

2021/22 Our Annual Plan & Budget



wyndhamcity

Acknowledgements

Wyndham City Council recognises Aboriginal and Torres Strait Islander peoples as the First Custodians of the lands on which Australia was founded. Council acknowledges the Wathaurong, Woiwurrung and Boonwurrung peoples of the Kulin Nation as the Traditional Owners of the lands on which Wyndham City is being built. For tens of thousands of years, the Werribee River has been a significant meeting place for Aboriginal people to build community, exchange resources, and share responsibilities for its land. Council pays respect for the wisdom and diversity of past and present Elders. We share commitment to nurturing future generations of Elders in Aboriginal and Torres Strait Islander communities.

Wyndham City Council acknowledges the contribution of the Local Government Finance Professionals (FinPro) for convening and resourcing a working group to guide the development of the Local Government Model Budget 2021/22.

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Mayor and CEO's Introduction

Council is proud to present our first Budget following our election in October 2020.

Developed alongside a robust community engagement process, the 2021/22 Annual Plan and Budget presents a vision for the Wyndham community that will help us rebound from the COVID-19 pandemic and build a strong foundation for the future.

It is a responsible and considered budget that delivers a record capital works investment, protects and enhances our local environment, builds healthy and resilient communities, and maintains the essential services that residents have told us they need and want.

This year, we expanded our deliberative engagement process to inform our budget priorities. I would like to personally thank all those community members who took part and helped shape this Annual Plan and Budget in their vision. By sharing their ideas and thoughts about what it is like to live in their local neighbourhoods, we were able to better consider their priorities and plan for their needs.

As a result, the Budget will invest in the largest capital works program ever, with around \$196.5 million allocated to ensure critical infrastructure is delivered across the city. It sets a clear direction for Council as we emerge from the pandemic, with financial sustainability and responsible investment in the key priorities.

The 2021/22 Budget includes:

- Upgrading and building new local roads - \$27.20 million
- Sports and recreation infrastructure - \$29 million
- Playground and parks upgrades - \$2.02 million
- Kindergarten and children centre services - \$18.09 million
- Maternal child and health and immunisation services - \$13.91 million
- Library services - \$9.76 million
- Black Forest Road South Level 2 Community Centre - \$7.05 million
- Manor Lakes Northern Hub – Integrated Family Centre Master Plan Implementation - \$4.68 million
- Truganina South East Master Plan Delivery - \$12.31 million
- Sports pavilion upgrades - \$5.60 million
- Maintaining Wyndham's infrastructure assets - \$8.35 million
- Tarneit North Master Plan Implementation - \$12.17 million
- Regional Soccer Facility - \$11.50 million
- Local road reconstruction and resurfacing - \$12.90 million
- Youth programs and services - \$5.09 million
- Active Transport Network - \$4 million
- Alfred Road Reserve Master Plan design - \$1.15 million
- Presidents Park Master Plan design - \$0.52 million
- Widening Little River roads - \$5.00 million
- Lighting the West - \$3.80 million
- Greening the Pipeline - \$3.20 million
- K Road Cliffs Master Plan Implementation - \$1.06 million
- In-home care support to enable older people to live independently - \$1.19 million

We are also allocating funds to develop a business case and undertake concept planning for a new community indoor sports facility, something that the community has told us loud and clear it wants.

While it is likely that delivery will require a partnership with other levels of Government, this is a significant step forward.

Reflecting the community's strong commitment to sustainability, Council will be embarking on the Wyn-R: Reduction, Renewables, Resilience program to further reduce our reliance on fossil fuels, as well as continuing the Lighting the West program to replace street lights with environmentally friendly and cost-effective LED lights.

The health of our community is a major priority for Council, and this Annual Plan & Budget recognises how important this is, especially as we recover from the COVID-19 pandemic. Aside from investing strongly in new sporting facilities, park and playground upgrades, we will also undertake the development of a new Municipal Public Health and Wellbeing Plan to improve and better plan for health and wellbeing of our communities in partnership with key agencies.

A key focus of this Annual Plan & Budget is our commitment to continue delivering the many essential services expected of Local Government, from kindergartens to local laws. Our street tree planting program across the City will see us plant thousands of additional street and park trees across our suburbs. Investment in our city-wide services is an important priority, particularly in local roads, footpath, waste and litter reduction.

I am proud of the Annual Plan and Budget that we are presenting to you, and I look forward to delivering on the major initiatives that it champions.

INSERT ELECTRONIC SIGNATURES

Cr Adele Hegedich
Mayor

Natalie Walker
Acting CEO

Budget Influences

This section sets out the key budget influences arising from the internal and external environment within which Council operates.

External influences

General Influences

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

Located on the western edge of Melbourne, today, Wyndham City covers an area of 542 square kilometres. Once described as 'the country suburb' Wyndham City has reinvented itself as a City of choice for many people choosing to live in the areas of residential growth.

In 2020, Wyndham City had an estimated resident population of 283,294 people, an increase of 12,687 or 4.7 per cent over the last year. Residential land use has grown steadily since 2017 with an average of 4,500 new dwellings approved each year. It is forecast that over the next 20 years, an extra 220,000 will call Wyndham City home, taking the total population in 2040 to over 500,000.

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

Council currently delivers over 60 different services to its community. It has responsibility for a range of areas including local roads, parks, waste, land use planning, local laws, urban planning, community and early years services, recreation, community development, health protection, emergency management, building and maintaining assets and advocating for community needs.

As a custodian of public funds, it is important that the choices Council makes are based on a range of factors including local community priorities, needs and wants that aim to improve the liveability of the municipality.

Given the volume and speed of the growth occurring across Wyndham City, it is a challenge for the Council to ensure that the right infrastructure and services our community needs to prosper, are up and running when they are needed.

Council also has a major role to play in advocating for and providing residents with access to the right infrastructure. Council currently has ownership and responsibility for over \$4 billion of community assets, including infrastructure such as roads, drains, buildings, and open spaces, the value of which is expected to grow to over \$6 billion by 2040.

As Wyndham City ages, the maintenance, renewal and replacement of assets will have a significant impact on Council's financial operations and long-term financial sustainability. For this reason, ensuring Council's work is guided by community input, strong evidence and data is critical to ensuring that Council can continue to deliver the wide variety of work it does into the future within available resources.

Financial Influences

Rate Capping - The Victorian State Government continued with a cap on rate increases. The cap for 2021/22 has been set at 1.50%.

User Fees - The fees and charges annual review considers the cost of the service, the price charged by comparable service providers (where applicable) and the extent to which Council is prepared to provide the service at cost recovery or less.

Statutory Fees and Fines - Revenue in this category is mainly driven by fees and fines levied in accordance with legislation. Council does not have control over their pricing.

Federal Assistance Grants - The largest source of government funding to Council is through the annual Victorian Local Government Grants Commission allocation. The overall state allocation is determined by the Federal Financial Assistance Grants. Council continues to advocate for increased funding to support services and road infrastructure.

Capital Grant Funding - Capital grant opportunities arise continually. Grants with a high probability of success have been included in the 2021/22 budget. Other successful grants will be included throughout the year in Wyndham's quarterly forecasts when identified as successful. Council continues to rely heavily on external grant funding.

Development Contributions - Council receives cash and non cash contributions from developers. The rate of growth and flow of development contributions income depends on land sales and the desire of developers to construct new developments within the municipality.

Enterprise Bargaining Agreement (EBA) - Council's current EBA is in place till 30 June 2022. The EBA provides certainty around salary increases over this period whilst delivering greater flexibility in working arrangements to enhance working conditions and service provision.

Superannuation - Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Scheme. The last call on Local Government was in the 2012/13 financial year where Wyndham was required to pay \$10.2M to top up its share of the Defined Benefits Scheme. The amount and timing of any liability is dependent on the global investment market. At present the actuarial ratios are at a level that additional calls from Local Government are not expected in the next 12 months.

Materials and Services - The main budget driver in this category is the maintenance of Wyndham's large asset base, along with the recurrent expenditure Council incurs to provide quality services to the community.

Waste Disposal Costs - In 2021/22 waste services charges will be impacted by the increase in EPA landfill levies, the bin lid change program and the RFID (Radio Frequency Identification) bin tracking system.

Internal Influences

Adjusted Underlying Result Before Depreciation: Council's underlying result is impacted by the rate cap and the continued growth in service needs. Surplus arisen from operations ensures financial capacity to invest in long term Council assets.

Cash - Council has cash holdings to an appropriate and sustainable level and will remain conscious of holding adequate funds to cover reserves, trusts and working capital. This in turn generates additional interest revenue to the benefit of the community.

Working Capital - Council requires a certain level of cash to be able to meet its daily obligations (working capital) in times of low income and high expenditure. 2021/22 cash levels are adequate ensuring Council covers short-term obligations. In 2021/22 the majority of Council cash is held in reserve for the development of specific infrastructure, borrowings for capital programs and trusts.

Economic Assumptions

The key budget principles upon which the budget has been developed include the following:

Assumption	Notes	Forecast	Budget	Projections			Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	+/-
Rate Cap Increase	1	2.00%	1.50%	1.75%	2.00%	2.00%	
Population Growth	2	5.41%	3.54%	4.52%	3.94%	3.28%	
Investment Interest Rate	3	0.84%	1.00%	0.98%	0.98%	0.98%	
Borrowing Interest Rate	4	4.46%	2.57%	2.18%	2.19%	2.19%	
Consumer Price Index (CPI)	5	2.00%	1.50%	1.75%	2.00%	2.00%	
User Fees	6	7.41%	5.04%	6.27%	5.94%	5.28%	
Statutory Fees		7.41%	5.04%	6.27%	5.94%	5.28%	
Operating Grants Recurrent	7	2.00%	1.50%	1.75%	2.00%	2.00%	
Monetary Contributions (\$000)		\$41,313	\$67,861	\$70,188	\$64,640	\$68,206	
Non-Monetary Contributions (\$000)		\$155,000	\$123,843	\$157,769	\$137,551	\$114,474	
Proceeds from sale of assets (\$000)		\$10,165	\$5,965	\$1,700	\$1,700	\$1,700	
Other Revenue		7.41%	5.04%	6.27%	5.94%	5.28%	
Employee Costs	8	4.25%	4.25%	3.73%	4.25%	4.25%	
Contactors, consultants and materials		7.41%	5.04%	6.27%	5.94%	5.28%	
Utilities		7.41%	5.04%	6.27%	5.94%	5.28%	
Depreciation (\$000)		\$109,818	\$110,488	\$116,008	\$121,291	\$129,641	
Other expenses		7.41%	5.04%	6.27%	5.94%	5.28%	

Notes to Assumptions

1. Rate Cap

Assumptions in line with Government rate cap. From 2022/23 onward in line with Victorian Government CPI outlook.

2. Population Growth

Actual/Forecast based on number of properties in the rating system. 2021/22 onward is driven by forecast.id growth rates.

3. Investment Interest Rate

Based on the weighted average interest rate of Council's term deposits. Outer years are based on the RBA benchmark cash rate.

4. Borrowing Interest Rate

Assumption reflects market outlook. Based on Australian Bond Rate.

5. CPI

Based on assumptions in Victorian Government State Budget 2020/21.

6. User Fees

From 2022/23 driver is population growth + CPI. Earlier year fluctuations due to the impact of the COVID-19 pandemic.

7. Grants - Recurrent

2021/22 is based on expected grants identified. Outer years based on CPI.

8. Employee Costs

Assumptions based on the EBA. No net FTE growth assumed.

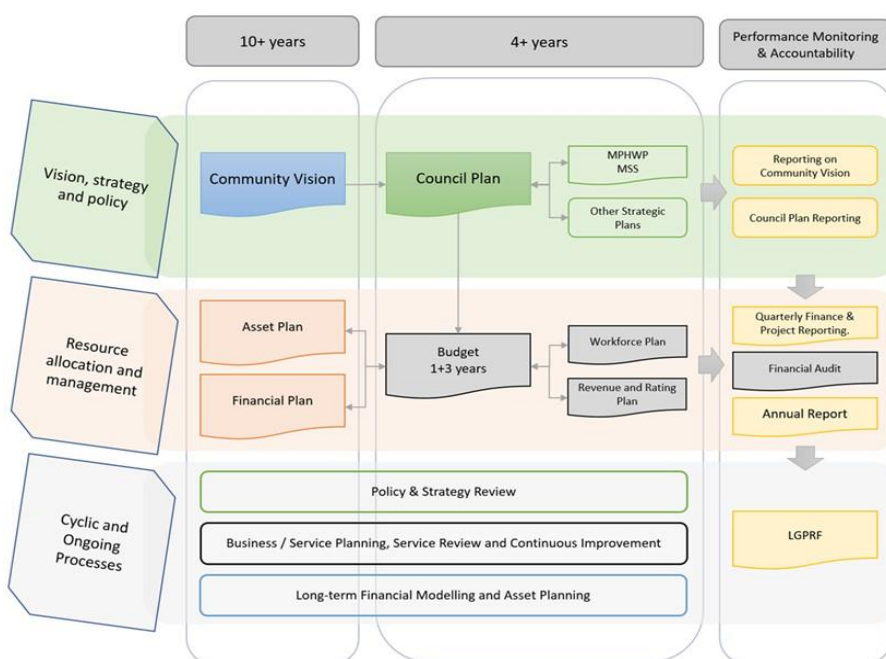
1. Link to the Integrated Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework.

1.1 Legislative planning and accountability framework

Wyndham City Council is committed to a continuous cycle of planning, reporting and review to ensure it delivers the best outcomes for the community. To accomplish its responsibilities, Council's strategic framework allows it 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 2021-25) and ensure the required resources are available (through the Budget).

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key planning considerations

Service level planning

Wyndham City Council currently delivers over 60 different services to its community. It has responsibility for a range of areas including roads, parks, waste, land use, local laws, urban planning, personal and home care, early years services, recreation, community development, health protection, emergency management, building and maintaining assets and advocating for community needs.

Wyndham City Council operates under a 'Community First' service planning model which aims to understand the changing need of the customer in order to drive the design of services and the operational processes and technology that enables them.

Critical in this is adherence to Council's Community Engagement Policy to ensure that the needs and changing expectations of community are understood and that these are implemented through the service planning and review that occurs each year as part of the Council's annual organisational planning process.

1.2 Our purpose

Our Vision

Diverse People, One Community, Our Future

Our mission

We strive to serve the best interests of the Wyndham community by providing quality services; managing growth; and supporting residents to lead healthy, safe, vibrant and productive lives, while protecting our local environment.

Our values

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

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

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.

1.3 Strategic objectives

As a custodian of public funds, it is important that the choices Council makes are based on a range of factors including local community priorities, needs and wants that aim to improve the liveability of the municipality. The Wyndham 2040 Vision describes the community's aspirations for the future of the municipality. It guides the Council's work to make Wyndham a more healthy and liveable community.

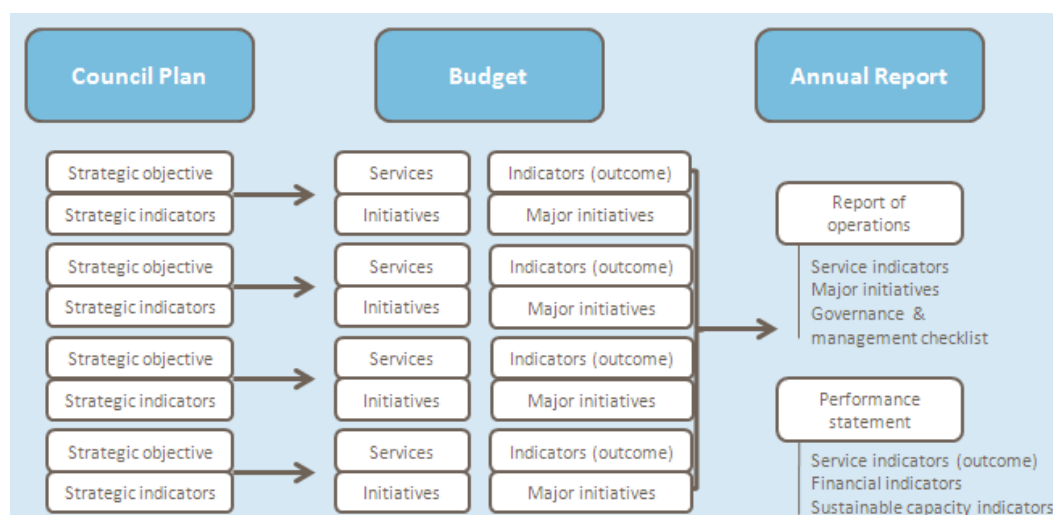
The Council Plan is a legislative requirement which outlines the Council's strategic objectives for its term. In doing so, it describes how the currently elected Council will work towards delivering community priorities in line with the Wyndham 2040 Community Vision.

The Council Plan is structured around the following four strategic areas and includes a range of strategies to describe what Council is working towards and the indicators that will be used to measure progress of work and Council performance. Implementation of the Council Plan is also supported by a range of other Council adopted strategies and plans and through the initiatives and major initiatives (major projects, services or programs) as identified annually in the Council's budget.

Strategic Objective	Description
1 People and Community	Council will work with 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.
2 Places and Spaces	<p>Council will work with our partners to build a city that is easy to move around, offers a diverse range of housing, protects our natural environment, and promotes active and passive recreation.</p> <p>We will strive to improve neighbourhood ambience, civic services and our standing as an attractive, relaxing, responsive and infrastructure-progressive coastal community.</p>
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.
4 Leadership and Participation	Council will continually build and shape a community of passionate, engaged and inspired residents and organisations who are proud to call Wyndham City their home. We will streamline our internal systems, our collaboration, and communication across all levels of government, while establishing the foundations for the long-term financial sustainability and strengthening our values, partnerships, and community engagement.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021/22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

2.1 People and Community

The Wyndham 2040 Vision is for Wyndham to be a welcoming, family-friendly city that acknowledges the Aboriginal heritage of the area, encourages connection within the community, promotes health and wellbeing, and actively celebrates diversity, culture and art. We will be a Council that listens to and learns from the diversity, knowledge and opinions of all residents and, as we embrace growth, we will also remember the country beginnings of our towns and shire.

To achieve the Vision, the City Plan's strategic objective for people and community, is that 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. The City Plan's health, wellbeing and safety goal is that 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.

Services

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
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.	<i>Inc</i>	1,506	1,665	1,989
		<i>Exp</i>	2,171	2,263	2,516
		<i>Surplus / (deficit)</i>	(665)	(598)	(528)
Arts & 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.	<i>Inc</i>	0	6	6
		<i>Exp</i>	1,509	1,565	1,636
		<i>Surplus / (deficit)</i>	(1,509)	(1,559)	(1,630)
Building Services	Ensuring the safety of buildings where people live, work and play, through the delivery of an efficient and effective building control, permit and inspection service.	<i>Inc</i>	2,525	2,946	2,870
		<i>Exp</i>	2,633	2,959	3,108
		<i>Surplus / (deficit)</i>	(108)	(13)	(238)
Child, Family Health & Wellbeing	Provides a range of services to families with children aged 0-6 to promote improved health and well being of the community and reduce the burden of disease by protecting the community from vaccine preventable diseases through the provision of a public immunisation program. Services for families include individual and group service delivery by a range of professionals of evidence based programs such as the Maternal and Child Health Service, Small Talk Playgroups and also pop up children's activities in the community.	<i>Inc</i>	5,070	5,679	5,920
		<i>Exp</i>	9,612	11,201	12,909
		<i>Surplus / (deficit)</i>	(4,542)	(5,522)	(6,989)
Civic Compliance	Addresses community concerns in relation to quality of life, amenity, and safety issues within Wyndham City, as per legislation administered by Council.	<i>Inc</i>	3,550	2,766	4,676
		<i>Exp</i>	4,540	4,445	4,970
		<i>Surplus / (deficit)</i>	(990)	(1,679)	(294)
Community Connections & Care Services	Provides valued outcomes through working collaboratively and connecting with individuals, their carers and families, Council units and other agencies in the provision of quality service, advocacy and upholding the choice of those with care needs to remain living independently. Adding valued information and assistance with navigating local and government funded supports by capacity building and recognising the diversity within each of our community hubs.	<i>Inc</i>	6,565	5,594	4,034
		<i>Exp</i>	10,273	11,497	7,543
		<i>Surplus / (deficit)</i>	(3,708)	(5,902)	(3,509)

Community Infrastructure Planning	Plan and facilitate the provision and renewal of a network of community infrastructure that responds to community service needs and encourages community development and resilience now and into the future. Work across Council and in partnership with government, community and private sectors to support the timely planning and provision of fit-for-purpose infrastructure for the delivery of services.	<i>Inc</i>	-	350	410
		<i>Exp</i>	423	635	649
		<i>Surplus / (deficit)</i>	(423)	(285)	(239)
Community Strengthening	Facilitates opportunities which empower and strengthen the capacity of residents and community groups to actively participate in community life and build connected and resilient communities. Working with the community and partners to promote equity, inclusion, the overall wellbeing and safety of all in Wyndham, and recognise the place of Aboriginal people as the first people of Australia.	<i>Inc</i>	78	-	-
		<i>Exp</i>	2,058	2,571	2,044
		<i>Surplus / (deficit)</i>	(1,980)	(2,571)	(2,044)
Cultural Venues Management	Management of Council's premium Cultural Venues to ensure state of the art facilities with high quality Arts and Cultural programming, hospitality services and accessible civic spaces.	<i>Inc</i>	1,424	760	1,306
		<i>Exp</i>	3,449	2,883	3,652
		<i>Surplus / (deficit)</i>	(2,025)	(2,123)	(2,346)
Early Education & 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.	<i>Inc</i>	16,114	17,562	18,515
		<i>Exp</i>	15,679	17,365	19,527
		<i>Surplus / (deficit)</i>	434	197	(1,013)
Environmental Health Services	Protects public health as it relates to state legislation, directives and standards through a range of education and enforcement measures.	<i>Inc</i>	1,072	1,276	1,274
		<i>Exp</i>	1,568	1,992	2,331
		<i>Surplus / (deficit)</i>	(496)	(716)	(1,057)
Facilities Management	Provides strategic and operational management of assets to ensure the effective provision of facilities for community and Council use.	<i>Inc</i>	377	456	569
		<i>Exp</i>	7,519	8,174	8,645
		<i>Surplus / (deficit)</i>	(7,143)	(7,718)	(8,076)
Family & 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.	<i>Inc</i>	1,023	1,105	1,182
		<i>Exp</i>	1,926	2,264	2,611
		<i>Surplus / (deficit)</i>	(903)	(1,159)	(1,429)
Festivals & 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.	<i>Inc</i>	66	342	257
		<i>Exp</i>	1,561	1,926	2,644
		<i>Surplus / (deficit)</i>	(1,495)	(1,584)	(2,387)

Municipal Emergency Management	Support to the community and emergency service agencies before, during and after emergencies. Ensuring the organisation has capacity to respond to emergencies within our community and the North West Metro Region.	<i>Inc</i>	25	(1)	203
		<i>Exp</i>	1,664	1,869	3,030
		<i>Surplus / (deficit)</i>	(1,639)	(1,871)	(2,827)
Neighbourhood Activation & Development	Provides and supports opportunities which enable local communities to strengthen connection and build relationships with others, gain information and skills, connect to services and spaces, and participate and contribute to their local community.	<i>Inc</i>	813	962	1,391
		<i>Exp</i>	5,418	5,252	5,595
		<i>Surplus / (deficit)</i>	(4,605)	(4,291)	(4,205)
School Crossings	Supports the safe passage of children and their families to and from school through the operation of school crossings.	<i>Inc</i>	796	840	840
		<i>Exp</i>	2,391	2,846	3,553
		<i>Surplus / (deficit)</i>	(1,595)	(2,006)	(2,713)
Social & Service Planning	Understand when and where services are needed in Wyndham by leading the development of policy and planning frameworks supporting the creation of conditions which encourage wellbeing, participation and social connection across the life stages. Lead and coordinate planning for service provision in a way that responds to community needs and supports diversity.	<i>Inc</i>	359	99	-
		<i>Exp</i>	2,772	3,021	3,977
		<i>Surplus / (deficit)</i>	(2,412)	(2,922)	(3,977)
Youth Services	To ensure 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 range of leadership and youth engagement activities.	<i>Inc</i>	948	320	297
		<i>Exp</i>	4,362	4,740	5,305
		<i>Surplus / (deficit)</i>	(3,414)	(4,420)	(5,008)

Major Initiatives

- 1) Undertake the development of a new Municipal Public Health and Wellbeing Plan to improve and better plan for health and wellbeing with key partner agencies.
- 2) Complete the building works ready for the commencement of service delivery at the Integrated Family Centres at the Truganina South East and the Tarneit North Community Precincts.
- 3) Coordinate the design and construction of a new Community Centre in the future Truganina Town Centre.
- 4) Commence the detailed design for the implementation of Jamieson Way Community Centre and Reserve Master Plan in Point Cook.
- 5) Commence the construction of the Black Forest Road South Level 2 Community Centre in Werribee's West.
- 6) Commence construction of the Manor Lakes Northern Hub Integrated Family Centre.

Other Initiatives

- 7) Develop a shared regional planning approach to support young people's participation, inclusion and engagement across the Western Region.
- 8) Develop and oversee implementation of year 1 of a 4-year Gender Equality Action Plan to improve gender equality in the organisation.
- 9) Work with partners and the State Government to implement the School Readiness Funding initiative to ensure the development of a strong and robust early intervention service system.
- 10) Partner with early childhood providers and the State Government to support the implementation of funded 3-year-old kindergarten across the municipality in 2022.
- 11) Develop and oversee implementation of year 1 of the Reconciliation Action Plan 2022-24.
- 12) Undertake the development of the Domestic Animal Management Plan 2021-25.

Service Performance Outcome Indicators

Service		Indicator	2017/18 Actual	2018/19 Actual	2019/20 Actual
Animal Management	Health and safety		-	-	100%
Aquatic Facilities	Utilisation		4.00	4.00	2.82
Food Safety	Health and safety		100%	100%	100%
Maternal Child & Health	Participation		70.41%	68.99%	68.21%

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.2 Place and Spaces

The Wyndham 2040 Vision is for our transport system to be efficient, responsive and easy to navigate, with greater connectivity to Melbourne, while infrastructure, built spaces, and the diversity of housing options contribute to the quality of life of residents at all ages. We will carefully balance the preservation, protection, and respect for the natural environment with the need to ensure that parks and open spaces invite citizens to positively interact with the outdoors and each other.

To achieve the Vision, the City Plan's strategic objective for Places and Spaces, is that Council will work with our partners to build a city that is easy to move around, offers a diverse range of housing, protects our natural environment, and promotes active and passive recreation. We will strive to improve neighbourhood ambience, civic services and our standing as an attractive, relaxing, responsive and infrastructure-pregressive coastal municipality. The City Plan's health, wellbeing and safety goal is for people in Wyndham.

Services

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Asset Management	To support management of Council infrastructure by <i>Inc</i> co-ordinating the development of Asset Strategies, Asset Management plans and Information Systems.		1,869	1,710	1,888
		<i>Exp</i>	9,162 -	532 -	1,725
		<i>Surplus/ (deficit)</i>	(7,293)	2,242	3,613
Conservation & Arboriculture	Provides ecological conservation of important environmental areas, while the Arboriculture team serves our community through the provision of tree lined streets and parklands, and the protection of the environment through the management of the trees lifecycle.	<i>Inc</i>	310	233	159
		<i>Exp</i>	7,728	8,113	9,035
		<i>Surplus/ (deficit)</i>	(7,418)	(7,880)	(8,876)
Green Living	Lead 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.	<i>Inc</i>	629	739	624
		<i>Exp</i>	1,011	1,215	1,166
		<i>Surplus/ (deficit)</i>	(382)	(477)	(541)
Kerbside Waste Collection Services	Provide a safe and reliable kerbside waste, recycling, green/organics, and hard waste collection service throughout Wyndham.	<i>Inc</i>	28,428	30,550	38,265
		<i>Exp</i>	27,602	30,354	38,974
		<i>Surplus/ (deficit)</i>	826	196	(709)
Natural Environment & Urban Forest Planning	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.	<i>Inc</i>	143	311	313
		<i>Exp</i>	876	1,307	1,361
		<i>Surplus/ (deficit)</i>	(733)	(995)	(1,048)
Open Space Management	Provide strategic and operational management to ensure presentation levels and safe conditions are met in Wyndham's open spaces. Manage ecological amenity and climate adaptation of trees in accordance with the Tree Policy.	<i>Inc</i>	1,874	1,210	1,215
		<i>Exp</i>	20,810	18,872	20,936
		<i>Surplus/ (deficit)</i>	(18,936)	(17,662)	(19,721)
	The provision of safe, functional, clean, affordable and aesthetically appealing park assets to meet the Community's needs.				

Open Space Planning & Creation	Provides safe, functional, affordable and aesthetically appealing landscapes and park assets to meet the community's needs.	<i>Inc</i>	727	1,082	1,114
		<i>Exp</i>	1,082	968	893
		<i>Surplus/ (deficit)</i>	(356)	114	221
Organisational Project Governance & Support	To support the organisation to effectively deliver projects to meet community need. To facilitate planning, governance, grants submissions (including tracking) and reporting across all projects.	<i>Inc</i>	1,281	1,228	1,315
		<i>Exp</i>	1,593	1,845	1,907
		<i>Surplus/ (deficit)</i>	(312)	(617)	(592)
Refuse Disposal Facility (RDF)	Waste management and resource recovery services to residents and landfill to other metropolitan councils and commercial customers.	<i>Inc</i>	46,468	47,770	42,571
		<i>Exp</i>	41,867	47,439	42,487
		<i>Surplus/ (deficit)</i>	4,600	331	85
Road & Amenity Maintenance	Manages and maintains Council assets including roads, drains, signage, footpaths and the collection of litter in public places.	<i>Inc</i>	4,732	4,727	4,857
		<i>Exp</i>	14,529	16,530	18,065
		<i>Surplus/ (deficit)</i>	(9,797)	(11,803)	(13,208)
Road Design & 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.	<i>Inc</i>	8,426	6,565	6,896
		<i>Exp</i>	5,873	6,396	6,880
		<i>Surplus/ (deficit)</i>	2,553	169	16
Sport, Recreation & Physical Activity	Provide opportunities for the community to be physically active through infrastructure provision, facility management and the delivery of community activation programs.	<i>Inc</i>	10,165	6,005	13,154
		<i>Exp</i>	14,167	14,606	18,004
		<i>Surplus/ (deficit)</i>	(4,001)	(8,601)	(4,850)
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.	<i>Inc</i>	2,081	1,841	2,822
		<i>Exp</i>	2,480	2,685	3,033
		<i>Surplus/ (deficit)</i>	(399)	(845)	(211)
Town Planning	Town Planning is 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 built form and land use outcomes that promote the liveability of the municipality.	<i>Inc</i>	4,241	3,613	3,391
		<i>Exp</i>	5,219	4,953	5,368
		<i>Surplus/ (deficit)</i>	(978)	(1,340)	(1,978)
Traffic Management	Monitor 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.	<i>Inc</i>	116	201	196
		<i>Exp</i>	1,754	1,805	1,994
		<i>Surplus/ (deficit)</i>	(1,638)	(1,604)	(1,799)

Transport Planning	Develop and implement transport related policies, strategies and plans, which aim to improve transport options for the Wyndham community. Work in collaboration with external agencies and internal departments to provide transport advice and input that supports improved transport options.	<i>Inc</i>	-	-	-
		<i>Exp</i>	529	560	593
		<i>Surplus/ (deficit)</i>	(529)	(560)	(593)
Water & Coastal Governance	Leading the municipality to enhance Wyndham's water quality, coastlines and ecosystem sustainability.	<i>Inc</i>	324	241	125
		<i>Exp</i>	1,656	2,065	2,375
		<i>Surplus/ (deficit)</i>	(1,332)	(1,823)	(2,250)

Major Initiatives

- 1) Implement year 2 of the Greening the Pipeline stormwater harvesting scheme.
- 2) Progress the delivery of the Bensonhurst Reserve, Truganina South East Reserve, Brookdale, Tarneit North, Alfred Road and Presidents Park Master Plan implementation.
- 3) Deliver the Wyndham Stadium Precinct Structure Plan, including the Western Melbourne Group Agreement at 1160 Sayers Road, Tarneit.
- 4) Implement the WYN-R - Reduction, renewables, resilience Greenhouse gas and bill reduction program.
- 5) Undertake the development of a new Asset Management Plan to define how Council manages assets and management priorities, including maintenance, renewal, acquisition, expansion and decommissioning.
- 6) Progress the planning for Council's future network of indoor recreation facilities, including developing a concept plan and funding strategy for the next site to be developed.
- 7) Deliver priority actions from the Wyndham Active Transport Strategy to turn walking and cycling into an accessible transport mode of choice for residents.
- 8) Upgrade and build new local roads through the implementation of the Council's local road reconstruction and resurfacing program.
- 9) Develop detailed landscape plans for priority gateways, avenues and boulevards, and work towards implementation in partnership with the Department of Transport.

Other Initiatives

- 10) Expand the tree canopy cover of the City by implementing the tree planting program.
- 11) Review and adopt the revised Road Management Plan which sets out how municipal roads are managed, inspected and maintained by Council.
- 12) Undertake playground and parks upgrades.
- 13) Progress the Sports Pavilion Retrofitting Project rollout at Wootton Road, Cambridge, Haines Drive, Howqua Way, Saltwater Soccer, Little River & Arndell Park.
- 14) Advocate to and collaborate with the State Government to achieve quality rail infrastructure, transport and road network in Wyndham.
- 15) Implement year 2 of the K Road Cliff Masterplan.
- 16) Pursue initiatives that reduce litter and public waste across the City and promote community awareness in line with community expectations.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Actual
Roads	Satisfaction	64.00	69.60	64.70
Statutory Planning	Decision making	70.37%	52.94%	42.86%
Waste Collection	Waste diversion	35.71%	34.93%	37.38%

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.3. Earning and Learning

The Wyndham 2040 Vision is for Wyndham City to be a city of opportunity, recognised for its diverse, high-quality centres of learning, its libraries and knowledge hubs, and its varied and plentiful employment. We will attract businesses of all sizes and promote a wide mix of shops and retail, events and attractions - all designed to build community pride and engagement.

To achieve the Vision, the City Plan's strategic objective for Earning and Learning, is that 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. The City Plan's health, wellbeing and safety goal is for people in Wyndham to enjoy financial security, have access to a diverse range of learning, education and work opportunities and have safe and healthy work and learning environments.

Services

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Business Growth	Implementation of initiatives that develop and grow sustainable local businesses and enable the emergence and development of start-up enterprises including the provision of expert advice, business forums and training and access to resources and information.	<i>Inc</i>	109	120	120
		<i>Exp</i>	1,267	3,460	1,517
		<i>Surplus/ (deficit)</i>	(1,158)	(3,340)	(1,396)
Deals, Investment & Major Projects	Deals, Investments 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.	<i>Inc</i>	2	-	-
		<i>Exp</i>	1,335	1,930	1,953
		<i>Surplus/ (deficit)</i>	(1,334)	(1,930)	(1,953)
Inclusive Employment	Supporting Wyndham businesses and Council to adopt inclusive employment practices that support diversity in their business and linking those businesses to local people who are looking for work.	<i>Inc</i>	-	-	660
		<i>Exp</i>	2	184	853
		<i>Surplus/ (deficit)</i>	(2)	(184)	(193)
Investment	Implementation of initiatives that facilitate and enable new investment generating business and employment growth in Wyndham City.	<i>Inc</i>	-	14	-
		<i>Exp</i>	76	281	466
		<i>Surplus/ (deficit)</i>	(90)	(281)	(466)

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.	<i>Inc</i>	1,711	1,557	1,793
		<i>Exp</i>	8,285	9,197	9,851
		<i>Surplus/ (deficit)</i>	(6,574)	(7,640)	(8,058)
Long Term Planning & 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.	<i>Inc</i>	21	68	69
		<i>Exp</i>	3,128	3,550	3,652
		<i>Surplus/ (deficit)</i>	(3,107)	(3,482)	(3,584)
Marketing & Tourism	Leverages key marketing and positioning opportunities for Wyndham City, champion brand image, to ensure Council gets the credit. Support the development of Wyndham's Visitor economy and ensure sponsorship leverages the positioning strategy.	<i>Inc</i>	7	1	1
		<i>Exp</i>	1,103	937	1,986
		<i>Surplus/ (deficit)</i>	(1,096)	(936)	(1,984)
Place Activation & Marketing	Advancing and coordinating vibrant, successful, attractive and relevant Activity Centres through Place Activation & Marketing.	<i>Inc</i>	36	406	6
		<i>Exp</i>	2,308	3,132	2,474
		<i>Surplus/ (deficit)</i>	(2,272)	(2,725)	(2,467)
Place Making - Activity Centres	Advancing and coordinating vibrant, prosperous, attractive and relevant Activity Centres through Place Making.	<i>Inc</i>	-	-	-
		<i>Exp</i>	155	200	200
		<i>Surplus/ (deficit)</i>	(155)	(200)	(200)
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.	<i>Inc</i>	594	580	871
		<i>Exp</i>	1,116	1,214	2,660
		<i>Surplus/ (deficit)</i>	(521)	(634)	(1,789)

Major Initiatives

- 1) Implement a Pop Up Library model across a number of sites around Wyndham - Taking the Library Experience to the Community.
- 2) Partner with youth agencies to identify a range of education and employment pathways for young people who are seeking employment.

Other Initiatives

- 3) Support procurement decision makers to set inclusion/social procurement targets, develop internal and contractor resources and engage and support implementation following procured goods/services.
- 4) Deliver the Riverdale Town Centre Urban Design Framework.
- 5) Continue to support the local economy and business through a range of measures and actions as part of our post pandemic recovery work.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Actual
Libraries	Participation	13.32%	13.14%	12.24%

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.4 Leadership and Participation

The Wyndham 2040 Vision is for Wyndham to be home to passionate residents who are encouraged to share their ideas, skills, knowledge and passion to build a thriving city. We will offer a variety of ways for community members to support others through volunteering, social interaction, and engagement.

To achieve the Vision, the City Plan's strategic objective for Leadership and Participation, is that Council will continually build and shape a community of passionate, engaged and inspired residents and organisations who are proud to call Wyndham City their home. We will streamline our internal systems, our collaboration, and communication across all levels of government, while establishing the foundations for long-term financial sustainability and strengthening our values, partnerships, and community engagement. The City Plan's health, wellbeing and safety goal is for Wyndham to work 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.

Services

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Advocacy & Intergovernmental Relations	Support Council's engagement with the Federal and State Governments to secure the infrastructure and services that our fast-growing community needs.	<i>Inc</i>	-	-	-
	We work with other areas of Council to understand the needs of residents and establish our advocacy priorities. We work with other organisations and residents to bring these concerns to the attention of governments, and secure political support for the needs of our community.	<i>Exp</i>	2,099	1,292	1,376
		<i>Surplus/ (deficit)</i>	(2,099)	(1,292)	(1,376)
Community Engagement	Leading and supporting Council to provide the community with genuine opportunities to contribute to and inform projects or decisions that affect them.	<i>Inc</i>	-	-	-
		<i>Exp</i>	50	534	511
		<i>Surplus/ (deficit)</i>	(50)	(534)	(511)
Council & Corporate Governance	Enables governance practices and procedures that provide for publicly accountable and transparent decision making and other activities undertaken by Councillors and Officers.	<i>Inc</i>	36	200	250
		<i>Exp</i>	2,710	4,135	3,312
		<i>Surplus/ (deficit)</i>	(2,674)	(3,935)	(3,062)
Customer Service	Leads customer experience through implementation of an operating model that delivers customer first services via face to face, digital and phone channels.	<i>Inc</i>	0	-	-
		<i>Exp</i>	2,514	2,875	3,037
		<i>Surplus/ (deficit)</i>	(2,514)	(2,875)	(3,037)

Finance Operations	Oversees municipal rates and property valuations and the related administrations. 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.	<i>Inc</i>	21,037	13,790	21,958
		<i>Exp</i>	6,049	10,741	10,613
		<i>Surplus/ (deficit)</i>	14,987	3,049	11,345
Fleet Management	Provision of cost effective, whole of like asset management, procurement and provision of plant, vehicles and equipment that are used in support of Council service provisions.	<i>Inc</i>	7,037	7,023	7,628
		<i>Exp</i>	6,365	6,469	6,652
		<i>Surplus/ (deficit)</i>	673	554	976
Information Management	To embed a Best Practice Privacy, Data Quality and Records and Information Management Framework throughout the organisation by monitoring and reviewing processes, systems and controls to ensure community trust in Council's operations and the protection of community's rights and entitlements.	<i>Inc</i>	61	62	62
		<i>Exp</i>	2,887	3,163	3,714
		<i>Surplus/ (deficit)</i>	(2,826)	(3,101)	(3,653)
Information Technology	Provides technology infrastructure and application support to enable Council to supply services to the community.	<i>Inc</i>	2,605	2,729	598
		<i>Exp</i>	13,994	16,927	15,719
		<i>Surplus/ (deficit)</i>	(11,389)	(14,198)	(15,121)
Legal Services	Deliver a centralised and independent legal function that provides internal legal advice, manages the procurement of external legal services, manages the panel of service providers, and maintains Council's Instruments of Delegation and Authorisations.	<i>Inc</i>	-	-	-
		<i>Exp</i>	500	519	536
		<i>Surplus/ (deficit)</i>	(500)	(519)	(536)
Occupational Health & Safety	Enables our people to work in a safe and productive environment, one that extends to that shared by our public and community.	<i>Inc</i>	-	-	-
		<i>Exp</i>	560	664	713
		<i>Surplus/ (deficit)</i>	(560)	(664)	(713)
Organisational Planning, Strategy & 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 processes. Works to ensure the community is informed as to how Council services are performing and how resources are being spent.	<i>Inc</i>	-	-	-
		<i>Exp</i>	-	736	548
		<i>Surplus/ (deficit)</i>	0	(736)	(548)
People & 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.	<i>Inc</i>	2,714	5,525	3,507
		<i>Exp</i>	11,302	8,784	9,412
		<i>Surplus/ (deficit)</i>	(8,587)	(3,259)	(5,906)

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.	<i>Inc</i>	-	1	123	127
		<i>Exp</i>		1,625	1,823	1,779
		<i>Surplus/ (deficit)</i>		(1,626)	(1,700)	(1,652)
Research	Deliver and support the use of accurate and reliable data, analysis and insight to inform and support council's strategic direction and decision-making.	<i>Inc</i>	-	-	-	-
		<i>Exp</i>	-	276	270	270
		<i>Surplus/ (deficit)</i>	0	(276)	(270)	(270)
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.	<i>Inc</i>	265	457	458	458
		<i>Exp</i>	2,854	3,428	4,250	4,250
		<i>Surplus/ (deficit)</i>	(2,589)	(2,971)	(3,793)	(3,793)
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.	<i>Inc</i>	-	-	-	-
		<i>Exp</i>	623	863	977	977
		<i>Surplus/ (deficit)</i>	(623)	(863)	(977)	(977)
Spatial Systems	Collects, maintains, and distributes geospatial information and mapping products necessary to support council decision making and improve municipality outcomes. Provides visual context to information enabling deep analytical capabilities.	<i>Inc</i>	110	110	110	110
		<i>Exp</i>	238	612	652	652
		<i>Surplus/ (deficit)</i>	(128)	(503)	(543)	(543)
Strategic Communications	Communicate and promote the services, initiatives and events that Council delivers to Wyndham residents and stakeholders via a range of communication and marketing channels. Manage Council's media, digital content and integrated campaigns.	<i>Inc</i>	115	328	326	326
		<i>Exp</i>	2,631	3,265	2,694	2,694
		<i>Surplus/ (deficit)</i>	(2,516)	(2,937)	(2,368)	(2,368)

Major Initiatives

- 1) Undertake the development of the Council Plan 2021-25.
- 2) Implement and review Council's Advocacy Strategy, Securing Wyndham's Future through relevant public campaigns and effective intergovernmental relations, including pre-budget submissions and pre-election advocacy for Council's priority issues.
- 3) Revise and implement a renewed Wyndham Community Grants Policy and Program to support community capacity building, activation and recovery.
- 4) Undertake the development of the Long Term Financial Plan.

Other Initiatives

- 5) Deliver Year 3 actions from the Volunteer Strategy, revised through the lens of COVID-Normal, community reactivation and strengthening.
- 6) Deliver a range of targeted responses to build capacity of community leaders and connectors in the City.
- 7) Implement a community engagement model to support the delivery of the Wyndham 2040 Community Vision and the Council Plan 2021-25.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Actual
Governance	Satisfaction	64.00	68.00	69.50

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions

Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.5 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Revenue
	\$'000	\$'000	\$'000
People and Community	(50,509)	96,246	45,737
Place and Spaces	(52,442)	171,345	118,904
Earning and Learning	(22,090)	25,610	3,520
Leadership and Participation	(31,741)	66,764	35,023
Total	(156,782)	359,965	203,183
Expenses added in:			
Depreciation & Amortisation	(110,487)		
Depreciation (RDF Operations-included above)	8,741		
Depreciation & Amortisation (Exc RDF Operations)	(101,746)		
Finance costs	(3,290)		
Others	(1,253)		
Surplus/(Deficit) before funding sources	(263,070)		
Funding sources added in:			
Rates & Charges (excluding waste management service charge)	217,031		
Contributions - monetary	67,861		
Contributions - non monetary	123,843		
Grants-Capital	28,458		
Other Income	3,349		
Net gain (loss) on disposal	3,895		
Total funding sources	444,436		
Operating surplus/(deficit) for the year	181,366		

3. Financial Statements

This section presents information in regard to the consolidated Financial Statements and Statement of Human Resources for Wyndham City Council, including its 100% owned subsidiary Western Leisure Services Pty Ltd. The budget information for the year 2021/22 has been supplemented with projections to 2024/25.

This section includes the following financial statements prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

Comprehensive Income Statement
Balance Sheet
Statement of Changes in Equity
Statement of Cash Flows
Statement of Capital Works
Statement of Human Resources

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

Comprehensive Income Statement
For the four years ending 30 June 2025

		Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	2022/23 \$'000	Projections 2023/24 \$'000	2024/25 \$'000
	NOTES					
Income						
Rates and charges	4.1.1	233,032	251,939	262,710	280,096	297,731
Statutory fees and fines	4.4	16,265	19,186	20,123	21,317	22,442
User fees	4.5	49,682	50,850	55,087	57,655	60,188
Grants - Operating	4.6	52,316	47,669	48,384	49,352	50,339
Grants - Capital	4.6	18,547	28,458	22,000	10,500	8,500
Contributions - monetary	4.7	41,313	67,861	70,188	64,640	68,206
Contributions - non-monetary	4.7	155,000	123,843	157,769	137,551	114,474
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		1,995	3,895	(650)	(650)	(650)
Other income	4.8	5,068	4,848	6,311	6,388	6,398
Total income		573,220	598,549	641,921	626,850	627,628
Expenses						
Employee costs	4.9	152,532	170,733	177,105	184,632	192,480
Materials and services	4.10	116,368	127,564	137,327	145,006	151,828
Depreciation	4.11	103,187	102,830	108,056	113,369	121,919
Amortisation - intangible assets	4.12	5,215	5,083	5,453	5,453	5,453
Amortisation - right of use assets	4.13	1,416	2,574	2,499	2,470	2,269
Bad and doubtful debts		14	1,253	1,501	1,590	1,674
Borrowing costs		2,824	3,290	3,411	3,650	3,688
Other expenses	4.14	6,145	3,857	3,925	4,003	4,083
Total expenses		387,701	417,184	439,275	460,172	483,394
Surplus/(deficit) for the year		185,519	181,366	202,647	166,678	144,234
Other comprehensive income Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment		8,926	158,651	17,072	-	204,746
Total comprehensive result		194,445	340,017	219,719	166,678	348,980

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

Balance Sheet
For the four years ending 30 June 2025

NOTES	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Projections		
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Assets					
Current assets					
Cash and cash equivalents	49,641	52,376	53,577	52,084	51,814
Trade and other receivables	58,893	36,378	32,127	34,025	35,921
Other financial assets	460,091	485,439	496,577	482,732	480,233
Inventories	137	150	161	170	178
Non-current assets classified as held for sale	2,070	-	-	-	-
Other assets	1,779	1,950	2,100	2,217	2,322
Total current assets	572,611	576,293	584,542	571,229	570,468
Non-current assets					
Trade and other receivables	6,085	135	135	135	135
Property, infrastructure, plant & equipment	4,330,072	4,704,981	4,941,703	5,137,098	5,498,063
Right-of-use assets	4.15.4 25,516	22,942	20,444	17,190	15,705
Intangible assets	28,359	24,577	27,734	24,609	27,468
Total non-current assets	4,390,032	4,752,635	4,990,016	5,179,033	5,541,371
Total assets	4.15.1 4,962,643	5,328,928	5,574,558	5,750,262	6,111,839
Liabilities					
Current liabilities					
Trade and other payables	34,978	36,649	39,391	41,554	43,479
Trust funds and deposits	34,059	36,535	39,268	41,425	43,344
Provisions	33,381	36,691	37,849	39,218	40,646
Lease liabilities	4.15.4 2,149	2,166	2,257	2,105	1,970
Total current liabilities	104,568	112,041	118,766	124,303	129,439
Non-current liabilities					
Provisions	33,430	24,391	20,835	11,429	15,861
Interest-bearing liabilities	4.15.3 55,000	85,000	110,000	125,000	130,000
Lease liabilities	4.15.4 23,587	21,421	19,163	17,058	15,088
Total non-current liabilities	112,016	130,811	149,998	153,487	160,948
Total liabilities	4.15.2 216,584	242,853	268,764	277,790	290,387
Net assets	4,746,059	5,086,075	5,305,794	5,472,472	5,821,452
Equity					
Accumulated surplus	2,639,590	2,846,661	3,027,468	3,210,182	3,362,333
Reserves	2,106,470	2,239,414	2,278,327	2,262,290	2,459,119
Total equity	4.16.1 4,746,059	5,086,075	5,305,794	5,472,472	5,821,452

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

Statement of Changes in Equity
For the four years ending 30 June 2025

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
NOTES	\$'000	\$'000	\$'000	\$'000
2021 Forecast Actual				
Balance at beginning of the financial year	4,551,614	2,472,599	1,741,950	337,065
Surplus/(deficit) for the year	185,519	185,519	-	-
Net asset revaluation increment/(decrement)	8,926	-	8,926	-
Transfers to other reserves	-	(41,000)	-	41,000
Transfers from other reserves	-	22,472	-	(22,472)
Balance at end of the financial year	4,746,059	2,639,590	1,750,877	355,593
2022 Budget				
Balance at beginning of the financial year	4,746,059	2,639,590	1,750,877	355,593
Surplus/(deficit) for the year	181,365	181,365	-	-
Net asset revaluation increment/(decrement)	158,651	-	158,651	-
Transfers to other reserves	-	(41,632)	-	41,632
Transfers from other reserves	-	67,338	-	(67,338)
Balance at end of the financial year 4.16.1	5,086,075	2,846,661	1,909,527	329,887
2023				
Balance at beginning of the financial year	5,086,075	2,846,661	1,909,527	329,887
Surplus/(deficit) for the year	202,647	202,647	-	-
Net asset revaluation increment/(decrement)	17,073	-	17,073	-
Transfers to other reserves	-	(73,710)	-	73,710
Transfers from other reserves	-	51,870	-	(51,870)
Balance at end of the financial year	5,305,795	3,027,468	1,926,601	351,727
2024				
Balance at beginning of the financial year	5,305,795	3,027,468	1,926,600	351,727
Surplus/(deficit) for the year	166,678	166,678	-	-
Transfers to other reserves	-	(68,691)	-	68,691
Transfers from other reserves	-	84,728	-	(84,728)
Balance at end of the financial year	5,472,473	3,210,182	1,926,600	335,691
2025				
Balance at beginning of the financial year	5,472,473	3,210,182	1,926,600	335,691
Surplus/(deficit) for the year	144,234	144,234	-	-
Net asset revaluation increment/(decrement)	204,746	-	204,746	-
Transfers to other reserves	-	(72,332)	-	72,332
Transfers from other reserves	-	80,249	-	(80,249)
Balance at end of the financial year	5,821,453	3,362,333	2,131,346	327,774

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

Statement of Cash Flows
For the four years ending 30 June 2025

Notes	Forecast Actual	Budget	Projections		
	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	205,304	281,162	261,967	278,897	296,514
Statutory fees and fines	18,707	21,279	22,085	23,556	24,368
User fees	57,141	56,398	60,460	63,710	65,353
Grants - operating	49,998	48,141	48,844	49,795	50,766
Grants - capital	25,471	32,934	26,115	13,947	11,897
Contributions - monetary	41,000	67,549	69,897	64,344	67,904
Interest received	(5,730)	(6,167)	(4,924)	(5,071)	(5,290)
Trust funds and deposits taken	145,126	148,029	150,989	154,009	157,089
Net GST refund / payment	10,057	17,819	15,821	18,140	18,641
Employee costs	(152,480)	(166,804)	(175,729)	(183,007)	(190,786)
Materials and services	(148,863)	(171,277)	(178,117)	(187,955)	(187,324)
Trust funds and deposits repaid	(134,328)	(137,014)	(139,755)	(142,550)	(145,401)
Other payments	2,816	2,476	2,733	2,157	1,919
Net cash provided by/(used in) operating activities 4.17.1	114,221	194,525	160,385	149,972	165,648
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(105,548)	(196,543)	(168,836)	(175,891)	(169,160)
Proceeds from sale of property, infrastructure, plant and equipment	10,165	5,965	1,700	1,700	1,700
Payments for investments	(12,571)	(25,348)	(11,138)	13,845	2,499
Net cash provided by/ (used in) investing activities 4.17.2	(107,954)	(215,926)	(178,274)	(160,346)	(164,961)
Cash flows from financing activities					
Finance costs	(2,405)	(2,185)	(2,403)	(2,740)	(2,853)
Proceeds from borrowings	-	70,000	25,000	15,000	5,000
Repayment of borrowings	-	(40,000)	-	-	-
Interest paid - lease liability	(419)	(1,104)	(1,008)	(910)	(836)
Repayment of lease liabilities	(1,331)	(2,574)	(2,499)	(2,470)	(2,269)
Net cash provided by/(used in) financing activities 4.17.3	(4,155)	24,136	19,091	8,880	(958)
Net increase/(decrease) in cash & cash equivalents	2,112	2,735	1,202	(1,494)	(270)
Cash and cash equivalents at the beginning of the financial year	47,529	49,641	52,376	53,577	52,084
Cash and cash equivalents at the end of the financial year	49,641	52,376	53,577	52,084	51,814

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

Statement of Capital Works
For the four years ending 30 June 2025

	NOTES	Forecast Actual	Budget	Projections		
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Property						
Land		5,175	24,718	5,226	-	-
Land improvements		14,837	8,138	3,805	-	-
Total land		20,012	32,856	9,031	-	-
Buildings		15,331	12,532	51,765	57,857	39,578
Building improvements		-	2,195	-	-	-
Total buildings		15,331	14,727	51,765	57,857	39,578
Total property		35,343	47,583	60,796	57,857	39,578
Plant and equipment						
Heritage plant and equipment		450	265	272	280	287
Plant, machinery and equipment		4,092	5,737	5,303	5,575	3,979
Fixtures, fittings and furniture		-	1,264	1,302	1,541	1,587
Computers and telecommunications		9,664	3,750	1,948	1,698	1,698
Library books		950	-	-	-	-
Total plant and equipment		15,156	11,016	8,825	9,094	7,551
Infrastructure						
Roads		17,157	27,255	30,323	56,748	77,788
Bridges		1,800	-	-	-	-
Footpaths and cycleways		2,767	4,000	4,000	4,000	4,000
Drainage		221	1,170	1,873	20	-
Recreational, leisure and community facilities		22,248	61,498	29,925	16,573	6,724
Waste management		455	5,440	15,000	10,000	-
Parks, open space and streetscapes		8,223	33,189	17,366	20,871	32,791
Other infrastructure		2,178	5,392	728	728	728
Total infrastructure		55,049	137,944	99,215	108,940	122,031
Total capital works expenditure	6.1	105,548	196,543	168,836	175,891	169,160
Represented by:						
New asset expenditure		59,269	132,909	86,610	105,953	104,295
Asset renewal expenditure		29,951	34,755	24,890	24,464	23,477
Asset upgrade expenditure		16,328	28,879	57,336	45,474	41,388
Total capital works expenditure	6.1	105,548	196,543	168,836	175,891	169,160
Funding sources represented by:						
Grants		18,547	28,458	22,000	10,500	8,500
Contributions		14,876	67,338	51,870	84,728	80,249
Council cash		72,125	73,695	79,966	70,663	80,411
Borrowings		-	27,052	15,000	10,000	-
Total capital works expenditure	6.1	105,548	196,543	168,836	175,891	169,160

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

Statement of Human Resources
For the four years ending 30 June 2025

	Forecast Actual	Budget	Projections		
	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	160,620	177,246	183,731	191,390	199,374
Employee costs - capital	(8,088)	(6,512)	(6,626)	(6,759)	(6,894)
Total staff expenditure	152,532	170,733	177,105	184,631	192,480
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Total number of employees	1,564	1,564	1,567	1,570	1,573
Number of employees - capital	-49	-49	-49	-49	-49
Total staff numbers	1,515	1,515	1,517	1,520	1,523

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

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2021/22	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
CEO's Office*	19,757	16,530	1,985	530	711
Strategy & Policy Impact	7,600	6,531	161	-	908
City Design & Liveability	22,937	20,092	759	202	1,883
City Life	50,463	23,565	22,831	2,166	1,902
City Operations	33,695	29,152	3,320	242	980
Deals, Investments & Major Projects	936	148	-	-	788
Western Leisure Services - 100% subsidiary	7,988	2,785	721	4,482	-
Total permanent staff expenditure	143,374	98,804	29,777	7,622	7,172
Other employee related expenditure	33,871				
Capitalised labour costs	(6,512)				
Total expenditure	170,733				

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

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2021/22	Full Time	Part time		
CEO's Office*	188	148	26	6	8
Strategy & Policy Impact	64	54	1	-	8
City Design & Liveability	214	186	7	2	19
City Life	553	229	280	23	21
City Operations	395	332	49	3	10
Deals, Investments & Major Projects	6	1	-	-	5
Western Leisure Services - 100% subsidiary	145	39	10	96	-
Total permanent staff expenditure	1,564	990	374	130	70
Capitalised labour costs	(49)				
Total staff	1,515				

*CEO's office includes People & Capability, Legal, Finance and Corporate affairs.

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

Summary of Planned Human Resources Expenditure
For the four years ended 30 June 2025

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
CEO's Office				
Permanent - Full time	16,530	17,135	17,849	18,594
Female	11,465	11,885	12,380	12,897
Male	4,654	4,824	5,025	5,235
Self-described gender	0	0	0	0
Positions available to be repurposed	411	426	444	462
Permanent - Part time	1,985	2,058	2,144	2,233
Female	433	449	467	487
Male	0	0	0	0
Self-described gender	0	0	0	0
Positions available to be repurposed	1,553	1,609	1,676	1,746
Total CEO's Office	18,515	19,193	19,993	20,827
Strategy & Policy Impact				
Permanent - Full time	6,531	6,770	7,052	7,347
Female	3,401	3,526	3,673	3,826
Male	2,487	2,578	2,685	2,797
Self-described gender	0	0	0	0
Positions available to be repurposed	643	666	694	723
Permanent - Part time	161	166	173	181
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Positions available to be repurposed	161	166	173	181
Total Strategy & Policy Impact	6,692	6,937	7,226	7,527
City Design & Liveability				
Permanent - Full time	20,092	20,827	21,696	22,601
Female	9,600	9,951	10,366	10,799
Male	9,733	10,089	10,510	10,949
Self-described gender	0	0	0	0
Positions available to be repurposed	759	787	819	853
Permanent - Part time	759	787	820	854
Female	377	390	407	424
Male	265	274	286	298
Self-described gender	0	0	0	0
Positions available to be repurposed	118	122	127	133
Total City Design & Liveability	20,851	21,614	22,515	23,455
City Life				
Permanent - Full time	23,565	24,427	25,445	26,507
Female	17,395	18,031	18,783	19,567
Male	3,909	4,052	4,221	4,397
Self-described gender	113	117	122	127
Positions available to be repurposed	2,147	2,226	2,319	2,416
Permanent - Part time	22,831	23,666	24,652	25,681
Female	12,084	12,526	13,048	13,592
Male	1,176	1,219	1,270	1,323
Self-described gender	0	0	0	0
Positions available to be repurposed	9,571	9,921	10,334	10,765
Total City Life	46,395	48,093	50,098	52,187

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
City Operations				
Permanent - Full time	29,152	30,219	31,479	32,792
Female	6,192	6,419	6,686	6,965
Male	21,376	22,158	23,082	24,045
Self-described gender	0	0	0	0
Positions available to be repurposed	1,584	1,642	1,711	1,782
Permanent - Part time	3,320	3,442	3,585	3,735
Female	1,384	1,434	1,494	1,556
Male	846	877	914	952
Self-described gender	0	0	0	0
Positions available to be repurposed	1,090	1,130	1,177	1,226
Total City Operations	32,473	33,661	35,064	36,527
Deals, Investments & Major Projects				
Permanent - Full time	148	153	160	166
Female	0	0	0	0
Male	148	153	160	166
Self-described gender	0	0	0	0
Positions available to be repurposed	0	0	0	0
Permanent - Part time	0	0	0	0
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Positions available to be repurposed	0	0	0	0
Total Deals, Investments & Major Projects	148	153	160	166
Western Leisure Services				
Permanent - Full time	2,785	2,887	3,007	3,133
Female	1,504	1,559	1,624	1,692
Male	1,281	1,328	1,383	1,441
Self-described gender	0	0	0	0
Positions available to be repurposed	0	0	0	0
Permanent - Part time	721	747	778	811
Female	497	516	537	559
Male	223	232	241	251
Self-described gender	0	0	0	0
Positions available to be repurposed	0	0	0	0
Total Western Leisure Services	3,506	3,634	3,785	3,943
Casuals, temporary and other expenditure	48,666	50,446	52,549	54,741
Capitalised labour costs	-6,512	-6,626	-6,759	-6,894
Total staff expenditure	170,733	177,105	184,631	192,480

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE
CEO's Office				
Permanent - Full time	148	148	148	148
Female	104	104	104	104
Male	41	41	41	41
Self-described gender	0	0	0	0
Positions available to be repurposed	3	3	3	3
Permanent - Part time	26	26	26	26
Female	6	6	6	6
Male	0	0	0	0
Self-described gender	0	0	0	0
Positions available to be repurposed	21	21	21	21
Total CEO's Office	174	174	174	174
Strategy & Policy Impact				
Permanent - Full time	54	54	54	54
Female	29	29	29	29
Male	21	21	21	21
Self-described gender	0	0	0	0
Positions available to be repurposed	5	5	5	5
Permanent - Part time	1	1	1	1
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Positions available to be repurposed	1	1	1	1
Total Strategy & Policy Impact	55	55	55	55
City Design & Liveability				
Permanent - Full time	186	186	186	186
Female	94	94	94	94
Male	84	84	84	84
Self-described gender	0	0	0	0
Positions available to be repurposed	8	8	8	8
Permanent - Part time	7	7	7	7
Female	4	4	4	4
Male	2	2	2	2
Self-described gender	0	0	0	0
Positions available to be repurposed	1	1	1	1
Total City Design & Liveability	193	193	193	193
City Life				
Permanent - Full time	229	229	229	229
Female	167	167	167	167
Male	38	38	38	38
Self-described gender	1	1	1	1
Positions available to be repurposed	23	23	23	23
Permanent - Part time	280	280	280	280
Female	124	124	124	124
Male	12	12	12	12
Self-described gender	0	0	0	0
Positions available to be repurposed	144	144	144	144
Total City Life	509	509	509	509
City Operations				
Permanent - Full time	332	332	332	332
Female	69	69	69	69
Male	243	243	243	243
Self-described gender	0	0	0	0
Positions available to be repurposed	20	20	20	20
Permanent - Part time	49	49	49	49
Female	24	24	24	24
Male	17	17	17	17
Self-described gender	0	0	0	0
Positions available to be repurposed	9	9	9	9
Total City Operations	381	381	381	381

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE
Deals, Investments & Major Projects				
Permanent - Full time	1	1	1	1
Female	0	0	0	0
Male	1	1	1	1
Self-described gender	0	0	0	0
Positions available to be repurposed	0	0	0	0
Permanent - Part time	0	0	0	0
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Positions available to be repurposed	0	0	0	0
Total Deals, Investments & Major Projects	1	1	1	1
Western Leisure Services				
Permanent - Full time	39	40	41	41
Female	21	21	22	22
Male	18	18	19	19
Self-described gender	0	0	0	0
Positions available to be repurposed	0	0	0	0
Permanent - Part time	10	11	11	11
Female	7	7	7	8
Male	3	3	3	3
Self-described gender	0	0	0	0
Positions available to be repurposed	0	0	0	0
Total Western Leisure Services	49	50	51	52
Casuals and temporary staff	201	202	204	206
Capitalised labour	-49	-49	-49	-49
Total staff numbers	1,515	1,517	1,520	1,523

* The gender is forecasted against roles as per current staffing arrangements and may change over time.
The Workforce Plan will provide better modelling for future forecasting against budget once established.

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

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

Comprehensive Income Statement

4.1.1 Rates and charges

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

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

Rates and charges are the primary source of revenue for Council. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021/22 the FGRS cap has been set at 1.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 1.5% in line with the rate cap.

This will raise total rates and charges for 2021/22 of \$251.9M

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

	2020/21 Forecast Actual	2021/22 Budget	Change	%
	\$	\$	\$	
General Rates*	193,132,598	203,927,054	10,794,456	5.59%
Municipal Charge*	6,713,522	7,204,506	490,984	7.31%
Waste Management Charge	26,875,647	33,894,115	7,018,468	26.11%
Supplementary Rates and Rate adjustments	3,996,432	4,399,312	402,880	10.08%
Supplementary Charges	1,121,310	1,274,637	153,327	13.67%
Interest on Rates and Charges	952,683	995,669	42,986	4.51%
Revenue in lieu of rates	240,246	243,850	3,604	1.50%
Total rates and charges	233,032,438	251,939,143	18,906,705	8.11%

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

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

Type or class of land	2020/21 cents/\$CIV*	2021/22 cents/\$CIV*	Change
Recreational Land	0.1281	0.1282	0.08%
Developed Land	0.2561	0.2564	0.12%
Commercial Developed Land	0.3585	0.3590	0.14%
Industrial Developed Land	0.4098	0.4102	0.10%
Residential Development Land	0.4354	0.4359	0.11%
Residential Vacant Land	0.4098	0.4102	0.10%
Commercial Vacant Land	0.4354	0.4359	0.11%
Industrial Vacant Land	0.4610	0.4615	0.11%
Farm Land	0.2049	0.2051	0.10%
Rural Lifestyle Land	0.2305	0.2308	0.13%
Rural Vacant Land	0.2561	0.2564	0.12%

Note rates in dollar change reflect a 1.12% increase in land valuations and comply with the 1.5% cap.

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

Type or class of land	Budget 2020/21	Budget 2021/22	Change	
	\$	\$	\$	%
Recreational Land	66,731	68,643	1,912	2.87%
Developed Land	128,262,329	136,455,333	8,193,004	6.39%
Commercial Developed Land	14,417,807	14,408,092	(9,715)	-0.07%
Industrial Developed Land	21,226,874	23,505,186	2,278,312	10.73%
Residential Development Land	8,603,743	7,968,012	(635,731)	-7.39%
Residential Vacant Land	12,551,429	13,264,667	713,238	5.68%
Commercial Vacant Land	378,430	385,436	7,006	1.85%
Industrial Vacant Land	3,673,234	3,744,466	71,231	1.94%
Farm Land	1,887,539	1,780,955	(106,584)	-5.65%
Rural Lifestyle Land	2,313,482	2,240,179	(73,303)	-3.17%
Rural Vacant Land	146,003	106,086	(39,917)	-27.34%
Total amount to be raised by general rates	193,527,601	203,927,054	10,399,453	5.37%

Note that the increase in rates revenue budgeted to be collected in 2021/22 is higher than 1.5% because it also includes rates raised on new properties which had first come into rating at some point in 2020/21. These properties are then fully rated in 2021/22.

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

Type or class of land	Budget 2020/21	Budget 2021/22	Change	
	Number	Number	Number	
Recreational Land	7	7	-	0.00%
Developed Land	91,559	96,818	5,259	5.74%
Commercial Developed Land	2,408	2,528	120	4.98%
Industrial Developed Land	2,919	3,184	265	9.08%
Residential Development Land	90	92	2	2.22%
Residential Vacant Land	9,653	10,243	590	6.11%
Commercial Vacant Land	63	61	(2)	-3.17%
Industrial Vacant Land	415	394	(21)	-5.06%
Farm Land	396	398	2	0.51%
Rural Lifestyle Land	448	447	(1)	-0.22%
Rural Vacant Land	33	31	(2)	-6.06%
Total number of assessments	107,991	114,203	6,212	5.75%

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

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

Type or class of land	Budget 2020/21	Budget 2021/22	Change	
	\$	\$	\$	%
Recreational Land	52,093,000	53,544,000	1,451,000	2.79%
Developed Land	50,082,908,500	53,219,708,500	3,136,800,000	6.26%
Commercial Developed Land	4,021,703,530	4,013,396,005	(8,307,525)	-0.21%
Industrial Developed Land	5,179,813,100	5,730,177,100	550,364,000	10.63%
Residential Development Land	1,976,055,000	1,827,945,000	(148,110,000)	-7.50%
Residential Vacant Land	3,062,818,100	3,233,707,100	170,889,000	5.58%
Commercial Vacant Land	86,915,500	88,423,000	1,507,500	1.73%
Industrial Vacant Land	796,797,000	811,368,500	14,571,500	1.83%
Farm Land	921,200,000	868,335,000	(52,865,000)	-5.74%
Rural Lifestyle Land	1,003,680,000	970,615,000	(33,065,000)	-3.29%
Rural Vacant Land	57,010,000	41,375,000	(15,635,000)	-27.43%
Total value of land	67,240,993,730	70,858,594,205	3,617,600,475	5.38%

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

Type of Charge	Budget Per Rateable Property 2020/21 \$	Budget Per Rateable Property 2021/22 \$	Change	
			\$	%
Municipal	62.20	63.10	0.90	1.45%

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

Type of Charge	Budget 2020/21 \$	Budget 2021/22 \$	Change	
			\$	%
Municipal	6,713,522	7,204,506	490,984	7.31%

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

Type of Charge	Budget Per Rateable Property 2020/21 \$	Budget Per Rateable Property 2021/22 \$	Change	
			\$	%
Waste Management Charge*	289	347	58.00	20.07%
Total	289	347	58.00	20.07%

* The EPA levy increase in 2021/22 from \$65.90 to \$105.90 per tonne effective 01 July 2021 and bin lid standardisation in 2021/22 as per Australian Standards, has mainly contributed to the cost of the Waste Management Charge.

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

Type of Charge	Budget 2020/21 \$	Budget 2021/22 \$	Change	
			\$	%
Waste Management Charge	26,875,647	33,894,115	7,018,468	26.11%
Total	26,875,647	33,894,115	7,018,468	26.11%

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

Type of Charge	Budget 2020/21 \$	Budget 2021/22 \$	Change	
			\$	%
Rates and Charges	229,190,763	245,385,814	16,195,051	7.07%
Supplementary Rates and Charges	3,473,786	6,309,479	2,835,693	81.63%
Payment in Lieu of Rates	240,246	243,850	3,604	1.50%
Total Rates and charges	232,904,795	251,939,143	19,034,348	8.17%

4.1.12 Fair Go Rates System Compliance

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

	Forecast 2020/21	Budget 2021/22
	\$	\$
Total Rates	\$ 208,042,994	
Number of rateable properties	114,203	
Base Average Rate	1,821.69	
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Capped Average Rate	\$ -	1,849.02
Maximum General Rates and Municipal Charges Revenue	\$ -	\$ 211,163,638
Budgeted General Rates and Municipal Charges Revenue	\$ -	\$ 211,131,560
Budgeted Supplementary Rates	\$ -	\$ 5,034,830
Budgeted Total Rates and Municipal Charges Revenue	\$ -	\$ 216,166,390

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

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

4.2 Rate Rebates

Sanctuary Lakes public works and service rebate

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

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

The amount of the rate rebate for 2021/22 is \$217.72 per rateable property within Sanctuary Lakes.

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

4.3 Mayoral and Councillor Allowances

In accordance with Section 39 (6) of the Local Government Act 2020 that despite the repeal of sections 73B and 74 to 74B of the Local Government Act 1989 those sections continue to apply in respect of allowances payable to Mayors, Deputy Mayors and Councillors until the first Determination made by the Victorian Independent Remuneration Tribunal under section 23A of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 comes into effect. Therefore, in accordance with the requirements of Sections 73B and 74 of the Local Government Act 1989, the Mayoral and Councillor allowances be set at the following levels until the Minister for Local Government conducts the annual review of the limits and ranges of Councillor and Mayoral allowances (an increase to the allowance is usually effective as of 1 December each year) to determine if an adjustment factor should be applied:

- the Mayoral allowance be set at \$100,434 per annum.
- the Councillor allowance be set at \$31,444 per annum.
- an amount equivalent to the superannuation guarantee contribution of 10%.

4.4 Statutory fees and fines

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000 %	
Town planning fees	11,860	12,310	450	3.79%
Infringements	2,134	4,133	1,998	93.64%
Permits	1,480	1,614	133	9.01%
Court recoveries	515	824	309	59.95%
Land information certificates	276	306	30	10.97%
Total Statutory fees and fines	16,265	19,186	2,921	17.96%

Statutory fees and fines are levied in accordance with legislation. A detailed listing of fees is available on Council's website.

The 2021/22 budget for Infringements has been based on the objectives of the Wyndham Enforcement Policy focusing on areas of high risk and behaviour change. The lower 2020/21 forecast reflects the decrease in volume of operations due to COVID-19 and the potential for this impact to flow through to the 2021/22 year has also been considered. Court recoveries follow Infringement trend.

4.5 User fees

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000 %	
Aged & health services	639	504	(135)	-21.06%
Building services	1,324	1,136	(188)	-14.19%
Child care/children's programs	898	2,476	1,578	175.76%
Cost recoveries	2,414	2,284	(130)	-5.38%
Leisure centre & recreation	5,506	13,283	7,777	141.24%
Other fees and charges	3,042	4,121	1,079	35.45%
Registration & other permits	1,075	1,288	212	19.74%
Waste management services	34,783	25,757	(9,026)	-25.95%
Total user fees	49,682	50,850	1,168	2.35%

Landfill revenue is expected to decrease mainly due to the finalisation of the contract with MWRRG (Metro Waste and Resource Recovery Group) which will not to be renewed in 2021/22. Without any work to gain replacement tonnes from existing or new commercial customers, the RDF expects a drop in tonnage with a commensurate drop in revenue but not a drop in profit.

2021/22 budget expects fees from Leisure centre and recreation to reflect a level of recovery from the COVID-19 pandemic. In contrast, the 2020/21 forecast includes the effect of the COVID-19 second wave, which was more severe and prolonged than initially anticipated. This includes Council's subsidiary operations, Western Leisure Services.

Budget 2021/22 includes expected revenue from kinder fees for terms 3 and 4. In contrast, forecast does not consider kinder fees in 2020/21 to reflect the Victorian Government decision of free kinder fees in the second half of 2020 and all 2021 as part of the economic recovery initiative from the COVID-19 global pandemic.

In 2021/22 revenue from Other Fees and Charges category shows a recovery as operations in community centres, sports facilities and libraries are expected to be back to normal after the COVID-19 lockdown that affected the first half of 2020/21.

4.6 Grants

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

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	26,865	25,895	(970)	-3.61%
State funded grants	43,998	50,232	6,234	14.17%
Total grants received	70,863	76,127	5,264	7.43%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	20,729	18,311	(2,418)	-11.67%
General home care	3,201	1,646	(1,555)	-48.58%
Maternal and child health	32	32	1	1.75%
Recurrent - State Government				
Aged care	1,527	1,834	306	20.05%
School crossing supervisors	840	840	0	0.04%
Libraries	1,516	1,560	44	2.87%
Maternal and child health	5,937	6,177	240	4.05%
Community programs & activities	162	166	4	2.34%
Early education and care	11,801	13,373	1,572	13.32%
Open Space Management	15	15	-	0.00%
Public health education and enforcement	22	4	(18)	-80.00%
Youth	44	44	-	0.00%
Total recurrent grants	45,826	44,002	(1,825)	-3.98%
Non-recurrent - Commonwealth Government				
General home care	177	-	(177)	-100.00%
Non-recurrent - State Government				
Community health	579	-	(579)	-100.00%
Early education and care	4,778	2,708	(2,070)	-43.32%
Community programs & activities	542	660	118	21.81%
Libraries	26	32	6	23.08%
Natural Environment & Tree Management	188	188	-	0.00%
Community safety	85	80	(5)	-6.00%
Water & Costal Governance	117	-	(117)	-100.00%
Total non-recurrent grants	6,490	3,667	(2,823)	-43.49%
Total operating grants	52,316	47,669	(4,647)	-8.88%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,201	1,500	299	24.85%
Total recurrent grants	1,201	1,500	299	24.85%
Non-recurrent - Commonwealth Government				
Footpaths and Cycleways	1,202	1,500	298	24.81%
Open space	-	2,240	2,240	100.00%
Buildings	300	666	366	122.00%
Computers and Telecommunications	24	-	24	-100.00%
Non-recurrent - State Government				
Buildings	2,182	11,596	9,414	431.50%
Roads	1,500	76	(1,424)	-94.93%
Open space	6,540	6,683	143	2.18%
Combined Master Plan	5,598	4,100	(1,498)	-26.76%
Plant and machinery	-	97	97	100.00%
Total non-recurrent grants	17,345	26,958	9,613	55.42%
Total capital grants	18,547	28,458	9,911	53.44%
Total Grants	70,863	76,127	5,264	7.43%

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. 2020/21 forecast shows the early receipt of 50% of the 2021/22 Financial Assistance Grants. 2021/22 budget and following years assume early reception of 50% of the next year's Financial Assistance Grants.

Increase in specific operating grant funding reflect Council's commitment to providing quality essential services in areas such maternal and child health, library services and other Community programs and activities that are mostly driven by an anticipated increase in demand for these services driven by high population growth in the Wyndham municipality.

Capital grants include all monies received from State and Federal sources for the purpose of funding the capital works program. Overall, the level of capital grants has increased by 53.4% or \$9.9 million compared to 2020/21. A number of grants are budgeted to be received under Local Roads and Community Infrastructure Program (\$4.4 million), and State government funding for community facilities projects (\$9.5 million) during the course of the 2021/22 financial year. In its budgetary practices, Council adopts a conservative approach to the budgeting of one-off capital grants. Only those grants that are confirmed and certain are included in the budget and additional requirements are managed through Council's quarterly forecasting process. In addition, Council's policy recognises that any project that warrants inclusion in the Capital budget be justified on its own merits, rather than being determined on the receipt of capital grants.

4.7 Contributions

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Monetary	41,313	67,861	26,548	64.26%
Non-monetary	155,000	123,843	(31,157)	-20.10%
Total contributions	196,313	191,704	(4,609)	-2.35%

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

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

4.8 Other income

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Interest	3,804	3,349	(455)	-11.96%
Rental Income	1,264	1,499	234	18.54%
Total other income	5,068	4,848	(221)	-4.35%

Interest income is expected to decline in line with the current monetary policy adopted by the Reserve Bank of Australia (RBA). Rental income is expected to reach its pre-pandemic levels as Council operations return to normality.

4.9 Employee costs

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Wages and salaries	121,366	139,887	18,522	15.26%
WorkCover	2,681	2,851	170	6.34%
Superannuation	13,007	15,057	2,050	15.76%
Fringe benefits tax	518	518	-	0.00%
Other	14,960	12,420	(2,540)	-16.98%
Total employee costs	152,532	170,733	18,201	11.93%

The increase in wages and salaries is based on Council's Enterprise Bargaining Agreement, which is set at 2.3% for the 2021/22 financial year.

2020/21 forecast includes \$2.2M in redundancies paid resulting from Council's decision to exit from Aged and Disability services.

4.10 Materials and services

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Building Maintenance	3,722	3,449	(273)	-0.01%
Consultants	8,085	9,202	1,117	0.01%
Fleet Services Contracts	638	680	43	0.01%
General Maintenance	39,794	46,601	6,807	17.11%
Information Technology	10,019	10,759	740	7.38%
Insurance	1,818	2,208	390	21.45%
Marketing & Promotion Contracts	2,413	2,932	519	0.02%
Office Administration	2,824	2,891	68	2.40%
Other Contract Payments	4,464	5,357	893	20.01%
Utilities	6,993	7,663	670	0.01%
Waste Services contracts	35,599	35,821	223	0.63%
Total materials and services	116,368	127,564	11,196	9.62%

Council has budgeted for higher expenditure in general maintenance in 2021/22 as a consequence of the increase in Council's asset base from assets gifted, constructed and acquired and the bin lids change and RFID program. School Readiness funding program and the Jobs Victoria Advocates program deliveries have also contributed to the increase in the 2021/22 budget.

4.11 Depreciation

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Property	16,669	13,098	(3,571)	-21.42%
Plant & equipment	10,523	10,914	391	3.71%
Infrastructure	75,996	78,818	2,823	3.71%
Total depreciation	103,187	102,830	(357)	-0.35%

Depreciation is an accounting measure to allocate the value of an asset over its useful life for Council's fixed assets. The decrease in budget is due to lower depreciation of a tipping cell at Refuse Disposal Facility as lower consumption is estimated for 2021/22, which is partially offset by higher value of Council's other assets and the full year effect of depreciation from assets constructed and acquired as part of the 2020/21 capital works program.

4.12 Amortisation - Intangible assets

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Intangible assets	5,215	5,083	(131)	-2.52%
Total amortisation - intangible assets	5,215	5,083	(131)	-2.52%

The decrease in budget mainly relates to lower amortisation of landfill air space expected in 2021/22, partially offset by amortisation of additional software related to the new ERP system.

4.13 Amortisation - Right of use assets

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Right of use assets				
Property	431	1,264	833	193.32%
Vehicles	985	1,311	326	33.05%
Total amortisation - right of use assets	1,416	2,574	1,158	81.82%

4.14 Other expenses

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Auditors' remuneration - VAGO - audit of the financial and performance statements etc	93	94	2	1.95%
Auditors' remuneration - internal	204	219	15	7.35%
Councillors allowances	474	474	-	0.00%
Operating lease rentals	156	42	(114)	-73.14%
Grants & contributions	5,219	3,028	(2,191)	-41.97%
Total other expenses	6,145	3,857	(2,288)	-37.23%

Forecast includes \$2M of additional grants provided to eligible small businesses as part of COVID-19 Economic Support Package in 2020/21.

4.15 Balance Sheet

4.15.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and the value of investments in deposits or other highly liquid investments with short term maturities of less than 90 days. Other financial assets include term deposits with an original maturity of greater than 90 days.

Trade and other receivables are monies owed to Council by ratepayers and others.

The category of Property, infrastructure, plant and equipment predominantly represents the value of Council's land, building, roads and landfill assets. The increase in this category is due to gifted assets and from assets constructed and acquired by Council as part of the annual capital works program.

4.15.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2020/21 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to increase due to growth in staffing numbers in 2020/21 and 2021/22.

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

4.15.3 Borrowings

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

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000
Amount borrowed as at 30 June of the prior year	55,000	55,000
Amount proposed to be borrowed		70,000
Amount projected to be redeemed	-	(40,000)
Amount of borrowings as at 30 June	55,000	85,000

Council currently has \$55 million of external borrowings, with \$40 million of that maturing in 2021/22. Council may consider opportunities to refinance the \$40 million and borrow extra \$30 million in 2021/22 depending on prevailing market conditions.

4.15.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000
Right-of-use assets		
Property	17,107	15,843
Vehicles	8,410	7,099
Total right-of-use assets	25,516	22,942
Lease liabilities		
Current lease Liabilities		
Land and buildings	977	940
Plant and equipment	1,172	1,226
Total current lease liabilities	2,149	2,166
Non-current lease liabilities		
Land and buildings	16,245	15,305
Plant and equipment	7,342	6,116
Total non-current lease liabilities	23,587	21,421
Total lease liabilities	25,736	23,587

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current weighted average borrowing rate is 4.46%.

4.16 Statement of changes in Equity

4.16.1 Reserves & Equity

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

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

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

4.17 Statement of Cash Flows

4.17.1 Net cash flows provided by/used in operating

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

4.17.2 Net cash flows provided by/used in investing

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

4.17.3 Net cash flows provided by/used in financing

This section of the cash flow statement indicates the interest expense Council expects to incur during each year. It also discloses what borrowings are planned.

5. Financial Performance Indicators

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual 2019/20	Forecast 2020/21	Budget 2021/22	Projections			Trend +/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-3.32%	-7.73%	-9.82%	-11.35%	-10.49%	-10.22%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	596.90%	547.58%	514.34%	492.17%	459.54%	440.71%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	114.49%	107.57%	146.19%	127.61%	120.75%	118.46%	o
Obligations									
Loans and borrowings compared to rates	Interest bearing loans and borrowings / rate revenue	4	25.09%	23.60%	33.74%	41.87%	44.63%	43.66%	o
Loans and borrowings repayments compared to rates	Interest and principal repayments on interest bearing loans & borrowings / rate revenue		1.30%	1.03%	0.87%	0.91%	0.98%	0.96%	o
Indebtedness	Non-current liabilities / own source revenue		29.52%	33.74%	36.54%	43.49%	44.56%	44.30%	o
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	73.02%	43.34%	61.11%	74.38%	60.45%	51.86%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	61.47%	64.75%	66.32%	66.66%	67.28%	67.88%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.32%	0.33%	0.35%	0.36%	0.38%	0.39%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$3,408.97	\$3,395.52	\$3,526.38	\$3,558.40	\$3,575.18	\$3,612.64	o
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,789.14	\$1,795.09	\$1,832.62	\$1,844.75	\$1,884.74	\$1,925.66	o

Key to Forecast Trend:

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

Notes to indicators

1 Adjusted underlying result - An indicator of the sustainable operating result required to enable Council to continue to provide essential services and meet its objectives. The year end surplus and total revenue is adjusted to remove non-recurrent capital grants, capital cash and non-cash contributions, which will then result in an indicator that better demonstrates Council's underlying operating position. Insufficient surplus being generated to fund operations is projected for Budget year 21/22 and future years

2 Working Capital – The proportion of current assets compared to current liabilities and an indicator of the broad objective that sufficient working capital is available to pay for commitments as and when they fall due. Budgeted to remain stable in the 2021/22 year even after the spending of cash reserves to complete that year's capital program. The trend in outer years is to remain stable and within targeted levels.

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

4 Debt compared to rates - Indicator of the broad objective that the level of interest bearing loans and borrowings (including repayments) should be appropriate to the size and nature of a council activities. Trend reflects Council's intention to borrow further funds of up to \$70 million in 21/22. Council currently has \$55 million of external borrowings, with \$40 million of that maturing in 2021/22.

5 Asset renewal - This percentage indicates the amount of spend by Council on renewal of assets against the depreciation charge (depreciation is an indication of the decline in the value of its existing capital assets). Wyndham is in a high growth phase and this requires capital funding to be prioritised towards new assets. The level of funding allocated to asset renewal is reviewed as part of the planning and budgeting process and Council continues to actively seek out opportunities to renew and maintain its asset base.

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

6 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2021/22 year, classified by expenditure type and funding source.

6.1 Summary

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Property	35,343	47,583	12,240	34.63%
Plant and equipment	15,156	11,016	(4,140)	-27.32%
Infrastructure	55,049	137,944	82,895	150.58%
Total	105,548	196,543	90,995	86.21%

	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	47,583	37,782	7,816	1,985	762	8,000	22,103	16,718
Plant and equipment	11,016	2,721	8,295	-	97	-	10,919	-
Infrastructure	137,944	92,406	18,644	26,894	27,599	59,338	40,673	10,334
Total	196,543	132,909	34,755	28,879	28,458	67,338	73,695	27,052

Council undertakes quarterly reviews of the capital works program as part of overall project governance. These reviews may involve deferring projects that have not progressed as per plan and/or bringing projects forward from future years of the long term capital plan. Council may also consider those projects reliant on external funding sources should the funding become available through the course of the 2021/22 financial year. The capital works program expenditure and funding requirements will be managed through the forecast process and reported to Council on a quarterly basis.

6.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY								
Land								
<i>75 Westmeadows Lane Truganina</i>	14,218	14,218	-	-	-	-	-	14,218
<i>Land - for Ison Road</i>	7,000	7,000	-	-	-	7,000	-	-
<i>Leakes Road Land for Road Duplication</i>	1,000	1,000	-	-	-	1,000	-	-
<i>Manor Lakes Town Centre Road Reserve Payment</i>	2,500	2,500	-	-	-	-	-	2,500
Land Improvements								
<i>RDF Construction of Cell 7</i>	6,638	6,638	-	-	-	-	6,638	-
<i>RDF Leachate Evaporation Pan</i>	400	400	-	-	-	-	400	-
<i>RDF Sewer Line (Leachate Management infrastructure)</i>	800	800	-	-	-	-	800	-
<i>RDF Stormwater Pond P18</i>	300	300	-	-	-	-	300	-
Buildings								
<i>Building Asset Renewal Plan</i>	1,182	-	1,182	-	-	-	1,182	-
<i>Discovery Centre services and building renewal</i>	4,300	-	4,300	-	-	-	4,300	-
<i>Early Education & Care Service Compliance Upgrades</i>	530	-	-	530	300	-	230	-
<i>Jamieson Way Masterplan Implementation - design</i>	418	-	-	418	-	-	418	-
<i>Manor Lakes Library - Quiet Study Room</i>	212	-	-	212	206	-	6	-
<i>Mossfiel Integrated Family Centre - design</i>	825	-	-	825	-	-	825	-
<i>New Toilet block at Old Geelong Road shopping precinct</i>	160	160	-	-	160	-	-	-
<i>Shade Sail Renewal Works</i>	139	-	139	-	96	-	43	-
<i>Sustainability: Wyn-R Project : Reduction-Renewables-Resilience</i>	766	766	-	-	-	-	766	-
<i>Werribee Catalyst Site Payments</i>	4,000	4,000	-	-	-	-	4,000	-
Building Improvements								
<i>Building Compliance and Essential Safety Program</i>	2,195	-	2,195	-	-	-	2,195	-
TOTAL PROPERTY	47,583	37,782	7,816	1,985	762	8,000	22,103	16,718
PLANT AND EQUIPMENT								
Plant, Machinery and Equipment								
<i>Fleet Replacement Program</i>	5,575	-	5,575	-	-	-	5,575	-
<i>Pop Up Library - Taking the Library Experience to the community</i>	162	162	-	-	97	-	65	-
Fixtures, Fittings and Furniture								
<i>Library Resource Collection</i>	1,264	-	1,264	-	-	-	1,264	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Computers and Telecommunications								
<i>Changing Systems - Oracle Project</i>	1,944	1,944	-	-	-	-	1,944	-
<i>IT Project: Kindergarten Enrolment Portal</i>	200	200	-	-	-	-	200	-
<i>Smart Digital Signage (Smart Parking)</i>	150	150	-	-	-	-	150	-
<i>Technology Refresh (Rolling) Program</i>	1,456	-	1,456	-	-	-	1,456	-
Heritage Plant and Equipment								
<i>Public Art Funding Pool</i>	265	265	-	-	-	-	265	-
TOTAL PLANT AND EQUIPMENT	11,016	2,721	8,295	-	97	-	10,919	-
INFRASTRUCTURE								
Roads								
<i>Armstrong Road Extension Design (Ballan to Sayers)</i>	4,809	4,809	-	-	-	2,965	510	1,334
<i>Boundary Road & Derrimut Road Intersection Upgrade</i>	50	-	-	50	-	50	-	-
<i>Davis/Dohertys Road intersection</i>	1,200	-	-	1,200	-	-	1,200	-
<i>Duplication of Ashcroft Avenue, Williams Landing</i>	300	-	-	300	-	-	300	-
<i>Early Planning for Roads Projects</i>	70	-	-	70	-	-	70	-
<i>Hogans Rd (Tarneit - Davis Creek) DC Funded</i>	150	-	-	150	-	150	-	-
<i>Hoppers Lane South</i>	50	-	-	50	-	-	50	-
<i>Ison Road - Princes Highway to Melbourne-Geelong Rail Line</i>	50	50	-	-	-	50	-	-
<i>Nunn Avenue Turning Circle</i>	76	-	-	76	76	-	-	-
<i>Pre-design studies for Dohertys Road, west of Derrimut Road</i>	320	-	-	320	-	320	-	-
<i>Road Reconstruction Forward Design Program</i>	1,000	-	1,000	-	-	-	1,000	-
<i>Road Reconstructions (Various)</i>	8,900	-	8,900	-	1,500	-	7,400	-
<i>Road Safety Improvements</i>	150	-	-	150	-	-	150	-
<i>Road Surface Renewal Program</i>	3,050	-	3,050	-	-	-	3,050	-
<i>Signalisation Dunnings Rd-Lennon Boulevard & Boardwalk-Miles Franklin</i>	1,050	1,050	-	-	-	1,050	-	-
<i>Signalisation Greens Rd-Haines Drive</i>	800	800	-	-	-	-	800	-
<i>Tarneit Road duplication from Shaws Road to Railway Avenue</i>	230	-	-	230	-	-	230	-
<i>Widen Little River Roads</i>	5,000	-	-	5,000	-	-	5,000	-
Footpaths and Cycleways								
<i>Active Transport Network</i>	4,000	4,000	-	-	1,500	-	2,500	-
Drainage								
<i>Little River Drainage and Domestic Wastewater Strategy Implementation</i>	107	-	-	107	-	-	107	-
<i>K Road Cliffs Master Plan Implementation</i>	1,063	-	-	1,063	-	-	1,063	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Recreational, Leisure and Community Facilities								
Bensonhurst Parade Reserve - Pavilion & Carpark	779	779	-	-	-	-	779	-
Black Forest Road South Level 2 Community Centre	7,051	7,051	-	-	3,000	4,051	-	-
Manor Lakes College Oval, Lighting and Cricket Nets	935	935	-	-	935	-	-	-
Major Leisure Facilities Renewal Works	805	-	805	-	565	-	240	-
Manor Lakes Northern Hub - Integrated Family Centre Master Plan Implementation	4,675	4,675	-	-	2,500	2,175	-	-
Sports Facility Capital Development Guide Retrofitting Project	5,600	-	-	5,600	-	-	5,600	-
Truganina Level 2 Community Centre	6,743	6,743	-	-	2,500	4,243	-	-
Werribee Library and Community Hub	550	550	-	-	-	-	550	-
Wyndham Cultural Centre Facility Development Plan	2,000	-	-	2,000	2,000	-	-	-
Alfred Road Active Reserve Master Plan Implementation	1,114	1,114	-	-	-	-	1,114	-
Brookdale Road Reserve Landscape, Pavilion and Car park	5,606	5,606	-	-	-	2,724	2,882	-
Lawrie Emmins Reserve Master Plan Implementation - design	484	-	-	484	-	-	484	-
Presidents Park MasterPlan - Implementation	525	-	-	525	-	-	525	-
Tarneit North Master Plan Implementation	12,174	12,174	-	-	2,500	9,674	-	-
Truganina AOS S-90-03 Master Plan	149	149	-	-	-	-	149	-
Truganina SE Master Plan Delivery	12,308	12,308	-	-	1,600	10,708	-	-
Waste Management								
RDF Waste Baling and Presort - Construction	5,000	5,000	-	-	-	-	-	5,000
RDF Water Mains Upgrade	440	-	-	440	-	-	440	-
Parks, Open Space and Streetscapes								
270A Bulban Road, Werribee - Former Incinerator Site	496	-	-	496	68	-	428	-
Bensonhurst Parade Reserve Landscape	8,635	8,635	-	-	-	8,635	-	-
Caraleena Drive Park	564	-	-	564	-	464	100	-
Grange Reserve Synthetic Pitch Resurfacing	1,490	-	1,490	-	1,490	-	-	-
Greening The Pipeline	3,250	3,250	-	-	5,700	-	-2,450*	-
Oaktree Avenue Park Redevelopment	495	-	-	495	-	-	495	-
Parks Asset Renewal Projects	780	-	780	-	750	-	30	-
Playground / Park Upgrade	2,026	-	2,026	-	300	240	1,486	-
Regional Soccer Facility (land and infrastructure)	12,000	12,000	-	-	-	8,000	-	4,000
Sanctuary Lakes Open Space Upgrade	38	-	-	38	-	-	38	-
Sports Facility Strategy - Implementation	1,000	-	-	1,000	150	-	850	-
Tarneit Revitalisation Program	465	-	-	465	465	-	-	-
Werribee Streetscape Framework	300	-	-	300	-	-	300	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<i>Wootten Rd Reserve Tennis Court Renewal</i>	593	-	593	-	-	-	593	-
<i>Wyndham Coastal & Marine Management Plan Implementation</i>	840	-	-	840	-	-	840	-
<i>Wyndham Vale North Master Plan Implementation</i>	217	-	-	217	-	-	217	-
Other Infrastructure								
<i>Healthier Waterways Gross Pollutant Traps</i>	825	-	-	825	-	-	825	-
<i>Healthier Waterways Wetland Rectification Program</i>	728	728	-	-	-	-	728	-
<i>Sustainability: Lighting the West Phase 3</i>	3,839	-	-	3,839	-	3,839	-	-
TOTAL INFRASTRUCTURE	137,944	92,406	18,644	26,894	27,599	59,338	40,673	10,334
TOTAL NEW CAPITAL WORKS	196,543	132,909	34,755	28,879	28,458	67,338	73,695	27,052

* This project has an anticipated cost of \$11.8 million over three years. Approximately \$3.3 million is expected to be spent in 2021/22. The 2021/22 budget assumes a grant of \$5.7 million from the state government, which leads to a negative amount in the Council cash.

Summary of Planned Capital Works Expenditure
For the four years ended 30 June 2025

2022/23	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	5,226	5,226	0	0	0	5,226	0	0	5,226	0
Land improvements	3,805	3,805	0	0	0	3,805	0	0	3,805	0
Total Land	9,031	9,031	0	0	0	9,031	0	0	9,031	0
Buildings	51,765	26,205	1,297	0	24,263	51,765	10,000	16,692	25,073	0
Total Buildings	51,765	26,205	1,297	0	24,263	51,765	10,000	16,692	25,073	0
Total Property	60,796	35,236	1,297	0	24,263	60,796	10,000	16,692	34,104	0
Plant and Equipment										
Heritage plant and equipment	272	272	0	0	0	272	0	0	272	0
Plant, machinery and equipment	5,303	0	5,303	0	0	5,303	0	0	5,303	0
Fixtures, fittings and furniture	1,302	0	1,302	0	0	1,302	0	0	1,302	0
Computers and telecommunications	1,948	250	1,698	0	0	1,948	0	0	1,948	0
Total Plant and Equipment	8,825	522	8,303	0	0	8,825	0	0	8,825	0
Infrastructure										
Roads	30,323	1,625	12,950	0	15,748	30,323	5,000	8,819	16,504	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	4,000	4,000	0	0	0	4,000	0	0	4,000	0
Drainage	1,873	0	0	0	1,873	1,873	0	0	1,873	0
Recreational, leisure and community facilities	29,925	20,637	1,265	0	8,023	29,925	5,000	24,890	35	0
Waste management	15,000	15,000	0	0	0	15,000	0	0	0	15,000
Parks, open space and streetscapes	17,366	9,590	1,075	0	6,701	17,366	2,000	1,469	13,897	0
Other infrastructure	728	0	0	0	728	728	0	0	728	0
Total Infrastructure	99,215	50,852	15,290	0	33,073	99,215	12,000	35,178	37,037	15,000
Total Capital Works Expenditure	168,836	86,610	24,890	0	57,336	168,836	22,000	51,870	79,966	15,000

2023/24	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	57,857	41,235	1,200	0	15,422	57,857	5,000	32,721	20,136	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	57,857	41,235	1,200	0	15,422	57,857	5,000	32,721	20,136	0
Total Property	57,857	41,235	1,200	0	15,422	57,857	5,000	32,721	20,136	0
Plant and Equipment										
Heritage plant and equipment	280	280	0	0	0	280	0	0	280	0
Plant, machinery and equipment	5,575	0	5,575	0	0	5,575	0	0	5,575	0
Fixtures, fittings and furniture	1,541	0	1,541	0	0	1,541	0	0	1,541	0
Computers and telecommunications	1,698	0	1,698	0	0	1,698	0	0	1,698	0
Total Plant and Equipment	9,094	280	8,814	0	0	9,094	0	0	9,094	0
Infrastructure										
Roads	56,748	25,367	12,950	0	18,431	56,748	1,500	33,350	21,898	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	4,000	4,000	0	0	0	4,000	0	0	4,000	0
Drainage	20	0	0	0	20	20	0	0	20	0
Recreational, leisure and community facilities	16,573	11,329	0	0	5,244	16,573	2,000	11,346	3,227	0
Waste management	10,000	10,000	0	0	0	10,000	0	0	0	10,000
Parks, open space and streetscapes	20,871	13,742	1,500	0	5,629	20,871	2,000	7,311	11,560	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	728	0	0	0	728	728	0	0	728	0
Total Infrastructure	108,940	64,438	14,450	0	30,052	108,940	5,500	52,007	41,433	10,000
Total Capital Works Expenditure	175,891	105,953	24,464	0	45,474	175,891	10,500	84,728	70,663	10,000

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	39,578	38,378	1,200	0	0	39,578	5,000	30,928	3,650	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	39,578	38,378	1,200	0	0	39,578	5,000	30,928	3,650	0
Total Property	39,578	38,378	1,200	0	0	39,578	5,000	30,928	3,650	0
Plant and Equipment										
Heritage plant and equipment	287	287	0	0	0	287	0	0	287	0
Plant, machinery and equipment	3,979	0	3,979	0	0	3,979	0	0	3,979	0
Fixtures, fittings and furniture	1,587	0	1,587	0	0	1,587	0	0	1,587	0
Computers and telecommunications	1,698	0	1,698	0	0	1,698	0	0	1,698	0
Library books	0	0	0	0	0	0	0	0	0	0
Total Plant and Equipment	7,551	287	7,264	0	0	7,551	0	0	7,551	0
Infrastructure										
Roads	77,788	27,640	12,950	0	37,198	77,788	1,500	33,342	42,946	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	4,000	4,000	0	0	0	4,000	0	0	4,000	0
Drainage	0	0	0	0	0	0	0	0	0	0
Recreational, leisure and community facilities	6,724	5,361	0	0	1,363	6,724	0	5,362	1,362	0
Waste management	0	0	0	0	0	0	0	0	0	0
Parks, open space and streetscapes	32,791	28,629	2,063	0	2,099	32,791	2,000	10,617	20,174	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	728	0	0	0	728	728	0	0	728	0
Total Infrastructure	122,031	65,630	15,013	0	41,388	122,031	3,500	49,321	69,210	0
Total Capital Works Expenditure	169,160	104,295	23,477	0	41,388	169,160	8,500	80,249	80,411	0

Appendices

The contents of the appendices are summarised below:

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Appendix A

Budget Process

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 2020* (the Act) and *Local Government (Planning and Reporting) Regulations 2020* (the Regulations).

Under the Act, Council is required to prepare and adopt a budget for each financial year in accordance with the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020. The budget is required to include certain information about the rates and charges that Council intends to levy.

The 2021/22 budget also includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2022 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In preparing the 2021/22 budget, from November 2020 to January 2021 Council consulted the community through the Help Shape Wyndham's Future survey, to get the community's view on what Council should prioritise over the next four years in order to work towards delivery of the Wyndham 2040 Community Vision. A deliberative process was also undertaken alongside this from February to March 2021 which yielded a set of placed based priorities for Council's work and resource allocation.

Financial projections for at least four years are included in Council's Financial Plan, which is the key long-term plan produced by Council on a rolling basis. Officers then prepare the operating and capital components of the annual budget during February and March. A draft consolidated budget is considered by Council at informal briefings in March and April. Once all changes are incorporated a 'proposed' budget is submitted to Council in April for approval 'in principle'.

Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection and comment and these must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any feedback from the community. The budget is required to be adopted by 30 June 2021.

Appendix B

Characteristics of Rating Differentials

Wyndham City believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

Developed Land (Residential)

Definition:

General land is any rateable land which does not have the characteristics of:

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

Objective:

To ensure owners of land having the characteristics of Developed Land make an equitable financial contribution to the cost of carrying out Council's functions.

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

Characteristics:

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

The building types included within Developed Residential Land are:

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

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

Impact:

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

Quantum:

Quantum is set as 1.0 in accordance with legislation.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

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

Types of Buildings:

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

Commercial Developed Land**Definition:**

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

Objective:

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

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

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

Characteristics:

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

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

Impact:

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

Quantum:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

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

Types of Buildings:

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

Industrial Developed Land

Definition:

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

Objective:

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

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

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

Characteristics:

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

- Manufacturing industries
- Quarrying

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

Impact:

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

Quantum:

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

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

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

Residential Development Land**Definition:**

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

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

Objective:

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

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

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

Characteristics:

Land located within an urban growth zone where:

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

Impact:

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

Quantum:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme.

Planning Scheme Zoning:

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

Residential Vacant Land

Definition:

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

Objective:

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

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

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

Characteristics:

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

Impact:

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

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

Quantum:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

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

Commercial Vacant Land

Definition:

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

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

Objective:

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

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

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

Characteristics:

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

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

Impact:

This rating differential is 1.7 multiplier, thus 70% higher than the residential developed rates differential.

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

Quantum:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

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

Industrial Vacant Land

Definition:

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

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

Objective:

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

Encouragement includes:

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

Characteristics:

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

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

Impact:

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

Quantum:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Planning Scheme Zoning:

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

Farm Land

Definition:

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

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

Objective:

The objectives of this rate are to:

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

Characteristics:

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

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

and is:

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

Impact:

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

Quantum:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme.

Planning Scheme Zoning:

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

Rural Lifestyle Land

Definition:

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

Objective:

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

Characteristics:

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

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

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

Impact:

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

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

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

Quantum:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme.

Planning Scheme Zoning:

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

Rural Vacant Land

Definition:

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

Objective:

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

Characteristics:

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

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

Impact:

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

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

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

Quantum:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the Wyndham Planning Scheme

Advantages of a differential rating system

The advantages of utilising a differential rating system summarised below are:

- There is greater flexibility to distribute the rate burden between all classes of property, and therefore link rates with the ability to pay and reflecting the tax deductibility of rates for commercial and industrial premises.
- Differential rating allows Council to better reflect the investment required by Council to establish infrastructure to meet the needs of the commercial and industrial sector.
- Allows Council to reflect the unique circumstances of some rating categories where the application of a uniform rate may create an inequitable outcome (e.g. Farming enterprises).
- Allows Council discretion in the imposition of rates to facilitate and encourage appropriate development of its municipal district in the best interest of the community. (i.e. Vacant Commercial properties still attract the commercial differential rate)

Disadvantages of a differential rating system

The disadvantages in applying differential rating summarised below are:

- The justification of the differential rate can at times be difficult for the various groups to accept giving rise to queries and complaints where the differentials may seem to be excessive.
- Differential rates can be confusing to ratepayers, as they may have difficulty understanding the system. Some rating categories may feel they are unfavourably treated because they are paying a higher level of rates than other ratepayer groups.
- Differential rating involves a degree of administrative complexity as properties continually shift from one type to another (e.g. residential to commercial,) requiring Council to update its records. Ensuring the accuracy/integrity of Council's data base is critical to ensure that properties are correctly classified into their right category.
- Council may not achieve the objectives it aims for through differential rating. For example, Council may set its differential rate objectives to levy a higher rate on land not developed, however it may be difficult to prove whether the rate achieves those objectives.