	97,388
Transfers from other reserves	9.1(b)	-	9,097	-	(9,097)
Balance at end of the financial year		4,258,269	2,245,195	1,741,950	271,124

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

Consolidated Statement of Cash Flows For the Year Ended 30 June 2020

	Note	2020 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		214,148	200,422
Statutory fees and fines		18,049	19,087
User fees		60,359	71,995
Grants - operating		48,574	48,942
Grants - capital		8,280	6,972
Contributions - monetary		77,155	88,964
Interest and rentals received		12,194	11,205
Trust funds and deposits taken		142,280	105,621
Net GST refund		13,525	15,022
Employee costs		(146,858)	(140,710)
Materials and services		(119,764)	(130,034)
Short-term, low value and variable lease payments		(277)	-
Trust funds and deposits repaid		(131,694)	(103,674)
Net cash provided by / (used in) operating activities	9.2	195,971	193,812
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(115,354)	(120,210)
Proceeds from sale of property, infrastructure, plant and equipment		2,747	2,146
Payments for acquisition of other financial assets		(416,616)	(277,960)
Proceeds from sale of other financial assets		376,351	202,992
Net cash provided by / (used in) investing activities		(152,872)	(193,031)
Cash flows from financing activities			
Finance costs		(2,857)	(2,414)
Interest paid - lease liability		(37)	-
Repayment of lease liabilities		(173)	-
Net cash provided by / (used in) financing activities		(3,067)	(2,414)
Net increase / (decrease) in cash and cash equivalents		40,031.53	(1,633)
Cash and cash equivalents at the beginning of the financial year		7,497	9,130
Cash and cash equivalents at the end of the financial year	5.1 (a)	47,529	7,497
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

Consolidated Statement of Capital Works For the Year Ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Property			
Land		18,285	4,494
Land improvements		4,228	20,660
Total land		22,513	25,154
Buildings		13,530	16,337
Building improvements		7,871	4,760
Total buildings		21,401	21,097
Total property		43,914	46,251
Plant and equipment			
Heritage and culture		97	383
Plant, machinery and equipment		3,178	5,823
Fixtures, fittings and furniture		189	4,668
Computers and telecommunications		8,714	4,401
Library books		1,032	1,119
Total plant and equipment		13,210	16,394
Infrastructure			
Roads		26,119	31,186
Bridges		106	63
Footpaths and cycleways		733	276
Drainage		166	5
Recreational, leisure and community facilities		10,181	11,899
Waste management		1,019	1,585
Parks, open space and streetscapes		19,653	9,886
Off street car parks		-	33
Other infrastructure		2,484	2,969
Total infrastructure		60,461	57,902
Total capital works expenditure		117,585	120,547
Represented by:			
New asset expenditure		46,402	64,074
Asset renewal expenditure		32,240	33,724
Asset expansion expenditure		3,607	3,526
Asset upgrade expenditure		35,336	19,223
Total capital works expenditure		117,585	120,547

The above consolidated 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 consolidated financial statements are a general purpose financial report that consists of a Consolidated Comprehensive Income Statement, Consolidated Balance Sheet, Consolidated Statement of Changes in Equity, Consolidated Statement of Cash Flows, Consolidated Statement of Capital Works and notes accompanying these consolidated 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

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these consolidated 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(a))
- the determination of landfill provisions (refer to Note 5.5(b))
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- 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 (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), 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 consolidated financial statements may not equate due to rounding.

(b) Impacts of COVID-19 pandemic

In response to the Government directives amid the COVID-19 outbreak a number of council facilities were closed. Closures included the Civic Centre, Leisure Centres, Library and Community Centres and the Landfill to residential customers with following areas impacted:

- reduction in user revenues and expenses due to the closure of Wyndham Leisure Services facilities (refer to Note 1.1)
- additional grant revenues in the Kinder, Maternal and Child Health offsetting fee revenues (refer Note 1.1)
- delays in the delivery of some capital projects (refer to Note 1.2)
- reduction in infringement doubtful debt levels in line with a reduction in infringements issued (refer to Note 4.6)
- increase of current cash holdings to ensure liquidity (refer to Note 5.1(b))
- council has endorsed an interim financial hardship policy, which provides for payment deferral and penalty interest waiver until 30 September 2020 for the final 2019/2020 rates instalment coupled with suspension of debt collection activity (refer to Note 5.1(c))

Note 1 Performance against budget

Although Council was able to produce an operating surplus greater than budget in this uniquely challenging year, the impacts of COVID-19 in the second half of the year put additional strain on our financial resources. To combat the loss of revenues from services having to reduce or close, such as the RDF and WLS, Council made the deliberate decision to hold high level of liquidity to manage COVID-19 expenditure needs. Reduction in user fee income was off-set by the corresponding reduction in materials and services expenditure, consistent with the slow down in service offerings. The gifting of subdivisional assets and works in kind continue to boost Council's revenue position, although these have no impact on cashflow. However, Council is required to finance the maintenance and operations of these assets to satisfactory levels over their useful lives. Council continued to identify savings in discretionary expenditure throughout the year to offset the reduction in fee revenues, while managing employee costs under budget levels.

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.

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 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Income					
Rates and charges	217,410	219,220	1,810	1%	
Statutory fees and fines	19,100	18,220	(880)	(5%)	
User fees	76,679	60,928	(15,751)	(21%)	1
Grants - operating	36,448	46,587	10,139	28%	2
Grants - capital	10,021	7,941	(2,080)	(21%)	3
Contributions - monetary	36,302	77,155	40,853	113%	4
Contributions - non monetary	146,150	221,607	75,457	52%	5
Net gain on disposal of property, infrastructure, plant and equipment	1,975	-	(1,975)	(100%)	6
Other income	10,617	9,824	(793)	(7%)	
Total income	554,702	661,482	106,780	19%	
Expenses					
Employee costs	152,730	152,290	440	0%	
Materials and services	115,416	109,557	5,859	5%	
Depreciation	97,871	92,547	5,324	5%	
Amortisation - Intangible assets	4,569	3,377	1,192	26%	7
Amortisation - Right-of-use assets	-	227	(227)	-	8
Bad and doubtful debts	54	1,122	(1,068)	(1,978%)	9
Borrowing costs	2,456	2,857	(401)	(16%)	10
Net loss on disposal of property, infrastructure, plant and equipment	-	3,296	(3,296)	-	6
Finance costs - Leases	-	37	(37)	-	
Other expenses	3,218	2,827	391	12%	11
Total expenses	376,313	368,137	8,176	2%	
Surplus for the year	178,389	293,345	114,956	64%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	User fees	The unfavourable variance is mainly driven by a reduction in landfill revenue (\$13.2M). This is due to lower than expected tonnage for commercial customers who have not returned to the same levels since space constraints experienced in FY1819. In addition, closure of Wyndham sports facilities for the last quarter of the year due to COVID-19 account for the remainder of the variance in this category.
2	Grants - operating	The favourable variance is mainly due to nearly half of the 2020/21 Financial Assistance Grants (\$9.1M) being paid in advance in the 2019/20 year. Kinders, Maternal and Child Health were among some of the other areas that received funding higher than what was confirmed or anticipated at the time of setting the budget as a result of the COVID-19 pandemic and other factors.
3	Grants - capital	The unfavourable variance is driven by \$5.4M of capital grants income deferred to 2020/21 in accordance with AASB1058 Income for Non For Profit Entities, partially offset by the receipt of \$1.8M capital grants budgeted in 2019/20 received in 2018/19.
4	Contributions - monetary	Contributions - monetary is above budget due to the higher level of developer contributions as a result of the greater than anticipated rate of subdivision development.
5	Contributions - non monetary	Contributions - non monetary is higher than budget mainly due to \$67M additional revenue from developers as part of works in kind agreements signed.
6	Net gain or net loss on disposal of property, infrastructure, plant and equipment	The unfavourable variance is driven by the delay in land sale for the Werribee Catalyst sites.
7	Amortisation - Intangible assets	The favourable variance is due to lower rehabilitation costs and lower annual consumption of the new landfill cell than expected in the 2019/20 budget.
8	Amortisation - Right-of-use assets	The minor unfavourable variance is due to the effect of the new accounting standard <i>AASB 16 Leases</i> , which requires Council to recognise leases as right-of-use assets and amortise over time.
9	Bad and doubtful debts	Council has provided for a substantially higher amount for bad and doubtful debts from infringement debtors following a review of all aged debtors within Council's operation. Areas of operation impacted include \$0.4M Infringement debtors, \$0.2M Landfill debtors and \$0.5M Miscellaneous other debtors.
10	Borrowing Costs	Unfavourable variance is driven by adjustments to discount rates linked to the landfill rehabilitation provisions. The adjustments are made by the Department of Treasury and Finance Victoria.
11	Other Expenses	The favourable variance is due to the effect of the new accounting standard <i>AASB 16 Leases</i> and a delay in community grants aimed at programs currently on hold due to COVID-19. Under the new standard, expenses related to leases is now recognised through amortisation of right-of-use assets and finance costs - leases.

Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Property					
Land	16,750	18,285	(1,535)	(9%)	1
Land improvements	7,125	4,228	2,897	41%	2
Total land	23,875	22,513	1,362	6%	
Buildings	21,991	13,530	8,461	38%	3
Building improvements	11,618	7,871	3,747	32%	4
Total buildings	33,609	21,401	12,208	36%	
Total property	57,484	43,914	13,570	24%	
Plant and equipment					
Heritage and culture	809	97	712	88%	5
Plant, machinery and equipment	5,630	3,178	2,452	44%	6
Fixtures, fittings and furniture	233	189	44	19%	7
Computers and telecommunications	14,734	8,714	6,020	41%	8
Library books	1,192	1,032	160	13%	9
Total plant and equipment	22,598	13,210	9,388	42%	
Infrastructure					
Roads	19,380	26,119	(6,739)	(35%)	10
Bridges	898	106	792	88%	11
Footpaths and cycleways	1,600	733	867	54%	12
Drainage	772	166	606	78%	13
Recreational, leisure and community facilities	14,284	10,181	4,103	29%	14
Waste management	1,175	1,019	156	13%	15
Parks, open space and streetscapes	15,823	19,653	(3,830)	(24%)	16
Other infrastructure	5,105	2,484	2,621	51%	18
Total infrastructure	59,038	60,461	(1,423)	(2%)	
Total capital works expenditure	139,120	117,585	21,535	15%	
Represented by:					
New asset expenditure	53,949	46,402	7,547	14%	
Asset renewal expenditure	37,748	32,240	5,508	15%	
Asset expansion expenditure	3,479	3,607	(128)	(4%)	
Asset upgrade expenditure	43,945	35,336	8,609	20%	
Total capital works expenditure	139,120	117,585	21,535	15%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Expenditure on land is higher than budget mainly due to a strategic property acquisition which was not included in 2019/20 budget.
2	Land improvements	Lower than budget mainly due to a delay in the construction of a new cell at the landfill. This will now progress in 2020/21.
3	Buildings	Lower than budget mainly due to delays in key projects which are due to be completed in 2020/21, including the Truganina SE Masterplan Implementation, Riverdale Level 2 Multi-Purpose Community Centre and the Grange Community Centre Expansion.
4	Building improvements	Lower than budget as the Civic Centre Accommodation project was delivered at a lower budget through effective project management.
5	Heritage and culture	Lower than budget due to a range of council-run facilities including galleries being closed since March and the Council focusing more on supporting the community with critical services in response to COVID-19.
6	Plant, machinery and equipment	Lower than budget due to delays in the delivery of plant and machinery which will now be delivered in 2020/21.
7	Fittings, Fixtures and Furniture	Lower than budget with the cost efficiencies achieved in acquiring Library Collection Vending Device to better cater for community needs by effectively aligning Council resources.
8	Computers and telecommunications	Lower than budget due to delays in implementation of IT Transformation Program and Enterprise Telephony project which will be completed in 20/21.
9	Library Books	Lower than budget due to libraries being closed to the public since March amid COVID-19.
10	Roads	Higher than budget due to a number of future projects being delivered in 19/20 to maintain local roads in which Wyndham North - DCP Infrastructure project fully funded by DCPs.
11	Bridges	Lower than budget due to a delay in Bethany Road bridge which will now be delivered in 2020/21.
12	Footpaths and cycleways	Lower than budget due to Bicycle Plan - Implementation project being more focused on audits and design work in 19/20, contributing to the adoption of Wyndham Active Transport Strategy in June this year, construction to begin in 20/21.
13	Drainage	Lower than the budget due to delayed commencement of K Road Drainage and Risk Mitigation Works.
14	Recreational, leisure and community facilities	Lower than the budget due to a delay in finalising agreements for Greening The Pipeline project which is fully funded by grants and contributions.
15	Waste management	Expenditure was less than budget because the construction of the proposed new sewer connection at the landfill did not commence. The project remains in design stage, in consultation with Melbourne Water.
16	Parks, Open Space and Streetscapes	Higher than budget as the Council accelerated the delivery of number of parks to the community under Wyndham Parks 2020 project and Wyndham Park project was completed later than expected.
18	Other infrastructure	Lower than the budget due to delays in number of projects in which Lighting the West Phase 3, CBD Wide Smart Parking and Smart Sports Field Planning, Monitoring & Management to be completed in 2020/21. Healthier Waterways GPT's and Wetlands Rectification Design Projects are on hold amid COVID-19 pandemic.

Note 2 Analysis of Council results by program

2.1 Council results by program

(a) Summary of Council programs

Council delivers its functions and activities through the following programs.

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 and legal services, digital information & technology, property & procurement, strategy & program delivery and program integration & development.

City Life (includes WLS)

The City Life Directorate is responsible for the policy, planning and delivery of all life stage services from newborns to aged care and everything in-between.

The City Life Directorate comprises Community Planning & Development, Libraries & Community Learning, Community Support, Sport & Recreation, Service Planning, Partnering & Reform, and Social & Economic Inclusion.

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 (includes RDF)

The City Operations Directorate ensures Wyndham is delivering essential services to public places and properties, including capital works projects, facility management, local laws enforcement, waste management, road and drain maintenance, and care of parks and gardens.

The City Operations Directorate comprises City Amenity & Safety, Facilities & Open Space, Waste Management & Disposal, Roads & Maintenance and Project Management Office.

City Design & Liveability

The City Design & Liveability Directorate is charged with spear heading the design led urban renaissance of Wyndham.

The City Design & Liveability Directorate comprises Urban Futures, Climate Futures Office, Vibrant City Centres, City Transport, Smart City Office and Planning & Building.

Note 2 Analysis of Council results by program

2.1 Council results by program (cont'd)

(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
2020					
CEO & Corporate office	531,788	174,710	357,078	17,647	351,886
City Life (Includes WLS)	42,733	68,196	(25,463)	27,972	512,395
Deals, Investments & Major Projects	-	1,375	(1,375)	-	2,679
City Operations (Includes RDF)	78,025	98,222	(20,197)	8,767	3,823,552
City Design & Liveability	8,936	25,634	(16,698)	142	50,033
	661,482	368,137	293,345	54,528	4,740,545
	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 Design & Liveability	939	12,465	(11,526)	747	22,721
	623,866	332,445	291,421	53,883	4,416,825

	2020 \$'000	2019 \$'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 2019/20 was \$65,168 million (2018/19 \$59,354 million).

General Rates	178,685	167,183
Municipal charge	6,168	5,672
Waste management charge	24,456	22,094
Supplementary rates and rate adjustments	8,358	5,038
Interest on rates and charges	1,316	1,109
Revenue in lieu of rates	237	233
Total rates and charges	219,220	201,329

The date of the latest general revaluation of land for rating purposes within the municipal district was 1st January 2019, and the valuation was first applied in the rating year commencing 1st July 2019.

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	3,073	4,815
Court recoveries	274	406
Town planning fees	14,615	13,769
Land information certificates	258	206
Total statutory fees and fines	18,220	19,196

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	588	806
Leisure centre and recreation	10,228	13,700
Child care/children's programs	2,629	3,162
Registration and other permits	765	888
Building services	1,813	1,641
Waste management services	35,997	32,880
Cost recoveries	7,074	6,419
Other fees and charges	1,834	3,122
Total user fees	60,928	62,618

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

	2020 \$'000	2019 \$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	23,586	23,530
State funded grants	30,942	30,353
Total grants received	54,528	53,883
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial assistance grants	17,647	18,937
Other	4,205	4,255
Recurrent - State Government		
Primary care partnerships	322	348
Aged care	1,820	2,391
School crossing supervisors	796	-
Libraries	1,479	1,443
Maternal and child health	4,791	4,119
Recreation	14	-
Community safety	166	139
Early childhood & youth	12,904	13,339
Other	30	39
Total recurrent operating grants	44,174	45,010
Non-recurrent - Commonwealth Government		
Other	233	338
Non-recurrent - State Government		
Community health	349	330
Family and children	1,099	502
Environmental planning	128	228
Strategy planning	-	329
Recreation	53	67
Other	551	360
Total non-recurrent operating grants	2,413	2,154
Total operating grants	46,587	47,164
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,502	-
Total recurrent capital grants	1,502	-
Non-recurrent - State Government		
Buildings	3,893	2,640
Roads	46	180
Parks, open space and streetscapes	1,169	1,215
Recreational, leisure and community facilities	1,331	1,654
Other	-	1,030
Total non-recurrent capital grants	6,439	6,719
Total capital grants	7,941	6,719

	2020 \$'000	2019 \$'000
3.4 Funding from other levels of government (cont'd)		
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	2,501	2,026
Received during the financial year and remained unspent at balance date	1,984	660
Received in prior years and spent during the financial year	(1,966)	(185)
Balance at year end	<u>2,519</u>	<u>2,501</u>
Capital		
Balance at start of year	5,079	2,342
Received during the financial year and remained unspent at balance date	6,424	5,079
Received in prior years and spent during the financial year	(3,907)	(2,342)
Balance at year end	<u>7,596</u>	<u>5,079</u>

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

3.5 Contributions

Monetary	77,155	88,964
Non monetary	221,607	186,671
Total contributions	<u>298,762</u>	<u>275,635</u>

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

Land	28,969	44,432
Land under roads	16,365	18,772
Drainage	24,968	17,823
Roads	149,508	105,644
Other	1,797	-
Total non monetary contributions	<u>221,607</u>	<u>186,671</u>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset or a Section 173 agreement has been signed and credits issued.

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

Proceeds of sale	2,746	2,146
Written down value of property, infrastructure, plant and equipment disposed	(842)	(2,317)
Written down value of assets classified as held for sale disposed	(5,200)	-
Total net loss on disposal of property, infrastructure, plant and equipment	<u>(3,296)</u>	<u>(171)</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	8,449	9,921
Rental income	1,375	1,284
Total other income	<u>9,824</u>	<u>11,205</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.

	2020 \$'000	2019 \$'000
Note 4 The cost of delivering services		
4.1 (a) Employee Costs		
Wages and salaries	134,424	126,066
WorkCover	2,888	2,943
Superannuation	12,264	10,744
Fringe benefits tax	506	504
Other	2,208	2,856
Total employee costs	152,290	143,113

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	384	434
Employer contributions payable at reporting date.	384	434

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5,768	5,234
Employer contributions - other funds	5,818	4,940
Employer contributions payable at reporting date.	11,586	10,174

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

4.2 Materials and services

Marketing & promotion contracts	2,219	1,960
Fleet services contracts	714	662
Waste services contracts	35,644	32,648
Other contract payments	1,640	4,992
Building maintenance	2,896	2,059
General maintenance	43,096	33,107
Utilities	7,491	6,799
Office administration	2,096	2,576
Information technology	7,357	7,589
Insurance	1,370	1,128
Consultants	5,034	6,823
Total materials and services	109,557	100,343

4.3 Depreciation

Property	17,158	8,906
Plant and equipment	9,177	6,720
Infrastructure	66,212	64,387
Total depreciation	92,547	80,013

Refer to note 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

4.4 Amortisation - Intangible assets

Software	1,242	1,392
Landfill	2,135	689
Total Amortisation - Intangible assets	3,377	2,081

	2020 \$'000	2019 \$'000
4.5 Amortisation - Right-of-use assets		
Property	227	-
Total Amortisation - Right-of-use assets	<u>227</u>	<u>-</u>

4.6 Bad and doubtful debts

Parking and other infringement debtors	448	1,516
Other debtors	674	10
Total bad and doubtful debts	<u>1,122</u>	<u>1,526</u>

Less infringement notices were issued due to COVID-19 related travel restrictions, and the increase in the doubtful debts for other debtors reflects greater uncertainty in the current economic climate.

Movement in provisions for doubtful debts

Balance at the beginning of the year	6,403	7,211
New provisions recognised during the year	1,149	1,559
Amounts already provided for and written off as uncollectible	(134)	(2,338)
Amounts provided for but recovered during the year	(29)	(29)
Balance at end of year	<u>7,389</u>	<u>6,403</u>

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.

4.7 Borrowing costs

Interest - Borrowings	2,857	2,414
Total borrowing costs	<u>2,857</u>	<u>2,414</u>

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.8 Finance costs - Leases

Interest - Lease Liabilities	37	-
Total finance costs	<u>37</u>	<u>-</u>

4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	67	78
Auditors' remuneration - Internal	172	199
Councillors' allowances	440	443
Operating lease rentals	282	476
Grants and contributions	1,866	1,588
Total other expenses	<u>2,827</u>	<u>2,784</u>

	2020 \$'000	2019 \$'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	20	19
Cash at bank	47,509	7,478
Total cash & cash equivalents	47,529	7,497
(b) Other financial assets		
Term deposits - current	440,519	374,494
Term deposits - non current	7,000	35,130
Total other financial assets	447,519	409,624
Total financial assets	495,048	417,121

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)	31,243	20,656
Total restricted funds	31,243	20,656
Total unrestricted cash & cash equivalents and other financial assets	463,805	396,465

Intended allocations

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

Unexpended grants and subsidies	2,519	7,580
Developer contributions	334,548	263,545
Cash held to fund carried forward capital works	7,596	5,079
Total funds subject to intended allocations	344,663	276,204

Total unrestricted and unallocated cash & cash equivalents and other financial assets **119,142** **120,261**

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

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either revenue or expense.

Council converted non current term deposits to cash at bank in order to effectively manage its operational liquidity requirements and uncertainty associated with COVID-19 related closures and restrictions.

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	18,878	13,806
Infringement debtors	7,688	7,173
Provision for doubtful debts - infringements	(6,131)	(5,787)
Works in kind debtors	61,171	-

Non statutory receivables

Trade debtors	14,444	9,320
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Other debtors

Provision for doubtful debts - other debtors	(1,258)	(616)
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Total current trade and other receivables **94,792** **23,896**

Due to the COVID-19 pandemic event and the staged restrictions, all debt collection activity has been temporarily suspended. Council has endorsed an interim financial hardship policy, which provides for payment deferral and penalty interest waiver until 31 December 2020 for the final 2019/2020 rates instalment.

	2020 \$'000	2019 \$'000
5.1 Financial Assets (cont'd)		
(c) Trade and other receivables (cont'd.)		
Non-current		
<i>Statutory receivables</i>		
Works in kind debtors	5,949	-
<i>Non statutory receivables</i>		
Loans and advances to community organisations	135	134
Total non-current trade and other receivables	<u>6,084</u>	<u>134</u>
Total trade and other receivables	<u>100,876</u>	<u>24,030</u>

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

The \$67M increase in works in kind receivables (\$61M current and \$6M non-current) is due to the recognition of revenue from developers as a result of works in kind agreements signed. The receivable will remain until the asset specified in the agreement is delivered to Council.

(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)	7,209	6,680
Past due by up to 30 days	2,856	987
Past due between 31 and 180 days	3,003	518
Past due between 181 and 365 days	313	122
Past due by more than 1 year	1,063	1,013
Total trade and other receivables	<u>14,444</u>	<u>9,320</u>

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$1,257,879 (2019: \$615,697) were impaired. The amount of the provision raised against these debtors was \$1,257,879 (2019: \$615,697). 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)	12	9
Past due by up to 30 days	22	9
Past due between 31 and 180 days	402	11
Past due between 181 and 365 days	227	24
Past due by more than 1 year	595	563
Total trade and other receivables	<u>1,258</u>	<u>616</u>

	2020 \$'000	2019 \$'000
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	129	105
Total inventories	129	105

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

(b) Other assets

Prepayments	1,675	2,345
Accrued income	-	29
Total other assets	1,675	2,374

(c) Intangible assets

Software	11,543	2,576
Landfill air space	4,319	-
Total intangible assets	15,862	2,576

	Software \$'000	Landfill \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2019	10,370	7,657	18,027
Additions from acquisitions	10,209	6,454	16,663
Disposals	(112)	-	(112)
Balance at 30 June 2020	20,467	14,111	34,578
Accumulated amortisation and impairment			
Balance at 1 July 2019	7,794	7,657	15,450
Amortisation expense	1,242	2,135	3,377
Accumulated amortisation of disposals	(112)	-	(112)
Balance at 30 June 2020	8,924	9,792	18,715
Net book value at 30 June 2019	2,576	-	2,576
Net book value at 30 June 2020	11,543	4,319	15,862

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.

	2020 \$'000	2019 \$'000
5.3 Payables		
(a) Trade and other payables		
Trade payables	5,049	1,794
Accrued expenses	21,342	19,532
Total trade and other payables	26,391	21,326

Suppliers continue to be paid within Council terms, with weekly accounts payable payment runs undertaken to ensure terms are met. There has been no alteration to the frequency of the payment runs or payment terms during the COVID-19 pandemic event.

(b) Trust funds and deposits

Refundable deposits	30,032	20,083
Fire services levy	1,169	538
Retention amounts	42	35
Total trust funds and deposits	31,243	20,656

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.

(c) Unearned income and contract liabilities

Grants received in advance - operating	319	-
Grants received in advance - capital	5,424	-
Other	878	790
Total unearned income	6,621	790

	2020 \$'000	2019 \$'000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured (*)	-	-
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.

5.5 Provisions

	Employee	Landfill restoration	Other	Total
2020	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	28,298	31,442	1,044	60,784
Additional provisions	16,082	4,722	-	20,804
Amounts used	(12,732)	(232)	(822)	(13,786)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	1,230	(1,156)	-	74
Balance at the end of the financial year	32,878	34,776	222	67,876
2019	\$ '000	\$ '000	\$ '000	\$ '000
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

	2020 \$'000	2019 \$'000
5.5 Provisions (cont'd)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	9,756	7,773
Long service leave	1,366	1,194
	<u>11,122</u>	<u>8,967</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,405	1,122
Long service leave	15,163	13,426
	<u>16,568</u>	<u>14,548</u>
Total current employee provisions	<u>27,690</u>	<u>23,515</u>
Non-current		
Long service leave	5,188	4,783
Total non-current employee provisions	<u>5,188</u>	<u>4,783</u>
Aggregate carrying amount of employee provisions:		
Current	27,690	23,515
Non-current	5,188	4,783
Total aggregate carrying amount of employee provisions	<u>32,878</u>	<u>28,298</u>

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

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	4.25%	4.31%
Weighted average discount rate	0.57%	1.15%
Weighted average settlement period	13 years	13 years

	2020 \$'000	2019 \$'000
5.5 Provisions (cont'd)		
(b) Landfill restoration		
Current	5,543	29,361
Non-current	29,233	2,081
Total	34,776	31,442

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.

In 2019/20, Council has re-classified majority of the restoration provision from Current to Non-current, following the changes in the forecast timeframe.

Key assumptions:

Weighted average increase in costs	0.35%	1.40%
Weighted average discount rates	0.39%	1.23%
Weighted average settlement period (years)	4	2

(c) Other provisions - sundry creditors

Non-current	222	1,044
Total	222	1,044

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2020.

Credit card facility	525	525
Used facilities	(69)	(141)
Unused facilities	456	384

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
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Operating					
Open space management	3,077	2,838	4,537	-	10,452
Cleaning contracts for council buildings	3,059	2,470	664	-	6,193
Other	72	73	151	-	296
Total	6,208	5,381	5,352	-	16,941
Capital					
Property	8,603	-	-	-	8,603
Plant and equipment	6,135	-	-	-	6,135
Infrastructure	8,297	-	-	-	8,297
Total	23,035	-	-	-	23,035
2019					
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

5.8 Leases

Policy applicable before 1 July 2019

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied *AASB 16 Leases* using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to *AASB 16 Leases*, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all of its contracts and therefore applied *AASB 16 Leases* only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

5.8 Leases (cont'd)

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council currently has six low value property leases (peppercorn) which are used in providing kindergarten services (4), car parking(1) and community park(1) to the residents within the municipality. Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below market terms.

Right-of-Use Assets	Property	Total
	\$'000	\$'000
Balance at 1 July 2019	-	-
Additions	1,975	1,975
Amortisation charge	(227)	(227)
Balance at 30 June 2020	1,748	1,748
Lease Liabilities		2020
Maturity analysis - contractual undiscounted cash flows		\$'000
Less than one year		538
One to five years		1,468
More than five years		-
Total undiscounted lease liabilities as at 30 June:		2,006
Lease liabilities included in the Balance Sheet at 30 June:		
Current		460
Non-current		1,341
Total lease liabilities		1,801

5.8 Leases (cont'd)

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2020 \$'000
Expenses relating to:	
Short-term leases	269
Leases of low value assets	8
Total	<u>277</u>
Variable lease payments (not included in measurement of lease liabilities)	-

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:

Within one year	8
Later than one year but not later than five years	22

Total lease commitments	<u>30</u>
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i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases.

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under AASB 117 Leases, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under AASB 117 Leases immediately before that date.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

Impact on financial statements

	2019 \$'000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	269
Less recognition exemption for short-term leases	(269)
Finance lease liabilities recognised as at 1 July 2019	<u>-</u>

The extension of those short term leases were not reasonably certain to be exercised as at 1 July 2019.

	2020 \$'000	2019 \$'000
Note 6 Assets we manage		
6.1 Non current assets classified as held for sale		
Cost of acquisition (land)	-	7,270
Total non current assets classified as held for sale	-	7,270
Balance at the beginning of the year	7,270	10,970
Assets classified as held for sale disposed	(5,200)	(3,700)
Assets reclassified to property, infrastructure, plant and equipment	(2,070)	-
Balance at the end of the year	-	7,270

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.

Assets recognised as at 30 Jun 2019 were either sold or transferred to Property Plant and Equipment due to changes in the contractual arrangement resulting in those assets no longer meeting the criteria to be classified as held for sale.

6.2 Property, infrastructure, plant and equipment
Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2019 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Impairment \$'000	Transfers \$'000	At Fair Value 30 June 2020 \$'000
Property	1,399,529	23,958	31,476	-	(17,158)	(102)	-	-	54,687	1,492,390
Plant and Equipment	32,862	11,462	-	-	(9,177)	(439)	-	-	261	34,969
Infrastructure	2,414,950	27,597	123,011	-	(66,212)	(301)	-	-	29,793	2,528,835
Work in progress	116,008	35,881	-	-	-	-	(205)	-	(82,671)	69,013
	3,963,349	98,898	154,487	-	(92,547)	(842)	(205)	-	2,070	4,125,207

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	56,684	6,032	(14)	(52,618)	10,084
Plant and Equipment	894	1,982	(167)	(261)	2,448
Infrastructure	58,430	27,867	(24)	(29,792)	56,481
Total	116,008	35,881	(205)	(82,671)	69,013

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 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 1 July 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
Movements in fair value											
Additions	-	8,990	4,478	1,213	14,681	-	8,135	1,142	9,277	6,032	29,990
Contributions	-	15,111	-	16,365	31,476	-	-	-	-	-	31,476
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Disposal	-	-	-	-	-	-	(138)	-	(138)	-	(138)
Transfers	185	2,925	24,052	-	27,162	-	27,525	-	27,525	(52,632)	2,055
	185	27,026	28,530	17,578	73,319	-	35,522	1,142	36,664	(46,600)	63,383
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	(9,426)	-	(9,426)	(53)	(7,566)	(113)	(7,732)	-	(17,158)
Accumulated depreciation of disposals	-	-	-	-	-	-	36	-	36	-	36
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-
	-	-	(9,426)	-	(9,426)	(53)	(7,530)	(113)	(7,696)	-	(17,122)
At fair value 30 June 2020	594,320	344,474	46,042	212,269	1,197,105	899	328,141	2,992	332,032	10,084	1,539,221
Accumulated depreciation at 30 June 2020	-	-	(21,363)	-	(21,363)	(106)	(14,709)	(569)	(15,384)	-	(36,747)
	594,320	344,474	24,679	212,269	1,175,742	793	313,432	2,423	316,648	10,084	1,502,474

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

(b) Plant and Equipment	Heritage and culture	Plant, machinery and equipment	Fixtures, fittings and furniture	Computers and telecomms	Library books	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2019	1,438	27,965	11,967	8,036	12,347	894	62,647
Accumulated depreciation at 1 July 2019	(172)	(10,590)	(5,698)	(5,127)	(7,304)	-	(28,891)
	1,266	17,375	6,269	2,909	5,043	894	33,756
Movements in fair value							
Additions	61	3,132	6,217	1,020	1,032	1,982	13,444
Revaluation	-	-	-	-	-	-	-
Disposal	(20)	(994)	(215)	(1,032)	-	-	(2,261)
Transfers	174	3	9	75	-	(428)	(167)
	215	2,141	6,011	63	1,032	1,554	11,016
Movements in accumulated depreciation							
Depreciation and amortisation	(13)	(2,792)	(1,755)	(1,796)	(2,821)	-	(9,177)
Accumulated depreciation of disposals	20	560	214	1,028	-	-	1,822
Transfers	-	-	-	-	-	-	-
	7	(2,232)	(1,541)	(768)	(2,821)	-	(7,355)
At fair value 30 June 2020	1,654	30,107	17,978	8,098	13,379	2,448	73,664
Accumulated depreciation at 30 June 2020	(165)	(12,822)	(7,240)	(5,895)	(10,125)	-	(36,247)
	1,489	17,285	10,738	2,203	3,254	2,448	37,417

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 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 1 July 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
Movements in fair value											
Additions	13,644	2,876	906	122	658	-	2,701	1,062	5,628	27,867	55,464
Contributions	86,540	-	11,502	24,969	-	-	-	-	-	-	123,011
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Disposal	(323)	-	(60)	-	-	-	-	-	-	-	(383)
Transfers	15,960	-	-	-	10,622	-	440	-	2,770	(29,816)	(24)
	115,821	2,876	12,348	25,091	11,280	-	3,141	1,062	8,398	(1,949)	178,068
Movements in accumulated depreciation											
Depreciation and amortisation	(49,934)	(694)	(2,730)	(4,842)	(3,485)	(83)	(1,898)	(627)	(1,921)	-	(66,212)
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals	58	-	24	-	-	-	-	-	-	-	82
Write-off	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-
	(49,876)	(694)	(2,706)	(4,842)	(3,485)	(83)	(1,898)	(627)	(1,921)	-	(66,130)
At fair value 30 June 2020	1,975,124	71,376	151,984	509,244	83,114	2,509	48,621	29,067	46,762	56,481	2,974,282
Accumulated depreciation at 30 June 2020	(212,805)	(5,826)	(39,263)	(78,494)	(23,752)	(833)	(13,052)	(3,155)	(11,786)	-	(388,966)
	1,762,319	65,550	112,721	430,750	59,362	1,676	35,569	25,912	34,976	56,481	2,585,316

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 useful life:

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

Land under roads

Council 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 unserved) 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

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. 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.

Market conditions are changing and there is significant market uncertainty due to COVID-19 notwithstanding real estate markets are less volatile than financial markets. It is too early to fully quantify the extent of the impact on the economy and real estate market. The valuation is current at the date of valuation only. The value may change significantly and unexpectedly over a relatively short period of time, including as a result of factors that the Valuer could not reasonably have known as at the date of valuation.

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 2020 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	344,474	594,320	June 2018
Buildings	-	2,423	313,432	June 2018
Heritage buildings	-	793	-	June 2018
Total	-	347,690	907,752	

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 Council.

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. Infrastructure assets continue to be valued at replacement cost based fair value in the current pandemic environment, as this best reflects the nature of these community-use assets. The date of the current valuation is detailed in the following table.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	1,762,319	July 2016
Bridges	-	-	65,550	July 2016
Footpaths and cycleways	-	-	112,721	July 2016
Drainage	-	-	430,750	July 2019
Total	-	-	2,371,340	

Note that land under roads is excluded from the table above as it is valued at deemed cost.

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 costs are 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 2020, 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.)

(a) 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.

	2020	2019
	\$'000	\$'000
Summarised financial information		
Summarised statement of comprehensive income		
Total income	10,374	12,133
Total expenses	(11,397)	(12,061)
Total comprehensive result	(1,023)	72
Summarised balance sheet		
Current assets	887	2,453
Non-current assets	-	-
Total assets	887	2,453
Current liabilities	1,172	1,732
Non-current liabilities	128	61
Total liabilities	1,300	1,793
Net Assets	(413)	660
Summarised statement of cash flows		
Net cash provided by / (used in) operating activities	(1,260)	(169)
Net increase / (decrease) in cash and cash equivalents	(1,260)	(169)

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 Western Leisure Services is detailed in Note 6.3. No associates have been identified for inclusion in this consolidated 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

Cr Josh Gilligan (Mayor: 13/11/2019 to current)
Cr Mia Shaw (Mayor: 1/7/2019 - 13/11/2019)
Cr Aaron An
Cr Heather Marcus
Cr Henry Barlow
Cr Intaj Khan
Cr John Gibbons
Cr Peter Maynard
Cr Tony Hooper
Cr Walter Villagonzalo
Cr Kim McAliney (1/7/2019 - 2/6/2020)
Ms Kelly Grigsby
Ms Allison Kenwood (Commenced 16/9/2019)
Ms Jenny McMahon (28/10/2019 - 3/1/2020)
Mr Stephen Thorpe
Peter McKinnon (1/07/2019 - 13/1/2020)
Mr Ludo Campbell Reid (Commenced 28/1/2020)
Ms Kate Roffey
Ms Binda Gokhale
Ms Fiona Reidy (Commenced 28/1/2020)
Mr Theunis Mienie (1/7/2019 - 25/10/2019)
Mr Mark Ward
Ms Emily Keogh (On leave from 17/2/20)
Ms Fiona Hando (Commenced 3/2/2020)
Ms Natalie Walker

Chief Executive Officer

Director City Life

Director City Operations (Acting)

Director City Operations

Director City Economy, Innovation & Livability (Acting)

Director City Design & Liveability

Director Deals, Investment and Major Projects

Chief Financial Officer

Chief People Officer

Chief People Officer

Chief of Staff

Executive Manager Corporate Affairs

Executive Manager Corporate Affairs

Head of Strategy & Policy Impact

	2020	2019
	No.	No.
Total Number of Councillors	11	11
Total of Chief Executive Officer and other Key Management Personnel	10	8
Total Key Management Personnel	21	19

7.1 Council and key management remuneration (cont'd.)

(c) Remuneration of Key Management Personnel

2020
\$'000

2019
\$'000

Total remuneration of key management personnel was as follows:

Short-term benefits	2,807	2,530
Long-term benefits (Long Service Leave accruals in the current reporting period)	73	27
Post employment benefits (Superannuation Contributions)	273	238
Termination benefits	220	-
Total	3,373	2,795

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

	2020 No.	2019 No.
\$30,000 - \$39,999	9	9
\$50,000 - \$59,999	1	1
\$70,000 - \$79,999	1	-
\$80,000 - \$89,999	-	1
\$170,000 - \$179,999	1	-
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	1	-
\$240,000 - \$249,999	-	1
\$250,000 - \$259,999	1	1
\$260,000 - \$269,999	1	1
\$270,000 - \$279,999	1	1
\$280,000 - \$289,999	-	2
\$290,000 - \$299,999	1	-
\$300,000 - \$309,999	2	-
\$310,000 - \$319,999	-	1
\$420,000 - \$429,999	1	1
	21	19

7.1 Council and key management remuneration (cont'd.)

(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 exceeds \$151,000.

(For 2018/19, the threshold was \$148,000)

Numbers reported are based on substantive positions. 2019 numbers have been restated for comparative reporting.

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

	2020 No.	2019 No.
Income Range:		
<\$151,000	19	17
\$151,000 - \$159,999	6	12
\$160,000 - \$169,999	11	9
\$170,000 - \$179,999	4	7
\$180,000 - \$189,999	9	7
\$190,000 - \$199,999	2	5
\$200,000 - \$209,999	6	2
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	-	2
\$230,000 - \$239,999	-	2
\$240,000 - \$249,999	2	-
\$250,000 - \$259,999	1	1
\$280,000 - \$289,999	-	2
\$310,000 - \$319,999	1	-
\$360,000 - \$369,999	1	-
	63	67

	2020 \$'000	2019 \$'000
Total Remuneration for the reporting year (excluding termination payments) for Senior Officers included above, amounted to :	10,246	11,326

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	13	32
Total transactions with related parties	13	32

(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

There were no loans made, guaranteed or secured by Council to a related party during the reporting period and no loans to or from related parties outstanding as at the end of the reporting period.

(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

Council 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 \$188 million of subdivisional contribution from developers in future years. The estimate is based on the number of subdivisions as at 30 June 2020, 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 discounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2020 \$'000	2019 \$'000
Not later than one year	89	125
Later than one year and not later than five years	780	176
Later than five years	3,415	-
	<u>4,284</u>	<u>301</u>

(b) Contingent liabilities

Contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent liabilities are presented inclusive of GST receivable or payable, respectively. The following are potential contingencies are to be considered by Council.

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, Council has paid unfunded liability payments to Vision Super totalling \$0.00 (2018/19 \$0.00). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$383,830.

Landfill

Council operates a landfill. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.

8.1 Contingent assets and liabilities (cont'd.)

(b) Contingent liabilities (cont'd.)

Insurance claims

As at 30 June 2020, Council does not have any major insurance claims that could have a material impact on future operations.

Legal matters

As at 30 June 2020, Council does not have any major legal matters that could have a material impact on future

Building cladding

As at 30 June 2020, 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

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

8.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2020 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.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 *Fair Value Measurement*. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 *Property, Plant and Equipment* or AASB 138 *Intangible Assets*, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of consolidated financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the consolidated financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends AASB 101 *Presentation of Financial Statements* and AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards -

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

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 consolidated 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.

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.

Impairment of receivables has been reviewed with consideration given to Council's COVID-19 Financial Hardship Policy.

Council has assessed that 80% 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 infringement debts is managed by Fines Victoria and Magistrates Court.

8.3 Financial Instruments (cont'd.)

(c) Credit risk (cont'd.)

There are no material financial assets which are individually determined to be impaired, with consideration given to impacts resulting from the current COVID-19 pandemic event.

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 consolidated 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.

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.

8.4 Fair value measurement (cont'd.)

All assets and liabilities for which fair value is measured or disclosed in the consolidated 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.

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

On 11 March 2020, COVID-19 was characterised as a global pandemic by the World Health Organization (WHO). Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19.

In response to rising numbers in July, the Victorian Government announced stage 3 stay at home restrictions on Wednesday 8 July, with a further move to stage 4 restrictions announced on Sunday 2 August which has been extended until at least 11 October.

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
2020			
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
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

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				
2020				
Asset replacement and development reserves	271,124	79,276	(13,335)	337,065
Total Other reserves	271,124	79,276	(13,335)	337,065
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

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.

	2020 \$'000	2019 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	293,345	291,421
Depreciation	92,547	80,013
Amortisation - intangible assets	3,377	2,081
Amortisation - right-of-use assets	227	-
Loss on disposal of property, infrastructure, plant and	3,296	171
Contributions - non monetary	(221,607)	(186,671)
Borrowing costs	2,857	2,414
Finance costs - leases	37	-
Change in assets and liabilities:		
(Increase) / Decrease in trade and other receivables (excluding WIK)	(9,726)	4,797
(Increase) / Decrease in inventories	(24)	16
Decrease in prepayments	699	62
Increase in accrued income	3,366	475
Increase/(decrease) in trade and other payables	5,870	(5,286)
Increase in trust and deposits	10,587	1,947
Increase/(decrease) in unearned income and contract liabilities	5,831	399
Increase in lease liabilities	(1,801)	-
Increase in provisions	7,091	1,975
Net cash provided by operating activities	195,971	193,812

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, Vision MySuper/Vision Super Saver receives 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 2020, this was 9.5% as required under Superannuation Guarantee (SG) legislation, with an additional 0.5% for the employees under Enterprise Bargaining Agreement 2019).

Defined Benefit

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

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

Funding arrangements

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

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, 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 107.1%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.0% pa

Salary inflation 3.5% pa

Price inflation (CPI) 2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2020 was 104.6%

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2017 full 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 2020, this rate was 9.5% of members' salaries (9.5% in 2018/2019). This rate will increase in line with any increases in the SG contribution rate and reviewed as part of the 30 June 2020 triennial valuation.

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.

9.3 Superannuation (cont'd.)

Funding calls

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

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2019 interim 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 2019 and the last 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:

	2019	2017
	\$m	\$m
• A VBI surplus	151.3	69.8
• A total service liability surplus	233.4	193.5
• A discounted accrued benefits surplus	256.7	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 2019.

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 2019.

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 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

9.3 Superannuation (cont'd.)

2020 Interim triennial actuarial investigation

An triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020. The financial assumption for the purposes of this investigation are:

	2020 Triennial investigation	2017 Triennial investigation
Net investment returns	5.6% pa	6.5% pa
Salary inflation	2.5% pa for the first two years and 2.75% thereafter	3.5% pa
Price inflation	2.0% pa	2.5% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

Scheme	Type of Scheme	Rate	2020 \$'000	2019 \$'000
Vision Super	Defined Benefit	9.50%	384	434
Vision Super	Accumulation fund	9.50%	5,498	5,234
Other funds	Accumulation fund	9.50%	5,596	4,940
Vision Super	Accumulation fund	0.50%	270	-
Other funds	Accumulation fund	0.50%	222	-

Note 10 Change in accounting standards

Council has adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the consolidated financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these consolidated financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted *AASB 15 Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under *AASB 118 Revenue* is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right-of-use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted *AASB 1058 Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

Where there are contracts with sufficiently specific performance obligations, *AASB 1058 Income of Not-for-Profit Entities* requires income to be recognised as Council satisfies those performance obligations under the contract.

d) Transition impacts

There was no revenue adjustment from the impact of AASB 15 and AASB 1058 to the retained earnings at 1 July 2019.

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of *AASB 16 Leases*.

**WYNDHAM CITY
PERFORMANCE STATEMENT**

For the Year Ended 30 June 2020

Performance Statement

For the year ended 30 June 2020

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 forecast population of over 288,212 for 2020. As one of the fastest growing municipalities in Victoria, Wyndham City is characterised by its strategically placed location with excellent logistic connections to air and seaports. 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.

COVID-19 hit Australian shores in the last quarter of the financial year. Declared as a pandemic on 11 March 2020, by the World Health Organisation, COVID-19 has created a recessionary outlook across our local, national and global economies. During this time, Council became more agile and moved towards varying the services provided in line with social distancing rules to keep our community and Council staff safe.

In response to the Government directives amidst the COVID-19 pandemic, the following council facilities were either closed or operated at a reduced capacity:

- Landfill to residential customers
- Aqua Pulse and Eagle Stadium
- Civic Centre
- Community centres and libraries

These closures and related restrictions coupled with the council initiatives to support the community had a significant financial impact on the council during the 2019/20 financial year.

Sustainable Capacity Indicators

For the year ended 30 June 2020

<i>Indicator / measure</i>	Results				Material Variations
	2017	2018	2019	2020	
Population					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,344.56	\$1,456.64	\$1,302.06	\$1,361.02	No material variation.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$11,591.52	\$11,139.19	\$11,952.61	\$10,904.28	Council remains committed to delivering infrastructure for the community. A slightly lower capital works budget for 2019/20, coupled with delays due to COVID-19 restrictions has resulted in a 8.77% decrease on prior year.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	156.91	162.79	175.06	168.63	The results have remained relatively consistent over the last few years.
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,229.35	\$1,189.65	\$1,152.85	\$1,139.40	No material variation.
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$222.78	\$190.41	\$176.29	\$168.86	The ratio shows the amount of recurrent grants allocated per Wyndham resident. The Ratio continues to remain within the targeted range.
Disadvantage					
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	7.00	7.00	7.00	7.00	Based on the Victorian SEIFA index figure.
Workforce turnover					
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.78%	6.35%	9.54%	5.84%	While the number of resignations and terminations was lower than the previous year, the average number of staff has remained consistent.

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 2020

<i>Indicator / measure</i>	Results				Material Variations
	2017	2018	2019	2020	
Aquatic facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.38	4.00	4.00	2.82	Aquatic facilities have been closed since March due to COVID-19 resulting in lower than usual visitation.
Animal Management					
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	-	-	-	100%	All 21 prosecutions had a successful court outcome. Proven offences ranged from dog attacks, unregistered dogs at large, and nuisance orders relating to barking and fencing matters. Three cases were adjourned to be heard in 2020/21 due to restrictions on courts during COVID-19. New indicator in 2020.
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	23.00	21.00	23.00	-	Retired in 2020.
Food Safety					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	100%	100%	100%	Council recorded one critical non-compliance notification, and this was followed up.
Governance					
Satisfaction					
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	62.00	64.00	68.00	69.50	Community satisfaction with Council decisions is slightly higher on last years' result, but the result still falls within the 'good' category. The Annual Community Survey was conducted in October 2019.

<i>Indicator / measure</i>	Results				Material Variations
	2017	2018	2019	2020	
Home and community care					
Participation					
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	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					
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	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					
<i>Active library members</i> [Number of active library members in the last three years / Sum of the Municipal population for the last three years] x100	14.67%	13.32%	13.14%	12.24%	COVID-19 restrictions resulted in Library closures and service reductions, impacting member ability to borrow items. In addition, a consolidation of memberships was undertaken as part of the migration to a new Library Management System in the latter stages of 2019/20.
Maternal and child health					
Participation					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	68.74%	70.41%	68.99%	68.21%	Participation in the MCH service has continued a similar trend this year. The impacts of the COVID-19 pandemic have required Council to prioritise service to those aged 0-8 weeks, vulnerable and Aboriginal infants.
Participation					
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	64.68%	80.18%	79.65%	84.34%	Participation rates this year have increased due to the introduction of a dedicated nurse to support Aboriginal families.
Roads					
Satisfaction					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	63.00	64.00	69.60	64.70	Community satisfaction with sealed local roads was down slightly on last year's result, but still falls within the 'good' category. The Annual Community Survey was conducted in October 2019.

<i>Indicator / measure</i>	Results				Material Variations
	2017	2018	2019	2020	
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	47.06%	70.37%	52.94%	42.86%	The number of appearances at VCAT compared to last year has decreased from 17 to 7. However, VCAT this year affirmed Council's decision on 3 occasions from the 7 appearances at the Tribunal. While tribunal hearings were restricted due to COVID-19, no cases were postponed to 2020/21.
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	37.15%	35.71%	34.93%	37.38%	There has been a steady increase in the quantity of kerbside recyclables collected and strong growth in uptake of the optional green waste service which have both contributed to a higher diversion rate than the previous year.

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 2020

Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Efficiency									
Revenue level									
<i>Average rate per property assessment</i> [General rates and Municipal charges / Number of residential property assessments]	-	-	-	\$1,789.14	\$1,823.08	\$1,848.52	\$1,894.15	\$1,940.69	No material variation. New indicator in 2020.
Revenue Level									
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,617.02	\$1,667.40	\$1,714.88	N/A	N/A	N/A	N/A	N/A	Retired in 2020 and replaced with the above indicator.
Expenditure level									
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,349.98	\$3,693.47	\$3,284.77	\$3,408.96	\$3,602.17	\$3,703.00	\$3,682.06	\$3,708.22	No material variation.

Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Liquidity									
Working capital									
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	490.13%	485.67%	434.54%	596.90%	567.31%	491.66%	445.50%	410.23%	This ratio measures the Council capacity to cover its immediate liability with current assets. In comparison to 2018/19 the ratio was higher mainly due to increase in restricted funds held in short term deposits and unrestricted cash held in Bank. This enabled Council to effectively manage its operational liquidity requirements and risk associated with COVID-19 related closures and restrictions during the fourth quarter.
Unrestricted cash									
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	150.47%	172.01%	89.00%	114.49%	79.64%	113.25%	116.78%	107.21%	The increase from 2018/19 is largely driven by higher cash balances held in Bank as unrestricted cash to adequately manage Council's operational liquidity requirements and risks associated with COVID-19 related closures and restrictions. In 2020/21, the ratio is expected to drop as Council is forecasting comparatively less cash collection from rates revenue as a result of hardship relief provided to the impacted ratepayers. The ratio is forecast to recover and remain stable in outer years.
Obligations									
Asset renewal									
<i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100	-	-	-	73.02%	44.72%	49.28%	61.55%	42.39%	This ratio compares the rate of spending on existing assets through renewing, restoring, replacing or upgrading existing assets with depreciation. The ratio is within the expected range for 2019/20 and outer years as level of funding allocated to asset renewal and upgrade is reviewed as part of the planning and budgeting process and prioritised based on asset condition assessments. New indicator in 2020.

Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2022	2023	
Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	26.72%	34.09%	42.15%	N/A	N/A	N/A	N/A	N/A	Retired in 2020 and replaced with the above indicator.
Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	31.75%	29.34%	27.32%	25.09%	40.79%	22.17%	20.70%	19.40%	The ratio of loans compared to rates has decreased in comparison to the prior year due to the level of borrowings remaining unchanged, whilst rates revenue increased. This indicator is forecast to rise in 2020/21 due to the planned early renewal of \$40M of borrowings due to mature in 2021/22.
Loans and borrowings <i>Loans and borrowing repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue]x100	1.43%	1.30%	1.20%	1.30%	1.44%	17.00%	0.56%	0.52%	The Ratio is forecast to rise in 2021/22 due to the repayment \$40M of borrowings, which is due to mature in that year.
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	33.21%	28.40%	21.37%	29.52%	37.49%	23.65%	22.04%	21.89%	This ratio was lower in 2018/19 due to the landfill rehabilitation provision largely classified as current liabilities resulting in lower proportion of non-current liabilities in comparison to council own source revenue. The Ratio is forecast to rise in 2020/21 due to higher non-current liabilities as a result of early renewal of \$40M of borrowings, which is due to mature in 2021/22.
Operating position Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	7.80%	-4.94%	2.72%	-3.22%	-13.84%	-8.63%	-7.49%	-7.43%	The ratio has declined in 2019/20 due to a number of factors, including depreciation on Council's growing asset base and higher material and services expenses. The ratio is expected to deteriorate further in 2020/21 due to these factors as well as the impacts from COVID-19, such as the reduction in User Fees associated with the Wyndham Leisure Services closures and reduced infringements revenue. The ratio is expected to show improvements in the outer years as Council recovers from the COVID-19 pandemic.

Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Stability									
Rates concentration									
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	53.35%	55.83%	58.92%	61.47%	65.51%	61.78%	63.10%	64.24%	The rates concentration ratio increased to 61.5% in 2019/20, indicating a comparatively higher reliance on rates in comparison to previous years. The ratio indicates a steady reliance on rate revenue compared to all other revenue sources for outer years.
Rates effort									
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.41%	0.32%	0.32%	0.32%	0.35%	0.36%	0.38%	0.39%	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 2020

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 18 August 2020 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: 22 / 10 / 2020

In our opinion, the accompanying performance statement of the *Wyndham City Council* for the year ended 30 June 2020 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.

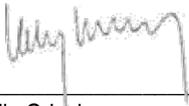
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Josh Gilligan
Mayor
Dated: 22 / 10 / 2020



Cr Peter Maynard
Councillor
Dated: 22 / 10 / 2020



Kelly Grigsby
Chief Executive Officer
Dated: 22 / 10 / 2020

Independent Auditor's Report

To the Councillors of Wyndham City Council

<p>Opinion</p>	<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 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • notes to the performance statement and • the 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 2020 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian 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>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the performance statement</p>	<p>The Councillors is 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 determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<p>Auditor's responsibilities for the audit of the performance statement</p>	<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 performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
30 October 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria



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