

NO

ANNUAL
REPORT

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ACKNOWLEDGMENT OF COUNTRY

Wyndham City Council recognises Aboriginal and Torres Strait Islander peoples as the First Custodians of the lands on which Australia was founded.

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

Wyndham has a rich Aboriginal history. 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 responsibility for its lands.

The area that is now the City of Wyndham was inhabited by the tribes of the Kulin Nation, comprising five different language groups. Council acknowledges the Wathaurung, Woiwurrung and Boonwurrung peoples of the Kulin Nation as the Traditional Owners of the lands on which Wyndham is being built.



Welcome to the ANNUAL REPORT 2020/21

The Annual Report is a legislative requirement which outlines the Council's activities, achievements, challenges, and financial performance for the financial year, 1 July 2020 to 30 June 2021. It also informs the community about the extent to which the commitments in the City Plan 2017-21 and the Annual Plan and Budget 2020/21 were delivered.

The role of a Council is to provide good governance for the benefit and wellbeing of the community including future generations, and Council does this through the provision of services to its community. Council is committed to a continuous cycle of planning, reporting and review to ensure it delivers the best outcomes for the community.

Performance reporting through the Annual Report is essential for ensuring transparency and accountability as to how public money is being spent and the quality of services delivered.

The Annual Report is structured around the four-year themes of the City Plan 2017-2021:

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 1300 023 411
- Requesting a copy by email to mail@wyndham.vic.gov.au



A WORD FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

This has been a year like no other in our living memory.

Throughout the year though, Council has remained focussed on serving the community and ensuring we move towards a brighter future for the Wyndham community. Over the year, we were incredibly proud of the focus of Council staff in continuing to support and serve the community during the pandemic. A significant number of community facing services continued throughout the pandemic, and a large number of our staff worked from home to continue to deliver for the Wyndham community.

Victorian Local Government elections proceeded in October 2020, with four Councillors re-elected, five new Councillors elected and two Councillors returned after previously serving on Council. For the first time in Wyndham's history, a majority female representation outcome was elected to Wyndham Council.

This report deals with the work of both the current Councillors and Councillors from the previous term, so it is important to recognise the work of the entire group of Councillors over the past year, and the challenges dealt with during the heights of the pandemic in 2020 and the start of 2021. The new Councillor team has hit the ground running and picked up where the previous group left off in planning and delivering for a rapidly growing Wyndham.

During the year we said goodbye to former CEO, Ms Kelly Grigsby, who served Wyndham as CEO and Director for a significant period of time and appointed Mr Stephen Wall as our new CEO. This is Mr Wall's forth CEO role, most recently he held the role of CEO at neighbouring Maribyrnong City Council. Mr Wall joins at a time we are making the final touches to our four-year Council Plan and Long Term Financial Plan, which are two of the key guiding documents to ensure Wyndham remains financially sustainable and continues to deliver for the fastest growing community in Victoria.

HIGHLIGHTS 2020/21:

- To adapt to the rapidly changing environment as a result of COVID-19 we provided \$2.25million worth of grants to local businesses and waived more than \$1million 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.

- Through a \$103.8 million capital works program, Council has delivered upgraded roads, new community buildings, improved sporting reserves and pavilions and enhanced open spaces. This includes the redevelopment of The Grange that also included work to the hub's two adjoining sports fields, finalising construction on a new community centre in Tarneit, and \$2.2 million for cycling and shared path upgrades.
- The completion of the four-year, \$14.5 million Wyndham Parks project to revamp close to 200 parks across Wyndham, including upgraded playground equipment and nature play, new pathways with additional landscaping and trees to encourage exercise, and picnic equipment and seating.
- The launch of the Smart Parking app that gives drivers real time information such as the best available areas to park and the number of available car parking spaces in each area. The app will minimise traffic congestion and further Council's wider vision for Wyndham to become a Smart City, using technology and data to inform service and infrastructure provision.
- The completion of the Wyndham Solar City Project, one of the largest rollouts of commercial-scale, rooftop solar by local government in Australia. Through the installation of solar panels and cutting-edge battery technology in our community buildings, the project will offset over 3800 tonnes of greenhouse gas emissions each year and save over \$17.7 million in energy costs.
- To continue to meet the new and emerging needs of our community – and make sure that Wyndham's priorities are Council's priorities – we accepted the refreshed Wyndham 2040 Community Vision, driven by community consultation. The Vision will guide how Council directs the resources under its control. It sets the direction for future Council policies and work including the Municipal Strategic Statement, Municipal Public Health and Wellbeing Plan, Asset Plan and Long-Term Financial Plan.

We are looking forward in the second half of 2021 to moving out of the most difficult elements of the pandemic and towards the community recovering and building a stronger future. While the Wyndham community has been challenged by the pandemic; it has shown resilience and determination to work together to ensure Wyndham is able to embrace the challenges of building back.

Finally, a very big thank you to all the staff at Wyndham, who have worked in challenging and difficult circumstances to ensure they are shoulder to shoulder with the Wyndham community.

Mayor, Cr Adele Hegedich

Chief Executive Officer, Stephen Wall



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PERFORMANCE SUMMARY

HERE IS A SNAPSHOT OF COUNCIL'S ACHIEVEMENTS AND PERFORMANCE DURING 2020/21.

The full performance report can be found in the 'Our Performance' section.

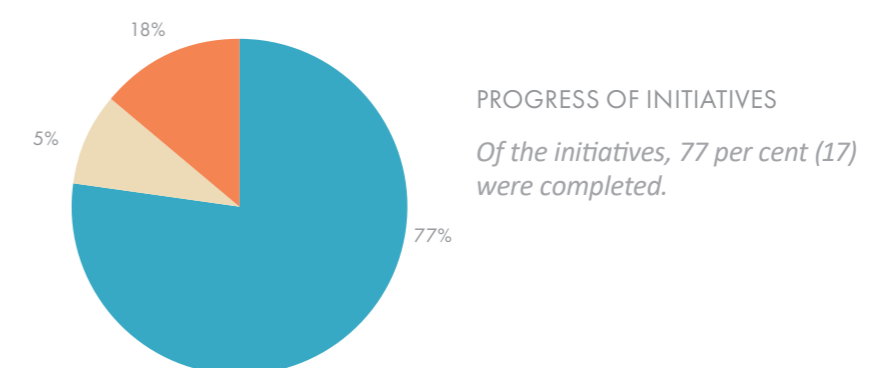
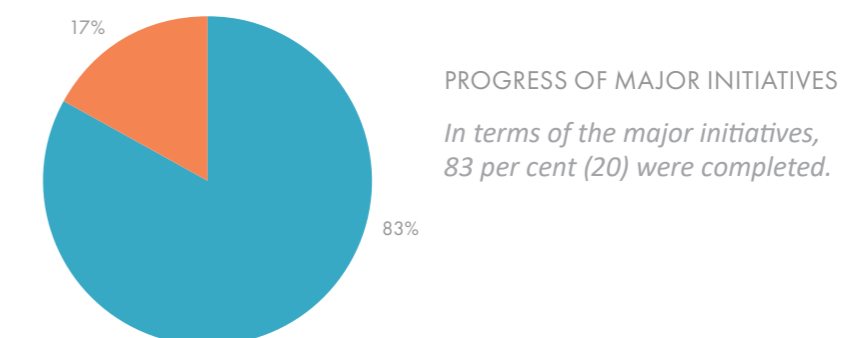
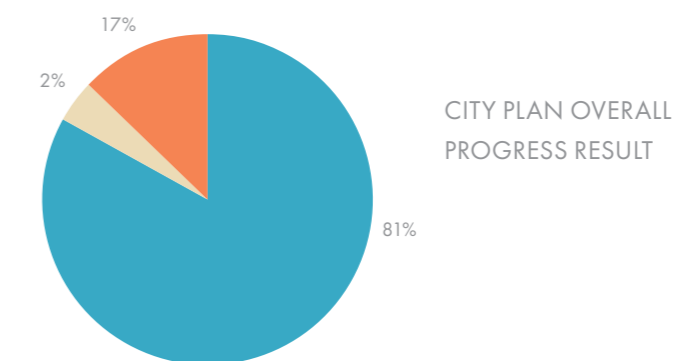
Wyndham City's performance is measured against the initiatives set out in the City Plan 2017-2021 and Annual Plan and Budget.

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

City Plan Progress Result

In 2020-21, Council committed to undertaking 24 major initiatives and 22 initiatives. Overall, 81 per cent (37) of all initiatives committed to were completed. In terms of the major initiatives, 83 per cent (20) were completed. Of the initiatives, 77 per cent (17) were completed.

The continuing impacts of the COVID-19 pandemic has affected Council's operations throughout the 2020/21 year and therefore limited delivery of some of the major initiatives and initiatives committed to.



● Completed ● Behind Schedule ● Deferred



CITY PLAN ACHIEVEMENTS

Theme 1: People and Community

- Council supported vulnerable and hard to reach communities during the pandemic recovery. This included the provision of a Community Kitchen program which provided a total of 32,625 ready-made meals, and 12,494 family hampers for distribution through local agencies including Foodbank. A Check in and Chat service provided emotional and social support to 68 community members through 1,240 calls giving practical information, referrals to services and links to local groups and online activities. Council also supported community organisations to establish a new Foodbank service and a community garden in Tarneit.
- The Wyndham Together website delivered content to the community to assist with engagement and access to Council programs and information to enable service continuity through the pandemic. All content is now accessible through the What's On section of Council's corporate website where significant enhancements have been embedded using key learnings from the Wyndham Together website.
- The construction of the two new community precincts in Truganina and Tarneit North are well underway with plans to open both facilities in 2022.
- Construction works on the Riverdale Community Centre (interim name) have been completed. The centre is currently delivering some services, however, won't be fully operational until 2022. The upgrade of The Grange Community Centre is complete.
- Council continues to implement the Gender Equality in Wyndham Sports project through the Go Girls Soccer Program (delivered in conjunction with Youth Services in Hoppers Crossing), delivery of the Football Victoria Girls Coaching Course and planning for girl's and women's Cricket Come and Try Days.
- The redevelopment of the Lawrie Emmins Motocross Track was completed. It provides residents with a safe and legal motorcycling facility. It features a senior and junior motocross track, accessible toilets, car park, site office and safety upgrades.

Theme 2: Places and Spaces

- Given the widescale and significant impact of COVID-19 it is imperative Council positions itself to be in an optimum state of preparedness to repair, recover and offer new directions in the event of future shocks and stresses. The Resilient Wyndham Plan was endorsed by Council on 29 June 2021. It aims to ensure Wyndham builds back better from the COVID-19 pandemic, that it can manage chronic stresses and is prepared for future events such as climate change, extreme weather, natural disasters, pandemics and cyber-attacks with agreed short- and long-term targets.
- The K Road Cliffs masterplan has commenced with landscape architecture and hydrological engineering design work developing. Various external approval processes and permit applications are underway.
- The Greening the Pipeline Project continues to be implemented at Arndell Park. This project aims to convert the space around main outfall sewers to attractive and useable open space and paths.
- The delivery of the 2020/21 Active Transport Program is set to enable the community to travel more actively and reduce car dependency through the undertaking of prioritised improvements to the current active transport network in line with the Active Transport Audit findings.
- Year 2 actions have been completed for the delivery of the Level Crossing Removal projects for 2020/21 with ongoing works to be completed by the end of 2021/22.
- Year 2 actions have been completed for the delivery of the Western Roads Upgrades with works progressing on schedule for completion in December 2021. Maintenance will be ongoing as per contract (20 years).

Theme 3: Earning and Learning

- Delivery of \$250,000 Manufacturing and Primary Producer Development and Expansion Fund completed the full program delivery of the \$5 million WynLocal Economic Support Package supporting local businesses.
- The Hunter Werribee Catalyst Development has been completed and businesses have commenced trading. This landmark development will create many new local jobs, attractions, multi-storey car parking and flow-on economic benefits to the Werribee City Centre.
- The Wyndham Stadium Precinct Structure Plan and Master Plan for the A League Stadium has progressed with Ministerial approval and is due for completion May 2023.
- Fostering a 'Buy Local' ethos among the Wyndham business and resident community continues to be a priority and is embedded across all Council initiatives as part of the 'Wyndham, We're In It Together' campaign.
- A highlight of 2020-21 was the reopening of the iconic Council-owned Bridge Hotel in November 2020, after undergoing a major renovation and transformation. The Bridge Hotel is an important part of the work Council is doing in partnership with the private sector towards catalysing further growth and activation of the Werribee City Centre.
- A highlight of 2020-21 was the construction of the Hunter Werribee building in the Werribee City Centre. The Holiday Inn will be a major boost to the local economy and Wyndham's tourism industry, providing much-needed additional hotel accommodation and delivering new local jobs.

Theme 4: Leadership and Participation

- Council worked closely with the Department of Family, Fairness and Housing (DFFH) to identify ways in which to respond to the global pandemic and find local solutions to support the Wyndham Community. The initial 13-week project commenced mid November 2020, with five partner agencies, who helped deliver the outcomes of the project, through the engagement of bi-cultural workers. The five partner agencies included: Wyndham Community Education Centre, The Huddle, MiCare, CMY, and AMES in collaboration with IPC Health who offered clinical support. The success of the initial 13-week project led to an extension of this program of work into 2021/22.
- Reconnection and Recovery Grants offered the opportunity to support the Wyndham community to reconnect with each other and to support community recovery and resilience through Council partnership and funding. The assessment panel recommended 45 projects for funding, with a total combined value of \$196,090. The funded projects were diverse and have assisted the Wyndham community in reconnecting and supporting communities impacted by COVID, including families, women, young people, seniors, people with disabilities and culturally diverse communities.
- The Council's Pandemic Recovery Office has completed Reactivation Guidelines and COVID Safe Protocols for Council services, Recovery Plan, Resilient Wyndham Plan, mobilised vaccination hubs and testing sites and developed forward focussed Future of Work strategy.
- The new Community Engagement Policy 2021-25 was adopted in line with the requirements of the Local Government Act 2020.



ADVOCACY ACHIEVEMENTS

THERE ARE MANY ISSUES AND SERVICE GAPS AFFECTING OUR COMMUNITY THAT WE CAN'T SOLVE ON OUR OWN. WE'RE LARGELY RELIANT ON OTHER LEVELS OF GOVERNMENT TO FUND AND PROVIDE THE INFRASTRUCTURE AND SERVICES OUR COMMUNITY NEEDS TO PROSPER.

IN 2020/21, COUNCIL IMPLEMENTED EFFECTIVE ADVOCACY APPROACHES AND WORKED CLOSELY WITH KEY STAKEHOLDERS IN THE DELIVERY OF PROJECTS AIMED AT ACHIEVING SIGNIFICANT POSITIVE OUTCOMES FOR THE WYNDHAM COMMUNITY. COUNCIL WILL CONTINUE TO WORK WITH PARTNERS AND THE COMMUNITY TO ACHIEVE CHANGE ON KEY ISSUES.

A DETAILED OUTLINE OF COUNCIL'S ADVOCACY ACHIEVEMENTS AND CAMPAIGNS CAN BE FOUND IN THE 2020/21 WYNDHAM CITY ADVOCACY REPORT.

Schools

Council's schools4wyndham campaign has been advocating for schools to be built in the areas that are needed most since 2017. This campaign has successfully brought wider attention to the issue of a shortage of schools in Wyndham, with the Victorian 2021-22 budget including ten school commitments for Wyndham out of the 27 across Victoria, with funding for construction of five new schools to open by 2024 and funding to purchase land for another five future schools. Three of Wyndham's existing schools will also be upgraded or expanded, with Alamanda College, Tarneit Senior College, and Manor Lakes P-12 all having new works funded.

Kindergarten

Since launching the national I Love Kinder campaign in 2017, Wyndham City has played a key role in national calls for secure Federal Government funding for kindergarten, rather than ad hoc annual renewals. Following ongoing advocacy over several years significant progress was made in May 2021 with the Federal Government offering to negotiate a new four-year national partnership agreement with the states and territories. However, the details of the new national agreement for kindergarten funding are yet to be finalised. Council will continue to monitor the issue ahead of the upcoming federal election.

Road Upgrades

The Victorian Government has allocated funding towards the signalisation of the Point Cook/Sneydes Road intersection and the upgrade of the Derrimut / Boundary Road intersection. In collaboration with the Department of Transport, Council has also been able to deliver an innovative solution to the Derrimut/Boundary Road intersection to address immediate and critical safety issues through the use of portable signals.

Council continues to advocate for the ongoing upgrade and maintenance of State roads in Wyndham, and for reforms to the State Government's management of developer contributions funds.

Train Station Car Parks

The Victorian Government has commenced planning for both Wyndham Vale and Tarneit station car parks and has upgraded the commuter parking at Werribee.

Rail Infrastructure

Council strongly supports and advocates for the Victorian Government's planning and funding towards major infrastructure projects in Melbourne's west, especially projects that will unclog our roads and improve liveability for our residents. The Victorian Government's Western Rail Plan was welcome news for the Wyndham community, as was the Suburban Rail Loop.

Local Employment Initiatives

Through the funding by the Regional Employment Trial and Community Revitalisation, Council has continued to work across business and community partners to support employment pathways for local residents.

Wyndham Stadium Development -

In February 2021, the Minister for Planning approved a planning scheme amendment to facilitate the Wyndham Stadium Development. In the past 12 months, Aboriginal Victoria also approved the Cultural Heritage Management Plan for the site and design works commenced. With design underway, it is anticipated that construction will commence in the latter half of 2021.

Sport and Recreation

Wyndham City was granted \$3 million towards the Truganina South East Master Plan Implementation project.

H3 Alliance

Council and the Wyndham H3 Alliance welcomed the allocation of funding in the 2021/22 State Budget for the H3 Alliance. This funding will assist in preventing homelessness in the rapidly expanding Wyndham growth corridor.

Health Services

The 2021/22 State Budget included almost \$6 million for service and capital planning for the Werribee Mercy Hospital and funding towards the construction of the Point Cook Community Hospital.

Orange Door

In May 2021, Council welcomed the Victorian Government's announcement that the lease has been signed for the Orange Door Network in Western Melbourne, with a brand-new site in Werribee.

Outer Metropolitan Ring

Wyndham City has been advocating for the Outer Metropolitan Ring/E6 corridor, along with other councils in the western and northern metro regions. Council has welcomed the \$10 million Federal funding towards a detailed business case for this project.

Werribee Irrigation Modernisation

Council has welcomed the Federal funding of \$11 million towards Stages 4 and 5 of the Werribee Irrigation Modernisation project, which will replace an inefficient channel-based irrigation network to reduce water losses and improve reliability.

Support for CALD Communities

The Victorian Government has provided significant funding to support Wyndham’s efforts that respond to the global pandemic and find local solutions to support our CALD community.

Addressing Gambling Harm

To further our work in reducing gambling harm, Council partnered with Gambler’s Help and IPC Health to facilitate the Stepping Out! Workshops. These workshops aim to build stronger social connections for older people, free from gambling harm, by encouraging seniors in Wyndham to consider alternate venues and activities for recreation.

Level Crossing Removals

The State Government has completed two projects located at Cherry Street and Werribee Street and works are well underway at Old Geelong Road. Council continues to advocate for improvements to the precincts that address community concerns.

Smart Lighting & Smart Cities

The Australian Energy Regulator (AER) has approved the implementation of smart lighting control systems, paving the way for councils to pursue smart lighting and smart city programs. Further, the AER has approved network expenditure to upgrade the grid to support higher penetrations of local renewable energy resources such as solar and electric vehicles, a position supported through Council’s advocacy submissions.

Arts and Culture

In 2020/21, Council contributed to Public Galleries Association of Victoria’s and National Exhibition Touring Scheme’s submission to the Inquiry into the impact COVID-19 pandemic on the tourism and events sectors. Moreover, in collaboration with other councils, there was a joint submission to the Senate Inquiry into Australia’s creative and cultural industries and institutions, which highlighted the impact of COVID-19 on the creative and cultural industries.

Waste Management and Resource Recovery

Council is an active member of both the Victoria Landfill Working Group, which was established by the Waste Management Resource Recovery Association of Australia (WMRR) and the Australian Landfill Owner’s Association (ALOA). The Victoria Landfill Working Group, WMRR and ALOA have been advocating on issues including the new Environmental Protection Act and guidelines as well as the landfill levy.



FINANCIAL SUMMARY

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

In response to the continuing 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

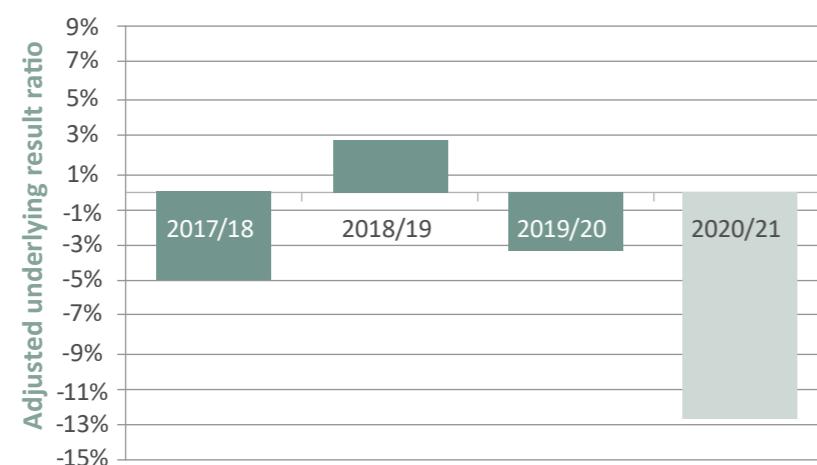
These closures and related restrictions coupled with the council initiatives to support the community had a significant financial impact on the council during FY2021.

Operating Position

Council achieved a surplus of \$231.0 million in FY2021. This surplus compares unfavourably to the prior year surplus of \$293.3 million. This surplus is reported based on the Australian Accounting Standards and includes all revenue recognised in the financial period, including gifted subdivisional assets (non-monetary), developer contributions and grants towards capital works projects.

The Operating performance can be measured by the adjusted underlying result which removes non operating income items developer contributions and non recurrent capital grants prior to comparing to expenditure. The adjusted underlying result was a deficit of \$45.5 million or -12.58%.

The COVID-19 pandemic drove reductions in revenue compared the previous year with Council facilities closures and reduced infringements. The ratio declined further in FY2021 due to a number of factors, including disposal of roads assets as a result of reconstruction projects, changes in the calculation of landfill provisions and the accelerated amortisation of software assets. The ratio is expected to deteriorate further in FY2122 as per the 2021/22 adopted budget.

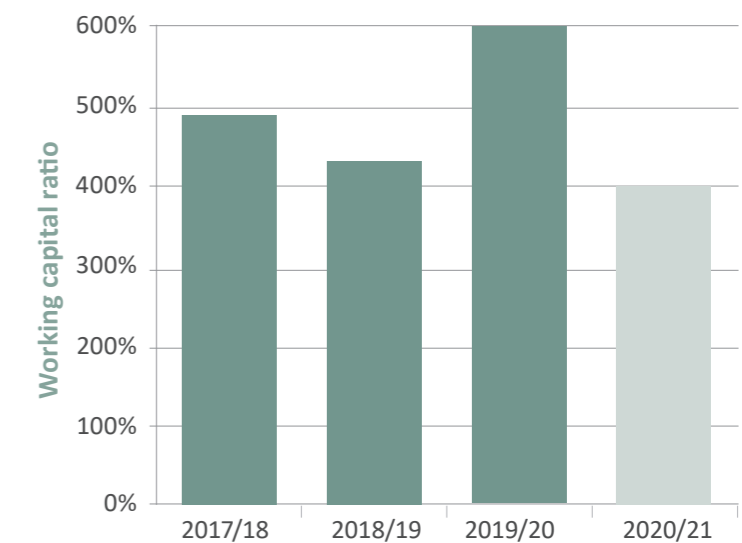


Liquidity

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. While Wyndham Council's working capital ratio has decreased to 407.76% the ratio suggests Council has maintained a strong level of liquidity.

The decrease in the Working capital ratio reflects the \$40M borrowings reclassified as a current liability with repayment due in 2021/22 and the increased cost estimate of Landfill capping works

A significant portion (76%) 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.



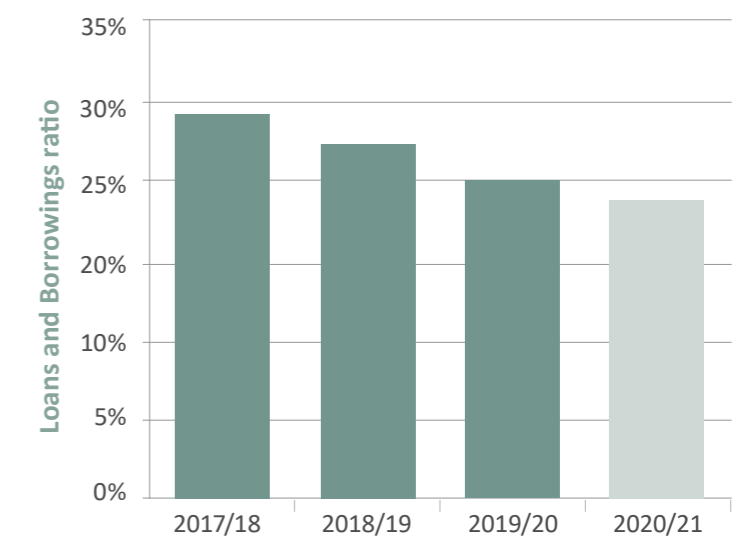
Council holds sufficient unrestricted cash to cover its current liabilities, in particular payments to suppliers as and when they fall due. The cash balances also provide the capacity to withstand temporary liquidity issues resulting from possible or unforeseen shocks (eg. Covid 19).

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 2020/21 financial year, Council had borrowings totalling \$55.0 million which translates to a debt ratio of 23.53%. 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% to 70% as set by Local Government Victoria.

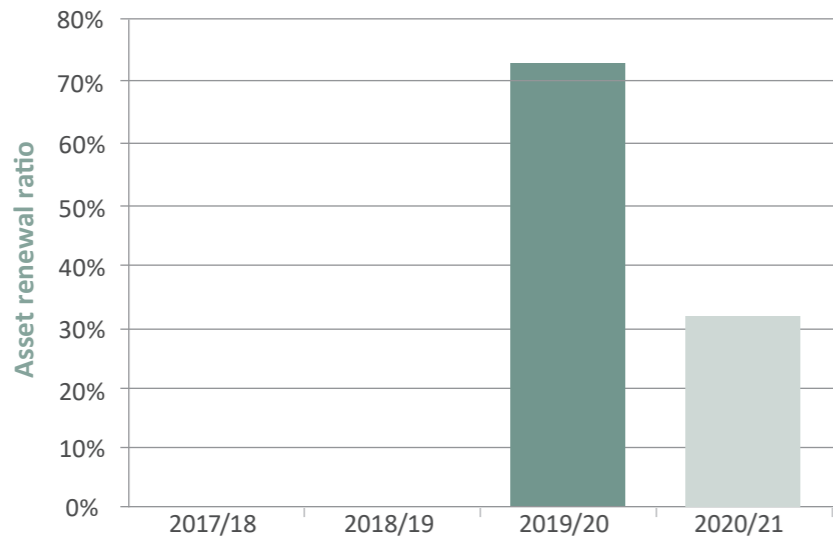
This ratio has decreased from the prior year due to the level of borrowings remaining unchanged, whilst rates revenue increased. This indicator is forecast to rise in FY2122 due to the planned re financing of \$40M of borrowings due to mature in FY2122 subject to market conditions coupled with additional borrowings of \$30M to fund capital spend.



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.

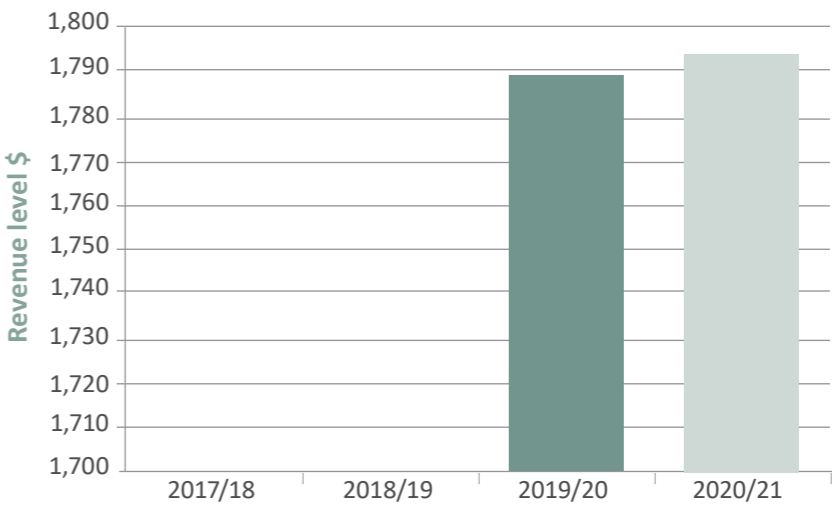
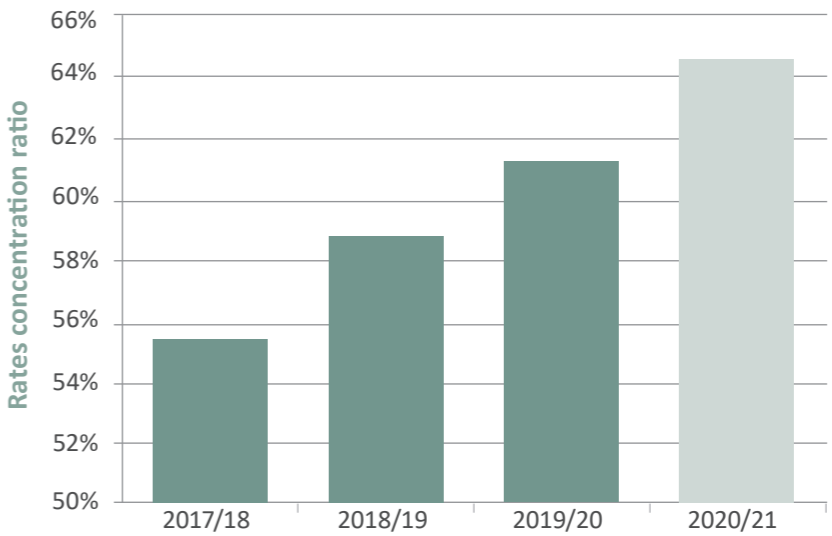
The ratio has decreased in FY2021 due to COVID19 impacting on the delivery of renewal and upgrade capital projects.



Stability and Efficiency

Council's primary sources of revenue include rates, user fees, fines, grants and developer contributions. The rates concentration ratio increased to 64.6% in FY2021, indicating a comparatively higher reliance on rates in comparison to previous years. This is driven in part by a decline in user fees and infringements as a result of COVID-19 impacts. 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 residential assessment in a financial year. In FY2021, Wyndham's average rate is \$1,794.56 which is a 0.30% increase on the previous financial year.



OUR COUNCIL

CITY PROFILE

OUR PLACE OUR PEOPLE

Wyndham is the one of the fastest growing municipalities in Victoria and Australia, home to a young and diverse population.

Place

As a meeting place for people of the Kulin Nation, 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 covers an area of 542 square kilometres and had a population forecast of 283,294 people in 2020. Wyndham is one of the fastest growing municipalities in Victoria, experiencing a 4.7 per cent increase, or an additional 12,687 people in 2020.

Wyndham has excellent logistic connections to air and seaports and 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.

Wyndham provides a critical connection between Victoria's two largest Cities, Melbourne and Geelong.

People

In 2020, Wyndham had an estimated resident population of 283,294 people.

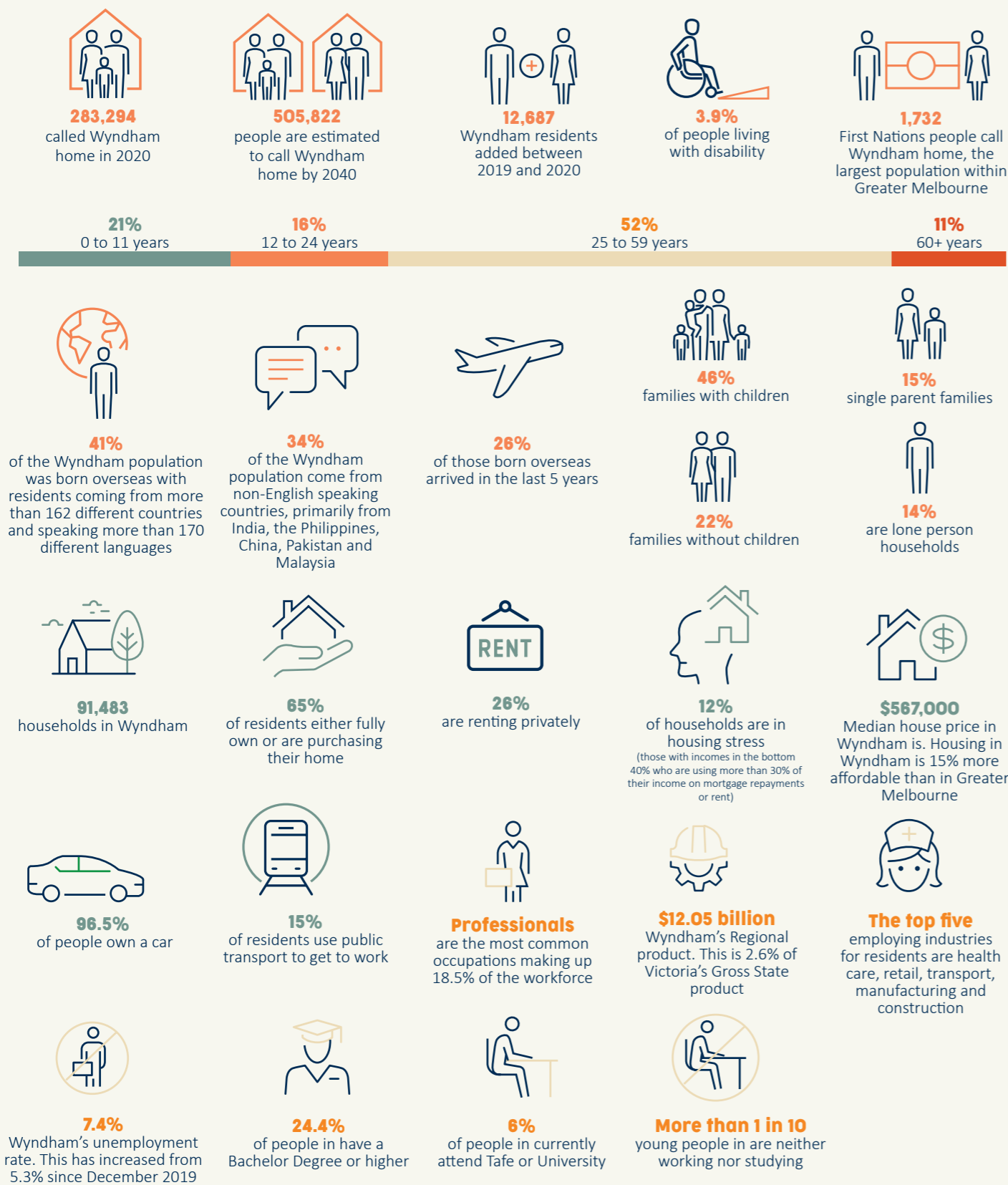
The younger generations dominate the Wyndham population, with 58 per cent of residents below the age of 35. Just under half of Wyndham households are families with children, and the majority include children under the age of 15.

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

Currently, Point Cook has the highest share of the city's population (22.8 per cent), while Williams Landing has the lowest share (4.2 per cent). However, the main population growth to 2040 and beyond will be in Tarneit.

By 2040, the Wyndham population is forecast to increase by 75.5 per cent (or 217,610 people) to over 500,000 residents. This is one of the most substantial increases in Greater Melbourne.

THE WYNDHAM MUNICIPALITY



1 Based on suburbs within the urban growth boundary

THE ROLE OF COUNCIL

The role of a Council is to provide good governance for the benefit and wellbeing of the community including future generations. To fulfill this, Council performs a range of roles including:

Council performs a range of roles including:



GOOD GOVERNANCE
providing good governance, as well as making local laws and policies for the benefit and wellbeing of the community.



SERVICE PROVIDER
provision of services including waste collection, maternal and child health, libraries and many other community services and programs.



INFRASTRUCTURE PROVIDER
provides and maintains buildings, open spaces, recreational facilities and the local road/footpath/ cycle network.



PLANNER
works to understand the current and future needs of the municipality and to set the overall direction for Wyndham through long-term planning which guides council activities and resourcing.



ADVOCATE
works with relevant stakeholders and Federal and State Governments. These bodies also play a role in addressing issues affecting the municipality to ensure the needs and concerns of the community are met.



LEADER, CAPACITY BUILDER, PARTNER AND BROKER
works in collaboration with a range of stakeholders to improve outcomes for our residents and municipality.

The outbreak of COVID-19 in the early part of 2020, and its continuing presence has seen Council become even more agile and move towards varying the service's provided in line with COVID safe practices ensuring the community and Council staff are kept safe.

*Data accurate as at August 2021

COUNCILLORS AND WARDS

WYNDHAM CITY HAS ELEVEN COUNCILLORS REPRESENTING THREE WARDS. THE CURRENT COUNCIL WAS ELECTED IN OCTOBER 2020 FOR A FOUR YEAR TERM.

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 2020, which provides clarity, guidance and sets out expectations for councils, councillors and the community.

FORMER COUNCILLORS, 2016-2020 TERM:

Chaffey Ward: Henry Barlow, John Gibbons OAM, Walter Villagonzalo, Josh Gilligan

Harrison Ward: Aaron An, Tony Hooper, Intaj Khan, Kim McAliney

Iramoo Ward: Heather Marcus, Peter Maynard, Mia Shaw



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Portfolio: Active City
P: 0429 087 527
E: peter.maynard@wyndham.vic.gov.au



CR MIA SHAW
Portfolio: Future Focused Economy
P: 0423 675 298
E: mia.shaw@wyndham.vic.gov.au



CR JENNIE BARRERA
Portfolio: Welcoming City
P: 0437 892 933
E: Jennie.Barrera@wyndham.vic.gov.au



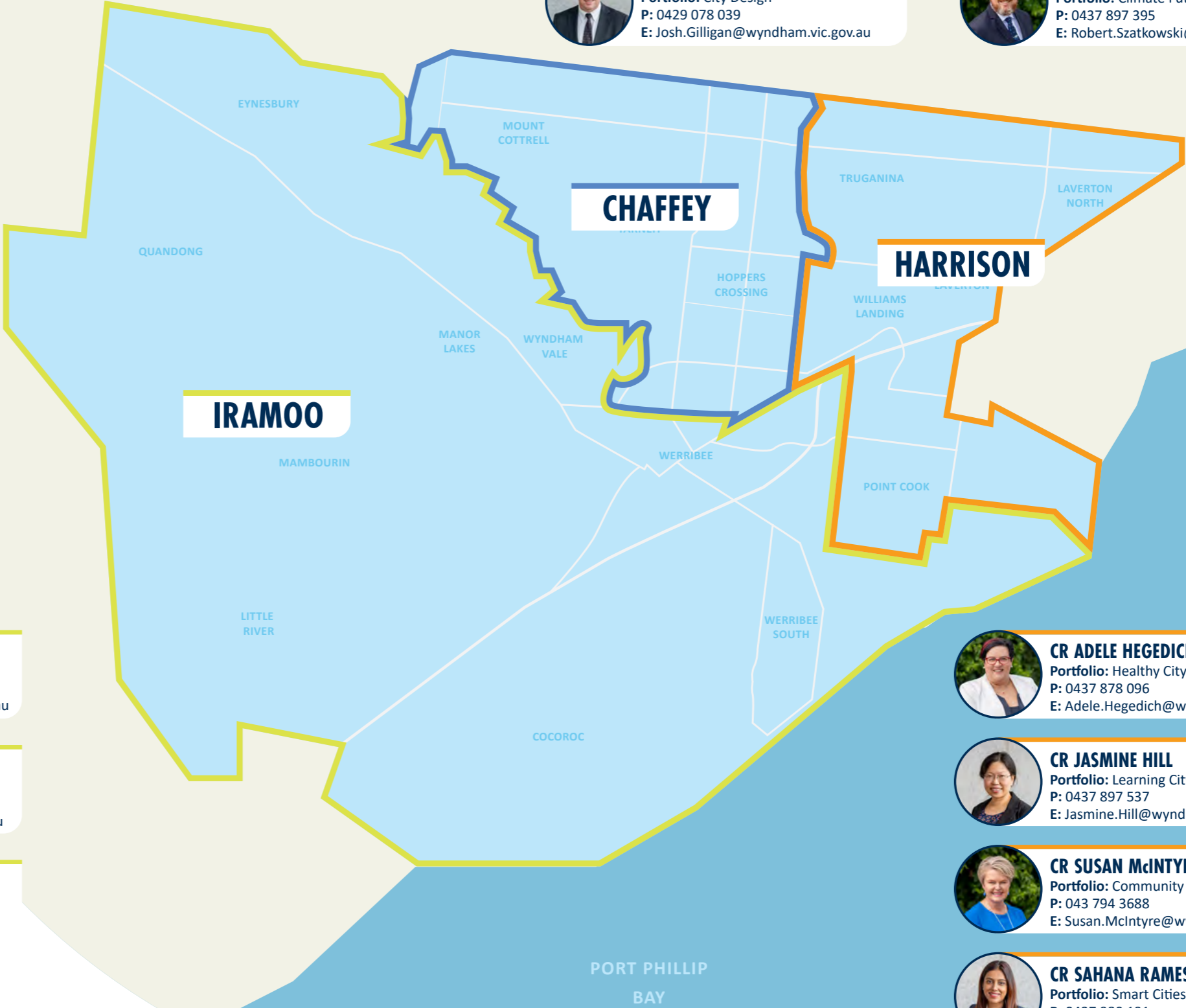
CR JOSH GILLIGAN
Portfolio: City Design
P: 0429 078 039
E: Josh.Gilligan@wyndham.vic.gov.au



CR MARCEL MAHFOUD
Portfolio: Creative City
P: 0437 884 358
E: Marcel.Mahfoud@wyndham.vic.gov.au



CR ROBERT SZATKOWSKI
Portfolio: Climate Futures & Environment
P: 0437 897 395
E: Robert.Szatkowski@wyndham.vic.gov.



CR ADELE HEGEDICH
Portfolio: Healthy City
P: 0437 878 096
E: Adele.Hegedich@wyndham.vic.gov.au



CR JASMINE HILL
Portfolio: Learning City
P: 0437 897 537
E: Jasmine.Hill@wyndham.vic.gov.au



CR SUSAN MCINTYRE
Portfolio: Community Safety
P: 043 794 3688
E: Susan.McIntyre@wyndham.vic.gov.au



CR SAHANA RAMESH
Portfolio: Smart Cities
P: 0437 980 191
E: Sahana.Ramesh@wyndham.vic.gov.au

COUNCIL MEETINGS AND ATTENDANCE

Council’s formal decision-making processes are conducted at public Council Meetings. Council meetings are generally held monthly on Tuesday evenings at 7pm. Council meetings are held at the Civic Centre, 45 Princes Highway, Werribee, or undertaken by virtual means and live streamed on the internet in line with the COVID19 Omnibus (Emergency Measures) Act 2020.

FOR 2020/21, COUNCIL MEETINGS WERE HELD ON THE FOLLOWING DATES:

7 July 2020
4 August 2020
11 August 2020
18 August 2020
15 September 2020
20 October 2020
23 November 2020
8 December 2020
2 February 2021
2 March 2021
20 April 2021
27 April 2021
19 May 2021
22 May 2021
25 May 2021 (6pm)
25 May 2021 (7pm)
31 May 2021
16 June 2021
29 June 2021

COUNCILLOR ATTENDANCE FOR 2016-2020
COUNCILLORS WAS AS FOLLOWS:

COUNCILLOR	COUNCIL MEETING
Cr Aaron An	6 of 6
Cr Henry Barlow	5 of 6
Cr John Gibbons	5 of 6
Cr Josh Gilligan	5 of 6
Cr Tony Hooper	5 of 6
Cr Intaj Khan	6 of 6
Cr Heather Marcus	6 of 6
Cr Peter Maynard	6 of 6
Cr Mia Shaw	6 of 6
Cr Walter Villagonzalo	6 of 6

COUNCILLOR ATTENDANCE FOR 2020-2024
COUNCILLORS WAS AS FOLLOWS:

COUNCILLOR	COUNCIL MEETING
Cr Jennie Barrera	13 of 13
Cr Josh Gilligan	11 of 13
Cr Adele Hegedich	13 of 13
Cr Jasmine Hill	13 of 13
Cr Marcel Mahfoud	13 of 13
Cr Heather Marcus	12 of 13
Cr Peter Maynard	13 of 13
Cr Susan McIntyre	13 of 13
Cr Sahana Ramesh	12 of 13
Cr Mia Shaw	13 of 13
Cr Robert Szatkowski	13 of 13

Councillor Code of Conduct

The Local Government Act 2020 sets out the overarching governance principles and by incorporating these into the Councillor Code of Conduct all Councillors agree to contribute to the good governance, integrity and responsible operation of Council.

The purpose of the Councillor Code of Conduct is to set out the standards of conduct expected to be observed by Councillors in the course of performing their duties and functions as Councillors, including prohibiting discrimination, harassment (including sexual harassment) and vilification. Council adopted its Code of Conduct at the Council Meeting on Tuesday 8 December 2020.

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.

An important reform of the Local Government Act 2020 is the transfer of responsibilities in determining Mayoral and Councillor allowances to the Victorian Independent Remuneration Tribunal, however until the tribunal makes its first determination on allowances, the allowance framework under the Local Government Act 1989 continues to apply. Section 39(6) of the 2020 Act provides for a transitional arrangement.

Section 74 of the Local Government Act 1989 requires all Victorian Councils to review and determine the amount of their Mayoral and Councillor allowances within six months of a general election or by 30 June, whichever is later.

At the 29 June 2021 Council Meeting, in accordance with the requirements in the Local Government Act 1989, Council resolved to fix the allowances at \$31,444 for Councillors and \$100,434 for the Mayor plus the equivalent of the superannuation guarantee contribution (10 per cent).

COUNCILLORS RECEIVED THE FOLLOWING ALLOWANCES FOR 2020/2021:

COUNCILLORS (1 JULY 2020 TO 23 OCTOBER 2020)

COUNCILLOR	TOTAL ALLOWANCE PAYMENT
Cr Aaron An	10,695.38
Cr Henry Barlow*	10,911.71
Cr John Gibbons	10,695.38
Cr Josh Gilligan****	35,980.86
Cr Tony Hooper	10,695.38
Cr Intaj Khan	10,695.38
Cr Heather Marcus*****	11,346.38
Cr Peter Maynard**	13,345.27
Cr Mia Shaw***	6,851.33
Cr Walter Villagonzalo	10,695.38

*Mayor from 16 November 2016
**Mayor from 22 November 2017
***Mayor from 28 November 2018
****Mayor from 13 November 2019
*****change in payment process from April 2020

COUNCILLORS (16 NOVEMBER 2020 TO 30 JUNE 2021)

COUNCILLOR	TOTAL ALLOWANCE PAYMENT
Cr Jennie Barrera	22,323.41
Cr Josh Gilligan	22,323.41
Cr Adele Hegedich*	70,454.17
Cr Jasmine Hill	22,323.41
Cr Marcel Mahfoud	22,323.41
Cr Heather Marcus	22,323.41
Cr Peter Maynard	22,323.41
Cr Susan McIntyre	22,323.41
Cr Sahana Ramesh	22,323.41
Cr Mia Shaw	22,323.41
Cr Robert Szatkowski	22,323.41

* Mayor: 23 November 2020 to 30 June 2021

Councillor expenses

In accordance with the Local Government Act 2020, Council must reimburse a Councillor for expenses incurred whilst performing Council duties. Council manages this process via the Councillor Expenses and Entitlements Policy 2020 (adopted by Council on 7 July 2020) which provides guidance on the provision of resources and reimbursements to Councillors.

The details of expenses for 2020/21 are outlined in this table.

Annual Councillor Expense Report - 2020/2021

COUNCILLOR	COUNCIL TERM	INFORMATION AND COMMUNICATION TECHNOLOGY (IC)	TRAVEL (TR)	CONFERENCE AND TRAINING (CT)	CAR MILEAGE (CM)	OTHER	TOTAL
Cr Josh Gilligan	2019/2020	\$179.97					\$179.97
Cr John Gibbons	2019/2020	\$194.94			\$750.00		\$944.94
Cr Henry Barlow	2019/2020	\$179.97					\$179.97
Cr Walter Villagonzalo	2019/2020	\$179.97					\$179.97
Cr Mia Shaw	2019/2020	\$179.97					\$179.97
Cr Peter Maynard	2019/2020	\$179.97					\$179.97
Cr Heather Marcus	2019/2020	\$194.94					\$194.94
Cr Intaj Khan	2019/2020	\$164.91					\$164.91
Cr Tony Hooper	2019/2020	\$179.97					\$179.97
Cr Aaron An	2019/2020	\$179.97					\$179.97
Cr Jennie Barrera	2020/2021	\$310.50		\$1,105.00			\$1,415.50
Cr Josh Gilligan	2020/2021	\$310.50				\$1,880.00	\$2,190.50
Cr Adele Hegedich	2020/2021	\$310.50	\$876.21	\$2,172.50		\$1,880.00	\$5,239.21
Cr Jasmine Hill	2020/2021	\$310.50		\$500.00		\$2,139.50	\$2,950.00
Cr Marcel Mahfoud	2020/2021	\$312.75					\$312.75
Cr Heather Marcus	2020/2021	\$310.50					\$310.50
Cr Peter Maynard	2020/2021	\$310.50				\$1,705.00	\$2,015.50
Cr Susan McIntyre	2020/2021	\$310.50		\$605.00		\$1,880.00	\$2,795.50
Cr Sahana Ramesh	2020/2021	\$310.50		\$689.00		\$139.00	\$1,138.50
Cr Mia Shaw	2020/2021	\$310.50				\$2,485.00	\$2,795.50
Cr Robert Szatkowski	2020/2021	\$310.50	\$1,007.01	\$2,704.80		\$1,880.00	\$5,902.31
TOTAL		\$5232.33	\$1883.22	\$7776.30	\$750	\$13,988.50	\$29,630.35

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

*No Child Care expenses recorded in the 2020/21 financial year.

Councillor portfolios 2021/22

Each term, Councillors are appointed to a portfolio. Councillor portfolios are focused on key strategic areas of policy development aligned with the Wyndham 2040 Community Vision.

COUNCILLORS – COUNCIL TERM 2016-2020

COUNCILLOR	PORTFOLIO	DATE ELECTED
Cr Aaron An	Smart City	2016-2020
Cr Henry Barlow	Cultural Diversity	2016-2020
Cr John Gibbons	Tourism and Major Events	2016-2020
Cr Josh Gilligan Mayor – 1 July 2020 to 23 October 2020	Learning City Growth and Transport (1 July 2020 – 23 October 2020)	2016-2020
Cr Tony Hooper	Arts, Culture and Heritage	2016-2020
Cr Intaj Khan	Urban Futures	2016-2020
Cr Kim McAliney	Safer Communities (July 2018 – 2 June 2020)	2016-2020
Cr Heather Marcus	Environment and Sustainability Safer Communities (from 23 June 2020 – October 2020)	2016-2020
Cr Peter Maynard	Sports Development	2016-2020
Cr Mia Shaw	Family Friendly City	2016-2020
Cr Walter Villagonzalo	Future Focused Economy	2016-2020

COUNCILLORS – COUNCIL TERM 2020 – 2024

COUNCILLOR	PORTFOLIO	DATE ELECTED
Cr Jennie Barrera	Welcoming City	16 November 2020 – present
Cr Josh Gilligan	City Design	16 November 2020 – present
Cr Adele Hegedich Mayor – 23 November 2020 to 30 June 2021	Healthy City	16 November 2020 – present
Cr Jasmine Hill	Learning City	16 November 2020 – present
Cr Marcel Mahfoud	Creative City	16 November 2020 – present
Cr Heather Marcus	Destination Wyndham	16 November 2020 – present
Cr Peter Maynard	Active City	16 November 2020 – present
Cr Susan McIntyre	Community Safety	16 November 2020 – present
Cr Sahana Ramesh	Smart Cities	16 November 2020 – present
Cr Mia Shaw	Future Focused Economy	16 November 2020 – present
Cr Robert Szatkowski	Climate Futures and Environment	16 November 2020 – present





THE COMMUNITY'S VISION FOR WYNDHAM

IN 2016, THE WYNDHAM 2040 COMMUNITY VISION WAS DEVELOPED BY THE COMMUNITY FOR THE COMMUNITY AND WILL GUIDE COUNCIL'S WORK UNTIL 2040.

In late 2020, Council embarked on its biggest community engagement initiative in Wyndham's history – a conversation that spanned over six months, with hundreds of ideas shared over multiple platforms. This is included a deliberative engagement process to refresh the Wyndham 2040 Community Vision, as per the requirements of the Local Government Act 2020.

The Wyndham 2040 Community Vision is an aspirational document that will guide Council's work to make Wyndham a more liveable community now and into the future.

Council takes a lead in the implementation of the Community Vision, however, responsibility for achieving it sits with all levels of government, businesses, industry groups, community organisations and individuals.

In line with the legislative requirements of the Local Government Act 2020, on the 16 June 2021, the Council accepted a refreshed Wyndham 2040 Community Vision. Community's Vision for Wyndham is:

"A safe, connected and inclusive community. We respect, acknowledge, value and celebrate the First Nations people, our heritage, cultural diversity and multicultural strengths.

Our community has the infrastructure and services it needs to support holistic health and wellbeing for all. Local employment and education facilities are plentiful, and there are a variety of recreational, leisure, tourism, art and cultural opportunities for everyone to experience throughout the municipality.

We preserve our natural environment and rural lifestyle; we are able to get around easily and get to where we want to go efficiently. We are self-sufficient and pride ourselves on being green and sustainable."

THE OVERALL VISION IS UNDERPINNED BY FOUR THEMES STATEMENTS:

PEOPLE AND COMMUNITY

We recognise the peoples of the Kulin Nation and their heritage as the Traditional Owners of the lands, waterways and coast on which this City is being built. We recognise the diversity of Aboriginal and Torres Strait Islander peoples, culture and stories that continue to shape our lives together. The country beginnings of our towns and shire are remembered.

Our communities are warm, welcoming, caring, family friendly and inclusive of all. The people of Wyndham feel safe and connected to each other. We listen to and learn from the diversity of all residents. Wyndham celebrates its many cultures and participation in the arts and recreation is fostered. We create and share stories that challenge and inspire.

Everyone is able to access services for health and wellbeing, and these are delivered to a high standard. It is easy to stay fit and healthy. Community members are collaborative participants in creating strong, supportive and environmentally sustainable neighbourhoods.

PLACES AND SPACES

We are responding effectively to the impacts of climate change and are working to ensure our natural environment is respected, preserved and protected.

Growth has been managed effectively and we have the infrastructure, services, housing types, jobs, education and recreation opportunities required to support a good quality of life for residents of all ages and abilities.

The city, coast and country elements of the municipality continue to be protected and enhanced through thoughtful and innovative planning and appropriate development.

People are able to move around Wyndham easily. They are able get to where they want to go efficiently and with greater access to active, accessible and sustainable modes of transport.

Our parks and open spaces encourage people to be active and connect them with nature and the outdoors.

Wyndham provides safe and welcoming destinations for residents and visitors.

EARNING AND LEARNING

Our City offers varied and plentiful employment opportunities that respond to the skills and expertise of the community. Wyndham is a place of choice for diverse businesses and it has a thriving network of small business operators.

Wyndham offers a high standard of educational opportunities, particularly through early childhood, schools and tertiary institutions.

There are lots of ways for people to learn and gain employment. Residents are able to share skills and build knowledge through lifelong learning opportunities. Wyndham has a wide variety of retail and hospitality opportunities.

Local events and attractions build Wyndham's reputation as a place to visit and are a source of community pride.

LEADERSHIP AND PARTICIPATION

Our City is home to engaged and informed residents who use their skills, knowledge and passion to effectively work together and advocate for the needs of the community. Residents are empowered and contribute their ideas in meaningful conversations about issues and matters which affect their municipality.

Strong and effective partnerships with all levels of government, community, industry and the business sectors deliver outcomes in the best interests of the community.

Wyndham will have a variety of ways for community members to volunteer in support of others.

Together, we attain the Wyndham 2040 Community Vision.

OUR ORGANISATION

OUR VISION, MISSION AND VALUES

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.

ORGANISATIONAL STRUCTURE

As at 30 June 2021, the organisational structure includes six directorates with a total of 1,774 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 Grigbsy

Chief Executive Officer

August 2015 – April 2021

Resigned April 2021

Areas of responsibility:

- People and Capability
- Chief Legal Counsel
- Corporate Affairs
- Financial
- Chief Executive Office

Natalie Walker

Acting Chief Executive Officer

April 2021 - August 2021



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



Stephen Thorpe
Director City Operations

Areas of responsibility:

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



Ludo Campbell-Reid
Director City Design and Liveability

Areas of responsibility:

- Urban Futures
- Climate Futures Office
- Vibrant City Centres
- City Transport
- Smart City Office
- Planning and Building



Mark Ward
Chief of Staff

Areas of responsibility:

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



Binda Gokhale
Chief Financial Officer

Areas of responsibility:

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



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



Allison Kenwood
Director City Life

Areas of responsibility:

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



Rachel Kenyon
Chief Legal Counsel

Areas of responsibility:

- Legal Counsel



Fiona Hando
Executive Manager Corporate Affairs

Areas of responsibility:

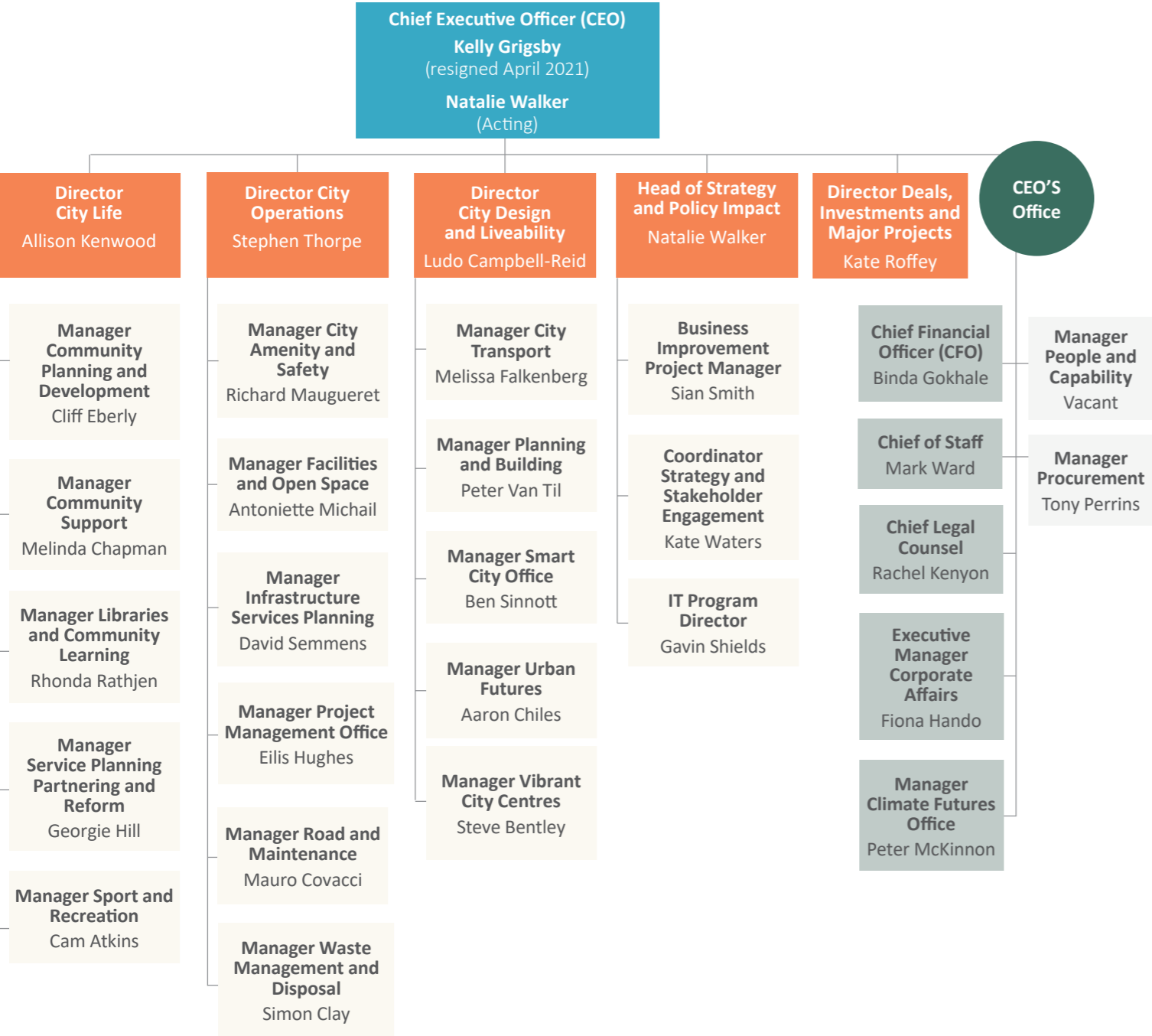
- Governance
- Community First
- Strategic Communications
- Information Management
- Tourism
- Marketing



STAFF PROFILE

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

As at 30 June 2021, Council employs a total of 1,488 full time equivalent (FTE) positions across a range of banding levels for Council and Western Leisure Services. In 2020/21 Council increased its full time equivalent by 24.50 FTE, primarily due to the Working for Victoria initiative. The workforce turnover is currently at 11.99 per cent, compared to 5.64 last year. This increase in turnover is due to the Council’s move out of Home Care and the conclusion of Working for Victoria. The Council’s workforce turnover figure is still below the local government average of 12.52.



COUNCIL STAFF	CEO OFFICE FTE ¹	CITY DESIGN & LIVEABILITY FTE	CITY LIFE FTE	CITY OPERATIONS FTE	DEALS INVESTMENT & MAJOR PROJECTS FTE	STRATEGY & POLICY IMPACT FTE	WESTERN LEISURE SERVICES FTE ^{**}	TOTAL FTE
Permanent Full Time- F	147.0	58.5	201.6	65.0	3.0	29.0	21.1	525.2
Permanent Full Time- M	66.0	72.0	56.2	239.5	2.0	30.5	15.8	482.0
Permanent Part Time- F	27.6	9.6	241.2	36.8	0.0	2.3	6.6	324.2
Permanent Part Time- M	3.3	2.6	6.5	13.8	0.6	0.9	4.0	31.6
Casual- F	0.7	0.8	25.6	2.5	0.0	0.0	52.7	82.2
Casual- M	4.1	0.2	8.7	0.4	0.0	0.0	28.0	41.4
Total	249.6*	143.7	539.8	358.0	5.6	62.7	128.2	1487.6*

^{*} Total includes one FTE ‘indeterminate/intersex/ unspecified’
^{**} Western Leisure Services (WLS) is a Local Government Business Entity and Wyndham City Council is the sole shareholder. It is a subsidiary of Council which includes precludes the consolidation of financials and workforce in Council’s reporting.



STRUCTURE CLASSIFICATION	BAND 1 FTE*	BAND 2 FTE	BAND 3 FTE	BAND 4 FTE	BAND 5 FTE	BAND 6 FTE	BAND 7 FTE	BAND 8 FTE	ALL OTHER FTE*	TOTAL FTE
Full Time- F	0.0	5.0	7.0	80.9	91.0	138.7	73.8	6.0	122.7	525.2
Full Time- M	0.0	52.0	58.5	44.6	74.5	105.0	54.6	12.0	80.8	482.0
Part Time- F	23.5	3.7	23.3	44.6	31.8	24.5	11.1	1.8	159.9	324.2
Part Time- M	9.1	1.7	3.9	3.3	1.7	1.2	-2.9	0.0	7.7	31.6
Casual- F	1.9	1.4	3.9	12.7	1.1	0.5	0.0	0.0	60.6	82.2
Casual- M	0.4	1.9	3.1	6.8	0.8	0.0	0.0	0.0	28.4	41.4
Total	34.9	65.7	99.8	192.9	201.0	270.0	143.4	19.8	460.1	1487.6**

* This includes Western Leisure Services
 ** Total includes one FTE 'indeterminate/intersex/ unspecified'

EMPLOYEES BY YEARS OF SERVICE AND AGE*							
	Service Years						
Age	0-1	1-5	5-10	10-15	15-20	20-25	25 yrs+
15-19							
20-24	16	15	2				
25-30	25	53	16	3			
30-34	20	87	29	21	2		
35-39	24	115	58	34	13	3	
40-44	25	74	75	35	15	2	1
45-49	15	78	66	43	8	5	3
50-54	17	54	55	36	19	4	8
55-59	10	38	48	34	22	12	12
60-64	6	33	27	24	18	13	15
65+	2	27	23	15	11	5	11
Total	160	575	399	245	108	44	50

*This is the number of permanent and temporary employees and excludes casuals
 *Excludes Western Leisure Services figures

OTHER EMPLOYEE MATTERS

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

Professional Development

Council supported its employees’ wellbeing and professional development through the implementation of a comprehensive training calendar and Ways of Working (WOW) and Wellbeing capability development program.

Training offered included:

- Working in virtual teams
- Emotional intelligence and tuning into emotions
- Coping with change
- Building resilience
- Work-life balance/integration
- Self-care

Overall, 28 training sessions were offered totalling 64 hours; attended by 205 employees from across all levels and areas of the organisation. Eighty field employees employed through Working for Victoria attended a resume writing and interviewing tips workshop designed to offer them ongoing support post working at Wyndham.

A new seven-module leadership development program on team resilience, wellbeing and performance was also introduced this period, with 19 leaders participating

Council also supports training of its employees, through many self-paced training courses via our eLearning platform that includes mandatory training and professional development. Six new internally developed courses were added this financial year including

- Staying Safe During COVID-19
- Returning to Work during COVID
- Performance Management
- Fit for Work, and
- Welcome to Wyndham (for short-term staff and volunteers).

There are 24 online courses on offer in total, with just under 6,000 online course completions recorded in 2020/21.

In addition, 37 employees were supported to undertake study towards a relevant qualification.



Technical Training

With many employees required to work from home due to COVID-19 restrictions, a concentrated effort was given to upskilling their digital and technical capability.

Below is a summary of programs and attendance delivered in 2020/21:

PROGRAMS	ATTENDANCE
Wyndham Collaboration Apps – MS Teams, MS Outlook, OneNote	179
Wyndham Corporate Apps – Objective (records management system), WYNi (Intranet), HP Devices, Office 365	93
Excel – Various; Beginners to Advanced	89
MS Office – Word Intermediate, Power-Point Expert	48
Total	409

Recognition

In 2021, for the 2020/21 financial year, 300 employees were awarded Employees Service as follows:

LENGTH OF SERVICE	NUMBER OF RECIPIENTS
5 years	148
10 years	84
15 years	40
20 years	12
25 years	7
30 years	5
35 years	2
40 years	2

Since the launch of our new Recognition Hub in February 2020, Recognition eCards have been popular as a way of demonstrating appreciation and recognition of good work. On average 86 eCards were shared per month with a year total of 1,032 eCards shared.

COVID-19 Support

Council has and continues to rapidly adapt to a new way of working in response to COVID-19. This requires our people leaders and employees to operate in unforeseen circumstances. Following leader check-ins across the organisation in 2020/21 senior and middle managers received dedicated coaching to support them during the COVID crisis.

Facilitator led Return to Service sessions have been run consistently throughout the 2020/21 period to support leaders, staff and teams returning to a council workplace/site.

The sessions were created as an engagement piece to recognise the contribution of all Wyndham employees and support Council’s messaging and expectations of staff whilst working onsite at council sites. In 2020/21 we have run approximately 76 sessions with over 1000 employees attending.

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 2020/21, progress on health and safety has included:

- Successful recertification of Council’s Safety Management System, SafetyMap.
- The Rapid Global Incident and Contractor Management IT Software was implemented to complement and support the health and safety management system. Refinements have included embedding confidentiality for certain incidences. This software lends itself to a new quarterly Health and Safety Performance Report/Dashboard.
- Continue to expand the mandate and membership of the Health and Safety Steering Group. These committee meetings are complemented by the introduction of an Annual Management Review of the Safety System attended several leaders within Council.
- Council continues to build the capability of Health and Safety representatives (HSR) through engagement of general risk and initiative-based conversations. Planning continues for the HSR forum which has been impacted due to COVID restrictions.

In 2020/21 period, Council received:

- 31 WorkCover claims submitted.
- 163 workplace injury reports.
- 1,067 total days lost for work-related injuries.

Equal Employment Opportunity (EEO)

Council has continued to work towards providing 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 (SRCC) agenda to ensure this remains an active discussion.



Council undertakes regular reviews of recruitment practices to ensure current EEO responsibilities are met and staff are aware of their responsibilities. This includes continuing to develop the skills and knowledge of both the hiring managers and staff and implement a talent acquisition strategy that considers legislative responsibilities and best practice in inclusivity.

Inclusion

Wyndham prides itself as an inclusive workplace, where diversity is encouraged and everyone is respected, welcomed, supported and treated equitably. This lends itself to the ongoing review of policies and training to ensure they are inclusive of and support all staff. In addition, the Wellbeing and Inclusion team have delivered events such as IDAHOBIT to show solidarity through the rainbow flag raising ceremony.

Council recognises incidences of family violence can be experienced by staff, as such Council staff have access to appropriately skilled and qualified support through the establishment of Family Violence Contact Officers.

Employee Wellbeing

Council has continued to enhance the visibility and scope of wellbeing. A range of training options, practical supports and events have been offered that focus on employees' physical, mental and emotional health. During the Covid-19 response, an ongoing program was made available to staff that could be tailored to suit their individual circumstances and addressed key stressors during this period. The Employee Assistance Program also was promoted widely during the year to ensure staff and their immediate families had confidential support.

Having consideration for the wellbeing of staff continues to be a priority for the organisation to ensure they can continue to deliver the best outcomes for the community.

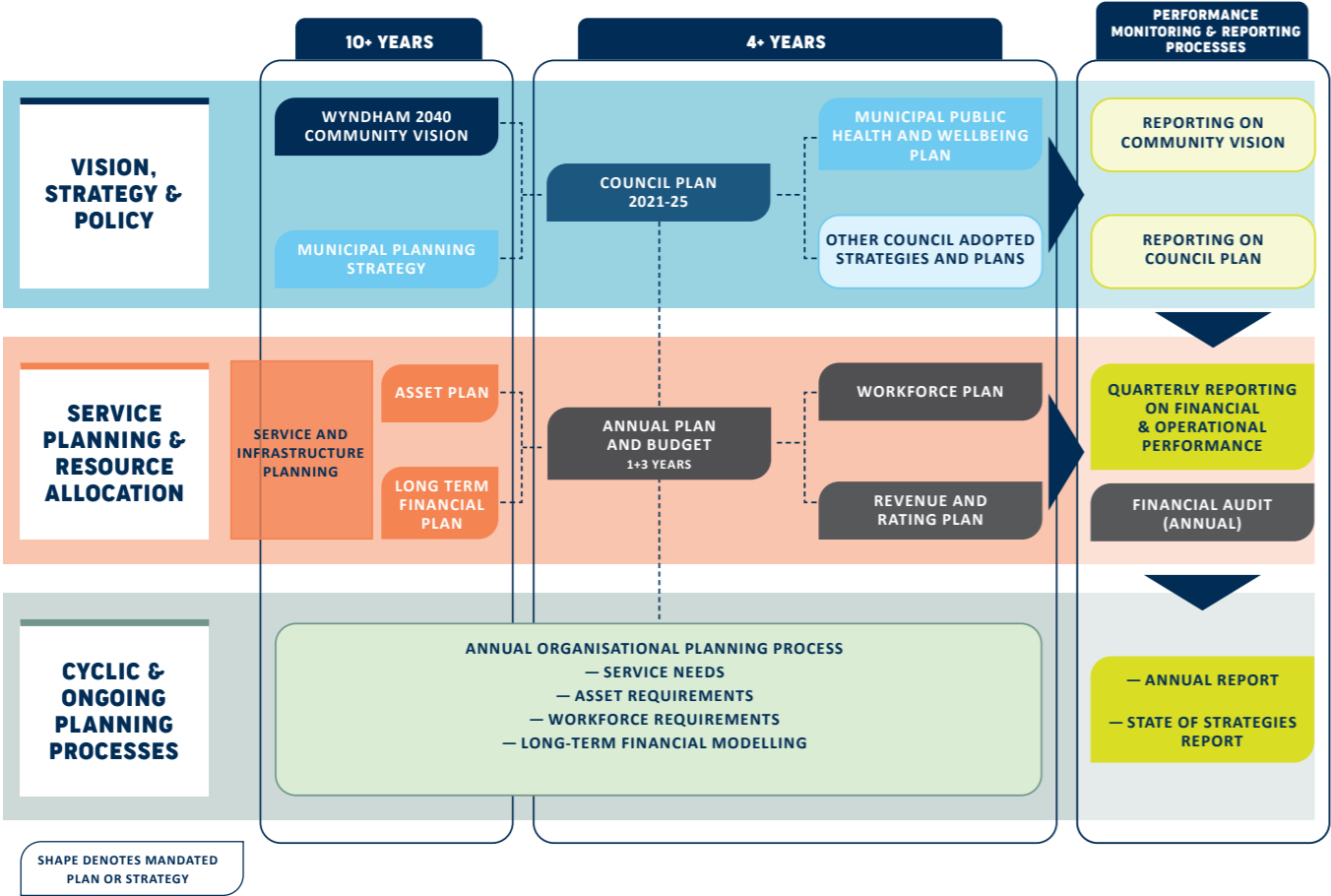
Employee Relations

The Enterprise Agreement confirmed Council as a progressive and forward-thinking organisation that supports staff with a range of tangible and intangible entitlements. The future of work has highlighted a changing landscape for traditional work arrangements and Council has sought to genuinely consult with staff as these changes are realised formally.

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 management, employees and their representatives. This is led through the continued support of the Staff Relations Consultative Committee and established consultation provisions in the Enterprise Agreement.

The ongoing COVID-19 response continues to ensure Council works to improve the ability to adapt our staff related processes and ensure compliance and productivity measures continue to be met while working within a hybrid environment.

INTEGRATED STRATEGIC PLANNING AND REPORTING FRAMEWORK



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

To accomplish its responsibilities, Council’s strategic framework allows the organisation to identify community needs and aspirations over the long term (through the Wyndham 2040 Community Vision), operationalise the required work in the medium term (through the Council Plan 2021-2025), and ensure the required resources are available (through the Annual Plan and Budget).

ABOUT THE COUNCIL PLAN

The Council Plan, known as the City Plan for the 2017-21, is developed every four years in accordance with legislative requirements in the Local Government Act 1989. It is based on an integrated planning and reporting framework that aligns the Wyndham 2040 Community Vision to the planning, development, resource allocation and service provision undertaken by Council for the Wyndham municipality.

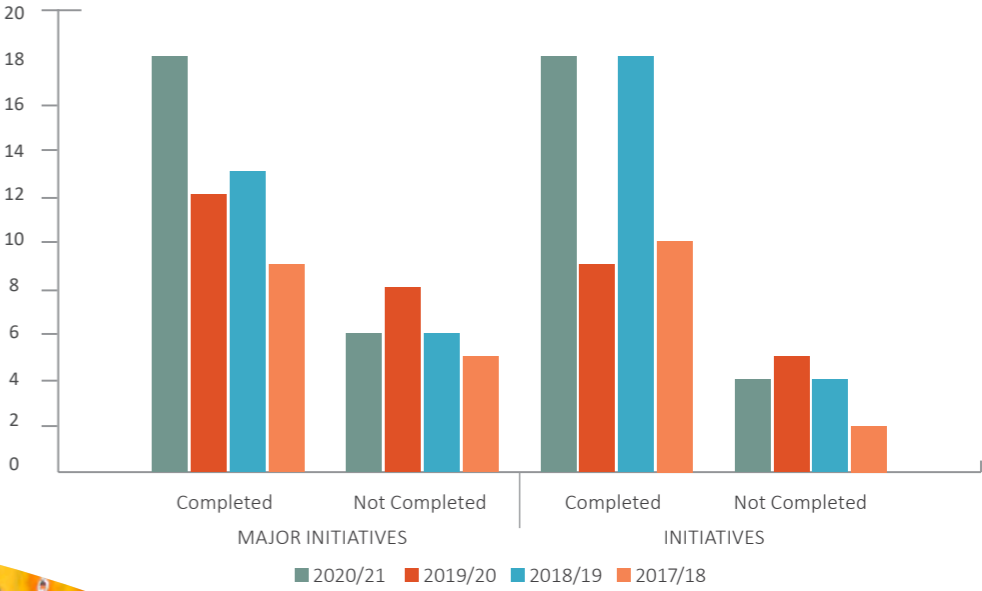
The City Plan 2017-21 is made up of four themes which align with the Wyndham 2040 Community Vision.

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

This is the final year of the City Plan 2017-21.

The graph below illustrates councils progress on all major initiatives and initiatives during the four year Council term. The delivery of major initiatives and initiatives has improved over the four years, Council achieving higher completion rates on its major projects, services and programs as committed to the community.

CITY PLAN 2017-21 PERFORMANCE ON MAJOR INITIATIVE AND INITIATIVES





OUR PERFORMANCE

THE NEXT SECTIONS PROVIDE A REPORT OF COUNCIL'S PERFORMANCE FOR 2020/21 AGAINST EACH THEME OF THE CITY PLAN 2017-21. PERFORMANCE HAS BEEN MEASURED AS FOLLOWS:

- Results achieved in relation to the major initiatives and initiatives identified in the Annual Plan and Budget (as described by the key below).
- Results against the prescribed Local Government Performance Reporting Framework (LGRPF) 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

1. PEOPLE AND COMMUNITY

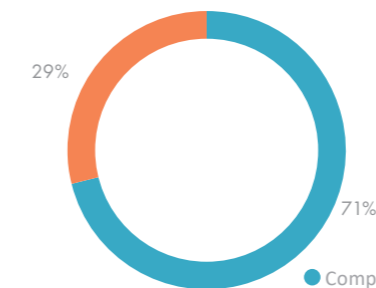
Council will work with the community to ensure Wyndham is an inclusive, safe and welcoming city, which celebrates our diverse heritage and cultures, and helps residents to stay healthy, active and connected.

HEALTH, WELLBEING AND SAFETY GOAL

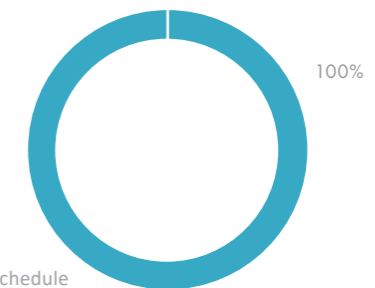
People in Wyndham are well across the life stages, safe and socially connected regardless of where they live or their social, economic or cultural background.

In 2020/21, seven major initiatives and eight initiatives were identified within this theme. As of 30 June 2021, 71 per cent (5) of major initiatives were completed, and 29 per cent (2) behind schedule. All (8) initiatives were completed.

PROGRESS OF MAJOR INITIATIVES



PROGRESS OF INITIATIVES



MAJOR INITIATIVES AND INITIATIVES

	COUNCIL WILL:	COUNCIL DID:	STATUS
1.1	Navigate a constrained financial environment by ensuring cashflow maintenance to enable continued delivery of critical services, social and economic support for the community in a fiscally responsible way where possible through annual budgets and also within the development of the Long-Term Financial Plan.	The development of the Long Term Financial Plan has an increased focus on Council's resources available, service expectations and Capital needs to be endorsed by Council in October 2021, as required by the Local Government Act 2020.	✓
1.2	Deliver service continuity plans for essential services to ensure service delivery and community needs are met.	Service continuity plan development is progressing.	←
1.3	Finalise the Living Your Best Life in Wyndham framework which will guide Council's work in the planning and delivery of services to residents across all of life's stages.	Given the scope of this piece of work and its connection to the Municipal Health and Wellbeing Plan. The timing for the endorsement of this framework and been aligned with the MHWP. It is scheduled to be endorsed by October 2022.	←
1.4	Complete the construction of the Riverdale Community Centre in Tarneit, and the upgrade of The Grange Community Centre in Hoppers Crossing.	Construction works on the Riverdale Community Centre (interim name) have been completed. The centre is currently delivering some services, however, won't be fully operational until 2022. The upgrade of The Grange Community Centre is complete.	✓
1.5	Complete design and commence construction of two new community precincts in Alcock Road, Truganina and Tarneit North.	The construction of the two new community precincts in Truganina and Tarneit North are well underway with plans to open both facilities in 2022.	✓

COUNCIL WILL:		COUNCIL DID:	STATUS
1.6	Commence the development of a services and infrastructure plan that drives Council's ability to deliver community infrastructure in line with community needs and in support of The Wyndham Plan.	The project brief and scope for a services and infrastructure plan has been developed in line with community needs and in support of the Wyndham Plan. A consultant will be appointed to guide officers through the process.	✓
1.7	Coordinate the design of Truganina Level 2 Community Centre, and Black Forest Road South Level 2 Community Centre in Werribee in consultation with stakeholders and the community.	Design of Truganina Level 2 Community Centre, and Black Forest Road South Level 2 Community Centre is underway. Engagement continues with stakeholders on both projects.	✓
1.8	Deliver online content to the community via the www. wyndhamtogether.com.au to assist the community to access and engage with Council programs and information and provide an avenue for service continuity during the COVID19 pandemic.	The Wyndham Together website delivered content to the community to assist with engagement and access to Council programs and information to enable service continuity through the pandemic. All content is now accessible through the What's On section of Council's corporate website where significant enhancements have been embedded using key learnings from the Wyndham Together website.	✓
1.9	Deliver programs to support vulnerable or hard to reach communities during the pandemic recovery.	Council supported vulnerable and hard to reach communities during the pandemic recovery. This included the provision of a Community Kitchen program which provided a total of 32,625 ready-made meals, and 12,494 family hampers for distribution through local agencies including Foodbank. A Check in and Chat service provided emotional and social support to 68 community members through 1,240 calls giving practical information, referrals to services and links to local groups and online activities. Council also supported community organisations to establish a new Foodbank service and a community garden in Tarneit.	✓
1.10	Undertake the development of a new Reconciliation Action Plan 2021-2023.	Work continues on the development of Wyndham's second Reconciliation Action Plan (RAP) 2022-2024. The RAP Management Group has been re-established and recruitment for the second Wyndham Reconciliation Advisory Committee has begun.	✓
1.11	Review and plan for the future library, learning, arts, cultural and community service and infrastructure needs for the Werribee City Centre in line with the Werribee City Centre Place Strategy 2020-2040.	Planning for library, learning, arts, cultural and community service infrastructure needs in the Werribee City Centre are well progressed. Planning is subject to further works including concept development and future budget approvals.	✓
1.12	Continue to grow female participation across all elements of sport and recreation through the implementation of Phase 2 of the Gender Equality in Wyndham Sport project.	Council continues to implement the Gender Equality in Wyndham Sports project through the Go Girls Soccer Program (delivered in conjunction with Youth Services in Hoppers Crossing), delivery of the Football Victoria Girls Coaching Course and planning for girl's and women's Cricket Come and Try Days.	✓

COUNCIL WILL:		COUNCIL DID:	STATUS
1.13	Increase participation in physical activity among residents aged over 65 through the delivery of the Active Ageing Program.	Despite the ongoing challenges of COVID-19, the delivery of the Active Ageing Program was successfully completed and extended into July 2021.	✓
1.14	In line with recommendations arising from the Hard to Locate Strategy, mobilise the operations of the Lawrie Emmins MotoX track	The redevelopment of the Lawrie Emmins Motocross Track provides residents with a safe and legal motorcycling facility. It features a senior and junior motocross track, accessible toilets, car park, site office and safety upgrades. The Lawrie Emmins Moto-X Track continues to operate, in line with recommendations from the Hard to Locate Strategy.	✓
1.15	Develop the Domestic Animal Management Plan 2021-2025 in line with legislative requirements	The community was engaged on the development of the Domestic Animal Management Plan 2021-2025. This is scheduled to be considered by Council in October 2021.	✓

STRATEGIC INDICATORS	OUTCOME
1. Community satisfaction with arts and cultural services	7.63 (out of 10- Excellent) ¹
2. Physical health: percentage of adult population that is obese; Percentage of adults that engage in sufficient amount of physical activity each week; Average serves per day of vegetables	25%* ² 38.6%* ² 1.9* ²
3. Proportion of fully immunised children	96.0% ³
4. Recorded incidents of family violence per 100,000 population	1,302 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; Proportion of adults who are current smokers	49.2%* ² 20.8%* ²
7. Percentage of personal safety: Residents' perception of safety in public areas of Wyndham during the day	7.92 (out of 10) ¹

* Latest data available from 2017 Victorian Population Health Survey

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK SERVICE
PERFORMANCE INDICATORS

The LGPRF is a key initiative to improve the transparency and accountability of council performance to ratepayers and to provide a more meaningful set of information to the public. The framework is made up of 58 measures and a governance and management checklist of 24 items which together build a comprehensive picture of council performance.

Service Performance Indicators

SERVICE - INDICATOR - (MEASURE)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 RESULT	MATERIAL VARIATIONS
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MATERNAL AND CHILD HEALTH

Satisfaction* <i>Participation in 4-week Key Age and Stage Visit</i> <i>[Number of 4-week key age and stage visits/number of birth notifications received]</i>	New in 2020	New in 2020	94.25%	95.91%	When a four-week visit is rescheduled, subsequent appointments are classed as ‘additional’ and may impact the totals. Measures will be taken in 2021/22 to improve this data quality.
Service standard <i>Infant enrolments in MCH service</i> <i>[Number of infants enrolled in the MCH service (from birth notifications received)/number of birth notifications received]</i>	101.11%	100.97%	101.23%	100.86%	A slight growth in births were recorded as well as the number of infants enrolled. Council continues to deliver a high standard in Maternal Child and Health services despite navigating the continued impacts of COVID-19.
Service cost <i>Cost of MCH service</i> [Cost to Council of the MCH service/hours worked by MCH nurses]	\$72.11	\$74.94	\$77.80	\$92.98	Additional costs related to COVID include Personal Protective Equipment for nurses as per guidance provided by the Department of Health, SMS charges for COVID messages, increased usage of casuals to assist with rescheduling of appointments.
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]	70.41%	68.99%	68.21%	64.51%	Due to the COVID19 pandemic and workforce shortages, the service has at times been prioritised to 0-8 week infants and vulnerable children and their families in line with State Government Guidelines. Strategies are in place to increase visits for older children who were placed on a waiting list during lockdown periods, to enhance the participation rates of service delivery.
<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]	80.18%	79.65%	84.34%	74.80%	Participation rates have declined as a result of continued impacts from COVID-19. Families have been reluctant to engage with services due to risks of community transmission.

Service Performance Indicators

SERVICE - INDICATOR - (MEASURE)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 RESULT	MATERIAL VARIATIONS
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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]	2.51	1.46	2.08	3.27	The time taken to action requests can be attributed to our response to COVID-19 and officer error in recording. Process improvements have been implemented to mitigate this for future reporting periods.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed/ number of animals collected]	33.53%	38.88%	42.09%	38.76%	Council strives to return as many animals direct to their owners as possible. In the second half of 2020/21, there was an increase in requests for cat traps. The number of cats reclaimed this year has reduced with an increase in impounded cats, the majority of which were unidentifiable and unclaimed. In turn, most dogs were identified and reunited back with their owner.
<i>Animals rehomed</i> [Number of animals rehomed/ number of animals collected]	New in 2020	New in 2020	21.77%	40.62%	The percentage of animals rehomed has close to doubled over last twelve months. This is attributed to a great network of rescue groups including the Lost Dogs Home which helped Council rehome as many animals as we did.
Service cost * <i>Cost of animal management service per population</i> [Direct cost of animal management service/population]	New in 2020	New in 2020	\$7.58	\$9.31	The costs can be attributed to the animal management service relocation and in meeting changed service demand. The response to COVID-19 impacted animal registration renewals, fees and charges relating to animal management compliance.
Health and safety ** <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ number of animal prosecutions]	New in 2020	New in 2020	100%	100%	There was one prosecution which led to a successful court outcome after six adjournments due to COVID-19 and other issues. The conviction carried with it significant penalties and Council will exercise its power of destruction under section 84P(e) of the Act.

* 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.

SERVICES DELIVERED AND COSTS

Council delivers over 60 services to the community, the services related to People and Community are:

SERVICE	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL BUDGET VARIANCE \$'000
Aged and Disability	Provides valued outcomes through working collaboratively with individuals, their carers and families, Council units and other agencies in the provision of quality services for those with care needs. The service promotes independence, maintains daily living skills, and provides social inclusion opportunities to allow our clients to remain living independently.	5,240 <u>5,815</u> 576
Animal Management	Protects the community and the environment from feral, nuisance animals, dog attacks and wandering livestock on public roads through a range of education and enforcement/compliance measures.	684 <u>456</u> -228
Arts and Culture	Provides creative and cultural opportunities to the Wyndham community through the production and presentation of arts, cultural and creative programs and activity. Inspiring the community to celebrate place character and create new opportunities for cultural participation and the creative industries.	1,624 <u>1,707</u> 83
Civic Compliance	Addresses community concerns in relation to quality of life, amenity, and safety issues within Wyndham City, as per legislation administered by Council.	830 <u>384</u> -446
Community Development and Resourcing	Provides and supports opportunities which enable local communities to strengthen relationships, gain information and skills, connect to services and spaces, participate and contribute to their local community.	1,839 <u>2,594</u> 755
Community Infrastructure Planning	Develops a network of appropriate assets and community infrastructure that is responsive and agile to community needs, growth and diversity now and in the future. Works across Council and in partnerships with the community, private sector and government agencies to support the timely planning, delivery and renewal of community infrastructure for the delivery of services.	107 <u>281</u> 174
Community Wellbeing and Inclusion	Provides policy, planning, community development activities and programs to create local environments which make healthy choices easier; building the skills and capacity of individuals to lead healthy lives and creating communities which are safer. Builds community strength and individual wellbeing by celebrating diverse identities, removing barriers to access services and ensuring inclusion within community life.	1,404 <u>1,756</u> 352
Customer Service	Leads customer experience through implementation of an operating model that delivers customer first services via face to face, digital and phone channels.	2,816 <u>2,902</u> 86

Services Delivered and Costs

SERVICE	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL BUDGET VARIANCE \$'000
Early Education and Care	Provides State funded Kindergarten educational programs for 4-year-old children. Delivery of three kindergarten and children's services including occasional care. Central enrolment and planning. Development of new service models and new business with external partnered providers.	-1,916 <u>862</u> 2,777
Environmental Health Services	Protects public health as it relates to state legislation, directives and standards through a range of education and enforcement measures.	783 <u>677</u> -106
Family and Sector Partnerships	Provides strategic advice, strategy management and capacity building for child, youth and family service areas in partnership with the local child and family service sector and the community.	1,005 <u>1,232</u> 227
Festivals and Events	Delivery of a quality program of community and civic events across the City which enriches our sense of place and cultural heritage and encourages community strengthening.	2,299 <u>2,794</u> 495
Integrated Service Planning and Reform	Plans for community support, family, health, human, cultural and recreational services in Wyndham. Lead evidence-based decision-making and stakeholder relations to determine when and where services are needed; service models and integration; and service adaptation in response to government reforms, partnership opportunities, and changing community needs.	817 <u>827</u> 10
Maternal Child Health and Wellness	Provides critical support for parental health and wellbeing, while also helping to identify and address children's health and developmental issues at an early stage, including the delivery of Maternal and Child Health, which aims to support every child to be healthy, develop, grow and learn through a schedule of consultations at key ages and stages, assertive outreach and other activities including parent groups.	5,452 <u>5,841</u> 389
Municipal Emergency Management	Supports the community and emergency service agencies before, during and after emergencies. Ensures the organization has capacity to respond to emergencies within our community and the North West Metro Region.	1,734 <u>2,504</u> 770
School Crossings	Supports the safe passage of children and their families to and from school through the operation of school crossings.	1,543 <u>1,752</u> 209
Sport Recreation and Physical Activity	Provides opportunities for the community to be physically active through infrastructure provision, facility management and the delivery of community activation programs.	8,802 <u>10,775</u> 1,973
Youth	Ensures that young people are empowered and active citizens through the provision of youth counselling and support for young people aged 12 to 25 years and their families, in addition to drop in programs, holiday and entertainment programs and activities and a range of leadership and youth engagement activities.	3,425 <u>4,357</u> 932

COMMUNITY GRANTS

During 2020/21, Council awarded 142 grants totalling \$248,813.11 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 environmental 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.

In response to the global pandemic, Council released a one-off Identity, Inclusion and Connection Reconnection and Recovery Grant round to ensure our community was resourced to continue playing an important role in leading local responses to overcome local challenges. There was an overwhelming response, which resulted in 45 awarded applications totalling \$196,090.67. Council will continue to support the community in leading local responses, with a reimagined streamlined grants program launching in the 2021/22 financial year.

Details of Council’s Community Grants Program can be found at: www.wyndham.vic.gov.au/communitygrantsprogram

GRANT CATEGORY	GRANTS AWARDED	Total AMOUNT AWARDED
Community Pathways Scholarships	51	\$16,030.54
Neighbourhood Grants	46	\$36,691.90
Identity, Inclusion and Connection Grants	45	\$196,090.67
Annual Community Strengthening, Health and Environment Grants	NA	NA

WYNDHAM VOLUNTEERS

The impact of COVID-19 on the volunteer sector has been significant. Many volunteer programs across Wyndham were affected, and organisations have needed to create new roles, reimagine their existing programs to offer greater flexibility and prepare COVIDsafe plans and workplaces. This has been coupled with a general reluctance of returning to volunteering, whilst others have moved to different opportunities. Despite this, demand for services has increased and more volunteers are needed.

The Wyndham Volunteering Strategy has provided a strong foundation for organisations to reimagine their volunteer programs and introduce more flexible, diverse volunteer roles now and into the future. The 2020/21 year included the following achievements:

- The redeveloped volunteer webpages receive 721 views and 3,667 video views in the first two weeks of launching
- The launch of ‘7 things you need to know about volunteering’ short video clips that have subtitles and can be translated into over 100 different languages.

Volunteers make significant contributions to their community. In line with the Wyndham Volunteering Strategy, Council celebrated in the following ways:

- During National Volunteer Week, Wyndham News featured ‘all things volunteering’ as a focal point
- In recognition of International Volunteer Day, the CEO crafted a thank you video message
- Council has run a ‘spotlight a volunteer’ campaign which appears each month on Council’s social media platforms. It enables the appreciation of volunteers though a different channel, whilst raising awareness of the benefits for individuals, the organisation they volunteer for, and the community.

In some ways, COVID has provided time to pause and reflect, and for many volunteer involving organisations, this has led to creating new ways for people to volunteer. One of the key focus areas of the Wyndham Volunteering Strategy, ‘being flexible and inclusive of diversity’, has been accelerated as more organisations move to online volunteering or more flexible offerings for those who wish to volunteer.

Despite the restrictions of COVID, Council were able to move volunteer and community group training from traditional face to face training, to online training. Whilst initially challenging, the community embraced the change and quickly learnt to navigate the technology. In total, 25 free training sessions were offered to 255 volunteers and community groups on topics such as ‘Running Successful Online Meetings’; ‘What Next - Preparing for Recovery and Revisioning’; and ‘Online (Virtual) Volunteering’.

Council continues to work with volunteers, volunteer supervisors and the sector, to reactivate programs and ensure there are continued opportunities for Wyndham residents and organisations to embrace the benefits of volunteering.



KEY CAPITAL WORKS PROJECTS

Dianella Community Centre

COST: \$9.2M

Located in Congo Drive, Tarneit, Dianella Community Centre features access to early education and care services, including kindergarten, maternal and child health, consulting rooms, a community gathering space, and a suite of programs to suit all ages. This project was supported by the Victorian Government through the Growing Suburbs Fund and the Building Blocks program.

Street Surfer Bus

COST: \$829,953

The new state-of-the-art Wyndham Street Surfer Bus is a place where young people can build their skills through recreational and educational workshops. It represents a safe space young people can engage with Council’s Youth Services team and access information, advice, support and referrals. Through the Street Surfer bus, young people are offered after-hours and weekend support across Wyndham, providing help when and where it needed the most.

The Street Surfer Bus is fitted out with WiFi, music and DJ equipment, gaming consoles, art equipment, sports equipment including a mobile basketball ring and soccer goals, five LCD screens inside and an outdoor LCD screen which can be utilised for gaming and movies and more

This project was funded by a Growing Suburbs Fund from the Victorian Government.

Grange Community Centre Redevelopment

COST: \$2.6M

This project included an upgrade of the existing community centre, three new community rooms, a community lounge space and a landscaped courtyard. The upper windows of the façade feature a visually striking artwork of birds as they migrate to Wyndham by contemporary artist Brian Robinson.

The redevelopment gave the community new and improved spaces for people to meet and gather, meaning The Grange Community Centre has served the Wyndham community well for nearly three decades, and these works have catapulted this popular centre into the 21st century, providing Hoppers Crossing residents with the community facilities they need and deserve. This project was supported by the Victorian Government through the Growing Suburbs Fund.



DIANELLA
COMMUNITY
CENTRE



GRANGE
COMMUNITY CENTRE
REDEVELOPMENT



STREET SURFER
BUS

2. PLACES AND SPACES

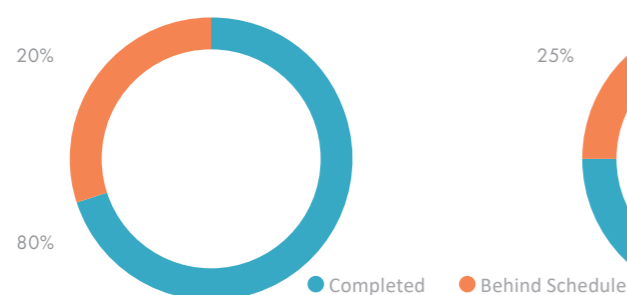
Council will work with its partners to build a City that is easy to move around, offers a diverse range of housing, protects our natural environment, and promotes active and passive recreation. We will strive to improve neighbourhood ambience, civic services and our standing as an attractive, safe, relaxing,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

HEALTH, WELLBEING AND SAFETY GOAL

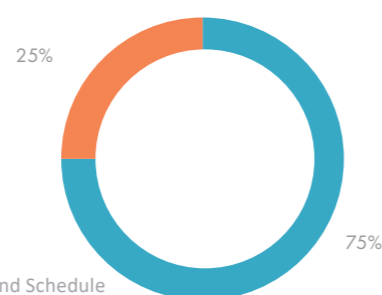
People in Wyndham are well across the life stages, safe and socially connected regardless of where they live or their social, economic or cultural background.

In 2020/21, ten major initiatives and four initiatives were identified within this theme. At 30 June 2021, 80 per cent (8) of major initiatives were completed, and 20 per cent (2) were behind schedule. Of the initiatives, 75 per cent (3) were completed and 25% (1) was behind schedule.

PROGRESS OF MAJOR INITIATIVES



PROGRESS OF INITIATIVES



KEY	✓ Completed	⌚ Deferred	← Behind Schedule
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	COUNCIL WILL:	COUNCIL DID:	STATUS
2.1	Ensure supply chains are effectively maintained and accessible to support the delivery of capital and operational initiatives as well as in relation to securing required PPE and other protective requirements for continued service delivery.	The changing economic climate poses challenges and risks. Council continues to monitor risks to ensure that supply chains are effectively managed and accessible to ensure delivery of capital and operational initiatives. Further development of best practice across Council with regards to procurement of goods, services or works will continue. Procurement will continue to monitor and assist key departments with securing required PPE for Council with procedures in place to monitor stock levels.	✓
2.2	Complete The Wyndham Plan.	The preparation of The Wyndham Plan is progressing.	←
2.3	Upgrade of 50 local parks throughout Wyndham, as part of the implementation of the Wyndham Parks Program 2021,	The upgrade of the Wyndham Parks Program 2021 has been delivered.	✓
2.4	Enable the community to travel more actively and reduce their car dependency by undertaking prioritised improvements to the current active transport network in line with the Active Transport Network Audit findings.	The delivery of the 2020/21 Active Transport Program is set to enable the community to travel more actively and reduce car dependency through the undertaking of prioritised improvements to the current active transport network in line with the Active Transport Audit findings.	✓

MAJOR INITIATIVES AND INITIATIVES

	COUNCIL WILL:	COUNCIL DID:	STATUS
2.5	Investigate options to address commuter issues associated with travelling to and arriving at railway stations and opportunities for improvement.	Council continues to investigate options to address commuter needs when travelling to and arriving at railway stations. Council officers will re-assess a potential pilot Park and Ride project near Tarneit Station when office workers return to the CBD in greater numbers, and public transport commuter and associated car parking demand increases. The State Government funded additional commuter car parking and the two new bus routes which commenced in May will need to be considered in an impact assessment.	✓
2.6	Represent Wyndham's interests in year 2 of the delivery of the Level Crossing Removal projects at Cherry Street, Werribee Street and Hoppers Crossing.	Year 2 actions have been completed for the delivery of the Level Crossing Removal projects for 2020/21 with ongoing works to be completed by the end of 2021/22.	✓
2.7	Represent Wyndham's interests in year 2 of the delivery of the Western Roads Upgrades including Point Cook Road, Derrimut Road, Palmers road, Sayers Road, Old Geelong Road, Duncans Road, Ballan Road and Boundary Road.	Year 2 actions have been completed for the delivery of the Western Roads Upgrades with works progressing on schedule for completion in December 2021. Maintenance will be ongoing as per contract (20 years).	✓
2.8	Commence the implementation of the K Road Cliffs masterplan to improve the sustainability and amenity of this iconic location in Werribee South	The K Road Cliffs masterplan has commenced with landscape architecture and hydrological engineering design work developing. Various external approval processes and permit applications are underway.	✓
2.9	Continue to implement the Greening the Pipeline project which aims to convert the space around main outfall sewer to attractive and useable open space and paths, in partnership with the State government.	The Greening the Pipeline Project continues to be implemented at Arndell Park. This project aims to convert the space around main outfall sewers to attractive and useable open space and paths.	✓
2.10	Make necessary repairs to Eagle Stadium to ensure it can be used into the future.	Delays experienced due to procurement challenges resulting in a second tender assessment. Works are scheduled to begin September 2021.	←
2.11	Recommence service delivery and reopening community facilities in accordance with State and Federal health advice	The Future of Work strategy has been completed detailing reactivation guidelines for organisational reopening including site specific COVID safe plans.	✓
2.12	Undertake the Wyndham Heritage Study 2020 Planning Scheme Amendment.	Stage 1 of the Heritage Study and Thematic Environmental History was adopted by Council at their meeting on 28 June 2021. A work program for implementation through Stage 2 which details studies and subsequent Planning Scheme Amendments was also adopted.	✓
2.13	As part of the implementation of the City Forest and Habitat Strategy, establish a street tree species trial to identify suitable replacement species for our current street trees which under climate change conditions will become unsuitable.	The street tree species trial has identified the climate ready tree species for trial scheduled for planting August. This will be monitored over two years.	←
2.14	Undertake an update of the Council's Environment and Sustainability Strategy (2016-2040) and incorporate new targets into the Climate Futures Office's strategic plan.	Given the widescale and significant impact of COVID-19 it is imperative Council positions itself to be in an optimum state of preparedness to repair, recover and offer new directions in the event of future shocks and stresses. The Resilient Wyndham Plan was endorsed by Council on 29 June 2021. It aims to ensure Wyndham builds back better from the COVID-19 pandemic, that it can manage chronic stresses and is prepared for future events such as climate change, extreme weather, natural disasters, pandemics and cyber-attacks with agreed short- and long-term targets.	✓

*Major Initiatives are shaded

STRATEGIC AND LIVEABILITY INDICATORS

Over the life of the City Plan, progress has been tracked via a set of strategic indicators.

STRATEGIC INDICATORS	OUTCOME
8. Community satisfaction with sealed local roads	6.62 (out of 10- Solid) ¹
9. Housing diversity: Dwelling structure and density (%)	16.2%* ⁸
10. Kerbside collection waste diverted from landfill	37.38% 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 7.21 (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 3.2% 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)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 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]	1.81	1.11	1.94	2.18	The time taken to action food complaints has increased due to a higher volume of complaints. Residents are more self-aware of PPE and food handler hygiene in light of the COVID-19 pandemic.
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]	97.29%	100.93%	113.54%	95.58%	The closure of premises due to the COVID-19 pandemic did not allow inspections to take place within the required timeframes.
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]	\$475.14	\$353.49	\$378.86	\$480.40	Direct cost of providing the food safety service has increased from the previous year. This can be attributed to impacts from COVID-19 restrictions which resulted in an increase of new applications and increased support.
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%	0%	<p>Environmental Health has not received any major or critical non-compliance notifications this financial year.</p> <p>This measure relates to third party auditor inspections (not Council inspections). Council is still conducting reviews of premises which is reported separately via FS2 – this figure was 95.58%.</p> <p>If an auditor detects a critical non-compliance they must notify Council for follow up. In this period no auditor reported any critical non-compliance to Council. During this period auditors were also doing virtual inspections as approved by DHHS.</p>

SERVICE PERFORMANCE INDICATORS

SERVICE - INDICATOR – (MEASURE)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 RESULT	MATERIAL VARIATIONS
AQUATIC FACILITIES					
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]	2.50	11.50	7.00	3.00	The number of inspections of aquatic facilities was impacted by the COVID-19 pandemic with facilities closed in line with government restrictions. Number of Inspections are within range.
Health and Safety Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	14.00	15.00	N/A	N/A	Indicator removed 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	\$2.62	\$16.89	COVID-19 caused significant disruption to the aquatic and leisure industry in 2020/21 and this indicator does not reflect normal operations. Of the 363 trading days in 2020/21, AquaPulse was open for 214 days (59%) and closed for 149 days (41%). Varying levels of restrictions were in place for all 214 days of trading, necessitating an operating model tailored to the level of restrictions at the time which yielded different revenues and expenditures to standard operations.
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	4.00	4.00	2.82	1.10	Visitation to aquatic and leisure facilities were heavily impacted by the COVID-19 pandemic. Facilities were closed in line with government restrictions and visitations capped on reopening causing significant disruption.

SERVICE PERFORMANCE INDICATORS

SERVICE - INDICATOR – (MEASURE)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 RESULT	MATERIAL VARIATIONS
ROADS					
Satisfaction Sealed local road requests [Number of sealed local road requests/kilometres of sealed local roads]	24.01	23.45	45.80	48.94	As COVID-19 restrictions and lock downs continued through 20/21 more people are home and reporting potholes.
Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the re-novel intervention level set by Council/ kilometres of sealed local roads]	99.08%	99.18%	98.19%	98.63%	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]	\$184.75	\$230.11	\$127.86	\$201.08	The works undertaken in the 2020-21 financial year were small in scale and were full depth constructions which have a compounding effect of both economies of scale and high methods of reconstruction. Significant increase of drainage rectification works is also reported and in addition costs on these contract works have increased due to effects of COVID on the construction industry.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$45.07	\$39.08	\$45.63	\$32.05	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]	64.00	69.60	64.70	66.20	The increase within this measure is not material and the result still remains within the 'good' category of satisfaction. The Annual Community Survey was conducted in January 2021.

SERVICE PERFORMANCE INDICATORS

SERVICE - INDICATOR – (MEASURE)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 RESULT	MATERIAL VARIATIONS
WASTE COLLECTION					
Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/ number of kerbside bin collection households] X 1000	112.84	157.05	198.46	265.03	The number of bin collection requests has increased due to transition to the new contractor in December 2020. There were multiple service requests from residents for missed and damaged bins.
Service standard Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/ number of scheduled kerbside garbage and recycling collection bin lifts] X 10,000	4.48	4.26	4.49	9.86	The number of kerbside collection bins missed has increased due to a new collection contract which commenced in December 2020. This can be contributed to new routes, change to collection times and driver errors.
Service cost Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/ number of kerbside garbage collection bins]	\$103.61	\$106.04	\$115.28	\$119.23	The cost of the kerbside garbage bin collection service has increased since the previous year due to increased cost of bin deliveries with the new contractor. The service cost remains within range.
Cost of kerbside recyclables bin collection service [Direct cost of the kerbside recyclables bin collection service/ number of kerbside recyclables collection bins]	\$21.32	\$37.83	\$48.69	\$51.21	Population growth and an increase in kerbside materials has resulted in an increase in service costs since last financial year.
Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins]	35.71%	34.93%	37.38%	37.55%	Green waste bin diversion is optional in Wyndham with approximately 32% of properties participating. Waste diverted from landfill remains constant.

SERVICE PERFORMANCE INDICATORS

SERVICE - INDICATOR – (MEASURE)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 RESULT	MATERIAL VARIATIONS
STATUTORY PLANNING					
Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	118	90	77	107	<p>There has been an increase in the time taken to assess planning applications when compared to last year’s numbers, given the economic environment and uncertainty in 2020-21 and COVID restrictions. This impacted both Council and applicants. From a Council perspective ongoing COVID restrictions impacted the recruitment of planning staff to carry out all the necessary functions of the planning department.</p> <p>The median number of days end to end takes into account all parts of the application process including submitting further information by the applicant. On average it was taking applicants 50 days to submit further information to Council. In addition, we have received an increased number of enquires which have more than doubled over the last year. 1300 planning advice requests were provided in 2019/20, compared to 3114 received in 2020/21.</p>
Service standard Planning applications decided within required time frames [(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]	57.94%	78.56%	57.34%	51.51%	<p>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.</p> <p>This collaborative approach has resulted in some time frames not being met, however the expectations of the applicant were satisfied. Four appeals against failure to determine within the timeframe were received this financial year, based on 697 permits determined. This result is also influenced by the inability to recruit staff due to COVID restrictions.</p>
Service cost Cost of statutory planning service [Direct cost of statutory planning service/ number of planning applications received]	\$2,635.95	\$2,513.57	\$2,764.77	\$2,273.41	The cost of the service is lower than the last financial year. Resourcing and back-filling was placed on hold due to COVID restrictions which resulted in the Town Planning Department having a large number of vacant positions.
Decision making Council planning decisions upheld at VCAT [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]	70.37%	52.94%	42.86%	33.33%	<p>VCAT has affirmed Council’s decision on 5 occasions from the 15 appearances at the Tribunal this year.</p> <p>Five of the Council decisions ‘set aside’ by VCAT related to applications Council deemed to be contrary to designated land uses in Precinct Structure Plans, particularly in the Growth Areas.</p> <p>Future Policy development will enhance Council’s effectiveness of defending statutory planning decisions at VCAT.</p>

SERVICES DELIVERED AND COSTS

Council delivers of 60 services to the community, the services related to Places and Spaces are:

SERVICE	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL BUDGET VARIANCE \$'000
Asset Management	Supports the management of Council infrastructure by coordinating the development of asset management policy, Asset Strategies, Asset Management plans and Information Systems.	262 <u>1,713</u> 1,451
Building Services	Keeps the community safe by delivering an effective and efficient building control and building permit service with a strong focus on compliance with the Building Act 1993, Building Regulations, Building Code of Australia, Australian Standards and Codes, continuous improvement and customer service.	-240 <u>273</u> 513
Community Cultural Facilities Management	Coordinates the strategic and operational management of facilities for casual and regular hire by organisations and community members to provide services and programs that align with local needs.	5,059 <u>4,860</u> -199
Conservation and Arboriculture	Provides ecological conservation of important environmental areas, while the Arboriculture team services our community through the provision of tree lined streets and parklands, and the protection of the environment through the management of the trees lifecycle.	2,051 <u>2,440</u> 389
Facilities Management	Provides strategic and operational management of assets to ensure the effective provision of facilities for community and Council use.	8,334 <u>7,631</u> -703
Kerbside Waste Collection Services	Provide a safe and reliable kerbside waste, recycling, green/organics, and hard waste collection services throughout Wyndham.	-449 <u>407</u> 856
Long Term Planning and Design	Provides specialised planning services in relation to land use strategies, strategic plans, city design, urban design frameworks, precinct structure plans and development contributions, in order to maximise the land use, design and development potential of the municipality and increase quality of life.	3,183 <u>3,492</u> 309
Natural Environment and Urban Forestry	Wyndham’s residents can access natural open space, access information and services to improve their environment and benefit from increased shade and green spaces. This will support a more climate resilient community.	664 <u>891</u> 227
Open Space Creation	Provides safe, functional, affordable and aesthetically appealing landscapes and park assets to meet the Wyndham community’s needs.	1,071 <u>902</u> -169
Open Space Management	Provides strategic and operational management to ensure presentation levels and safe conditions are met in Wyndham’s open spaces. Manages ecological amenity and climate adaptation of trees in accordance with the Tree Policy.	24,181 <u>22,832</u> -1,349

SERVICES DELIVERED AND COSTS

SERVICE	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL BUDGET VARIANCE \$'000
Roads and Amenity Maintenance	Manages and maintains Council assets including roads, drains, signage, footpaths and the collection of litter in public places.	10,053 <u>11,035</u> 982
Road Design and Construction	Provides the community with highly serviceable and safe infrastructure through the design, project management and construction of roads (including local arterial roads), bridges, roadside footpaths and culverts, drainage and car parks.	170 <u>1,082</u> 912
Spatial Systems	Collects, maintains, and distributes geospatial information and mapping products necessary to support council decision making and improve municipal-ity outcomes. Provides visual context to information enabling deep analytical capabilities.	264 <u>532</u> 268
Strategic Property Portfolio Management	Strategically manage Council’s property portfolio across the asset lifecycle while ensuring data integrity is maintained and its land is managed efficiently and effectively in the best interests of the community.	456 <u>759</u> 303
Strategic Waste and Sustainability Planning	Leads local projects and initiatives that enhance sustainability, improve energy efficiency, minimise waste and contribute to corporate social responsibility, by providing advice, education programs and policy development.	513 <u>531</u> 18
Subdivisions	Responsible for Council’s statutory responsibilities under the Subdivision Act 1988 including the facilitation of timely assessments and approval of key stages, aiming to provide high quality outcomes for the community.	779 <u>158</u> -621
Town Planning	Responsible for Council’s statutory responsibilities under the Planning and Environment Act 1987 and Subdivision Act 1988. This includes the administration of the Wyndham Planning Scheme which aims to achieve high quality builds and land use outcomes that promote the liveability of the municipality.	1,988 <u>1,620</u> -368
Traffic Management	Monitors the performance of Wyndham’s road network, and provide traffic and transport engineering advice to Council and other stakeholders. Deliver traffic management, bicycle and footpath civil works to enhance the safety and connectivity of the road and active travel networks for all residents and users.	1,670 <u>1,490</u> -180
Transport Planning	Develops and implements transport related policies, strategies and plans, which aim to improve transport options for the Wyndham community. Works in collaboration with external agencies and internal departments to provide transport advice and input that supports improved transport options.	796 <u>660</u> -136
Water and Costal Governance	Leading the municipality to enhance Wyndham’s water quality, coastlines and ecosystem sustainability.	2,918 <u>2,756</u> -162

KEY CAPITAL WORKS PROJECTS

Arndell Park Soccer Pitch Upgrade

COST: \$918,000

Works are now complete on a high-usage FIFA 1 Star Rating synthetic pitch at Arndell Park, which is located at Federation Boulevard Reserve, Truganina. The redeveloped soccer pitch has been a big win for both the tenant club, the Truganina Hornets, and the wider Truganina community. These synthetic surfaces require no irrigation during warmer months, resulting in lower maintenance costs, and can accommodate increased hours of use compared to grass pitches.

Galvin Park Soccer Pavilion Redevelopment

COST: \$3.8 MILLION

This redevelopment project includes the demolition of the reserve’s previous pavilion and construction of two new pavilions that include a large community room, six new change rooms that meet modern standards and are welcoming for all genders, a large kitchen and canteen, public toilets and officials’ facilities. Pavilion B was completed in June 2021, while Pavilion A is well underway and due to be completed in August 2021. Once complete, the new soccer pavilions will service four soccer pitches and provide a brand-new home for the Werribee City Soccer Club. It will also support the many community groups and schools that use this space and will be fully compliant for disability access. This latest redevelopment will transform Galvin Park into a state-of-the-art sporting hub and will help boost participation in sport. This project was supported by the Victorian Government through Sport and Recreation Victoria.

Little River Tennis Court Redevelopment

COST: \$415,000

The project included the removal of the facility’s existing tennis courts and the construction of two new tennis courts with barrier fencing, pathways and landscaping. The previous courts were 25 years old and in a state of disrepair, with cracked and uneven surfaces that resulted in regular closures. These new concrete courts are better suited to the Little River topography, providing a smooth and sturdy surface with drains to capture water. This will also result in reduced court maintenance, in turn giving players more court time.



ARNDELL PARK
SOCCER PITCH
UPGRADE



LITTLE RIVER
TENNIS COURT
REDEVELOPMENT



GALVIN PARK
SOCCER PAVILION
REDEVELOPMENT

KEY CAPITAL WORKS PROJECTS

Wyndham Vale Park Upgrades

COST: \$450,000

The upgrade of Munro Drive Park is now complete and open to the public, featuring new play equipment, a nature-based play area, new seating and upgraded concrete pathways. The first stage of the Oaktree Avenue Park upgrade is also complete, with a new tennis court now open to the public. The tennis court is part of an expansive upgrade of the park, which will also include an upgraded playground featuring new equipment and nature play, redeveloped picnic areas with BBQs, upgraded pathways, furniture and landscaping. Works on the second stage of the upgrade are expected to start in mid-2021.

Active Transport

COST: \$2.2M IN 20/21

This is an ongoing program to install footpaths and shared paths across the network to address missing links, access to new bus stops, deficiencies created in old estates, and improve overall access for pedestrians and cyclists. Without a connected active transport network, communities lose access to a critical choice in modes that is free to use and provides for all ages and abilities.

Some recent examples are the 2.5km of shared paths that will make it easier for residents to get to Tarneit train station and other important landmarks without driving. The project include several upgrades along the walking and cycling path network along the Melbourne Water pipe track reserve, including a new shared path link through Goddard Street Reserve, new section of path on Thwaites Road and improved road crossings at Toucan Road, Thwaites Road, Tableland Road, Penrose Promenade, Brinbrook Street, Crossway Avenue and Wilandra Drive. These shared path upgrades will help take cars off our roads and give the growing Tarneit community more travel options.

Wyndham Parks 2021

COST: \$11.4 MILLION OVER FOUR YEARS

The Wyndham Parks 2021 project has been a program to upgrade close to 200 parks over four years, finishing in 2021. During the last financial year, council upgraded 25 local parks throughout Wyndham including playground upgrades, nature play spaces, park furniture upgrades and new signage. These important works have breathed new life into local parks, creating beautiful open spaces that the whole family can enjoy and will also promote healthy lifestyles and give Wyndham residents access to great parks close to home.



WYNDHAM VALE PARK UPGRADES



ACTIVE TRANSPORT



WYNDHAM PARKS 2021

LAWRIE EMMINS RESERVE MOTOCROSS



Lawrie Emmins Reserve Motocross

COST: \$2.4M

The redevelopment of the Lawrie Emmins Motocross Track provides residents with a safe and legal motorcycling facility. It features a senior and junior motocross track, accessible toilets, car park, site office and safety upgrades.

3. EARNING AND LEARNING

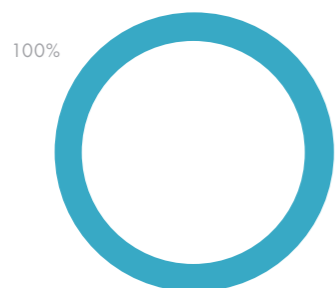
Council will work innovatively with our partners and community to ensure Wyndham is a place of opportunity for learning, working, investing and succeeding, which builds a vibrant and sustainable city where all residents have access to opportunities. We will seek innovative ways to build an attractive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

HEALTH, WELLBEING AND SAFETY GOAL

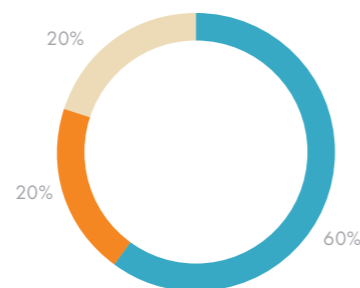
People in Wyndham enjoy financial security, have access to a diverse range of learning, education and work opportunities and have safe and healthy work and learning environments.

In 2020/21, three major initiatives and five initiatives were identified within this theme. As of 30 June 2021, 100 per cent (3) of major initiatives were completed. In relation to the initiatives, 60 per cent (3) were completed, 20% (1) was deferred and 20% (1) was behind schedule.

PROGRESS OF MAJOR INITIATIVES



PROGRESS OF INITIATIVES



● Completed ● Behind Schedule ● Deferred

STRATEGIC AND LIVEABILITY INDICATORS

Over the life of the City Plan, progress has been tracked via a set of strategic indicators.

STRATEGIC INDICATORS	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	3.8% change between 2018/19 and 2019/20* ¹⁵
19. Gross Regional Product (GRP): Gross Regional Product and percentage contribution to Victorian Gross Domestic Product	\$12.05 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

MAJOR INITIATIVES AND INITIATIVES

KEY ✓ Completed ⌚ Deferred ← Behind Schedule

	COUNCIL WILL:	COUNCIL DID:	STATUS
3.1	Delivery of the \$5 million WynLocal Economic Support Package to contain the adverse economic impacts anticipated for small to medium businesses, households and to support local employment within the municipality as a result of the COVID-19 epidemic.	Delivery of \$250,000 Manufacturing and Primary Producer Development and Expansion Fund completed the full program delivery of the \$5 million WynLocal Economic Support Package supporting local businesses.	✓
3.2	Oversee year one of the Western Melbourne Group Agreement for the delivery of the A League Stadium development.	Year one of the Western Melbourne Group Agreement for the delivery of the A League Stadium development has been completed.	✓
3.3	Commence the Wyndham Stadium Precinct Structure Plan and Master Plan for the A League Stadium development at 1160 Sayers Road South.	The Wyndham Stadium Precinct Structure Plan and Master Plan for the A League Stadium has progressed with Ministerial approval and is due for completion May 2023.	✓
3.4	Deliver the 'Buy Local' campaign as part of the 'Wyndham, We're In It Together' campaign in an effort to support local businesses and local jobs.	Fostering a 'Buy Local' ethos among the Wyndham business and resident community continues to be a priority and is embedded in all Economic Growth Unit initiatives as part of the 'Wyndham, We're In It Together' campaign.	✓
3.5	Monitor the \$5 million WynLocal Economic Support Package on a monthly basis and be agile in scaling support accordingly in a fiscally responsible manner.	Regular reporting to the Executive Leadership Team on program initiation, budget forecasts and budget actuals monitored the delivery of the WynLocal Economic Support Package.	✓
3.6	Support the delivery of new jobs, new attractions, apartment style living, major commercial opportunities and multi-story carparking within the Werribee City Centre, through the Council's Catalyst Site project delivery agreement responsibilities.	The Hunter Werribee Catalyst Development has been completed and businesses have commenced trading. This landmark development will create many new local jobs, attractions, multi-storey car parking and flow-on economic benefits to the Werribee City Centre.	✓
3.7	Develop a Social Investment Action Plan which outlines Wyndham's commitment to social enterprise, local philanthropy and other models of delivering social impact.	The Social Investment Action Plan has paved the way to understand the context for local philanthropy. Partnerships with Kinaway Victorian Aboriginal Chamber of Commers and Social Traders has gained traction with a program of work developed for Aboriginal business and social enterprise, further supporting work on Social Procurement, Social Enterprise and Aboriginal Business Development.	⌚
3.8	Undertake a feasibility Study into the future function and operation of the Melbourne Water Discovery Centre site as part of the reshaping of the Werribee City Centre.	Audits have been undertaken to confirm building condition.	←

*major initiatives are shaded

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK
SERVICE PERFORMANCE INDICATORS

SERVICE - INDICATOR – (MEASURE)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 RESULT	MATERIAL VARIATIONS
LIBRARIES					
Utilisation	6.46	6.22	4.32	3.30	Ongoing lockdowns and restrictions related to COVID-19 have resulted in a decline comparative to 2019-2020. The result remains within range.
Library collection usage					
[Number of physical library collection item loans/number of physical library collection items]					
Resource standard	70.33%	72.95%	70.65%	67.34%	Although number of items purchased in the last 5 years is higher comparative to 2019/2020, total collection size has grown. This growth can be attributed to a reduced ability to process and remove older stock due to lockdowns.
Recently purchased library collection					
[Number of library collection items purchased in the last five years/number of library collection items]					
Service cost	New in 2020	New in 2020	\$26.82	\$19.42	COVID-19 restrictions resulted in Library closures and service reductions and a reduction in expenditure.
Cost of library service per population					
[Direct cost of the library service to Council of the library service/ population]					
Participation	13.32%	13.14%	12.24%	10.56%	Continued COVID-19 restrictions and lockdowns resulted in Library closures and service reductions, impacting member ability to borrow items, resulting in lower active borrowers.
Active library borrowers in municipality					
[Number of active library Borrowers in the last three years/ The sum of the population in the last three years]					

SERVICES DELIVERED AND COSTS

Council delivers of 60 services to the community, the services related to Earning and Learning are:

SERVICE	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL BUDGET VARIANCE \$000
Business Growth	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.	2,889
		<u>2,936</u>
		47
Deals Investment and Major Projects	Creates public value through the attraction of state, federal and commercial investment that provides an uplift to the local community and economy by way of jobs, enabling infrastructure and liveability.	44
		<u>139</u>
		95
Inclusive Employment	Supports businesses to adopt inclusive employment practices that support diversity in their business and linking those businesses to local people who are looking for work.	887
		<u>833</u>
		-54
Investment	Implementation of initiatives that facilitate and enable new investment generating business and employment growth within Wyndham.	1,165
		<u>2,078</u>
		913
Library Services	Provides resources, services, spaces and programs that support Wyndham residents’ increased levels of literacy, digital literacy, numeracy, community wellbeing and social connectedness. Learning and participation is facilitated through library branches located at Pacific Werribee Shopping Centre, central Werribee, Point Cook, Manor Lakes, Tarneit and via 24/7 digital library information and resource services.	6,889
		<u>7,578</u>
		689
Place Activation and Marketing	Advancing and coordinating vibrant, successful, attractive and relevant Activity Centers through Place Activation and Marketing.	1,132
		<u>1,163</u>
		-169
Place Making – Activity Centers	Advancing and coordinating vibrant, successful, attractive and relevant Activity Centers through place making.	608
		<u>1,163</u>
		-169
Smart Wyndham	Identification and delivery of key smart city projects that are of genuine benefit and align to the strategic priorities identified in the Smart City Strategy 2019-24 to transform Wyndham into a Smart City.	608
		<u>963</u>
		355
Visitor Economy	Implementation of initiatives that raise great awareness of the City’s reputation as a quality visitor destination and which grows the value of the visitor economy through increased visitation and visitor expenditure on goods and services from Wyndham’s businesses and enterprises.	674
		<u>539</u>
		-135

4. LEADERSHIP AND PARTICIPATION

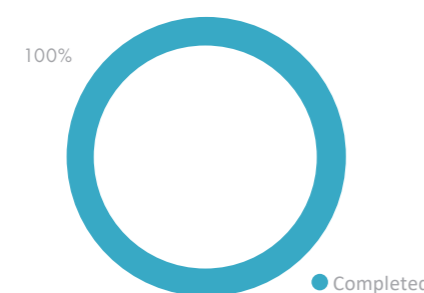
Council will work innovatively with our partners and community to ensure Wyndham is a place of opportunity for learning, working, investing and succeeding, which builds a vibrant and sustainable city where all residents have access to opportunities. We will seek innovative ways to build an attractive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

HEALTH, WELLBEING AND SAFETY GOAL

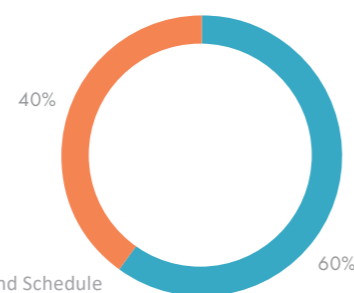
Wyndham City works with local residents, organisations, partners, and other tiers of government to deliver sustainable and financially responsible improvements to health, wellbeing, and safety for the community.

In 2020/21, four major initiatives and five initiatives were identified within this theme. As of 30 June 2021, 100 per cent (4) of major initiatives were completed. Of the initiatives, 60 per cent (3) were completed and 40 per cent (2) were behind schedule.

PROGRESS OF MAJOR INITIATIVES



PROGRESS OF INITIATIVES



STRATEGIC AND LIVEABILITY INDICATORS

STRATEGIC INDICATORS	OUTCOME
22. Community satisfaction with Council's performance in community consultation and engagement	6.92 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	6.90 ¹
24. Community satisfaction with performance of Council across all areas of responsibility	6.92 ¹
25. Community satisfaction with Council's performance in maintaining the trust and confidence of the local community	6.88 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 n

MAJOR INITIATIVES AND INITIATIVES

KEY	✓ Completed	🕒 Deferred	← Behind Schedule
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	COUNCIL WILL:	COUNCIL DID:	STATUS
4.1	Lead pandemic recovery efforts and work with State and Federal Government stakeholders to ensure the municipality is supported as required.	The Council's Pandemic Recovery Office has completed Reactivation Guidelines and COVID Safe Protocols for Council services, Recovery Plan, Resilient Wyndham Plan, mobilised vaccination hubs and testing sites and developed forward focussed Future of Work strategy.	✓
4.2	Develop a new Council Plan to be adopted by Council in line with legislative requirements.	The Council Plan 2021-25 will be completed in line with legislated requirements and will be considered for adoption by Council in October 2021.	✓
4.3	Review and develop the new Community Engagement Policy in line with the new Local Government Act requirements.	The new Community Engagement Policy 2021-25 was adopted in line with the requirements of the Local Government Act 2020.	✓
4.4	Development of a four-year strategic workforce plan in line with introduction of changes to the Local Government Act.	The Workforce Plan will be completed by December 2021, in line with legislated requirements.	✓
4.5	Partner with NGOs and community groups to coordinate and respond to the pandemic recovery.	Council worked closely with the Department of Family, Fairness and Housing (DFFH) to identify ways in which to respond to the global pandemic and find local solutions to support the Wyndham Community. The initial 13-week project commenced mid November 2020, with five partner agencies, who helped deliver the outcomes of the project, through the engagement of bi-cultural workers. The 5 partner agencies included: Wyndham Community Education Centre, The Huddle, MiCare, CMY, and AMES in collaboration with IPC Health who offered clinical support. The success of the initial 13-week project led to an extension of this program of work into 2021/22.	✓
4.6	Support community led initiatives that contribute to community connection through responding to the pandemic.	Reconnection and Recovery Grants offered the opportunity to support the Wyndham community to reconnect with each other and to support community recovery and resilience through Council partnership and funding. The assessment panel recommended 45 projects for funding, with a total combined value of \$196,090. The funded projects were diverse and will assist the Wyndham community in reconnecting and supporting communities impacted by COVID, including families, women, young people, seniors, people with disabilities and culturally diverse communities.	✓
4.7	Implement Council's Advocacy Strategy, Securing Wyndham's Future, through relevant public campaigns and effective intergovernmental relations.	Council welcomed a range of funding commitments in the Victorian & Federal 2021-22 budgets which Wyndham have advocated for under Council's Advocacy Strategy, including works for the Ison Rd rail overpass bridge, upgrades to the Derrimut Rd & Boundary Rd intersection, rail capacity upgrades, an Orange Door family violence service, and ongoing support for enhanced employment services for disadvantaged job seekers. The I Love Kinder campaign continued to advocate for ongoing federal funding for kindergarten, with a commitment made in the federal budget for a national negotiation to achieve this outcome. Council has also advocated for the ongoing upgrade and maintenance of state roads in Wyndham, and for reforms to Victorian Government's management of developer contributions funds.	✓
4.8	Undertake replacement of the Enterprise Technology system which will deliver a modern communications/ collaboration platform to support our flexible workplace and to provide integration with the Microsoft applications.	Council is working towards the replacement of the Enterprise Technology System through the successful roll out of Microsoft Teams with high levels of user adoption. The MST telephony component has been rolled out to all civic center users with anticipated completion at all satellite sites in quarter two of 2022.	←
4.9	Implement the 'Social Procurement Policy' which aims to better direct Council's procurement of goods and services to localised options which increase employment of vulnerable people, and that support the local economy.	Procurement together with the Social and Economic Inclusion team are meeting regularly with Kinaway and Social Traders, with a focus on the newly adopted 2021 Capital Works projects and discussing potential opportunities for Indigenous Business and employment opportunities.	←

*major initiatives are shaded

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

SERVICE PERFORMANCE INDICATORS

SERVICE - INDICATOR – (MEASURE)	2017-18 RESULT	2018-19 RESULT	2019-20 RESULT	2020-21 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]	15.20	11.27	14.02	14.62	There were four Council meetings that were closed to the public for personnel matters relating to the appointment of the new CEO, with one resolution made at each meeting.
Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	66.00	66.70	71.80	69.20	Despite a slight decline in this result, satisfaction with community consultation and engagement remains at a “good” level of satisfaction. The Annual Community Survey was conducted in January 2021.
Attendance Councillor attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting/(number of ordinary and special Council meetings) x (number of Councillors elected at the last Council general election)]	84.21%	89.84%	91.98%	93.78%	Attendance levels have increased from last year. Elections were held in October 2020 where 11 Councillors were elected, of which 7 were newly elected Councillors.
Service cost Cost of elected presentation [Direct cost of governance service/ number of Councillors elected at the last Council general election]	\$57,113.18	\$55,042.00	\$49,720.89	\$49,551.46	Councillor expenses were lower than previous years given the reduced number of activities and events attended by Councillors. There were 11 Councillors from November 2020 and Councillor allowances have remained the same for the 2021 Calendar year.
Satisfaction Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	64.00	68.00	69.50	68.30	The decline within the measure is not material and the result still remains within the “good” category of satisfaction. The Annual Community Survey was conducted in January 2021.

SERVICES DELIVERED AND COSTS

Council delivers of 60 services to the community, the services related to Leadership and Participation are:

SERVICE	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL BUDGET VARIANCE
		\$000
Advocacy	Strategically position Wyndham to attract the right resources, infrastructure and services, with other tiers of government and key stakeholders, to meet the challenges and needs of the current and future community. Understand the needs of the community, engage them and advocate with them for improved wellbeing and liveability.	222
		<u>454</u>
		232
Community and Stakeholder Engagement	Leading and supporting Council to provide the community with genuine opportunities to contribute to and inform projects and decisions that affect them.	263
		<u>612</u>
		349
Communications and Marketing	Communicates and promotes the services, initiatives and events that Council delivers to Wyndham residents and stakeholders via a range of communication and marketing channels. Manages Council’s branding and collateral design, media management, digital content and integrated campaigns.	3,106
		<u>3,195</u>
		89
Complex Project Management	Project management services for delivery of Council’s complex projects to achieve quality outcomes with a focus on public value.	56
		<u>0</u>
		-56
Council and Corporate Governance	Enables governance practices and procedures that provide for publicly accountable and transparent decision making and other activities undertaken by Councilors and Officer.	3,702
		<u>3,817</u>
		115
Finance	Oversees municipal rates and property valuations and the related administration. Also responsible for the Organisational banking function, Accounts Payable and Accounts Receivable, including debt collection. Ensures successful management of property data as required under the Act, as well as ensuring the financial management of transactions relating to creditors, debtors and collections. The service includes financial planning, reporting and taxation activities as required under the Act and provide financial expertise and assistance to Management and Council staff.	-20,103
		<u>-4,783</u>
		15,320
Fleet Management	Provides cost effective, whole of life asset management, procurement and provision of plant, vehicles and equipment that are used in support of Council service provision.	-1,050
		<u>-354</u>
		696
Information Technology and Infrastructure	Provides technology infrastructure and application support to enable Council to supply services to the community.	5,877
		<u>6,218</u>
		341

SERVICES DELIVERED AND COSTS

SERVICE	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL BUDGET VARIANCE \$000
Information Management	To embed a Best Practice Privacy, Data Quality and Records and Information Management Framework throughout the organization by monitoring and reviewing processes, systems and controls to ensure trust in Council's operations and the protection of community's rights and entitlements.	7,285
		<u>7,796</u>
		511
Legal Services	Delivers a centralized and independent legal function that provides internal legal aide, manages the procurement of external legal services, mages the panel of service providers, and maintains Council's Instruments of Delegations and Authorisations.	572
		<u>819</u>
		247
Occupational Health and Safety	Enables out people to work in a safe and productive environment, one that extends to that shared by our public and community.	529
		<u>870</u>
		341
Organisational Planning and Reporting	Assists Council to set its high-level strategies including the Wyndham 2040 Vision and the Council Plan. Works primarily with internal stakeholders to ensure Wyndham City Council complies with the Local Government Performance Reporting Framework through the delivery of the annual organisational planning and reporting process to ensure the community is informed as to how Council services are performing and how resources are being spent.	4,848
		<u>4,941</u>
		93
Organisational Project Governance and Support	Supports the organisation to effectively delivery projects to meet community need. To facilitate planning, governance and reporting across all projects.	524
		<u>583</u>
		59
People and Capability	Builds and enables the capability, leadership and culture which contribute to developing a high performing organisation which delivers high quality services to the community. Influences and facilitates right time talent solutions which contribute to developing a high-performing and engaged workforce. Best practice management of people resources in line with legislative requirements to enable Council to deliver quality services that meet the needs of the Wyndham community.	4,746
		<u>5,317</u>
		571
Procurement	Provides Council with the ability to ethically, effectively and efficiently purchase goods and services to improve the wellbeing and liveability of the community whilst ensuring value for money and legislative compliance.	1,590
		<u>1,700</u>
		110
Risk Management	Provides organisational governance activities that create and protect public value by both supporting and monitoring management activity to assure informed decision making, compliance with applicable laws and regulations, protection from financial loss, sustainable business performance through building service resilience.	3,174
		<u>3,749</u>
		575
Research	Creates and centrally manages accurate and reliable data, analysis and insight to inform and support the strategic direction of Council. Contributes to Wyndham's planning and growth management through forecasting analysis and improved data governance. Improve Council's evidence base for planning and advocacy, and the strategic management and meaningful use of Council's data.	95
		<u>260</u>
		165

KEY CAPITAL WORKS PROJECTS

Smart Parking

COST: \$150,000

It's never been easier to get a car park at the Werribee City Centre thanks to new Smart Parking technology which uses sensors in 2000 parking bays to monitor the availability of parking, in real-time, in both on-street and off-street parking across the city centre. Information about available parking can currently be used by smartphone users in an app. The next stage will deliver live digital signs in Werribee with parking availability. The technology is a win-win solution for customers and businesses alike – it will help minimise traffic congestion in the Werribee City Centre caused by drivers trying to find a parking space, making it easier for customers to get in and shop local.





CORPORATE GOVERNANCE

CORPORATE GOVERNANCE AIMS TO ENSURE THAT THE WAY DECISIONS ARE MADE AND IMPLEMENTED ARE 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.

Delegations

Legislation imposes a wide range of powers, duties and functions (‘powers’) on Council in respect of its many activities. These powers can either be exercised by Council via formal Council resolution, or where the legislation permits, exercised by delegates on Council’s behalf.

The Local Government Act 2020 enables Council to delegate its powers to members of a delegated committee or the CEO. In this way, the CEO is empowered to sub-delegate his or her powers to appropriate Council staff or members of a Community Asset Committee. Some legislation imposes powers on the CEO personally, and the CEO can also delegate these to Council staff. Some legislation, for example, the Planning and Environment Act 1987, requires Council to delegate its powers directly to Council staff.

When exercising their delegated powers, delegates must ensure that they are exercised in accordance with the applicable legislation; any conditions and limitations placed on the delegation; and applicable Council policies and procedures.

Local Government Act 2020 requires Council to keep a register of its delegations, and the Instruments are available for public inspection in accordance with it.

Managing conflicts of interests

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 2020, 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 Local Government Act 2020 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 Council Meeting.

A register of conflict of interest disclosures made by staff and Councillors are maintained by Council.

In 2020/21, there were twenty-two (22) conflicts of interests declared by Councillors at Council Meetings. 195 staff attended conflict of interest training during the financial year.

Audit Committee

In accordance with the Part 2 Division 8 of the Local Government Act 2020, Council operate an Audit and Risk Committee. Council have had this Committee in place since 1996. It is an independent advisory committee to Council and provides independent assurance and advice to Council management, internal controls, regulatory compliance and reporting and Council operations.

The membership of the Committee during 2020/21 included:

Independent Chair:
Dr Kathy Alexander
Independent Members:
Mr Jeff Rigby
Mr John Watson (Reappointed December 2019)
Ms Kylie Maher
Dr John Purcell (Resigned July 2020)
Councillor Members:
Cr Adele Hegedich (Mayor, Appointed October 2020)
Cr Susan McIntyre (Appointed October 2020)
Cr Sahana Ramesh (Appointed October 2020)
Cr Josh Gilligan (Mayor, Resigned October 2020)
Cr Peter Maynard (Resigned October 2020)
Cr Aaron An (Resigned October 2020)
Standing Invitation:
Ms Kelly Grigsby, Chief Executive Officer (Resigned May 2021)
Ms Binda Gokhale, Chief Financial Officer
Ms Allison Kenwood, Director, City Life
Mr Stephen Thorpe, Director, City Operations
Mr Ludo Campbell-Reid, Director City Design and Liveability

Committee information including membership and the charter which outlines their responsibilities are published on Council’s website. The primary objectives of the Committee relate to:

- Governance – ensuring the transparency of Committee performance in meeting the obligations of this Charter; through planning a program of work, assessing and reporting on its achievement.
- Finance and Performance – enhancing the credibility and objectivity of financial and performance management and reporting, including review of accounting policy and practice.
- Audit and Assurance – obtaining confidence in the performance of management, through independent and objective assessment of the organisation (or a similar organisation).
- Risk and Compliance – reviewing the appropriateness and effectiveness of management’s risk and compliance systems and confirming that an adequate internal control environment is maintained.

The Charter requires an annual assessment of Committee performance and a Biannual Risk Report to be presented by the CEO at a Council Meeting.

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 2020/21, risk management activity across the organisation has been focussed on:
- Managing disruption risks across services, responding to the public health threat created by COVID-19.
 - Embedding Strategic Risk Management into an annual review and reporting cycle, engaging stakeholders across the organisation.
 - Engaging senior leadership teams in the development of an Enterprise Risk Profile comprising strategic risks, key operational risks and compliance risks.
 - Considering risk in the prioritization of capital works

- program initiatives, as Wyndham embark on a significant capital investment across 2021/22.
- Introducing a Biannual Risk Report to Council, as part of the Local Government Act 2020 implementation.

These achievements contribute to confident decision making across the organisation. Enabling the effective management of risk exposures and identification of business opportunities, enhancing business performance and improving outcomes for the community.

Gender Equity

Adopted by Council in August 2020, 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.

Actions were progressed across the organisation to achieve Council’s vision of a safe, inclusive community where all people, regardless of their gender, have equal access to, resources, power and opportunities, are treated with dignity, respect and fairness, in a life free from all forms of violence.

Key achievements and highlights are listed below under the three goals outlined in the Action Plan.

GOAL 1: To work together with community to build a City that is healthy, strong and inclusive of all.

- Council worked with 12 sports clubs to create Gender Equality Action plans focussing on leadership goals which link back to the Plan.
- Council hosted Tomorrow Man, two online sessions on men’s wellbeing, in partnership with Melton City Council and the Salvation Army.
- Council designed and delivered a pilot program, Global

Sisters for women of refugee and migrant backgrounds. This eight-week program was targeted at improving digital literacy for new and upcoming online businesses.

- Council partnered with CrowdSpot, Monash University XYX Lab and Nike to develop a recreation safety map of local parks, trails and recreation spaces both in Wyndham and Victoria. Information collected from the project will be used to help Council create inclusive spaces.

GOAL 2: For Wyndham City Council to be gender equitable, safe, inclusive and a leader in equality.

- Wyndham embeds gender equitable practices through its recruitment processes. As an equal opportunity employer diversity is welcomed through its talent acquisition.
- Council presented International Women’s Day book displays and posters promoting gender equity across Wyndham libraries, including Women’s History Month and Women in science.
- Libraries promoted 16 Days of Activism against Gender Based Violence in all Libraries and on social media.

GOAL 3: Gender-based violence is reduced and our response strengthened.

- Council continued to work with and advocate to State Government agencies for Orange Door to be established in Wyndham. Orange Door is a free service for adults, children and young people who are experiencing or have experienced family violence and families who need extra support with the care of children.
- Maternal and Child Health nurses participated in the Department of Health and Human Services Multi-Agency Risk Assessment and Management (MARAM) and Family Violence Information Sharing training.
- Implementation of the Sons of the West program – gender equity is a core component of the program with a dedicated gender equity session during the 10-week program.

Engaging with our Community

Community engagement is an important process that allows communities to have their say on decisions that affect their lives. It is a crucial input into good decision making and as the arm of government closest to the people, Council has an important role to ensure community engagement is genuine, transparent and appropriate.

The Local Government Act 2020 requires Council’s to have a Community Engagement Policy. Wyndham’s Community Engagement Policy 2021-2025 sets out the expectations and principles for community engagement. It builds on the community engagement approach to date and guides best practice community engagement processes and outcomes through consistent and transparent approaches.

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Newly adopted policies and strategies

Council advertises the preparation and exhibition of new policies, plans and strategies to provide the community with the opportunity to submit feedback and ideas. The policies, plans and strategies which were adopted during 2020/21 include:

- Audit and Risk Management Committee – Charter
- Councillors Expense and Entitlements Policy
- Governance Rules
- Public Transparency Policy
- Social and Economic Inclusion Framework
- Towards Equality and 12 Month Action Plan
- Councillor Code of Conduct
- Community Engagement Policy 2021 – 2025
- Governance Rules (Review)
- Governance Local Law 2020
- Gifts, Benefits and Hospitality Policy 2021
- Wyndham City Community Grants and Subsidies Policy
- Resilient Wyndham 2021-2025
- Annual Plan and Budget
- Revenue and Rating Plan



INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

Development contributions are payments or works-in-kind towards the provision of infrastructure made by the proponents of a new development. For 2020/21, the following information about infrastructure and development contributions has been disclosed.

TABLE 1 – TOTAL DEVELOPMENT CONTRIBUTIONS PLAN (DCP) LEVIES RECEIVED IN 2020/21

DCP NAME AND YEAR APPROVED	LEVIES RECEIVED IN 2020/21 FINANCIAL YEAR (\$)
Wyndham West- 2014	\$21,376,851
Wyndham North- 2014	\$36,420,695
Truganina Employment Precinct 2009	\$7,233,294
Truganina South	\$0
Point Cook West- 2012	\$0
Total	\$65,030,840

TABLE 2 – DCP LAND, WORKS, SERVICES OR FACILITIES ACCEPTED AS WORKS-IN-KIND IN 2020/21

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
Wyndham North 2014	IN-91-01	0.1443 hectares- Leakes Road / North-South Connector	Land acquisition	\$266,955
Wyndham North 2014	IN-91-02	0.6107 hectares- Leakes Road / Davis Road	Land acquisition	\$1,129,795
Wyndham North 2014	IN-91-02	0.0554 hectares- Leakes Road / Davis Road	Land acquisition	\$102,490
Wyndham North 2014	RD-91-09	0.168 hectares- Leakes Road (Davis Road to RRL)	Land acquisition	\$310,800
Wyndham North 2014	RD-91-09	0.075 hectares- Leakes Road (Davis Road to RRL)	Land acquisition	\$138,750
Wyndham West 2014	RD-13	Alfred Road - Part Construction 335.142 meters of the total 651 meters	Construction	\$1,717,033
Wyndham West 2014	IN-18b	Alfred Road / Princes Highway intersection	Construction	\$2,723,026
Wyndham West 2014	RD-03	1.4966 Hectares- Ison Road between Regional Rail Link and Greens Road	Land acquisition	\$1,571,430
Wyndham West 2014	RD-11	0.1802 hectares- Black Forest Road between Regional Rail Link and Greens Road	Land acquisition	\$189,210
Wyndham West 2014	IN-03	1.8447 hectares- Ison Road / North South Collector within PSP 42.2	Land acquisition	\$1,936,935
Wyndham West 2014	IN-23	0.3537 hectares- Black Forest Road / North South Connector within PSP 42.1	Land acquisition	\$371,385
Wyndham West 2014	AR-19	12.1418 hectares- Land for active open space	Land acquisition	\$12,748,890
Wyndham West 2014	RD-14	Wollahra Rise- Part Construction 492.36 meters of the total 1440 meters	Construction	\$2,238,226
Wyndham West 2014	RD-14a	Offset associated with removal of native vegetation	Construction	\$43,094
Total				\$25,488,019

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 2020/21 FROM DCP LEVIES COLLECTED

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND	WORKS-IN-KIND	COUNCIL’S CONTRIBUTION	OTHER CONTRIBUTIONS	TOTAL PROJECT EXPENDITURE	% OF ITEM DELIVERED
Ison Road- Princes Highway to Melbourne- Geelong Rail Line	RD-01	Wyndham West- 2014	Yes	No	\$7,750	\$0	\$7,750	0%
Land- Hobbs Rd- For Active Open Space	AR-05	Wyndham West- 2014	Yes	No	\$750,000	\$6,912	\$756,912	100%
Manor Lakes Northern Hub Master Plan	CO-05	Wyndham West- 2014	Yes	No	\$140,246	\$0	\$140,246	5%
Black Forest Road South Level 2 Community Centre	CO-11	Wyndham West- 2014	Yes	No	\$102,563	\$0	\$102,563	0%
Wollahra Rise	RD-14	Wyndham West- 2014	Yes	No	\$2,235,003	\$0	\$2,235,003	34%
Dry Creek pedestrian signals on Derrimut Road	IN-89-17	Wyndham North- 2014	Yes	No	\$207,597	\$0	\$207,597	100%
Riverdale Level 2 multi-purpose community centre	CO-91-02	Wyndham North- 2014	Yes	No	\$1,833,482	\$4,301,485	\$6,134,967	90%
Skeleton Creek pedestrian signals	IN-90-18	Wyndham North- 2014	Yes	No	\$318,726	\$0	\$318,726	100%
Tarneit North Masterplan Implementation	S-89-04	Wyndham North- 2014	Yes	No	\$0	\$853,687	\$853,687	10%
Truganina SE Masterplan Implementation	S-90-04	Wyndham North - 2014	Yes	No	\$0	\$4,505,528	\$4,505,528	45%
Truganina L2 Community Centre (Element)	CO-90-04	Wyndham North - 2014	Yes	No	\$85,557	\$39,195	\$124,752	0%
Point Cook West Active Recreation	AR02	Point Cook West - 2012	Yes	No	\$267,419	\$0	\$267,419	5%
TOTAL					\$5,948,343	\$9,706,806	\$15,655,150	

GOVERNANCE AND MANAGEMENT CHECKLIST

The following are the results of Council’s assessment against the prescribed governance and management items:

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: 2 February 2021 <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: 1 March 2021 <input checked="" type="checkbox"/>
3	Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	To be adopted under the Local Government Act 2020 by 31 October 2021. <input checked="" type="checkbox"/>
4	Annual Budget (Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 29 June 2021 <input checked="" type="checkbox"/>
5	Asset Plan (Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Facilities: 2 July 2011 Open Space: 2 July 2011 Roads: 2 July 2011 Stormwater: 2 July 2011 <input checked="" type="checkbox"/>
6	Rating and Revenue Plan (Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Plan Date of Operation of current plan: 29 June 2021 <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 (and regularly reviewed) <input checked="" type="checkbox"/>
10	Procurement Policy (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Prepared and approved in accordance with section 186A of the Local Government Act 1989 Date of approval: 1 November 2019 <input checked="" type="checkbox"/>
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 (and regularly reviewed) <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: 17 December 2020	<input checked="" type="checkbox"/>
14	Audit and Risk 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 - 30/06/2022	<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 (and regularly reviewed)	<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)	Date of report: 10 February 2021	<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 Statements presented to council in accordance with section 138 (1) of the Act Dates statement presented: 8 December 2020 2 March 2021 25 May 2021	<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: 17 December 2020 10 March 2021 9 June 2021	<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)	Date of Report: 10 February 2021	<input checked="" type="checkbox"/>

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: 20 October 2020	<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: 8 December 2020	<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: 18 August 2020 Council to Council Staff: 29 June 2021 CEO to Staff: 1 April 2021	<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: 2 February 2021	<input checked="" type="checkbox"/>

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



Stephen Wall
Chief Executive Officer

Dated: 13/10/2021



Cr Adele Hegedich
Mayor

Dated: 13/10/2021

STATUTORY INFORMATION

THE FOLLOWING INFORMATION IS PROVIDED IN ACCORDANCE WITH LEGISLATIVE AND OTHER REQUIREMENTS APPLYING TO COUNCIL.



Public Transparency Policy

Council's Public Transparency Policy gives effect to the public transparency principles as out in Section 58 of the Local Government Act 2020 and describes what, and how, Council information is publicly and freely available to the community. Under the Public Transparency Policy, Council commits to making all Council information publicly available, except where the information is:

- 'Confidential Information' as defined under section 3(1) of the Local Government Act 2020, unless Council has determined by resolution that the information should be made publicly available
- Confidential by virtue of any other Local Government Act 2020, or
- Is such that making it publicly available would be contrary to the public interest.

The following information will be made publicly available and most can be found on Council's website.

- Register of Delegation made by Council

- Council and Delegated Committee Meeting Agenda and Minute (unless designated as Confidential)
- Local Laws and any documents incorporated
- Council Plan
- Long Term Financial Plan
- Budget
- Annual Report
- Councillor Code of Conduct
- Summary of Personal Interests
- Reappointment of CEO without advertisement
- Differential Rates
- Summary of Election Campaign Donation Returns
- All adopted Council policies, plans and strategies
- Governance Rules
- Code of Conduct for Council Staff
- Register of Delegation made by the CEO
- Register of Authorised Officers
- Register of Interstate and Overseas Travel by Councillors and Staff
- Councillors Expenses and Entitlements
- Register of Land Leases entered into by Council
- Register of Donations and Grants made by Council
- Register of Contracts Awarded by Council
- Details of any Council Land proposed for Sale or Exchange
- Register of Planning Permits
- Register of Planning Applications on Advertising
- Copy of Planning Permits and Endorsed Plans (by application, charges will apply)
- Register of Building Permits, Occupancy Permits and Temporary Approvals
- Copies of Building Permits, plans and documentation (by application, charges will apply)
- Register of Animal Registrations
- Register of Public Roads, and
- Freedom of Information Part II Statement.

Request for access to Council information not available on Council's website can be directed to Council's Freedom of Information Officer on (03) 9742 0777.

Domestic Animal Management Plan

Council's Domestic Animal Plan 2017-2021 aims to guide decision making in relation to the effective animal management for dogs and cats. This four-year plan provides the framework for the planning, development, and evaluation of animal management services and programs delivered by Council and complies with the requirements of the Domestic Animals Act 1994.

The plan must address the following:

- Set out a method for evaluating whether animal control services provided by council are adequate to give effect to the requirements of the Act and regulations.
- Outline programs for the training of authorised officers.
- Outline programs, services and strategies to:
 - Promote and encourage responsible pet ownership of dogs and cats
 - Ensure that people comply with the Act, regulations and legislation
 - Minimise risk of attacks by dogs on people and animals
 - Address over-population and high euthanasia rates for dogs and cats
 - Encourage the registration and identification of dogs and cats
 - Minimise the potential for dogs and cats to create a nuisance, and
 - Effectively identify all dangerous, menacing and restricted breed dogs and ensure these dogs are kept in compliance with the Act and regulations.
- Provide for review of existing orders and Local Laws made under the Act.
- Provide for the review of any other matters related to the management of dogs and cats.
- Provide for periodic evaluation of the plan.

Highlights from 2020/21 are as follows:

- Our Register to Reunite, Return from Field along with our 84Y vet agreement programs continue to positively impact our registrations and impounding numbers by showing a consistent rise in the numbers of dogs identifiable along with a reduction in dogs impounded.
- The overall number of dogs and cats impounded over the past five years has reduced. The number of identifiable dogs is increasing, with the number of identifiable cats fluctuating. This indicates it is not only registered or owned cats being impounded, it is also the transitional community cats that are being trapped and impounded.
- A strong compliance regime continues regarding the housing of all dangerous, menacing and restricted breed dogs with no compliance issues detected for 2020/21.
- As introduced in 2016, Council continues the incentive scheme to encourage and increase voluntary animal registration compliance. The scheme allows owners of animals that have not previously been registered with Council to register for free until the next renewal period. Since the introduction of this scheme community-initiated registrations has seen an increase of 1,341 cats during 2020/21 without Council contact.

- One new domestic animal business has been identified. Rangers worked with the business to achieve compliance to Codes of Practice. There were no non-compliance issues prosecuted with domestic animal businesses currently registered.

Local Laws

Council has two Local Laws:

1) Community Amenity Local Law 2015

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

- Provide for the peace, order and good government of the municipality.
- Promote a physical and social environment free from hazards to health, in which the residents of the municipality can enjoy a quality of life that meets the general expectations of the community.
- Protect the amenity of and safety within the municipality.
- Protect Council assets and the environment of the municipality.
- 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 2020

The objectives of the Governance Local Law 2020 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.

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 2020/21 Council took all practicable measures to comply with its responsibilities under the Local Government Act 2020, 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.
- Seeking feedback from clients and their carers regarding their satisfaction with services available and asking what other services, programs or formats might meet their needs.
- Provision of carer’s leave for Council staff.
- Additional flexibility provisions and wellbeing support for staff during lockdown who may have caring responsibilities.
- Advocating for and partnering with relevant organisations to ensure disability supports are responsive to individual needs.
- Information and support to carers regarding their eligibility fir funded supports and services, in addition to the eligibility of the care recipient, referral to other services.
- Information and support provided to carers to navigate and understand the My Aged Care System.
- Direct services through in-home support including domestic assistance, personal care, respite to give carers a break and home modifications and maintenance.

Third Party Contracts

AGREEMENT NUMBER	CONTRACT
A3000156	Dept of Premier & Cabinet (DPC) – State Purchasing Contract (SPC)- eServices Register
N400086	Mobile Bins- PA Contract 2110-0503
N400079	Microsoft Enterprise Arrangement (MAV #NPN 2.17-3)
C1860/17	MAV Recruitment Neutral Vendor Managed Service RS8017 Comensura – extension of contract
N400076	Agreement for The Supply of End User Computing (SPC)
N400080	MAV NPN 2.15- Supply and delivery of one (1) new 30T articulated dump truck-
N400083	MAV Contract #NPN 1.17 for Bulk Fuel, Fuel Card Services, and Oils, Lubricants and Vehicle Care Products
N400092	NPN 2.15-2 Genuine Parts and Labour
N400155	MAV Plant and Equipment Panel Contract NPN2.15

- Planned activity groups providing social activities for eligible residents, which also provides respite for their carers – adapted to online format and individual home visits as required in line with health advice.
- Group respite activities.
- Dementia Carers Support Group – adapted to online format as required in line with health advice.
- Relationships and Carer Support Program.
- Food services – delivered meals, cafe meals, cooking programs and assistance, centre based meals.

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 received during the financial year. During the 2020/21 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. During the 2020/21 period, no ministerial directions were received.

Contracts

- During 2020/21, 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.
- VicRoads Traffic Maintenance Contract (Tyco Projects)
 - Lexis Nexis – Legislation, Regulation and Compliance Management Services.

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, Council is authorised to receive disclosures that relate to the conduct of its officers and employees.

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.

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 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 2020/21, Council received 17 privacy complaints, and following investigation, seven were deemed unfounded and 10 were upheld.

Council received and processed 760 requests throughout the year for access to personal information from statutory agencies, organisations and individuals. To maintain organisational awareness and compliance with privacy requirements, 508 staff were trained, 194 internal requests for advice were processes and seven Privacy Impact Assessments were completed throughout the financial year. Council also submitted its Data Security Plan to the Office of the Victorian Information Commissioner before 31 August 2020.

Information requests and any questions or complaints regarding people’s rights to privacy can be discussed with Council’s Privacy Officer 1300 023 411.

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 regardless of background and individual characteristics. The charter gives legal protection to 20 fundamental human rights under four key values that promote and protect 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. Council is committed to acting in ways that are compatible with human rights and take relevant human rights into account when making decisions. Council 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 by email, post or in person. Access charges (such as photocopying, search and inspection charges) may also apply once documents have been processed and a decision on access has been made.

During the 2020/21 period, Council received 47 Freedom of Information (FOI) requests as follows:

FOI REQUESTS	2020/21
Access granted in full	10
Access granted in part	12
Access denied in full	3
Other (e.g. request withdrawn, not proceeded with or Act does not apply)	22
Number of decision reviews or com-plaints referred to the FOI Commissioner	0
Number of appeals to VCAT	0
Total number of Requests	47

Service Performance Principals

The Service Performance Principles contained in the Local Government Act 2020 (previously Best Value Principals) place a duty on councils to plan and deliver services to the municipal community in accordance with service performance principals to ensure that:

- Services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community
- Services should be accessible to the members of the municipal community for whom the services are intended
- Quality and costs standards for services set by the Council should provide good value to the municipal community
- A Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring
- Service delivery must include a fair and effective process for considering and responding to complaints about service provision.

Council recognises Service Performance 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.

Pandemic Recovery Office

As the global pandemic evolved so too did Council’s response. The Council’s Incident Management Team transitioned to a Pandemic Recovery Office to align with the State Government’s Roadmap to Recovery and COVID World New Normal Work Plan, and the broader Climate Futures Office strategic direction.

The Pandemic Recovery Office is now formally embedded into Council operations and maintains a direct reporting line into the CEO to ensure streamlined communications and leadership to the community. The Pandemic Recovery Office has enabled Council to continue as a sector leader in regard to localised COVID responses with a focus on delivery of the Resilient Wyndham Plan, Future of Work and strategic partnerships with State and Federal governments on fit for purpose localised vaccination hubs for future years.

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 2020/21 include:

- Council has worked closely with the Department of Education and Training to share information and evidence on the need for schools, including requirements

for children with a disability. In 2020, two inclusive schools opened in Wyndham at David Creek Primary School and Riverwalk Primary School.

- The Pre-School Field Officer service works across all kindergarten services and childcare centres to provide professional coaching and capacity building to educators to develop inclusive practices.
- A leadership program was delivered in partnership with Women with Disabilities Victoria.
- Disability Confidence training has been delivered to staff across Council, and to some partners who host volunteers to ensure they are also disability confident.
- The Visibility exhibition was presented at the Wyndham Art Gallery featuring work and curation from the disability sector.
- Council supported the transition of 300 eligible individuals receiving disability support services from Council onto the National Disability Insurance Scheme. Service provision continues for those not eligible for the NDIS.

Submissions

The following submissions were received under section 223 of the Local Government Act 2020 during 2020/21:

COUNCIL MEETING WHEN COUNCIL RESOLVED TO COMMENCE S223 PROCEDURE	TITLE	S223 SUBMISSIONS
Council Meeting 7 July 2020	Notice of Intention to Lease sites at Davis Creek, Riverwalk and Riverdale to early Years Providers	No submissions were received
Council Meeting 7 July 2020	Commence Statutory Procedures for proposed road discontinuance of Government (Woods) Road, Truganina	No submissions were received
Council Meeting 7 July 2020	Commence Statutory Procedures for proposed road discontinuance and Committee of Management – K-Road (Cliffs) Government Road, Werribee South	No submissions were received
Council Meeting 15 September 2020	Commence Statutory Procedures for proposed road discontinuance of part Road Reserve Palmers Road, Truganina	No submissions were received
Council Meeting 8 December 2020	Draft Governance Local Law	No submissions were received
Council Meeting 27 April 2020	Review of Mayoral and Councillor Allowances	One (1) submission was received

GLOSSARY

Act: The Local Government Act 2020.

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.

Integrated Strategic Planning and Reporting 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 2020.

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 performance indicators: A prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes. These are included in the performance statement which measures whether the stated service objective has been achieved.

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

Long Term Financial Plan: A plan of the financial and non financial resources for at least the next ten years required to achieve the strategic objectives in the council plan and other strategic plans of council.

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

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13. BOM, 2020. Climate data online, Melbourne: Bureau of Meteorology.
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16. National Institute of Economic and Industry Research (NIEIR) 2019a Gross product, NEIER, Abbotsford, viewed 22 June 2020, <economy.id.com.au/Wyndham/gross-product>.
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WYNDHAM CITY
CONSOLIDATED ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2021

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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 FCPA
Principal Accounting Officer
Date : 28 / 09 / 2021
45 Princes Highway, Werribee, Victoria

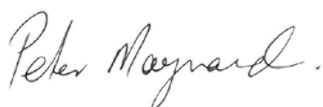
In our opinion the accompanying consolidated financial statements present fairly the financial transactions of Wyndham City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

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.



Adele Hegedich
Mayor
Date : 28 / 09 / 2021
45 Princes Highway, Werribee, Victoria



Peter Maynard
Councillor
Date : 28 / 09 / 2021
45 Princes Highway, Werribee, Victoria



Stephen Wall
Chief Executive Officer
Date : 28 / 09 / 2021
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 balance sheet as at 30 June 2021• consolidated comprehensive income statement for the year then ended• consolidated statement of changes in equity for the year then ended• consolidated statement of cash flows for the year then ended• consolidated 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 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
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	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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
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**Auditor's
responsibilities
for the audit of
the financial
report
(continued)**

- 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.

MELBOURNE
5 October 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Consolidated Comprehensive Income Statement For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	233,732	219,220
Statutory fees and fines	3.2	14,504	18,220
User fees	3.3	46,241	60,928
Grants - operating	3.4 (a)	61,244	46,587
Grants - capital	3.4 (b)	18,755	7,941
Contributions - monetary	3.5	74,048	77,155
Contributions - non monetary	3.5	185,388	221,607
Other income	3.7	4,320	9,824
Total income		<u>638,232</u>	<u>661,482</u>
Expenses			
Employee costs	4.1	155,379	152,290
Materials and services	4.2	111,125	109,557
Depreciation	4.3	91,493	92,547
Amortisation - intangible assets	4.4	20,213	3,377
Amortisation - right-of-use assets	4.5	1,318	227
Bad and doubtful debts	4.6	504	1,122
Borrowing costs	4.7	6,577	2,857
Finance costs - leases	4.8	354	37
Net loss on disposal of property, infrastructure, plant and equipment	3.6	14,746	3,296
Other expenses	4.9	5,495	2,827
Total expenses		<u>407,204</u>	<u>368,137</u>
Surplus for the year		<u>231,028</u>	<u>293,345</u>
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	6.1	<u>133,624</u>	<u>-</u>
Total comprehensive result		<u>364,652</u>	<u>293,345</u>

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

Consolidated Balance Sheet As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	186,655	47,529
Trade and other receivables	5.1 (c)	72,230	94,792
Other financial assets	5.1 (b)	393,766	440,519
Inventories	5.2 (a)	104	129
Other assets	5.2 (b)	2,178	1,675
Total current assets		<u>654,933</u>	<u>584,644</u>
Non-current assets			
Trade and other receivables	5.1 (c)	20,508	6,084
Other financial assets	5.1 (b)	12,000	7,000
Property, infrastructure, plant and equipment	6.1	4,430,718	4,125,207
Right-of-use assets	5.8	28,426	1,748
Intangible assets	5.2 (c)	2,816	15,862
Total non-current assets		<u>4,494,468</u>	<u>4,155,901</u>
Total assets		<u>5,149,401</u>	<u>4,740,545</u>
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	31,790	26,391
Trust funds and deposits	5.3 (b)	28,821	31,243
Unearned income and contract liabilities	5.3 (c)	12,344	6,621
Provisions	5.5	45,343	33,232
Interest-bearing liabilities	5.4	40,000	-
Lease liabilities	5.8	2,320	460
Total current liabilities		<u>160,618</u>	<u>97,947</u>
Non-current liabilities			
Provisions	5.5	31,216	34,643
Interest-bearing liabilities	5.4	15,000	55,000
Lease liabilities	5.8	26,301	1,341
Total non-current liabilities		<u>72,517</u>	<u>90,984</u>
Total liabilities		<u>233,135</u>	<u>188,931</u>
Net assets		<u>4,916,266</u>	<u>4,551,614</u>
Equity			
Accumulated surplus		2,633,630	2,472,599
Reserves	9.1	<u>2,282,636</u>	<u>2,079,015</u>
Total Equity		<u>4,916,266</u>	<u>4,551,614</u>

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 2021

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021	Note				
Balance at beginning of the financial year		4,551,614	2,472,599	1,741,950	337,065
Surplus for the year		231,028	231,028	-	-
Net asset revaluation increment	6.1	133,624	-	133,624	-
Transfers to other reserves	9.1(b)	-	(88,393)	-	88,393
Transfers from other reserves	9.1(b)	-	18,396	-	(18,396)
Balance at end of the financial year		<u>4,916,266</u>	<u>2,633,630</u>	<u>1,875,574</u>	<u>407,062</u>

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020	Note				
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	6.1	-	-	-	-
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		<u>4,551,614</u>	<u>2,472,599</u>	<u>1,741,950</u>	<u>337,065</u>

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 2021

		2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
	Note		
Cash flows from operating activities			
Rates and charges		223,823	214,148
Statutory fees and fines		13,810	18,049
User fees		48,516	60,359
Grants - operating		63,457	48,574
Grants - capital		19,432	8,280
Contributions - monetary		74,048	77,155
Interest and rentals received		6,068	12,194
Trust funds and deposits taken		109,162	142,280
Net GST refund		11,533	13,525
Employee costs		(153,415)	(146,858)
Materials and services		(119,808)	(119,764)
Short-term, low value and variable lease payments		(31)	(277)
Trust funds and deposits repaid		(111,584)	(131,694)
Net cash provided by / (used in) operating activities	9.2	<u>185,011</u>	<u>195,971</u>
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(82,252)	(115,354)
Proceeds from sale of property, infrastructure, plant and equipment		348	2,747
Payments for acquisition of other financial assets		(405,741)	(416,616)
Proceeds from sale of other financial assets		445,747	376,351
Net cash provided by / (used in) investing activities		<u>(41,898)</u>	<u>(152,872)</u>
Cash flows from financing activities			
Finance costs		(2,456)	(2,857)
Interest paid - lease liability		(354)	(37)
Repayment of lease liabilities		(1,177)	(173)
Net cash provided by / (used in) financing activities		<u>(3,987)</u>	<u>(3,067)</u>
Net increase / (decrease) in cash and cash equivalents		139,126	40,032
Cash and cash equivalents at the beginning of the financial year		47,529	7,497
Cash and cash equivalents at the end of the financial year	5.1 (a)	<u>186,655</u>	<u>47,529</u>
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 2021

	2021 \$'000	2020 \$'000
Property		
Land	8,036	18,285
Land improvements	9,412	4,228
Total land	<u>17,448</u>	<u>22,513</u>
Buildings	11,615	13,530
Building improvements	-	7,871
Total buildings	<u>11,615</u>	<u>21,401</u>
Total property	<u>29,063</u>	<u>43,914</u>
Plant and equipment		
Heritage and culture	48	97
Plant, machinery and equipment	1,242	3,178
Fixtures, fittings and furniture	490	189
Computers and telecommunications	7,805	8,714
Library books	1,146	1,032
Total plant and equipment	<u>10,731</u>	<u>13,210</u>
Infrastructure		
Roads	14,167	26,119
Bridges	-	106
Footpaths and cycleways	2,240	733
Drainage	113	166
Recreational, leisure and community facilities	10,079	10,181
Waste management	1,169	1,019
Parks, open space and streetscapes	9,417	19,653
Off street car parks	321	-
Other infrastructure	1,135	2,484
Total infrastructure	<u>38,641</u>	<u>60,461</u>
Total capital works expenditure	<u>78,435</u>	<u>117,585</u>
Represented by:		
New asset expenditure	47,203	46,402
Asset renewal expenditure	22,219	32,240
Asset expansion expenditure	515	3,607
Asset upgrade expenditure	8,498	35,336
Total capital works expenditure	<u>78,435</u>	<u>117,585</u>

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

Overview

Introduction

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

Statement of compliance

These 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, 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's 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 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- 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)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable (refer to Note 10)
- other areas requiring judgements

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

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

(b) Impacts of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global COVID-19 pandemic. A state of disaster was subsequently declared on 2 August 2020. In response to the Government directives amid the COVID-19 outbreak a number of Council facilities were closed at times during the 2020/21 year. Closures included the Civic Centre, Leisure Centres, Library and Community Centres. Council has noted the following significant impacts on its financial operations:

- reduction in user fees and related running costs due to the closure of Council facilities (refer to Note 1.1)
- additional grant revenues in the Kinder, Maternal and Child Health and for the Working for Victoria program (refer Note 1.1)
- delays in the delivery of some capital projects (refer to Note 1.2)
- increase of current cash holdings to ensure liquidity (refer to Note 5.1(b))

Note 1 Performance against budget

Although Council was able to produce an operating surplus greater than budget in this challenging year, the impacts of COVID-19 in the first half of the year put additional strain on our financial resources. To combat the loss of revenues from services having to reduce or close facilities (ie sport and recreation facilities, community centres and landfill operations) Council made the deliberate decision to hold high level of liquidity to manage COVID-19 expenditure needs. Reduction in user fee income was partially offset by the corresponding reduction in materials and services expenditure, consistent with the slow down of in person service offerings. Council continued to identify savings in discretionary expenditure throughout the year, while managing employee costs under **budget levels. 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.

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 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	232,905	233,732	827	0.4%	
Statutory fees and fines	17,650	14,504	(3,146)	(18%)	1
User fees	59,044	46,241	(12,803)	(22%)	2
Grants - operating	35,675	61,244	25,569	72%	3
Grants - capital	15,783	18,755	2,972	19%	4
Contributions - monetary	38,317	74,048	35,731	93%	5
Contributions - non monetary	155,000	185,388	30,388	20%	6
Net gain on disposal of property, infrastructure, plant and equipment	1,995	-	(1,995)	(100%)	7
Other income	6,723	4,320	(2,403)	(36%)	8
Total income	563,092	638,232	75,140	13%	
Expenses					
Employee costs	163,585	155,379	8,206	5%	9
Materials and services	121,656	111,125	10,531	9%	10
Depreciation	103,187	91,493	11,694	11%	11
Amortisation - Intangible assets	5,215	20,213	(14,998)	(288%)	12
Amortisation - Right-of-use assets	1,416	1,318	98	-	
Bad and doubtful debts	14	504	(490)	(3,532%)	13
Borrowing costs	3,715	6,577	(2,862)	(77%)	14
Net loss on disposal of property, infrastructure, plant and equipment	-	14,746	(14,746)	-	15
Finance costs - Leases	-	354	(354)	-	
Other expenses	5,941	5,495	446	8%	
Total expenses	404,729	407,204	(2,475)	(1%)	
Surplus for the year	158,363	231,028	72,665	46%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Enforcement activities were placed on hold during the first half of the year due to the COVID-19 restrictions and pandemic impact, resulting in \$1.69M lower revenue, mainly from traffic and local laws compliance fines. Statutory fees were also lower by \$1.45M due to lower fee generating activity caused by the COVID-19 restrictions.
2	User fees	Revenue from a number of services across Council such as sports and recreation facilities, community centres and the landfill were severely impacted during the year. The 2020/21 budget already anticipated significant reductions due to COVID-19, but the COVID-19 second wave was more severe and prolonged than initially anticipated.
3	Grants - Operating	A major contributor to the favourable variance is the early payment of \$10.7M of the 2021/22 Financial Assistance Grants. Council also received \$8.0M for the Working for Victoria Program aimed at providing short term employment opportunities for the community. This grant was unbudgeted as it wasn't confirmed at budget time. Kindergartens and Maternal and Child Health were among a number of areas that received funding grant higher than what was confirmed or anticipated in the 2020/21 budget, this funding was aimed at providing extra support to Wyndham residents during the COVID-19 pandemic.
4	Grants - capital	Capital grants received in 2020/21 was higher compared to budget due additional grants recognised from the State and Commonwealth Governments. These additional grants were designed to stimulate the local economy through Councils with the creation of projects funded by grants.
5	Contributions - monetary	Contributions - monetary which are mainly developer contributions, are above budget due to the higher than anticipated rate of subdivision development.
6	Contributions - non monetary	Contributions - Non monetary which are gifted assets from developers, are above budget due to the higher than anticipated rate of subdivision development.
7	Net gain or net loss on disposal of property, infrastructure, plant and equipment	The variance is driven by the delay in land sale for the Catalyst sites in the Werribee CBD.
8	Other Income	Income was lower mainly due to interest received on Council's term deposits as a continuation of the low interest rate environment.
9	Employee costs	Favourable variance to budget mainly due to lower casual and agency costs due to COVID lockdown restrictions and some unfilled positions. This is partially offset by the temporary staff employed under Working for Victoria scheme which were funded by operating grant income.
10	Materials and Services	Lower costs incurred mainly due to a reduction in running and maintenance costs from the closure of Council facilities and the cancellation of community activities and events as a consequence of the COVID-19 lockdown restrictions.
11	Depreciation	The budget assumed a larger number of projects to be completed during the 2020/21 financial year, however due to the COVID-19 lockdown restrictions some projects have been delayed or put on hold. Therefore Depreciation on new assets completed and put into service was lower than anticipated.
12	Amortisation - Intangible assets	Increase as a result of accelerated amortisation for software assets classified as SaaS (Software as a Service) in accordance with AASB138 and the April 2021 IFRS Interpretations Committee final agenda decision.
13	Bad and doubtful debts	An increase in the provision which relates to the new traffic and local laws compliance infringement debts created in 2020/21 considered as doubtful.
14	Borrowing Costs	Interest costs on Council's borrowings were as per budget. The variance is in other interest expense which is driven by changes in the inflation and discount rates utilised to calculate the landfill rehabilitation provisions.
15	Net loss on disposal of property, infrastructure, plant and equipment	The unfavourable variance is mainly due to road assets that were replaced as a consequence of reconstruction projects.

Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Property					
Land	4,950	8,036	(3,086)	(62%)	1
Land improvements	13,000	9,412	3,588	28%	2
Total land	17,950	17,448	502	3%	
Buildings	15,340	11,615	3,725	24%	3
Total buildings	15,340	11,615	3,725	24%	
Total property	33,290	29,063	4,227	13%	
Plant and equipment					
Heritage and culture	258	48	210	82%	4
Plant, machinery and equipment	3,301	1,242	2,059	62%	5
Fixtures, fittings and furniture	-	490	(490)	-	6
Computers and telecommunications	6,525	7,805	(1,280)	(20%)	7
Library books	950	1,146	(196)	(21%)	8
Total plant and equipment	11,034	10,731	303	3%	
Infrastructure					
Roads	24,515	14,167	10,348	42%	9
Footpaths and cycleways	2,372	2,240	132	6%	
Drainage	1,500	113	1,387	92%	10
Recreational, leisure and community facilities	19,953	10,079	9,874	49%	11
Waste management	891	1,169	(278)	(31%)	12
Parks, open space and streetscapes	9,080	9,417	(337)	(4%)	
Off street car parks	-	321	(321)	-	
Other infrastructure	3,417	1,135	2,282	67%	13
Total infrastructure	61,728	38,641	23,087	37%	
Total capital works expenditure	106,052	78,435	27,617	26%	
Represented by:					
New asset expenditure	59,275	47,203	12,072	20%	
Asset renewal expenditure	24,781	22,219	2,562	10%	
Asset expansion expenditure	-	515	(515)	-	
Asset upgrade expenditure	21,996	8,498	13,498	61%	
Total capital works expenditure	106,052	78,435	27,617	26%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Expenditure on land is higher than budget due to unbudgeted property acquisitions for growth area infrastructure, some of which were funded by developer contributions.
2	Land improvements	Lower than budget due to slower than anticipated construction of a new cell at the refuse disposal facility.
3	Buildings	Lower than budget due to Eagle Stadium Roof repair project being delayed. This will be completed in 2021/22.
4	Heritage and culture	Lower than budget expenditure on public art due to Arts and Culture services focusing more on supporting the community with critical services in response to COVID-19.
5	Plant, machinery and equipment	Lower than budget due to delays in the delivery of plant and machinery as a consequence of COVID-19 impacts, these are now planned to be delivered in 2021/22.
6	Fittings, fixtures and furniture	Unbudgeted expenditure mainly due to the completion of Pound Relocation being delayed from previous financial year.
7	Computers and telecommunications	Higher than budget due to implementation of IT Transformation Program and Enterprise Telephony project which was carried forward from last financial year.
8	Library books	Higher than budget due to carry-forward expenditure from previous financial year.
9	Roads	Lower than budget mainly due to delays in multiple road upgrade projects due to COVID-19.
10	Drainage	Lower than the budget due to delayed commencement of K Road Drainage and Risk Mitigation Works.
11	Recreational, leisure and community facilities	Lower than the budget because of COVID-19 related delays in delivery of recreational projects.
12	Waste management	Higher than budget due to the purchase of unbudgeted excavator for sorting green waste which was otherwise unbudgeted.
13	Other infrastructure	Under budget mainly due to slower than anticipated rollout of Lighting the West. This will be completed in 2022/23.

Note 2 Analysis of Council results by Directorate

Council delivers its functions and activities through the following Directorates.

2 (a) CEO & Corporate Office

The Corporate office provides efficient, effective and proactive support services across Council to enable the delivery of Council vision and mission. The provision of these services include Finance and Legal services, Property & Procurement, Corporate Affairs, and People & Capability.

Strategy & Policy Impact

The Strategy & Policy Impact Directorate provides organisational planning, community engagement, research, advocacy and IT services working towards the Wyndham 2040 vision.

The Strategy & Policy Impact Directorate comprises of Strategy & Stakeholder Engagement and Technology Services.

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, Project Management Office and Infrastructure Services Planning.

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, Vibrant City Centres, City Transport, Smart City Office and Planning & Building.

Note 2 Analysis of Council results by Directorate (cont'.d)

2 (b) Summary of revenues, expenses, assets and capital expenses by Directorate

	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
CEO & Corporate office	520,411	179,114	341,297	28,342	374,068
Strategy & Policy Impact	41	14,716	(14,675)	-	29,169
City Life (Includes WLS)	36,953	70,281	(33,328)	30,800	574,211
Deals, Investments & Major Projects	229	1,179	(950)	-	2,337
City Operations (Includes RDF)	72,114	112,651	(40,537)	19,748	4,111,573
City Design & Liveability	8,484	29,263	(20,779)	1,109	58,043
	638,232	407,204	231,028	79,999	5,149,401
2020					
CEO & Corporate office	531,676	162,076	369,600	17,647	327,278
Strategy & Policy Impact	113	12,634	(12,521)	-	24,608
City Life (Includes WLS)	42,733	68,196	(25,463)	27,972	512,396
Deals, Investments & Major Projects	-	1,375	(1,375)	-	2,679
City Operations (Includes RDF)	78,024	98,222	(20,198)	8,767	3,823,551
City Design & Liveability	8,936	25,634	(16,698)	142	50,033
	661,482	368,137	293,345	54,528	4,740,545

CEO & Corporate office income includes all general rates, general grants, contributions - monetary and contributions non-monetary.

	2021 \$'000	2020 \$'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 2020/21 was \$67,241 million (2019/20 \$65,168 million).

General Rates	192,262	178,685
Municipal charge	6,714	6,168
Waste management charge	26,688	24,456
Supplementary rates and rate adjustments	5,968	8,358
Interest on rates and charges	1,857	1,316
Revenue in lieu of rates	243	237
Total rates and charges	<u>233,732</u>	<u>219,220</u>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1st January 2020, and the valuation was first applied in the rating year commencing 1st July 2020.

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	3,012	3,073
Court recoveries	233	274
Town planning fees	10,909	14,615
Land information certificates	350	258
Total statutory fees and fines	<u>14,504</u>	<u>18,220</u>

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	374	588
Leisure centre and recreation	4,487	10,228
Child care/children's programs	975	2,629
Registration and other permits	895	765
Building services	2,083	1,813
Waste management services	31,814	35,997
Cost recoveries	5,091	7,074
Other fees and charges	522	1,834
Total user fees	<u>46,241</u>	<u>60,928</u>

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.

	2021 \$'000	2020 \$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	30,223	23,586
State funded grants	49,776	30,942
Total grants received	79,999	54,528
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial assistance grants	20,729	17,647
Other	3,129	4,205
<i>Recurrent - State Government</i>		
Primary care partnerships	323	322
Aged care	1,094	1,820
School crossing supervisors	840	796
Libraries	1,551	1,479
Maternal and child health	5,482	4,791
Recreation	15	14
Community safety	189	166
Early childhood & youth	12,853	12,904
Other	89	30
Total recurrent operating grants	46,294	44,174
<i>Non-recurrent - Commonwealth Government</i>		
Other	33	233
<i>Non-recurrent - State Government</i>		
Community health	788	349
Family and children	5,036	1,099
Environmental planning	225	128
Strategy planning	767	-
Recreation	70	53
Working For Victoria	7,614	-
Other	417	551
Total non-recurrent operating grants	14,950	2,413
Total operating grants	61,244	46,587
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	1,502	1,502
Total recurrent capital grants	1,502	1,502
<i>Non-recurrent - Commonwealth Government</i>		
Buildings	1,041	-
Parks Open Space and Streetscapes	2,120	-
Roads	520	-
Footpaths and cycleways	1,126	-
Computers and Telecommunications	24	-
<i>Non-recurrent - State Government</i>		
Buildings	1,515	3,893
Roads	113	46
Parks, open space and streetscapes	3,860	1,169
Recreational, leisure and community facilities	6,629	1,331
Land Improvements	208	-
Plant, Machinery and Equipment	97	-
Total non-recurrent capital grants	17,253	6,439
Total capital grants	18,755	7,941

	2021 \$'000	2020 \$'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		
<i>Operating</i>		
Balance at start of year	2,519	2,501
Received during the financial year and remained unspent at balance date	6,192	1,984
Received in prior years and spent during the financial year	(1,852)	(1,966)
Balance at year end	<u>6,859</u>	<u>2,519</u>
<i>Capital</i>		
Balance at start of year	7,596	5,079
Received during the financial year and remained unspent at balance date	11,242	6,424
Received in prior years and spent during the financial year	(4,670)	(3,907)
Balance at year end	<u>14,168</u>	<u>7,596</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	74,048	77,155
Non monetary	185,388	221,607
Total contributions	<u>259,436</u>	<u>298,762</u>
<i>Contributions of non monetary assets were received in relation to the following asset classes:</i>		
Land	61,612	28,969
Land under roads	8,369	16,365
Drainage	18,169	24,968
Roads	76,919	149,508
Other	20,319	1,797
Total non monetary contributions	<u>185,388</u>	<u>221,607</u>

Monetary and non monetary contributions are recognised as revenue when Council receives the funds or 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	348	2,746
Written down value of property, infrastructure, plant and equipment disposed	(15,094)	(842)
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>(14,746)</u>	<u>(3,296)</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	3,215	8,449
Rental income	1,105	1,375
Total other income	<u>4,320</u>	<u>9,824</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.

	2021 \$'000	2020 \$'000
Note 4 The cost of delivering services		

4.1 (a) Employee Costs

Wages and salaries	134,875	134,424
WorkCover	2,689	2,888
Superannuation	13,134	12,264
Fringe benefits tax	583	506
Other	4,098	2,208
Total employee costs	<u>155,379</u>	<u>152,290</u>

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	376	384
Employer contributions - other funds	-	-
	<u>376</u>	<u>384</u>

Employer contributions payable at reporting date.

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	6,208	5,768
Employer contributions - other funds	6,738	5,818
	<u>12,946</u>	<u>11,586</u>

Employer contributions payable at reporting date.

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

4.2 Materials and services

Marketing & promotion contracts	3,130	2,219
Fleet services contracts	1,923	714
Waste services contracts	32,445	35,644
Other contract payments	6,629	1,640
Building maintenance	5,287	2,896
General maintenance	39,200	43,096
Utilities	6,160	7,491
Office administration	2,348	2,096
Information technology	8,633	7,357
Insurance	1,742	1,370
Consultants	3,628	5,034
Total materials and services	<u>111,125</u>	<u>109,557</u>

4.3 Depreciation

Property	18,167	17,158
Plant and equipment	7,019	9,177
Infrastructure	66,307	66,212
Total depreciation	<u>91,493</u>	<u>92,547</u>

Refer to notes 5.2(c), 5.8 and 6.1 for a more detailed breakdown of depreciation charges and accounting policy.

4.4 Amortisation - Intangible assets

Software	17,746	1,242
Landfill	2,467	2,135
Total Amortisation - Intangible assets	<u>20,213</u>	<u>3,377</u>

	2021 \$'000	2020 \$'000
4.5 Amortisation - Right-of-use assets		
Property	554	227
Vehicles	764	-
Total Amortisation - Right-of-use assets	1,318	227

4.6 Bad and doubtful debts

Parking and other infringement debtors	374	448
Other debtors	130	674
Total bad and doubtful debts	504	1,122

Movement in provisions for doubtful debts

Balance at the beginning of the year	7,389	6,403
New provisions recognised during the year	629	1,149
Amounts already provided for and written off as uncollectible	(644)	(134)
Amounts provided for but recovered during the year	(125)	(29)
Balance at end of year	7,249	7,389

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	2,456	2,462
Other interest expense	4,121	395
Total borrowing costs	6,577	2,857

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.

Other interest expense includes changes in the inflation and discount rates utilised to calculate the landfill rehabilitation provisions.

4.8 Finance costs - Leases

Interest - Lease Liabilities	354	37
Total finance costs	354	37

4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	82	67
Auditors' remuneration - Internal	138	172
Councillors' allowances	407	440
Operating lease rentals	171	282
Grants and contributions	4,697	1,866
Total other expenses	5,495	2,827

	2021 \$'000	2020 \$'000
Note 5 Our financial position		

5.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	25	20
Cash at bank	158,569	47,509
Term deposits	28,061	-
Total cash & cash equivalents	186,655	47,529

(b) Other financial assets

Term deposits - current	393,766	440,519
Term deposits - non current	12,000	7,000
Total other financial assets	405,766	447,519
Total financial assets	592,421	495,048

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(b))	28,821	31,243
Total restricted funds	28,821	31,243
Total unrestricted cash & cash equivalents and other financial assets	563,600	463,805

Intended allocations

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

- Unexpended grants and subsidies (Note 3.4(c))	6,859	2,519
- Developer contributions & other reserves	400,204	334,548
- Cash held to fund carried forward capital works (Note 3.4(c))	14,168	7,596
Total funds subject to intended allocations	421,231	344,663

Cash and cash equivalents include cash on hand, deposits at call, term deposits 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	28,788	18,878
Infringement debtors	8,131	7,688
Provision for doubtful debts - infringements	(5,880)	(6,131)
Works in kind debtors	28,746	61,171

Non statutory receivables

Trade debtors	13,814	14,444
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Other debtors

Provision for doubtful debts - other debtors	(1,369)	(1,258)
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Total current trade and other receivables	72,230	94,792
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	2021 \$'000	2020 \$'000
5.1 Financial Assets (cont'd)		
(c) Trade and other receivables (cont'd.)		
Non-current		
Statutory receivables		
Works in kind debtors	20,373	5,949
Non statutory receivables		
Loans and advances to community organisations	135	135
Total non-current trade and other receivables	20,508	6,084
Total trade and other receivables	92,738	100,876

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

(d) Ageing of receivables

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

Current (not yet due)	7,477	7,209
Past due by up to 30 days	1,843	2,856
Past due between 31 and 180 days	2,793	3,003
Past due between 181 and 365 days	275	313
Past due by more than 1 year	1,426	1,063
Total trade and other receivables	13,814	14,444

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$1,368,688 (2020: \$1,257,879) were impaired and a provision raised against these debtors. 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)	32	12
Past due by up to 30 days	32	22
Past due between 31 and 180 days	495	402
Past due between 181 and 365 days	93	227
Past due by more than 1 year	717	595
Total trade and other receivables	1,369	1,258

	2021 \$'000	2020 \$'000
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5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	104	129
Total inventories	<u>104</u>	<u>129</u>

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

(b) Other assets

Prepayments	2,178	1,675
Total other assets	<u>2,178</u>	<u>1,675</u>

(c) Intangible assets

Software	277	11,543
Landfill air space	2,539	4,319
Total intangible assets	<u>2,816</u>	<u>15,862</u>

	Software \$'000	Landfill \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2020	20,467	14,111	34,578
Additions from acquisitions	6,480	687	7,167
Disposals	-	-	-
Balance at 30 June 2021	<u>26,947</u>	<u>14,798</u>	<u>41,745</u>
Accumulated amortisation and impairment			
Balance at 1 July 2020	8,924	9,792	18,716
Amortisation expense	2,516	2,467	4,983
Impairment of software	15,230	-	15,230
Balance at 30 June 2021	<u>26,670</u>	<u>12,259</u>	<u>38,929</u>
Net book value at 30 June 2020	11,543	4,319	15,862
Net book value at 30 June 2021	<u>277</u>	<u>2,539</u>	<u>2,816</u>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation for software assets is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Software classified as SaaS (software as a service) has been impaired as at 30 June 2021. This follows consideration of AASB138 and the April 2021 IFRS Interpretations Committee final agenda decision. 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.

	2021 \$'000	2020 \$'000
5.3 Payables		
(a) Trade and other payables		
Trade payables	11,302	5,049
Accrued expenses	20,488	21,342
Total trade and other payables	<u>31,790</u>	<u>26,391</u>
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	29,512	30,032
Fire services levy	(691)	1,169
Retention amounts	-	42
Total trust funds and deposits	<u>28,821</u>	<u>31,243</u>
(c) Unearned income and contract liabilities		
Grants received in advance - operating	2,143	319
Grants received in advance - capital	9,844	5,424
Other	357	878
Total unearned income	<u>12,344</u>	<u>6,621</u>

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

Purpose and nature of items

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.

	2021 \$'000	2020 \$'000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	40,000	-
Non-current		
Borrowings - secured	15,000	55,000
Total	<u>55,000</u>	<u>55,000</u>
Borrowings are secured by a mortgage over general rates.		
a) The maturity profile for Council's borrowings is:		
Not later than one year	40,000	-
Later than one year and not later than five years	15,000	40,000
Later than five years	-	15,000
Total	<u>55,000</u>	<u>55,000</u>

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

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

5.5 Provisions

	Employee	Landfill restoration	Other	Total
2021	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	32,878	34,776	222	67,876
Additional provisions	20,083	3,132	-	23,215
Amounts used	(18,576)	(129)	(72)	(18,777)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	124	4,121	-	4,245
Balance at the end of the financial year	<u>34,509</u>	<u>41,900</u>	<u>150</u>	<u>76,559</u>
	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	<u>32,878</u>	<u>34,776</u>	<u>222</u>	<u>67,876</u>

	2021 \$'000	2020 \$'000
5.5 Provisions (cont'd)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	10,564	9,756
Long service leave	1,298	1,366
	<u>11,862</u>	<u>11,122</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,519	1,405
Long service leave	16,002	15,163
	<u>17,521</u>	<u>16,568</u>
Total current employee provisions	<u>29,383</u>	<u>27,690</u>
Non-current		
Long service leave	5,126	5,188
Total non-current employee provisions	<u>5,126</u>	<u>5,188</u>
Aggregate carrying amount of employee provisions:		
Current	29,383	27,690
Non-current	5,126	5,188
Total aggregate carrying amount of employee provisions	<u>34,509</u>	<u>32,878</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	2.95%	4.25%
Weighted average discount rate	0.88%	0.57%
Weighted average settlement period	13 years	13 years

	2021	2020
	\$'000	\$'000

5.5 Provisions (cont'd)

(b) Landfill restoration

Current	15,961	5,543
Non-current	25,939	29,233
Total	<u>41,900</u>	<u>34,776</u>

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

Key assumptions:

Weighted average increase in costs	3.27%	0.35%
Weighted average discount rates	0.42%	0.39%
Weighted average settlement period (years)	4	4

(c) Other provisions

Non-current	150	222
Total	<u>150</u>	<u>222</u>

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

Credit card facility	525	525
Other facilities - borrowings - secured	55,000	55,000
Used facilities	<u>(55,273)</u>	<u>(55,069)</u>
Unused facilities	<u>252</u>	<u>456</u>

5.7 Commitments

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

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Operating					
Recycling	5,680	5,680	473	-	11,833
Garbage collection	1,711	-	-	-	1,711
Open space management	5,503	1,992	5,183	-	12,678
Cleaning contracts for council buildings	8,821	-	-	-	8,821
Other	1,042	380	253	-	1,675
Total	22,757	8,052	5,909	-	36,718
Capital					
Property	20,792	-	-	-	20,792
Plant and equipment	2,850	-	-	-	2,850
Infrastructure	25,682	-	-	-	25,682
Total	49,324	-	-	-	49,324
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

5.8 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.

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.

5.8 Leases (cont'd)

Right-of-Use Assets	Property \$'000	Vehicles \$'000	Total \$'000
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2021

Balance at 1 July 2020	1,748	-	1,748
Additions	18,831	9,165	27,996
Amortisation charge	(554)	(764)	(1,318)
Balance at 30 June 2021	20,025	8,401	28,426

2020

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	2021	2020
Maturity analysis - contractual undiscounted cash flows	\$'000	\$'000
Less than one year	3,237	538
One to five years	14,713	1,468
More than five years	17,570	-
Total undiscounted lease liabilities as at 30 June:	35,520	2,006

Lease liabilities included in the Balance Sheet at 30 June:

Current	2,320	460
Non-current	26,301	1,341
Total lease liabilities	28,621	1,801

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.

Expenses relating to:	2021	2020
	\$'000	\$'000
Short-term leases	23	269
Leases of low value assets	8	8
Total	31	277
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	8
Later than one year but not later than five years	16	22
Total lease commitments	24	30

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At Fair Value 30 June 2021 \$'000
Property	1,492,390	2,462	95,603	74,412	(18,167)	(528)	-	9,208	1,655,380
Plant and Equipment	34,969	4,755	-	-	(7,019)	(388)	-	1,522	33,839
Infrastructure	2,528,835	26,211	104,095	59,212	(66,307)	(14,178)	-	24,814	2,662,682
Work in progress	69,013	45,565	-	-	-	-	(217)	(35,544)	78,817
	<u>4,125,207</u>	<u>78,993</u>	<u>199,698</u>	<u>133,624</u>	<u>(91,493)</u>	<u>(15,094)</u>	<u>(217)</u>	<u>-</u>	<u>4,430,718</u>

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	10,084	26,030	(12)	(190)	35,912
Plant and Equipment	2,448	803	-	(639)	2,612
Infrastructure	56,481	18,732	(205)	(34,715)	40,293
Total	<u>69,013</u>	<u>45,565</u>	<u>(217)</u>	<u>(35,544)</u>	<u>78,817</u>

6.1 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 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 1 July 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
Movements in fair value											
Additions	-	215	338	-	553	-	991	918	1,909	26,030	28,492
Contributions	51,423	31,883	-	12,297	95,603	-	-	-	-	-	95,603
Revaluation	42,162	43,888	-	-	86,050	(293)	(33,523)	(651)	(34,467)	-	51,583
Disposal	-	(232)	-	-	(232)	-	(395)	-	(395)	-	(627)
Transfers	(83,753)	83,770	20,528	-	20,545	-	-	-	-	(202)	20,343
	9,832	159,524	20,866	12,297	202,519	(293)	(32,927)	267	(32,953)	25,828	195,394
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	(9,959)	-	(9,959)	52	(7,910)	(350)	(8,208)	-	(18,167)
Accumulated depreciation of disposals	-	-	-	-	-	-	99	-	99	-	99
Revaluation	-	-	-	-	-	50	21,883	896	22,829	-	22,829
Transfers	-	-	(11,337)	-	(11,337)	-	-	-	-	-	(11,337)
	-	-	(21,296)	-	(21,296)	102	14,072	546	14,720	-	(6,576)
At fair value 30 June 2021	604,152	503,998	66,908	224,566	1,399,624	606	295,214	3,259	299,079	35,912	1,734,615
Accumulated depreciation at 30 June 2021	-	-	(42,659)	-	(42,659)	(4)	(637)	(23)	(664)	-	(43,323)
	604,152	503,998	24,249	224,566	1,356,965	602	294,577	3,236	298,415	35,912	1,691,292

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

(b) Plant and Equipment	Heritage and culture \$'000	Plant, machinery and equipment \$'000	Fixtures, fittings and furniture \$'000	Computers and telecomms \$'000	Library books \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2020	1,654	30,107	17,978	8,098	13,379	2,448	73,664
Accumulated depreciation at 1 July 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
Movements in fair value							
Additions	495	1,736	490	888	1,146	803	5,558
Revaluation	-	-	-	-	-	-	-
Disposal	-	(1,335)	-	-	-	-	(1,335)
Transfers	941	699	-	-	-	(639)	1,001
	1,436	1,100	490	888	1,146	164	5,224
Movements in accumulated depreciation							
Depreciation and amortisation	(104)	(2,770)	(1,480)	(1,438)	(1,227)	-	(7,019)
Accumulated depreciation of disposals	-	947	-	-	-	-	947
Transfers	(113)	(5)	-	-	-	-	(118)
	(217)	(1,828)	(1,480)	(1,438)	(1,227)	-	(6,190)
At fair value 30 June 2021	3,090	31,207	18,468	8,986	14,525	2,612	78,888
Accumulated depreciation at 30 June 2021	(383)	(14,650)	(8,719)	(7,333)	(11,351)	-	(42,436)
	2,707	16,557	9,749	1,653	3,174	2,612	36,452

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

(c) Infrastructure	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Waste management \$'000	Parks open spaces and streetscapes \$'000	Off street car parks \$'000	Other infrastructure \$'000	Work in progress \$'000	Total infrastructure \$'000
At fair value 1 July 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 1 July 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
Movements in fair value											
Additions	15,992	4,279	3,782	207	1,270	-	-	-	681	18,732	44,943
Contributions	69,778	1,370	7,980	18,724	1,008	-	27	5,027	181	-	104,095
Revaluation	-	-	-	-	59,212	-	-	-	-	-	59,212
Disposal	(14,107)	-	(411)	-	(3,500)	-	(17)	-	(113)	-	(18,148)
Transfers	32,573	-	31,481	-	53,065	-	(42,512)	(8,969)	(11,966)	(34,920)	18,752
	104,236	5,649	42,832	18,931	111,055	-	(42,502)	(3,942)	(11,217)	(16,188)	208,854
Movements in accumulated depreciation											
Depreciation and amortisation	(47,177)	(753)	(3,650)	(5,092)	(7,207)	(83)	(402)	(517)	(1,425)	-	(66,307)
Accumulated depreciation of disposals	2,648	-	204	-	1,071	-	12	-	35	-	3,970
Transfers	(1,354)	-	(5,871)	-	(31,359)	-	9,706	(3,843)	3,863	-	(28,858)
	(45,883)	(753)	(9,317)	(5,092)	(37,495)	(83)	9,316	(4,360)	2,473	-	(91,195)
At fair value 30 June 2021	2,079,360	77,025	194,816	528,175	194,169	2,509	6,119	25,125	35,545	40,293	3,183,136
Accumulated depreciation at 30 June 2021	(258,688)	(6,579)	(48,580)	(83,586)	(61,247)	(916)	(3,736)	(7,515)	(9,313)	-	(480,160)
	1,820,672	70,446	146,236	444,589	132,922	1,593	2,383	17,610	26,232	40,293	2,702,976

6.1 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			
roads - pavements, substructure, formation and earthworks		10-55	-
roads - kerb, channel and minor culverts and other		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 unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. Council recognises land under road it controls acquired after 30 June 2008 at fair value.

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

Depreciation and amortisation

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

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

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

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

Repairs and maintenance

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

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Liam McNamara (valuer registration no. 63119), in June 2021. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	503,998	604,152	June 2021
Buildings	-	3,236	294,577	June 2021
Heritage buildings	-	602	-	June 2021
Total	-	507,836	898,729	

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

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an internal valuation undertaken by qualified Wyndham City Council engineers.

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.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	1,820,672	July 2016
Bridges	-	-	70,446	July 2016
Footpaths and cycleways	-	-	146,236	July 2016
Drainage	-	-	444,589	July 2019
Recreational, leisure and community	-	-	132,922	June 2021
Total	-	-	2,614,865	

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.

6.2 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 2021, 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

6.2 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.

	2021	2020
	\$'000	\$'000
Summarised financial information		
Summarised statement of comprehensive income		
Total income	10,205	10,374
Total expenses	(10,992)	(11,397)
Total comprehensive result	<u>(787)</u>	<u>(1,023)</u>
Summarised balance sheet		
Current assets	1,466	887
Non-current assets	-	-
Total assets	<u>1,466</u>	<u>887</u>
Current liabilities	2,426	1,172
Non-current liabilities	240	128
Total liabilities	<u>2,666</u>	<u>1,300</u>
Net Assets	<u>(1,200)</u>	<u>(413)</u>
Summarised statement of cash flows		
Net cash provided by / (used in) operating activities	<u>374</u>	<u>(1,260)</u>
Net increase / (decrease) in cash and cash equivalents	<u>374</u>	<u>(1,260)</u>

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 Pty Ltd is detailed in Note 6.2. 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: July 20 - Oct 20)
Cr Adele Hegedich (Mayor: Nov 20 - current)
Cr Heather Marcus
Cr Jasmine Hill (Nov 20 - current)
Cr Jennie Barrera (Nov 20 - current)
Cr Marcel Mahfoud (Nov 20 - current)
Cr Mia Shaw
Cr Peter Maynard
Cr Robert Szatkowski (Nov 20 - current)
Cr Sahana Ramesh (Nov 20 - current)
Cr Susan Mcintyre (Nov 20 - current)
Cr Aaron Ann (July 20 - Oct 20)
Cr Henry Barlow (July 20 - Oct 20)
Cr Intaj Khan (July 20 - Oct 20)
Cr John Gibbons (July 20 - Oct 20)
Cr Tony Hooper (July 20 - Oct 20)
Cr Walter Villagonzalo (July 20 - Oct 20)
Ms Kelly Grigsby (July 20 - May 21)
Ms Natalie Walker (April 21 - June 21)
Ms Allison Kenwood
Mr Stephen Thorpe
Mr Ludo Campbell Reid
Ms Kate Roffey
Ms Binda Gokhale
Ms Fiona Reidy (July 20 to May 21)
Mr Mark Ward
Ms Fiona Hando
Ms Natalie Walker (July 20 to April 21)

Chief Executive Officer
Chief Executive Officer (Acting)
Director City Life
Director City Operations
Director City Design & Liveability
Director Deals, Investment and Major Projects
Chief Financial Officer
Chief People Officer
Chief of Staff
Executive Manager Corporate Affairs
Head of Strategy & Policy Impact

	2021 No.	2020 No.
Total Number of Councillors	17	11
Total of Chief Executive Officer and other Key Management Personnel	10	10
Total Key Management Personnel	27	21

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

(c) Remuneration of Key Management Personnel

2021	2020
\$'000	\$'000

Total remuneration of key management personnel was as follows:

Short-term benefits	2,925	2,807
Long-term benefits	111	73
Post employment benefits	336	273
Termination benefits	94	220
Total	3,466	3,373

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:

	2021 No.	2020 No.
\$20,000 - \$29,999	2	-
\$30,000 - \$39,999	8	9
\$50,000 - \$59,999	-	1
\$70,000 - \$79,999	-	1
\$100,000 - \$109,999	1	-
\$170,000 - \$179,999	-	1
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	-	1
\$230,000 - \$239,999	1	-
\$250,000 - \$259,999	2	1
\$260,000 - \$269,999	-	1
\$270,000 - \$279,999	1	1
\$280,000 - \$289,999	2	-
\$290,000 - \$299,999	-	1
\$300,000 - \$309,999	1	2
\$310,000 - \$319,999	1	-
\$330,000 - \$339,999	1	-
\$390,000 - \$399,999	1	-
\$420,000 - \$429,999	-	1
	21	21

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.

Numbers reported are based on substantive positions.

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

	2021 No.	2020 No.
Income Range:		
<\$151,000	17	19
\$151,000 - \$159,999	9	6
\$160,000 - \$169,999	14	11
\$170,000 - \$179,999	9	4
\$180,000 - \$189,999	5	9
\$190,000 - \$199,999	3	2
\$200,000 - \$209,999	5	6
\$210,000 - \$219,999	3	1
\$220,000 - \$229,999	2	-
\$240,000 - \$249,999	1	2
\$250,000 - \$259,999	1	1
\$260,000 - \$269,999	2	-
\$310,000 - \$319,999	-	1
\$370,000 - \$379,999	1	1
	<u>72</u>	<u>63</u>
	2021	2020
	\$'000	\$'000
Total Remuneration for the reporting year (excluding termination payments) for Senior Officers included above, amounted to :	12,167	10,246

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
Total transactions with related parties	<u>-</u>	<u>13</u>

(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

Subdivisional contributions

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 \$191.7 million of subdivisional contribution from developers in the next financial year. The estimate is based on the number of subdivisions that have commenced as at 30 June 2021 that Council 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:

	2021 \$'000	2020 \$'000
Not later than one year	200	89
Later than one year and not later than five years	974	780
Later than five years	2,773	3,415
	<u>3,947</u>	<u>4,284</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 payable. 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 (2019/20 \$0.00). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are \$359,332.

Landfill

Council operates a landfill. Council will have to carry out site rehabilitation works in the future. Provisions have been recognised for this liability in the Balance Sheet, however future regulatory and environmental factors may change this future obligation. At balance date Council is unable to accurately assess the financial implications of these factors.

8.1 Contingent assets and liabilities (cont'd.)

(b) Contingent liabilities (cont'd.)

Insurance claims

As at 30 June 2021, Council does not have any major insurance claims that could have a material impact on future operations.

Legal matters

As at 30 June 2021, Council does not have any major legal matters that could have a material impact on future operations.

Building cladding

As at 30 June 2021, 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.

MAV Workcare

Council is not a participant of the MAV WorkCare Scheme.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. Software classified as SaaS (software as a service) has been fully amortised in 2021 in compliance with AASB138 and the April 2021 IFRS Interpretations Committee final agenda decision. As at 30 June 2021 there were no other new accounting standards or interpretations issued by the AASB or IFRS which are applicable for the year ending 30 June 2022 that are expected to impact Council.

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.

8.3 Financial Instruments (cont'd.)

(c) Credit risk (cont'd.)

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 of 2.0%.

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) with the Victorian Government declaring a state of disaster 2 August 2021.

In response to the COVID-19 outbreaks in the state, the Victorian Government has implemented lockdown restrictions that impact Council operations. The length and impact to Council of these measures is currently uncertain.

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
2021			
Property			
Land	523,201	86,050	609,251
Buildings	48,835	(11,638)	37,197
	572,036	74,412	646,448
Infrastructure			
Roads	972,461	-	972,461
Bridges	57,211	-	57,211
Footpaths and cycleways	24,108	-	24,108
Drainage	113,786	-	113,786
Recreational, leisure and community facilities	-	59,212	59,212
Off street car parks	2,348	-	2,348
	1,169,914	59,212	1,229,126
Total asset revaluation reserves	1,741,950	133,624	1,875,574
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

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				
2021				
Asset replacement and development reserves	337,065	88,393	(18,396)	407,062
Total Other reserves	337,065	88,393	(18,396)	407,062
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

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.

	2021 \$'000	2020 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	231,028	293,345
Depreciation	91,493	92,547
Amortisation - intangible assets	20,213	3,377
Amortisation - right-of-use assets	1,318	227
Loss on disposal of property, infrastructure, plant and	14,746	3,296
Contributions - non monetary	(185,388)	(221,607)
Interest - Borrowings	2,456	2,857
Finance costs - leases	354	37
<i>Change in assets and liabilities:</i>		
(Increase) / Decrease in trade and other receivables (excluding WIK)	(9,863)	(9,726)
(Increase) / Decrease in inventories	24	(24)
Decrease in prepayments	(503)	699
Increase in accrued income	1,480	3,366
Increase/(decrease) in trade and other payables	32,488	5,870
Increase in trust and deposits	(2,422)	10,587
Increase/(decrease) in unearned income and contract liabilities	5,723	5,831
Increase in lease liabilities	(26,819)	(1,801)
Increase in provisions	8,683	7,091
Net cash provided by operating activities	185,011	195,971

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 category, 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 2021, 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 for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.6% pa
- Salary inflation 2.5% pa for two years and 2.75% pa thereafter
- Price inflation (CPI) 2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

- Net investment returns 4.8% pa
- Salary inflation 2.75% pa
- Price inflation (CPI) 2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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.**

9.3 Superannuation (cont'd.)

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes **employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was 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.

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 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

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

	2020 (Triennial)	2019 (Interim)
	\$m	\$m
• A VBI surplus	100.0	151.3
• A total service liability surplus	200.0	233.4
• A discounted accrued benefits surplus	217.8	256.7

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 2020.

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 2020.

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 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

9.3 Superannuation (cont'd.)

2021 Interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021. Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision Super	Defined Benefit	9.50%	376	384
Vision Super	Accumulation fund	9.50%	5,922	5,498
Other funds	Accumulation fund	9.50%	6,476	5,596
Vision Super	Accumulation fund	0.50%	286	270
Other funds	Accumulation fund	0.50%	263	222

Note 10 Change in accounting standards

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

Council has adopted AASB 1059 Service Concession Arrangements: Grantors, from 1 July 2020. There was no impact on the financial statements.

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

Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020. There was no impact on the financial statements.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020. There was no impact on the financial statements.

WYNDHAM CITY
PERFORMANCE STATEMENT

For the Year Ended 30 June 2021

Performance Statement

For the year ended 30 June 2021

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 302,650 for 2021. 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.

The continuing effects of the global COVID 19 pandemic through 2020/21 saw Council launch an enormous recovery effort across the City to assist residents navigate its constraints. Council continued varying its service mix to ensure the community and Council staff were kept safe, whilst ensuring services continued in a COVID safe capacity.

The Sustainable Capacity indicators, Service Performance indicators and Financial Performance indicators were negatively impacted to some degree by the ongoing COVID 19 pandemic through 2020/21. In particular the utilisation and participation indicators highlight the impact when council facilities were either closed or operated at a reduced capacity in response to Government directives:

- **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 2020/21 financial year.

Sustainable Capacity Indicators

For the year ended 30 June 2021

for the year ended 30 June 2021					
Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Population					
C1 Expenses per head of municipal population [Total expenses / Municipal population]	\$1,456.64	\$1,302.06	\$1,361.02	\$1,437.39	Expenses per head of municipal population in line with CPI increase and population growth within the municipality.
C2 Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$11,139.19	\$11,952.61	\$10,876.73	\$10,850.05	Council remains committed to improving community infrastructure. A relatively low capital works budget for 2020/21 coupled with COVID-19 restrictions on construction activity has caused some delays in completing community infrastructure assets, consistent with the 2019/20 year.
C3 Population density per length of road [Municipal population / Kilometres of local roads]	162.79	175.06	168.63	171.17	The results have remained relatively consistent over the last few years.
Own-source revenue					
C4 Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,189.65	\$1,152.85	\$1,138.20	\$1,054.73	Variance in comparison to 2019/20 is driven by a reduction in Council's own-source revenue whilst population continues to grow within the municipality.
Recurrent grants					
C5 Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$190.41	\$176.29	\$168.86	\$168.72	The recurrent grants per head of municipal population has remained stable compared to 2019/20. It has decreased compared to previous years as a consequence of the growing population within the municipality.
Disadvantage					
C6 Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	7.00	7.00	7.00	7.00	This result is consistent with previous years.
Workforce turnover					
C7 Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	6.35%	9.54%	5.84%	12.0%	This increase in turnover is mostly due to Council's move out of Home Care.

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 2021

Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Aquatic facilities <i>Utilisation</i> AF6 <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.00	4.00	2.82	1.10	Visitation to aquatic and leisure facilities were heavily impacted by the COVID-19 pandemic. Facilities were closed in line with government restrictions and visitations capped on reopening causing significant disruption.
Animal Management <i>Health and safety</i> AM7 <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	-	-	100%	100%	There was one prosecution which led to a successful court outcome after six adjournments due to COVID-19 and other issues. The conviction carried with it significant penalties and Council will exercise its power of destruction under section 84P(e) of the Act.
Food Safety <i>Health and safety</i> FS4 <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%	0%	<p>Environmental Health has not received any major or critical non-compliance notifications this financial year.</p> <p>This measure relates to third party auditor inspections (not Council inspections). Council is still conducting reviews of premises which is reported separately via FS2 – this figure was 95.58%.</p> <p>If an auditor detects a critical non-compliance they must notify Council for follow up. In this period no auditor reported any critical non-compliance to Council. During this period auditors were also doing virtual inspections as approved by DHHS.</p>
Governance <i>Satisfaction</i> G5 <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	64.00	68.00	69.50	68.30	The decline within the measure is not material and the result still remains within the “good” category of satisfaction. The Annual Community Survey was conducted in January 2021.

Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Libraries					
Participation					
LB4 Active library members [Number of active library members in the last three years / Sum of the Municipal population for the last three years] x100	13.32%	13.14%	12.24%	10.56%	Continued COVID-19 restrictions and lockdowns resulted in Library closures and service reductions, impacting member ability to borrow items, resulting in lower active borrowers.
Maternal and child health					
Participation					
MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	70.41%	68.99%	68.21%	64.51%	Due to the COVID19 pandemic and workforce shortages, the service over the period has at times been prioritised to 0-8 week infants and vulnerable children and their families in line with State Government Guidelines. Strategies are in place to increase visits for older children who were placed on a waiting list during lockdown periods, to enhance the participation rates of service delivery.
Participation					
MC5 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	80.18%	79.65%	84.34%	74.80%	Participation rates have declined as a result of continued impacts from COVID-19. Families have been reluctant to engage with services due to risks of community transmission.
Roads					
R5 Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	64.00	69.60	64.70	66.20	The increase within this measure is not material and the result still remains within the 'good' category of satisfaction. The Annual Community Survey was conducted in January 2021.

Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Statutory Planning SP4 Decision making Council planning decisions upheld at VCAT [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	70.37%	52.94%	42.86%	33.33%	VCAT has affirmed Council's decision on 5 occasions from the 15 appearances at the Tribunal this year. Five of the Council decisions 'set aside' by VCAT related to applications Council deemed to be contrary to designated land uses in Precinct Structure Plans, particularly in the Growth Areas. Future Policy development will enhance Council's effectiveness of defending statutory planning decisions at VCAT.
Waste Collection WC5 Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	35.71%	34.93%	37.38%	37.55%	Green waste bin diversion is optional in Wyndham with approximately 32% of properties participating. Waste diverted from landfill remains constant.

Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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

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

Financial Performance Indicators

For the year ended 30 June 2021

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2018	2019	2020	2021	2022	2023	2024	2025	
Efficiency									
<i>Expenditure level</i>									
E2 <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,693.47	\$3,284.77	\$3,408.96	\$3,565.62	\$3,523.60	\$3,631.94	\$3,581.71	\$3,558.09	Expenses per property assessments have increased in line with population growth within the municipality
<i>Revenue level</i>									
E4 <i>Average rate per property assessment</i> [General rates and Municipal charges / Number of residential property assessments]	-	-	\$1,789.14	\$1,794.56	\$1,831.17	\$1,847.72	\$1,884.71	\$1,923.05	This indicator was introduced in 2020. This ratio is expected to grow, in line with rate capping.

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2018	2019	2020	2021	2022	2023	2024	2025	
Liquidity									
L1 Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	485.67%	434.54%	596.57%	407.76%	514.34%	491.19%	492.23%	489.27%	This ratio measures the Council capacity to cover its immediate liability with current assets. The decrease in Ratio is due higher proportion of current liabilities in comparison to 19/20 driven by increase in landfill rehabilitation provision & repayment of borrowings (\$40M) classified as current from non-current liabilities as it is due within the next 12 months.
L2 Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	172.01%	89.00%	114.49%	81.17%	146.19%	133.95%	131.87%	128.88%	The decrease in ratio in comparison to 19/20 is largely driven by the increase in current liabilities that are due within the next 12 months (\$40M borrowings repayment and expected landfill cell capping work). The ratio reflects an increase in FY21/22 due to higher cash balances held in Bank as unrestricted cash to adequately manage Council's operational liquidity requirements and ongoing risk associated with COVID-19.
Obligations									
O2 Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	29.34%	27.32%	25.09%	23.53%	33.74%	49.69%	49.12%	48.68%	The ratio of loans compared to rates has decreased when compared to the prior year due to the level of borrowings remaining unchanged, whilst rates revenue increased. This indicator is forecast to rise in 21/22 due to the planned drawn down of a further \$30 million in borrowings during the financial year.
O3 Loans and borrowings									
Loans and borrowing repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue]x100	1.30%	1.20%	1.30%	1.05%	16.74%	5.46%	5.95%	6.49%	The ratio decreased from previous year due to the increase in rate revenue whilst council borrowing remained unchanged in 20/21. The increase in ratio for next year reflects the \$40M borrowings repayment.

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2018	2019	2020	2021	2022	2023	2024	2025	
O4 Indebtedness Non-current liabilities compared to own source revenue $[Non-current liabilities / Own source revenue] \times 100$	28.40%	21.37%	29.55%	24.27%	39.55%	49.95%	48.54%	47.81%	The 20/21 ratio is impacted by the net decrease in non-current liabilities as \$40M borrowing repayment was reclassified from non-current to current and the initial recognition of additional property lease liability. Council own source revenue was also impacted by the reduction in landfill revenue and less user fees from leisure and recreation centres due to COVID-19 related lockdown restrictions.
O5 Asset renewal and upgrade Asset renewal and upgrade compared to depreciation $[Asset renewal and asset upgrade expense / Asset depreciation] \times 100$	-	-	73.02%	33.57%	62.66%	64.06%	66.63%	77.47%	This indicator was introduced in 2020. The decrease in ratio in comparison to 19/20 is due to COVID-19 related restrictions that caused unavoidable delays to renewal and upgrade projects (Eagle stadium, Bulban Road upgrade, Galvin Park Soccer facility). Council has allocated sufficient funding in the capital works program to meet its renewal and upgrade requirements in future years.
Operating position OP1 Adjusted underlying result Adjusted underlying surplus (or deficit) $[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] \times 100$	-4.94%	2.72%	-3.32%	-12.58%	-9.81%	-12.33%	-9.55%	-8.50%	The ratio declined in comparison to 19/20 due to number of factors, which includes reduction in user fees revenue as a consequence of the closure of council facilities following COVID-19 lockdown restrictions, lower infringement revenue, reduced revenue caused by the finalisation of a contract with a key landfill customer that was not renewed and the decrease in interest revenue as a result of record low interest rates. In addition, Ratio was also impacted due to a recent clarification in accounting regulations that resulted in Council recognising the IT Transformation Project Cost as operating expenses. The ratio is expected to deteriorate further in FY2122 due to ongoing impacts of COVID-19.

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2018	2019	2020	2021	2022	2023	2024	2025	
Stability									
S1 Rates concentration									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	55.83%	58.92%	61.52%	64.62%	66.32%	65.86%	66.47%	67.66%	The rates concentration ratio increased to 64.6% in 2020/21, 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.
S2 Rates effort									
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.32%	0.32%	0.33%	0.33%	0.36%	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.

Retired Indicators Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2018	2019	2020	2021	2022	2023	2024	2025	
Animal Management									
<i>Health and Safety</i>	21	23	-	-					Retired indicator from 2020. This measure was replaced by AM7 from 1 July 2019.
AM7 <i>Animal Management Prosecutions</i> [Number of successful animal prosecutions]									
Efficiency <i>Revenue level</i>									
E4 <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,667.4 0	\$1,714.8 8	-	-					Retired indicator from 2020. This measure was replaced by E4 from 1 July 2019.
Obligations <i>Asset renewal</i>									
O5 <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	34.09%	42.15%	-	-					Retired indicator from 2020. This measure was replaced by O5 from 1 July 2019.

Other Information

For the year ended 30 June 2021

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 calculated based on the financial statements contained in the Long Term Financial Plan on public exhibition due to be adopted by Council in October. The Long Term Financial Plan provides a 10-year financially sustainable projection regarding how the strategies of our Council Plan may be funded to achieve the Wyndham 2040 Community Vision. The Plan is a requirement of the new Local Government Act 2020. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Long Term Financial 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: **28/09/21**

In our opinion, the accompanying performance statement of the *Wyndham City Council* for the year ended 30 June 2021 **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 Adele Hegedich
Mayor
Dated: 28/09/2021



Peter Maynard
Councillor
Dated: 28/09/2021



Stephen Wall
Chief Executive Officer
Dated: 28/09/2021

Independent Auditor's Report

To the Councillors of Wyndham City Council

Opinion	<p>I have audited the accompanying performance statement of Wyndham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • 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 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors 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>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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
5 October 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

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