

# Attachments

## Council Meeting

**Monday 25 July 2022**

- 11.1 Whitehorse Community Engagement Handbook 2022**  
Attachment 1 Community Engagement Handbook July 2022 ... 2
- 11.2 Whitehorse Council Plan Review 2022**  
Attachment 1 Council Plan June 2022 ..... 76
- 11.3 2022 Community Satisfaction Survey Findings**  
Attachment 1 Community Satisfaction Survey 2022 Whitehorse  
City Council Report ..... 1491  
Attachment 2 2022 CSS Results Analysis Summary Report 2758
- 11.4 Whitehorse Community Grants Report**  
Attachment 1 Appendix to the 2022 Community Grant Report  
..... 2914
- 11.5 Energy Management Fund and Carbon Neutrality**  
Attachment 1 Summary Options for Carbon Neutrality..... 2960

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

## Whitehorse Community Engagement Handbook

10 critical steps to engage people, groups & communities in our  
decision-making processes

Whitehorse City Council  
Whitehorse City Council  
July 2022  
May 2022





---

**11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022**

*Whitehorse City Council acknowledges the Wurundjeri Woi Wurrung people of the Kulin Nation as the traditional owners of the land. We pay our respects to their Elders past, present and emerging.*

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Contents

<b>Background .....</b>	<b>6</b>
What is community engagement? .....	7
Why is community engagement important? .....	7
Why is this handbook needed? .....	9
Our Community Engagement Principles .....	10
Understanding the IAP2 Public Participation Spectrum .....	11
What do we mean by “deliberative” engagement? .....	12
When to engage .....	13
<b>Roles and responsibilities .....</b>	<b>14</b>
<b>Working with Council .....</b>	<b>14</b>
<b>Roles and Responsibilities define .....</b>	<b>15</b>
<b>Developing Your Community Engagement Plan .....</b>	<b>16</b>
<b>Step 1 - Be clear about the exact decision or issue that you are engaging on .</b>	<b>16</b>
Negotiables & Non-negotiables .....	17
<b>Step 2 - Identify who needs to be involved .....</b>	<b>18</b>
Our community demographics .....	18
Broader definitions of community .....	18
Identifying who needs to be engaged .....	19
<b>Step 3 – The Engagement Calculator .....</b>	<b>22</b>
<b>Step 4 - Budgeting for community engagement .....</b>	<b>25</b>
<b>Step 5 – Understand your timeline and key milestones .....</b>	<b>26</b>
<b>Step 6 – Develop Key messages .....</b>	<b>27</b>
<b>Step 7 - Write your Engagement Activity Plan .....</b>	<b>28</b>

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<b>Step 8 - Undertake risk identification &amp; mitigation planning .....</b>	<b>29</b>
<b>Step 9 - Closing the loop.....</b>	<b>31</b>
<b>Step 10 - Evaluate your community engagement .....</b>	<b>32</b>
Why evaluate our community engagement? .....	32
Process Evaluation .....	33
Outcome evaluation.....	35
<b>Appendix 1: Engagement Methods .....</b>	<b>37</b>
Written engagement methods.....	37
Face-to-face engagement methods.....	39
Online engagement methods.....	44
Other engagement methods .....	48
<b>Appendix 2: Plan for how we will reach who we need to reach .....</b>	<b>50</b>
Reaching hardly reached groups .....	50
Children.....	50
Young People .....	50
People with a Disability .....	51
Community Groups/Advisory Committees .....	51
Local Business.....	52
Aboriginal & Torres Strait Islander Elders and Community Members .....	52
Considerations as people age.....	54
Applying a gender lens .....	54
Council .....	55
Internal Council staff .....	55
'Harder to reach' cohorts within our culturally and linguistically diverse (CALD) community	56

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Barriers and Best Practice.....	57
Useful information about our priority cohorts .....	58
A practical guide to engaging our CALD community .....	61
People from a Chinese speaking background .....	61
New migrants and international students from a non-English speaking background	65
Iranian-Australian Community .....	67
Greek-Australian seniors .....	70
Italian-Australian seniors .....	71
Vietnamese-Australian seniors .....	72
Korean-Australian seniors .....	73
South Asian-Australian community .....	74
<b>Appendix 3: Planning &amp; Development and community engagement .....</b>	<b>76</b>
<b>Appendix 4: Data collection, storage and the Whitehorse Information Privacy Policy</b>	<b>77</b>

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

## Background

The Whitehorse community is rich, with a diversity of life experience, skills, and cultural influences.

Council values the diverse voices and opinions of our community.

As the closest level of government to the people, it is vital that we continually engage with our community to ensure we understand their priorities and needs, both now and into the future.

We are committed to engaging in an inclusive, genuine, and appropriate way to inform initiatives, programs, projects, policies, key decisions, actions and strategies delivered by Council.

A Community Engagement Policy has been developed and adopted by Council, in line with the Local Government Act 2020 (the Act). This policy sets out our commitment to engaging with our communities and how our communities can expect to be involved in our decision making. The policy establishes a clear standard of community engagement, and encourages a consistent approach, including evaluation, review and feedback to continually improve our processes which lead to more effective outcomes. The policy can be found in the appendices section of this handbook.

Each and every interaction we have with our community is an opportunity for us to achieve a positive community engagement outcome – to inform decision making, to build relationships and strengthen our community. The purpose of the Whitehorse Community Engagement Handbook is to assist those who want to undertake planning and targeted engagement for a specific purpose. The handbook will guide the conduct of Community Engagement where it is deemed such engagement is necessary to achieve the best outcomes for Whitehorse.

## Whitehorse 2040 Community Vision

The above mentioned policy and handbook also respond to the Whitehorse 2040 Community Vision:

- Whitehorse is a resilient community where everyone belongs.
- We are active citizens who value our natural environment, history and diversity.
- We embrace sustainability and innovation.
- We are dynamic. We learn, grow and thrive.



## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Specifically, this policy and handbook addresses key priorities 6.1 and 6.2:

- **Key priority 6.1:** Engage with the community collaboratively to hear their views on what needs to be done.
- **Key priority 6.2:** Encourage everyone to feel engaged with, and involved in the Whitehorse community.

### What is community engagement?

Community engagement is a planned process with the specific purpose of working with individuals and groups to encourage active involvement in decisions that affect them, or are of interest to them.

Community engagement can range from providing information about decisions that have been made, through to empowering the community to make decisions. How much influence participants have on the final decision or outcome varies from project to project.

Some community engagement is undertaken to inform decision making; some is undertaken to build relationships; and other is focused on the objective of strengthening communities. Often, all three of these objectives are supported by community engagement.

### Why is community engagement important?

Effective community engagement has benefits for both Council and the community.

Better identifying the priorities, needs and aspirations of our community will assist Council to improve its strategic planning, initiative development and service delivery<sup>1</sup>.

Successful community engagement:

- allows the community to have a say - a basic democratic right
- helps to build long-term relationships and trust in government

---

<sup>1</sup> *International Association of Public Participation (IAP2) Engagement Essentials Workbook*

---

**11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022**

- enables consumers to express their expectations for products, services and policies that are important for them
- demonstrates the organisation's commitment to listening to, and serving, its customers
- can assist in building the capacity and the strengthening of communities
- harnesses the collective power of volunteers to support community-led endeavours

For Council, engagement:

- helps us to look outwards, engaging meaningfully in order to innovate and be successful
- offers alternatives when problems and opportunities are so complex that we need the community to be part of finding a new way forward
- helps us to move beyond a focus on customer complaints to working with our community to ensure services meet needs
- builds our reputation and helps develop or restore trust
- can remove barriers and enhance the decision-making process
- obtains input from the end user of a service/product?
- gathers local knowledge
- internally, may provide early insight, technical and cultural support to project planning and engagement design (focus on internal engagement)

For the project or work-at-hand engagement:

- provides better perspectives and expands options for decision making
- can save money in the long run, noting that good community engagement may require an investment of time and money, but poor engagement can cost a lot more!
- provides community awareness
- can mitigate or reduce project risk factors

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Why is this handbook needed?**

Appropriate planning is a critical success factor for any meaningful engagement process.

This *Community Engagement Handbook* has been developed to guide Council officers (and potentially the consultants they engage) in the design, implementation, and evaluation of community engagement plans, to the required high standard.

This handbook should be read in conjunction with our *Community Engagement Policy* which has been underpinned by the engagement principles established in the Act.

By following the steps outlined in this Handbook, Council officers should be able to manage the community engagement requirements of their specific projects.

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Our Community Engagement Principles**


<b>Inclusion, access and constructive participation</b> Participants in engagement will be representative of the persons and groups affected by the matter at hand.  Council will work with the community to remove barriers to participation and ensure access to objective, relevant and timely information to inform their participation.  Council will ensure the process is conducive to constructive conversation between the community and Council.	<b>Clarity of purpose and scope</b> The engagement process will have a clearly defined objective and scope.  Participants in engagement processes will be informed of the ways in which the community engagement input and feedback will influence Council decision making and Council will share the results and outcomes of the process with the community.
<b>Transparency, Informative and Clear</b>  Participants in engagement activity will have access to objective, relevant and timely information to inform their participation.  Participants in the engagement are entitled to reasonable support to enable meaningful and informed engagement.  Ensuring that those participating in the community engagement activity understand the scope of the engagement, the decision-making process and any constraints on the process.	<b>Integrity, Caring and Responsiveness</b>  Council is committed to demonstrating a caring approach to community engagement.  Approaching engagement with honesty and clarity and communicating results in plain English.  The potential impacts of a project on the community will be identified, discussed and addressed within the scope of the engagement process.  Challenges and opportunities related to participation in engagement opportunities are identified and addressed. Input is responded to in a timely and constructive manner. Officers are responsible for undertaking appropriate evaluation of engagement activities as part of their engagement plan.

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### Understanding the IAP2 Public Participation Spectrum

IAP2's Public Participation Spectrum is designed to assist with the selection of the level of participation that defines the public's role in any community engagement process and is available to assist us in planning effective community engagement.

Whitehorse City Council uses the International Association of Public Participation (IAP2) model to inform our community engagement practice.

As we move along the spectrum the communities impact on the decision increases 					
	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
Participation Goal	One-way communication to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.	Two-way communication process aimed at obtaining feedback on ideas, alternatives and proposals to inform decision-making.	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered.	Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions.	To give the community the knowledge, means, responsibility and accountability so the final decision can be placed in their hands.
Our commitment to the community	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Role of Community	Listen	Contribute	Participate	Partner	Lead



---

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

This model includes a Public Participation Spectrum. The Spectrum includes and recognises the need for a range of engagement practices from “informing” the community through to “empowering” the community to make decisions.

Using the Engagement Calculator (Step 3 below) will provide some guidance as to what level of influence you should be giving the community in a decision-making process. However, it is important to fully understand what this means. In some engagement processes different stakeholders may fall into different levels of the spectrum. For example, when upgrading a local sporting pavilion existing tenants may fall under collaborate whereas, surrounding residents may fall under consult. For more information on this, please speak to one of Council’s community engagement officers.

### What do we mean by ‘deliberative’ engagement?

Deliberative engagement is a type of community engagement that dives deeply into an issue or issues and is a legislated requirement for our major strategic documents.

Being deliberative is about genuine and careful consideration and discussion. It describes how a group of everyday people come together to consider relevant facts, viewpoints and opinions from multiple perspectives, with the outcome of identifying options and coming to a group decision or recommendation.

Deliberative engagement in Council’s Policy is described as being principles-based and is one form of ‘high influence’ community engagement. It places the people closer to the decision-makers, but does not replace or remove the decision-making powers of elected representatives.

We undertake deliberative engagement, when:

1. It is a legislative requirement to do so (including our Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Long Term Financial Plan and Asset Plan)
2. Council resolves that it wants decision-making on a matter or initiative to be informed by this model of community engagement.

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### When to engage

As outlined in the Local Government Act 2020, Councils must at a minimum, engage with the community in the development of the following:

- Planning and financial management
- Community vision
- Council plan
- Financial plan
- Revenue and rating planning
- Asset plan
- Proposal and/or amendment of a local law
- Selling, leasing or exchanging land

Specifically in relation to deliberative engagement, Council must use a deliberative engagement process as defined in section 4.2.2 for the following:

- Development and maintenance of their Community Vision
- Preparation and adoption of a Council Plan
- Development and adoption of a 10 year Financial Plan
- Development and adoption of a 10 year Asset Plan.

While not specifically directed by the Local Government Act 2020, Council may engage with the community when:

- Reviewing existing strategies and proposing a change in strategic direction
- Substantially changing or reviewing a service, program or project
- proposing a new policy or strategy
- proposing a change to the way a public space looks, or is used
- making rules or regulations that govern the use and enjoyment of public space
- planning major projects
- proposing urban redevelopment proposals, such as structure plans, to significantly change the existing amenity or characteristic of an area
- planning capital works projects including public buildings, centres or other infrastructure.

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Roles and responsibilities**

**Working with Council**

The role of Council outlined within the Local Government Act in regard to engagement is detailed in the table below. However, it is a critical step in engagement activities to ensure our Mayor and Councillors are aware of relevant engagements according to their ward and the scale of the project. In the planning stages of your engagement plan ensure you speak to your manager and director about Councillor involvement.

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Roles and Responsibilities define**

We all have a part to play in enabling good community engagement. The below table, developed by *MosaicLab*, shows the roles and responsibilities based on the engagement and deliberation requirements of the Victorian Local Government Act 2020.

Community	Mayor & Councillors	CEO & Executive	All staff	Engagement specialists
Expect council to provide meaningful engagement opportunities	Lead engagement with the community on the development of the Council Plan and other key strategic documents	Champion CE principles and CE policy within the council in the deliberative practices	Plan, deliver and evaluate engagement including advising the community of the outcomes of engagement on council decisions	Provide expert advice for better engagement practice and outcomes
Become active citizens by participating in engagement opportunities	Enact the requirements of the Act by approving a CE policy that includes the CE principles and deliberative practices	Provide advice (advocate) to councillors on the requirements of the Act to embed CE principles and have a CE Policy including deliberative practices	Embed the Council's community engagement policy (including deliberative practices) into the way we work	Collaborate and share knowledge across council teams and build capacity of staff over time
Become well informed about the issue and listen to diverse perspectives before contributing	Set the strategic direction for Council as articulated from the community via the deliberation	Provide the authorising environment for staff to deliver effective engagement	Work collaboratively with other staff and share engagement data and learnings	Champion evaluation of engagement activities for continuous improvement and learning
Track council's follow-through on promises from engagement	Mayor has a leadership role on reporting the progress to the community (once per year on implementation of the Council Plan)	Be prepared to learn and adapt/develop the organisations deliberative approaches over time	Be prepared to learn and adapt/develop the organisations deliberative approaches over time	Be prepared to learn and adapt/develop the organisations deliberative approaches over time
Expect feedback on how engagement results have informed Council's decision making	Be willing and prepared to give some higher level of influence to the community for some key projects/issues/plans	Follow through on the 'Promises' made to the community about their level of influence for any given project/ planning process	<p><i>*These roles and responsibilities are based on the engagement and deliberation requirements of the Victorian Local Government Act 2020.</i></p> 	

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### Developing Your Community Engagement Plan

#### **Step 1 - Be clear about the exact decision or issue that you are engaging on**

Consider the decisions that you are making, and why contributions from people, groups, Councillors, Council departments and communities will provide you with rich information to assist decision making.

When undertaking community engagement, you should be able to answer the following questions:

- What exactly is the issue that your community engagement activity is seeking to address?
- Why are we engaging?
- What will be different because we are engaging with all key stakeholders?



11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Negotiables & Non-negotiables**

Identify (below) what can be influenced (negotiables) and cannot be influenced (non-negotiables) using the table below.

For good community engagement to occur, it is critical for you to be clear about this as a key strategy in both communicating key messages and in managing expectations of those involved.

Negotiables: What are the elements that can change and will be influenced by engagement?	Non-Negotiables: What are the elements that cannot change and therefore are not able to be influenced by engagement?
<i>E.g. Style and location of street furniture and lighting.</i>	<i>E.g. Main Street is going to be transformed to ensure it's more accessible and attractive for all members of the community.</i>

Once you have determined exactly what is negotiable, this information can be used to help plan what kind of community contributions you want to collect through the engagement process. *For example, where is lighting and street furniture most needed? Should the works be undertaken all at once, or be a staged implementation?*

Ensure that what is negotiable is clearly articulated in communications regarding your community engagement activity.

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

## Step 2 - Identify who needs to be involved

For this Handbook, we define the Whitehorse community as including everyone who **lives, works, studies, visits, plays, or invests** in the City of Whitehorse.

### Our community demographics

Being aware of the demographics of our community is crucial. This information assists all of us in exploring who should participate in our community engagement activity.

ID profiles are available to all Council officers to assist in planning community engagement work. It can be accessed here: <https://profile.id.com.au/whitehorse>. For more information or assistance, please contact Council's Social Policy Officer, Ryan Hood.

### Broader definitions of community

It is important to note that our community is made up of many smaller communities. This can be useful to consider when planning who we want to involve in our decision-making processes. These communities can include -

- **Communities of place** – people connected by geographic boundaries, such as particular streets, suburbs or Wards
- **Communities of interest** – people sharing the same interest or passion, such as people with interests in the arts, heritage, environment etc.
- **Communities of action** – people trying to bring about change, such as people actively participating in environmental causes, advocacy campaigns, or to develop new services or offerings within the community
- **Communities of practice** – people in the same profession or who undertake the same activities, such as people who study architecture, or people who practice Tai Chi
- **Communities of circumstance** – people who are brought together by external events or common situations, usually not of their making, such as survivors of breast cancer, or households affected by a fire or flood
- **Communities of culture and language** – people who have a shared set of cultural values and expectations and shared language
- **Communities of business and commerce** – people who own and manage businesses within the municipality as well as employees and those actively seeking employment in the municipality

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

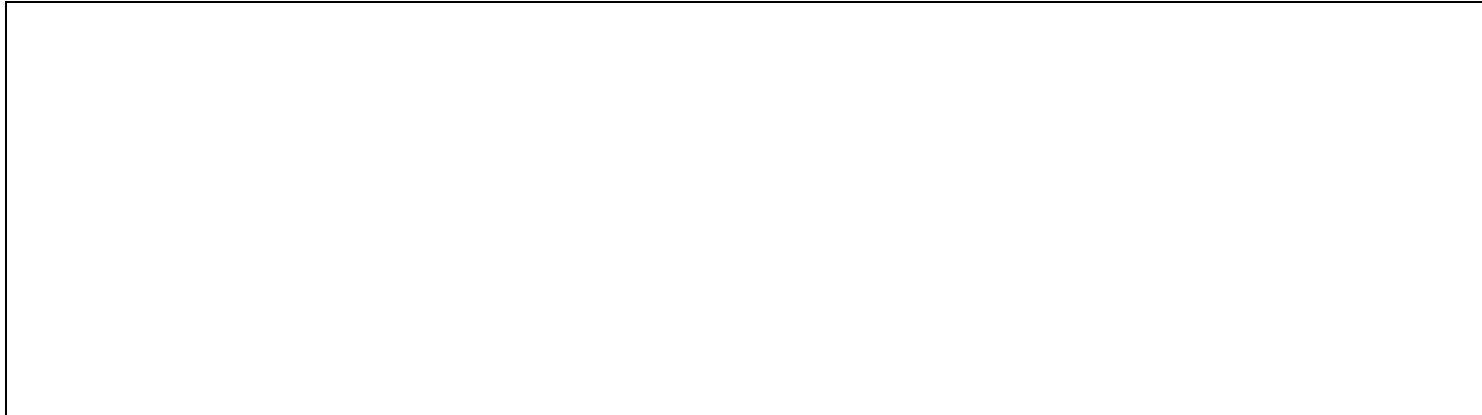
It is also important to think about:

- which internal departments need to be included
- As well as community organisations and groups
- Councillors and ELT

**Identifying who needs to be engaged**

It is important to identify which people, groups or communities are likely to be affected by the decision that needs to be made, or people who have an interest in it.

1. Begin by brainstorming EVERYONE (both internal and external to the organisation) who might be affected by or interested in this project. Include individuals, groups and communities, internal departments, Councillors etc. Think as broadly as possible.

A large empty rectangular box with a black border, intended for brainstorming the identification of people, groups, or communities affected by a decision.

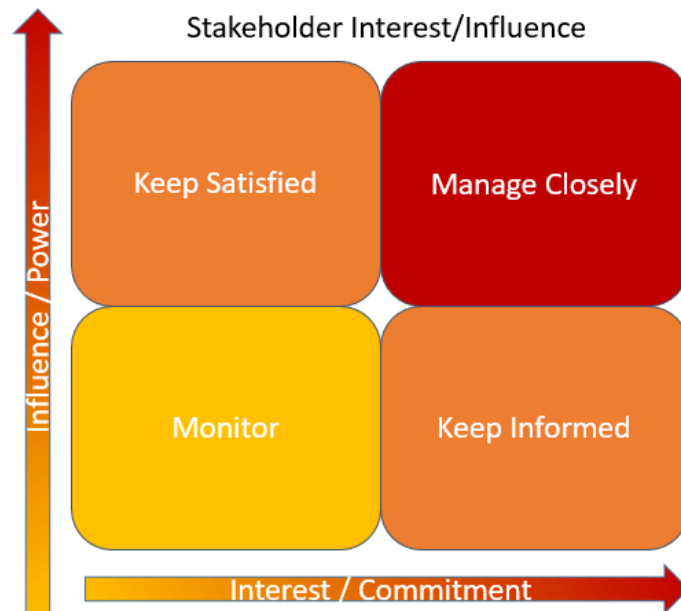
11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

2. Some of the questions<sup>2</sup> to consider about the people or groups you have identified could include –

Stakeholder Group	What is their interest level in the project (High/Medium/Low)	What level of influence will they have on the project? (High/Medium/Low)	Special interests, risks or needs	Issues they need targeted engagement about	IAP2 spectrum point	What methods of engagement might work well for this person or group?	Timing/ frequency/ sequencing	Actions and responsible lead partner within Council
<i>Group 1 – For example local business</i>								
<i>Group 2 – For example surrounding residents</i>								
<i>Group 3 – For example people with a disability</i>								

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

3. Next you can begin to sort the people who will be affected by or interested in the project into groups from the information collected above, which will help you to later plan your methods of engagement. There are traditional stakeholder engagement matrix templates as seen below that you can use to do this, or you can create your own!





## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### Step 3 – The Engagement Calculator

To ensure that all community engagement activities are appropriately planned, managed, and supported and community requirements are met, use the below Engagement calculator to help decide the starting point for your process. Depending on the rating, different community engagement requirements will apply.

For each of the criteria below, with Council's Community Engagement Officers, rank the proposed project/initiative on a scale from 1 to 5 (where 1 = very low and 5 = very high). The focus in completing this assessment should be on the subject matter of the project/initiative itself, not just the engagement component.

What is the likely or expected...	Tick one box only				
<b>Project team requirement:</b> <i>To what extent do staff members believe that the community input could help improve the outcome of this project?</i>	Essential	Very much	Somewhat	Unclear	Not at all
<b>Strategic Objectives alignment:</b> <i>To what extent does the project align with the objectives of Council and/or other levels of Government?</i>	Completely	Mostly	Somewhat	Unclear	Not at all
<b>Financial impact:</b> <i>What is Council's financial investment in the project/initiative?</i>	Business as usual	Up to \$9,999	\$10,000 to \$49,999	\$50,000 to \$249,999.99	\$250,000 and over
<b>Natural Environmental impact:</b> <i>How much negative impact will the project/initiative have on the natural environment?</i>	Negligible	Low	Moderate	High	Very high
<b>Built Environmental impact:</b> <i>How much functionality will be</i>	Negligible	Low	Moderate	High	Very high

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<i>impacted by the proposed project/initiative?</i>					
<b>Community impact:</b> <i>How much impact will the project/initiative have on the wider community?</i>	<b>Negligible</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very high</b>
<b>Customer impact:</b> <i>How much impact will the project/initiative have on key stakeholders of the project?</i>	<b>Negligible</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very high</b>
<b>Community interest:</b> <i>At what level do staff perceive community interest in this project?</i>	<b>Negligible</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very high</b>
<b>Negative influence on Council's reputation:</b> <i>What is the anticipated level of negative impact on Council's reputation if a desirable outcome cannot be reached?</i>	<b>Negligible</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very high</b>
Count the number of ticks in each column					
Multiply number of ticks by the weight	X1	X2	X3	X4	X5
Enter column score					
Total of all five column scores				Out of a maximum of 45	

The total score from the Engagement calculator will guide the appropriate engagement approach and who is responsible for signing-off your Engagement Plan.

It is important to note the calculator is a guide and ultimately the decision on the level of engagement sits with you. The level of engagement may also vary across stakeholders. It is your responsibility to understand the spectrum, the calculator, the policy and your project needs and make a decision based on the best outcome and process for the community.

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<b>Total score</b>	<b>Engagement design responsibility</b>	<b>Sign-off on the Engagement Plan</b>	<b>Level of engagement</b>	<b>Examples of engagement methods to consider (provided as examples only)</b>
1-10	Managed entirely by the project lead with support from their Service Area	Service Area Manager	Inform/Consult	<ul style="list-style-type: none"> <li>• Your Say Whitehorse</li> <li>• FAQ's</li> <li>• Media release</li> <li>• Website</li> <li>• Newsletter</li> <li>• Postcard/poster</li> <li>• Letter/email</li> </ul>
11-28	Managed by the project lead with support from their Service Area and input / advice from the Community Engagement Team	Service Area Manager	Consult/Involve	<ul style="list-style-type: none"> <li>• Your Say Whitehorse</li> <li>• FAQ's</li> <li>• Survey</li> <li>• Letter/email with ability for the community to respond</li> <li>• Interviews</li> <li>• Street Interviews</li> <li>• Briefing</li> <li>• Focus Groups</li> <li>• Walking tour/site visits</li> <li>• Pop Ups</li> </ul>
29-39	Managed by the project lead with support from their Service Area and input/advice from the Community Engagement Team	Relevant Director	Involve	<ul style="list-style-type: none"> <li>• Your Say Whitehorse</li> <li>• FAQ's</li> <li>• Interviews</li> <li>• Street Interviews</li> <li>• Briefings</li> <li>• Focus Groups</li> <li>• Walking tour/site visits</li> <li>• Pop Ups</li> <li>• Working groups</li> </ul>
39-45	Managed by the project lead with support from their Service Area and input / advice from the Community Engagement Team	Executive Leadership Team (Note, Councillor Briefing may also be required) or Transformation Steering Committee as relevant	Collaborate/Empower	<ul style="list-style-type: none"> <li>• Your Say Whitehorse</li> <li>• FAQ's</li> <li>• Interviews</li> <li>• Street Interviews</li> <li>• Briefings</li> <li>• Focus Groups</li> <li>• Walking tour/site visits</li> <li>• Pop Ups</li> <li>• Working groups</li> <li>• Representative Community Panel</li> </ul>

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### Step 4 - Budgeting for community engagement

It is critical to ensure that a community engagement process for any project is appropriately funded from the outset of the project.

The funding allocation should be determined based on the scoring during Step 3. High scores should lead to a greater proportion of project funds being dedicated to community engagement activities.

The proportion of the project budget allocated will vary depending on the nature of an activity (i.e. developing a strategy or changing service delivery models, compared with implementing capital works).

At the time of undertaking budgeting it is recommended that Project Managers meet with Council's Engagement Officers to discuss estimated consultancy and engagement costs.

Depending on internal capabilities, there may be components of your community engagement that you can deliver yourself. However, there may also be a need to outsource. Things that you need to think about budgeting for during a community engagement process include, but are not limited to:

- **Printing** of flyers, posters, resources, FAQs, letters
- **Translations** of your written material and **interpreters** to receive and report on responses
- **Postage** to deliver printed material to households or businesses
- **Hire of venues** to hold meetings or events in
- **Catering** for participants
- **Incentives** to participate, such as reimbursements, supermarket vouchers, taxi vouchers, childcare support or printing certificates of participation (only to be used carefully to ensure use does not influence results)
- **Resources required** to facilitate workshops – stationery, printing, handouts
- **Expert support**, such as an independent facilitator or a community engagement specialist

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### Step 5 – Understand your timeline and key milestones

Some high level strategic documents, major capital works projects or statutory projects may be planned and implemented over a long period, and may contain different stages for community and stakeholder consultation. It is important to identify each stage of community engagement, when it needs to occur and other key milestones that need to be incorporated.

<b>Project Stages (include dates)</b>	<b>What engagement is required?</b>	<b>Responsibility</b>	<b>What outcomes do you want to achieve?</b>	<b>Completed By</b>
<i>Example: Project Planning 31 January – 30<sup>th</sup> February 2023</i>	<i>High level stakeholder – internal</i>	<i>Project Manager: Sarah Smith</i>	<i>PCG sign off on engagement plan</i>	<i>January 30<sup>th</sup> 2023</i>
<i>Example: Concept Design Development</i>	<i>Broad community and stakeholder</i>	<i>Project Manager: Sarah Smith</i>	<i>Clear understanding of community and stakeholder priorities</i>	<i>March 30<sup>th</sup> 2023</i>
<i>Example: Project recommendation presented to Council</i>	<i>Nil</i>	<i>Project Sponsor: Elizabeth Watson</i>	<i>Project endorsed by Council</i>	<i>November 25<sup>th</sup> 2023</i>
<i>State Government funding requires project completion</i>	<i>Nil</i>	<i>Project Manager: Sarah Smith</i>	<i>Project must be endorsed by this date</i>	<i>January 30<sup>th</sup> 2024</i>

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

## Step 6 – Develop Key Messages

It is important to prepare a set of key messages about your intended community engagement process.

Council's strategic marketing and communications (SMC) team will help you develop a communications plan that sits alongside your engagement. As early as possible it is important you engage with SMC to plan the delivery of your communications.

Preparing these key messages can help you explain what the project is about with ease, and specifically why the community are being invited to be a part of it.

Some things to include in your key messages might be –

- What is the overall purpose of the project? Why is it needed? What is the dilemma, or what is negotiable?
- How will this benefit the community?
- Who is being asked to get involved? Who makes the final decision?
- How will the community be able to get involved? Through what methods?
- What are the key milestones for the project? What is the timeframe?
- When will the community be able to get involved? When will the final decision be made?
- What sustainability measures will be put in place?
- Where can people find out more about the project?

Remember to use Plain English when writing your key messages!

Key messages –

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

## Step 7 - Write your Engagement Activity Plan

Use the below table to map out the methods; who you will be engaging with; what you are engaging about; how, where and when you will engage; who is responsible; and how much it will cost.

Engagement method and description	Which stakeholder group will be engaged this way?	What will be the key focus/questions that you ask using this method?	When and where will the engagement take place?	What resources/materials do we need for this method?	Whose responsibility is this piece of engagement?	How will you promote this opportunity?	How will you keep this cohort informed on project outcomes?	What will be the cost of delivering this engagement?

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

## Step 8 - Undertake risk identification and mitigation planning

The next section helps you to identify any specific risks of undertaking this community engagement activity, as opposed to your overarching project risks. Identifying these risks early allows you to develop ways you can mitigate these risks to achieve a better outcome for everyone involved.

Typical risks in undertaking community engagement include:

- Willingness of people to get involved – nobody turns up! (Have you communicated to the right people? Identified the right issue?)
- Inability to implement community feedback (Have you asked the right question?)
- Insufficient resources to complete planned engagement (Have you budgeted appropriately right from the start?)
- Community reaction – is there a possibility of outrage about this project? (Do you understand how the issue impacts the community?)
- Timeline constraints – is there enough time to engage people, groups and communities adequately? (Have you commenced engagement early enough? Have you allowed adequate time for all stages?)
- Political considerations- both internally and in the community
- Insufficient reach – Did you do enough to reach people who speak languages other than English? (Have you provided translated materials and reached out to community leaders)
- Special interest group intervention or take over (Have you taken key stakeholders along for the journey?)



11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Complete the risk matrix below to create a risk mitigation plan for your community engagement activity.

What could go wrong? (Identify your potential engagement concerns/risks)	Who would be impacted?	What will be put in place to ensure this does not happen? (Mitigation control)	Whose responsibility is it to help mitigate this risk?
<i>E.g. Poor engagement outcomes in past projects or other related projects</i>	<i>Residents in vicinity of project</i>	<i>Understand the engagement activity and what went wrong. Clear messaging to minimise conflict.</i>	<i>Project Sponsor PCG Councillors ELT</i>

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### Step 9 - Closing the loop

Closing the loop is all about demonstrating to the community that their views have been heard and shows progress towards a decision.

Closing the loop is a simple practice which is essential for building trust with your stakeholders. It shows transparency in your decision making and ensures that the community feel validated for taking the time to provide input in your consultation.

As a best-practice method, closing the loop makes your engagement activities more robust and genuine and can help to drive interaction and engagement with your projects<sup>3</sup>.

Some ideas to close the loop include, but aren't limited to:

- Send an **email or letter** to people who participated letting them know what happened as a result of their involvement.
- Update the **Your Say Whitehorse project page** with final reports and recommendations. Include an update about how the community influenced the final decisions that were made.
- Create an **infographic** that shows the key things you heard during the engagement process, and circulate this to the people, groups and communities you worked with. This could look good on a poster... or bus shelter!
- **Record a video** of the Mayor, Elected Members, senior leaders or the project manager explaining how the community engagement process helped inform the final decision. Share this via your email to participants, on social media, on Council's website and so on.
- Write an article for **Council's website** about the process and outcomes.
- Post the outcomes of community engagement process on the Council **social media channels**.

---

<sup>3</sup> Closing the Loop, Blog post, Nathan Connors, Bang the Table - <https://www.bangthetable.com/blog/closing-the-loop/> Cited 24 February 2022

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

- Hold a **celebratory event** to thank the community for their involvement and use this opportunity to explain how their involvement helped the process run smoothly.
- Send out a media release announcing the final decision and how community contributions helped shape it

A number of these ideas could also be implemented for projects at the 'inform' end of the spectrum where communication has been one-way. For example sending an email or letter, updating the Your Say Whitehorse project page, writing an article for Council's website or submitting a social media post about the project outcomes.

### Step 10 - Evaluate your community engagement

#### Why evaluate our community engagement?

To continuously improve it is important to reflect on both the process of community engagement we undertook, as well as the outcomes achieved because of the process.

You must evaluate your community engagement<sup>4</sup>:

- **For accountability**, through making sure the best use of resources has been undertaken, including public money, participant's time and efforts etc.
- **To establish whether or not a fair process was implemented**, including whether participants views and needs were accurately and fairly represented in a decision making process.
- **To learn from past experiences**, for the purpose of making future improvements.

Evaluating community engagement can be challenging because sometimes an 'end' point is difficult to define; it can be difficult to determine the best measurement criteria; participation satisfaction can be challenging to measure particularly relating to perceived versus actual impacts made; as well as lack of time, resources and expertise to undertake robust evaluation.

<sup>4</sup> A Guide to Evaluating Stakeholder Engagement and Public Consultation, Allison Hendricks

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

However, it is suggested that Whitehorse City Council staff use the following template to reflect on their community engagement process at a point during the project that they consider the community engagement is complete.

### Process Evaluation

<b>Project Title:</b>	
Project Lead:	
Date:	
What was the project?	
What were the engagement objectives?	
What were the engagement tools and methods used?	
Who participated in the engagement?	
Who did not participate in the engagement? How could this gap be addressed next time?	

**11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022**

Were the participants notified of the outcome? How?	
What were the key engagement findings? <i>(Include a link/ reference to where the key findings report can be found)</i>	
How will the feedback be used?	
What are the next steps for the engagement?	
What surprised you?	
What frustrated or concerned you?	
What worked well?	

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

What would you do differently? What will you try next time?	
Are there any other observations/learnings you can think of?	

### Outcome evaluation

Thorough evaluation of any community engagement process should include opportunity for people who participated in the process to reflect on it.

The following rating scale could be used with participants to share the level to which they felt our Community Engagement Principles were adhered to.

	Low				High
<b>Inclusion, access and constructive participation</b>					
I heard a variety of opinions, values and needs					
I felt the conversations between community and Council were constructive					
There was opportunity for me to take part in conversation about the topic					
The right people were involved in the process					

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<b>Clarity of purpose and scope</b>					
I always had a clear sense of the scope of the process and my role in it					
It was clear to me how the community's contribution influenced the outcomes					
<b>Transparency, informative and clear</b>					
The way the information was provided to be met my needs					
I felt supported to be able to meaningfully participate					
I was given enough information on the topic to be able to meaningfully participate					
The community engagement process increased my understanding of the issue					
<b>Integrity, caring and responsiveness</b>					
It felt like Council cared about its community engagement approach					

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### Appendix 1: Engagement Methods

When you have identified who needs to be involved, and the level of engagement required, you can start to think about what methods you will use to undertake the required engagement. Think carefully about choosing methods that are appropriate for the people you want to reach.

Hybrid community engagement is the concept of offering a mix of written, face-to-face, and online engagement opportunities on any given project, depending on who you are trying to engage with. It is important to note that some people prefer to engage in person, others by writing, and others using digital tools. Best practice community engagement includes considering offering a choice of how someone who is interested in your project might want to participate in it.

Below are some suggested methods. Which will you use?

#### Written engagement methods

	Method	Description	Best for	Consider	Level of the spectrum
<input type="checkbox"/>	<b>Newsletter/ fact sheet/ brochures</b>	Newsletters, fact sheets and brochures and other digital printings are direct, succinct and easily accessible communication material that encourage awareness of the main issues and priorities of the project.  They can be standalone or a series e.g. monthly newsletters or themed fact sheets depending on the complexity of project. Ensure you include images and photos that complement the words and the subject matter.	Providing detailed project information to the community and encouraging people to find out more by visiting the webpage. Keeping people up-to-date with the progress of the project.	Translating the fact sheet or newsletter into key community languages.  Whitehorse's style guide and accessible communication guide.  Mailing or delivering hard copy information about your project to all of or some of the community.	Inform
<input type="checkbox"/>	<b>Poster/Postcard</b>	Postcards and posters are used to publicise the project among the community. They can be distributed to places frequented by the community including the civic centre,	Getting quick information about the project out to the community and encouraging	Postcards and posters should use plain language to account for varying levels of literacy within the community.	Inform



11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

		libraries, recreation centres and retail precincts and in a variety of formats such as multiple languages to promote the engagement opportunities and provide information about the project.	people to find out more by visiting the webpage.	The poster or postcard could be used to advertise the project through local channels.  Consider including a QR code to link to further information – this could be a survey, video, or FAQs.	
<input type="checkbox"/>	<b>Letter/email</b>	A direct and personalised letter or email can include information about the project, links the webpage and encourage people to provide their feedback.  It is best to include an option to receive information via post as some people may not have an email address and/or prefer to receive hard-copy information.	Letters and emails can announce the beginning of a project, stages of a project such as the release of an engagement findings report and thank participants for their time at an engagement event.	As part of a project, ask people to register to receive updates on the project and whether they would like to receive information on similar projects. Translating the letter into key community languages.	Inform
<input type="checkbox"/>	<b>Media release</b>	Media releases are official and will reflect Council's position or outcome of a project. They can also be used to raise awareness and generate publicity.  Media releases aim to get the widest possible coverage and may elicit further enquiries about the topic covered.	Media releases can disseminate information quickly to many people and can help Council to make contact with the media.	Media releases can be difficult to retract, should any changes to the messaging occur.  Use the key messages for your project to prepare the media release and work with the Communications to have it finalised and released.	Inform
<input type="checkbox"/>	<b>Paper survey</b>	Surveys allow you to collect both quantitative and qualitative feedback. It is a useful tool if you are seeking formal submissions for your project.	Collecting one-way, structured responses to specific questions and personal information, such as demographics.	The best way to ask the question for example open field (long or short response options), checkboxes (one or more answers from a list).	Consult Involve

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

				Consider including a paper survey on the back of a pamphlet or as an attachment to a letter. Think about offering a pre-paid return option or somewhere people can drop off their responses.	
--	--	--	--	--	--

### Face-to-face engagement methods

*For all Face-to-face engagement methods consider booking an interpreter to facilitate responses in priority languages. See interpreter booking procedure on intranet – some services are free for Local Government.*

	Method	Description	Best for	Consider	Level of the spectrum
<input type="checkbox"/>	<b>Interviews/in person surveys</b>	Interviews allow flexibility to meet the needs and answer questions of the interviewee and provides a private setting which is great for deeper engagement and discussion of sensitive topics and can be used to validate information.  They aim to elicit detailed information and opinions on an issue through wide-ranging discussion rather than specific questioning.	Interviews are great for key stakeholders and to target specific members of the community.  A survey format could be used at face-to-face engagement activities to ensure all responses are collected in the same way.	Who the best stakeholders are to interview and how you will be recording the interview – written or through a recording.	Consult Involve Collaborate

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<input type="checkbox"/>	<b>Street Interviews</b>	Street Interviews (street-based intercept surveys) informally capture people's views on the street in areas of high foot traffic or event. They aim to reach the not-typically engaged community members and can help to engage those who are time poor or may not know about the project.	Communicating the project and capturing the high-level views of the wider community.	Limit question to three or four targeted questions as you will often only have people for a short conversation.  Think about your 'hook' – how you will engage people to chat with you.	Consult Involve Collaborate
<input type="checkbox"/>	<b>Briefing</b>	Briefings use regular meetings to provide a short presentation to inform stakeholders about the project and the opportunities to participate, in an informal and comfortable environment.	Presenting information to established groups such as Trader Associations or community leaders.	Having project information to hand out following the briefing to direct people to places (website, email address) where they can provide feedback.	Consult Involve Collaborate
<input type="checkbox"/>	<b>Focus group</b>	Focus groups are a facilitated session of 1.5 to 2-hours in length, with 8-12 people. They allow the sharing of information and building of trust with participants in a structured setting.	The design of focus groups can be flexible with activities and content tailored to suit the participants.	Whether the focus group will have group discussions as well as use creative	Consult Involve Collaborate

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

		Focus groups can be designed for a specific community group or be open to mixed stakeholders, to encourage them to hear other perspectives and experiences.		methods such as mapping and visioning.  Language can be a barrier to participation. Interpreters may be necessary to ensure that complex issues are fully understood, and participants feel welcome.	
<input type="checkbox"/>	<b>Walking tour/site visit</b>	Walking tours (or field trips) are a great way for people to see firsthand a space they are discussing. Walking tours follow a predetermined route and could be facilitated or self-guided, with participants answering questions along the way.  They usually take place over one-hour and can be followed with a short focus group.	These group activities build community capacity by creating a space for like-minded people to share experiences.	Ask participants to register for the session, so that you are aware of their physical needs and can adapt the route if necessary.	Consult Involve Collaborate
<input type="checkbox"/>	<b>Workshops</b>	Deliberative forums are a longer and more in-depth sessions providing an opportunity for participants to talk with	Bringing people together as a group to make choices about difficult and complex public	The number and 'make-up' of the participants e.g.	Consult Involve Collaborate

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

		<p>one another about their different points of view. Taking place over a few days, these forums provide a more structured space for deliberation and discussion than a workshop.</p> <p>The goal of deliberation is to find where there is common ground for action and provide recommendations to the decision-maker.</p>	issues where there is a lot of uncertainty about solutions.	are they a representative sample of the community.	Empower
<input type="checkbox"/>	<b>Representative Community Panel</b>	<p>Community panels or representative panels bring a group of community members together to learn about an issue over several sessions and make a recommendation. A core component is creating a sample that represents the diversity of experiences, values and voices within that community.</p> <p>The sample is usually randomly chosen according to demographic and other factors such as religion and employment status.</p>	A great opportunity to develop deep understanding of an issue with participants able to share information within their community.	The format of the sessions must encourage participation and dialogue.	Consult Involve Collaborate Empower
<input type="checkbox"/>	<b>Drop in Sessions</b>	An drop in session (also known as an open house or a listening post) is usually held in a public setting and is great to engage the community's awareness and interest. They can run from 2-hours to a whole day and present information about the project as well as	Include activities where people can see or hear what others have said – this will encourage people to respond to other people's comments.	Hold your session during an existing community event as you will already have a	Consult Involve Collaborate

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

		<p>the opportunity to speak with the member of the project team and provide feedback.</p> <p>They are an opportunity to engage the whole community including people who might not normally be involved in engagement activities in a less formal way. They allow for greater flexibility as participants can choose to be involved for as much or little time as they like.</p>		<p>captive audience.</p> <p>Setting-up the venue according to themes to take people on a journey.</p>	
<input type="checkbox"/>	<b>Pop-up</b>	<p>Pop-ups (temporary prototype) is temporarily transforming a space into something else such as a closing a street and turning it into a park or public space.</p> <p>Creating pop-up of your project allows the community to re-imagine local spaces and tangibly experience an idea firsthand.</p> <p>By transforming an under-used space into a more attractive setting you will entice unlikely participants to be engaged in the design of your project.</p> <p>Pop-ups are also a great way to identify opportunities with participants that may not otherwise be explored.</p>	<p>Pop-ups can generate meaningful engagement opportunities and build local support for the project.</p>	<p>Use a pop-up as part of the wider engagement program providing project information with details about engagement opportunities.</p>	<p>Consult Involve Collaborate</p>

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Online engagement methods

	Method	Description	Best for	Consider	Level of the spectrum
<input type="checkbox"/>	<b>Website</b>	<p>Council's website is a centralised place for all of Council information. It could consist of a web page dedicated to your information, or a 'what's new' tile.</p> <p>Work with SMC to identify the best avenue and develop your comms plan.</p>	<p>Capable of reaching a large audience at low cost</p> <p>Popular information resource</p>	<p>Needs to be visible and easy to navigate</p> <p>Keep information updated</p> <p>People without access may be disadvantaged</p> <p>Technical difficulties</p>	Inform
<input type="checkbox"/>	<b>Social media</b>	<p>Social media such as Facebook, Instagram, Twitter and LinkedIn is now part of most people's lives, and can be a powerful engagement tool. Its ease, cost effectiveness and wide adoption make it a compelling and accessible link to diverse communities.</p> <p>Develop a social media plan to strategically think and plan for your social media campaign. Work with SMC to identify the best avenues to get the message out about your engagement.</p>	<p>Complementing existing engagement approach and overcome some of the barriers of participation.</p> <p>Providing posts to community groups and asking them to share the information on their social media page.</p>	<p>Whether you have budget to pay for targeted posts to target specific stakeholder groups.</p> <p>Using images to accompany your posts.</p> <p>Many social media platforms also offer interactive elements, this can be discussed with Communications as</p>	Inform

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

				part of your Communications planning.	
<input type="checkbox"/>	<b>Survey tool on Your Say Whitehorse</b>	Surveys allow you to collect both quantitative and qualitative feedback. Surveys are the most flexible online tool as questions can be asked in multiple formats in the one survey. It is also a useful tool if you are seeking formal submissions for your project.	Collecting one-way, structured responses to specific questions and personal information, such as demographics. The form could be used at face-to-face engagement activities to ensure all responses are collected in the same way.	The best way to ask the question for example open field (long or short response options), dropdown menus and radio buttons (one answer from a multiple-choice list), checkboxes (one or more answers from a list) and file uploads (participants can upload an image or document such as a submission).  If translating surveys, ensure bilingual multiple choice questions only so that results can be collated without the need for ongoing translation service fees.	Consult Involve
<input type="checkbox"/>	<b>Poll tool on Your Say Whitehorse</b>	Polls allow for quick responses to multiple-choice questions.	To quickly assess opinion or sentiment on a particular topic or question.	Polls are great to encourage participation in the engagement through an easy to use engagement activity.	Consult Involve



11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

		There is an option for participants to see live results, both before and after they answer the question.			
<input type="checkbox"/>	<b>Stories tool on Your Say Whitehorse</b>	<p>The Stories tool provides the community the space to tell their stories.</p> <p>Participants can respond to a question you are asking with a response including pictures and videos. This tool also allows other participants to leave comments on responses or 'like' them.</p>	Seeking rich qualitative feedback including multimedia from the community.	<p>The sentiment of all contributions can be easily gauged using EngagementHQ's Sentiment Analysis.</p> <p>Authors can decide to disable comments on their own story if they do not feel it is appropriate.</p>	Consult Involve
<input type="checkbox"/>	<b>Ideas tool on Your Say Whitehorse</b>	<p>The Ideas tool lets residents post their own ideas and thoughts on an online idea board.</p> <p>Residents can share photos, as well as like and comment on other ideas.</p>	The Ideas tool is especially effective during the initial stages of a project when new ideas can be implemented into the next phases of the engagement process.	You can write engaging prompts, embed videos, and share imagery in your community idea board to encourage participation.	Consult Involve Collaborate
<input type="checkbox"/>	<b>Guestbook tool on Your Say Whitehorse</b>	The Guestbook tool collects open-ended feedback with customisable moderation, allowing facilitators to keep the conversation productive and respectful.	Keeping things simple, people are only able to upload comments, which are moderated to manage what appears publicly. No other interaction is enabled.	The sentiment of all contributions can be easily gauged using EngagementHQ's Sentiment Analysis.	Consult Involve

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<input type="checkbox"/>	<b>Forum tool on Your Say Whitehorse</b>	The Forums tool creates a space for discussion, dialogue and debate. People share their experiences with others, ask questions and have conversations in a safe and interactive environment.	Allows for the exchanging of ideas and understanding of different perspectives.  If there is a misunderstanding or a question, administrators can respond to comments and inform participants, thwart misinformation, and keep the conversation moving.	Some people are not comfortable discussing issues with others online. In that case, participants can like or dislike comments, enabling them to express their opinions too.  Forums are moderated 24/7 to prevent offensive or inappropriate behaviour. Moderation allows you to focus on providing information and fostering conversation.	Consult Involve Collaborate
<input type="checkbox"/>	<b>Questions tool on Your Say Whitehorse</b>	The Q&A tool provides a space for community members to ask questions and get answers. Administrators and experts can provide answers and additional resources simply, in a moderated process.	Analysing incoming questions to understand which areas of a consultation might need more information or are of more concern to the community.	While most questions are applicable to the wider community, some tend to be more personal. In those cases you can easily respond privately to a participant.	<b>Questions tool on Your Say Whitehorse</b>

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Other engagement methods

	Method	Description	Best for	Consider	Level of the spectrum
<input type="checkbox"/>	<b>Councillor briefing</b>	Councillor briefings are required to raise Councillor awareness, understanding and seek support for Engagement Plans for projects with high-risk	Identifying and mitigating political risks associated with a project's engagement activities.  Councillors know their communities; check-in with them that the proposed approach will work for their communities.	What do the Councillors need to be aware of (i.e. key messages)?  The rationale for why the engagement activities have been selected and their value to overall project outcomes.	Consult Involve Collaborate Empower
<input type="checkbox"/>	<b>Councillor Portal Item</b>	Councillor portal items are required to raise Councillor awareness and understanding for Engagement Plans	Identifying and mitigating political risks associated with a project's engagement activities.  Councillors know their communities; check-in with them that the proposed approach will work for their communities.	What do the Councillors need to be aware of (i.e. key messages)?  Opportunities for Councillors to participate in the process.	Consult Involve Collaborate Empower

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

				<p>The rationale for why the engagement activities have been selected and their value to overall project outcomes.</p> <p>The timing and ensuring Councillors are notified before the wider community.</p>	
<input type="checkbox"/>	<b>FAQ's</b>	FAQ's are an organised collection of valuable information that your customers asks. This page is a useful way to organise information that your customers often ask.	<p>Helps the community address their needs.</p> <p>Address common questions.</p>	<p>Consider keeping the information updated and in a logical sequence.</p> <p>Consider investing in translated versions in other community languages.</p>	Inform

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

### Appendix 2: Plan for how we will reach who we need to reach

One size usually does not fit all. It is important to consider the people, groups, or communities that we want to engage with and identify specific strategies to ensure we are able to reach them, but also provide an engagement process that is relevant and appropriate.

#### Reaching hardly reached groups

It is important that community engagement takes an intersectional approach, that is, it considers age groups, gender, people with disability and lived experience of mental illness, Aboriginal and Torres Strait people and CALD groups.

Taking an intersectional approach acknowledges there are existing barriers for many of our community and often community members have multiple attributes that may impact their ability, interest or confidence in participating in engagement.

The below table includes suggestions of things to consider and may lead to many adaptations to methods, venues and approaches to engagement.

Arrange a time to meet with the Key Service Area suggested to get more specific suggestions and connections within the community.

Children	Young People
<p>Children are active contributors, citizens and learners. They are capable and have a right to contribute. Children are experts on their own lives and they want to have a sense of belonging to their community.</p> <p>Community engagement with children should -</p> <ul style="list-style-type: none"><li>• Be age appropriate and ethical</li><li>• Be undertaken by trained professionals with clear principles and strategies</li><li>• Ensure Council's child safe standards are met</li></ul>	<p>Youth participation actively involves young people in decision-making processes on issues that affect them. Young people make invaluable contributions to communities and are empowered themselves when they participate.</p> <p>Young people will participate in opportunities that are meaningful, with a clear realistic purpose; challenging, with real responsibilities; and enjoyable!</p> <p>To engage with young people -</p>

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<ul style="list-style-type: none"> <li>• Ensure all workers and volunteers who are involved or act on behalf of Council have a current Working with Children's Check.</li> <li>• Be done in a variety of ways - drawing, building, singing, dancing, role play, music, story telling.</li> <li>• Be undertaken over a period of time – and be aware of school term dates/holidays.</li> <li>• Include questions that are open, without leading the children.</li> <li>• Have children's consent as well as parents.</li> <li>• Have the option to withdrawn consent at anytime.</li> <li>• Report back to children – think creatively!</li> </ul> <p><i>Key Service Area: Early Childhood Services</i></p>	<ul style="list-style-type: none"> <li>• Speak with organisations and services that young people access, such as schools, youth groups, TAFEs, universities, libraries, or sports centres.</li> <li>• Involve young people in recruiting others.</li> <li>• Use a mix of online and offline methods – in other words, make good use of social media and email lists and newsletters, but do not forget that posters, postcards and flyers can also be effective.</li> </ul> <p><i>Key Service Area: Youth Services</i></p>
<p><b>People with a Disability</b></p> <p>One in five Australians identify as a person with disability. Australians with disability face many barriers to accessing and participating in community life and experience increased rates of discrimination, violence and not being included in decision making that affects their lives. Please note Council incorporates people with lived experience of mental illness in the definition of disability.</p> <p>When engaging people with a disability, please consider –</p> <ul style="list-style-type: none"> <li>• Allow additional time for consultations, for a two hour meeting should be extended to at least 2.5 hours.</li> <li>• Consider separate meetings for people with disability from parents, carers and services users as often perspectives are different.</li> <li>• Using a range of methods (face-to-face, written, digital) to ensure the communication needs and preferences of a wide range of individuals are met. Face to face methods are often</li> </ul>	<p><b>Community Groups/Advisory Committees</b></p> <p>From residents' associations, to scouts, to community radio stations, our community is jam packed with people who are involved in local community groups. These people are already actively involved in and often passionate about the place they live and so are ideal for connecting with during community engagement.</p> <p>When planning to engage with community groups and advisory committees, consider –</p> <ul style="list-style-type: none"> <li>• Using the City of Whitehorse Community Directory, a list of community groups, clubs and charities that support the local community, to identify local groups that might be interested in your project.</li> <li>• Consider reaching out to other departments who might already engage with these groups on a regular basis – i.e Arts and Cultural Services, Recreation and Leisure.</li> </ul>

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<p>more accessible than online for some sections of the disability community.</p> <ul style="list-style-type: none"> <li>• Offer Auslan interpreting and or live captioning during meetings.</li> <li>• Ensure that engagement processes do not solely rely on information contained in overhead presentations or written material.</li> <li>• Ensuring that information, processes, and venues are accessible to all people. Council's Accessible Communication Guide and Style Guide provide useful insights.</li> <li>• Involving people with disability, family members and advocates, service providers, peak bodies and networks, and other interested individuals. A key way to do this is via Council's Disability Advisory Committee (the WDAC). To know more about the WDAC contact Council's Community Engagement and Development Department.</li> </ul> <p><i>Key Service Area: Community Engagement and Development</i></p>	<ul style="list-style-type: none"> <li>• Finding out when the group is meeting, how to get on their agenda and what they need from you to promote the opportunity to their members.</li> <li>• Remembering that community groups and advisory committees are usually managed by volunteers, consider offering a range of methods for them to get involved in your project, that they can fit around their busy schedules.</li> </ul> <p><i>Key Service Area: Community Engagement and Development</i></p>
<p><b>Local Business</b></p>	<p><b>Aboriginal &amp; Torres Strait Islander Elders and Community Members</b></p>
<p>According to the ABS, there were 604,379 small businesses (fewer than 20 employees) in Victoria in June 2018<sup>5</sup>. Owned and operated by local people, small businesses are a big part of our community. Small businesses are often keen to be engaged in decision making that interests or affects them.</p> <p>When engaging with small business, please consider –</p>	<p>All Victorians – including government departments, agencies, councils, land and resource managers, developers and tourism operators – should be aware that Traditional Owners have legal rights and interests across their Country. It is important that consideration is given to Traditional Owner rights and interests at the earliest stages of all new projects and activities<sup>6</sup>. The Wurundjeri Woi-wurrung people are the</p>

<sup>5</sup> Small Business in Victoria, by the numbers, <https://hub.business.vic.gov.au/business/small-business-in-victoria-by-the-numbers/> cited 25 February 2022

<sup>6</sup> Engaging Traditional Owners, First Peoples- State Relations, <https://www.firstpeoplesrelations.vic.gov.au/engaging-traditional-owners>, cited 25 February 2022

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<ul style="list-style-type: none"><li>• That small business owners can often be busy people, often working in their businesses as well as on the overall management of them. Consider using a range of engagement methods to provide choice as to when and how they participate.</li><li>• Make the engagement relevant to their needs and interests – be clear how will the outcome of this decision affect their business.</li><li>• Consider working in partnership with local business hubs or networks to reach business owners. Are there existing business networking events that you could tap into?</li></ul> <p><i>Key Service Area: Investment &amp; Economic Development</i></p>	<p>Traditional Owners of a large area of Victoria including the City of Whitehorse.</p> <p>Relationships with Traditional Owner Groups take time to build.</p> <p>When engaging with the Aboriginal &amp; Torres Strait Islander communities -</p> <ul style="list-style-type: none"><li>• Ask the relevant Traditional Owner group whether and how they wish to be engaged, and what their required timeframes and fees are. Traditional Owner groups are best placed to advise on their preferences, priorities and policies regarding engagement.</li><li>• Make sure there is a clear understanding about key matters, such as where engagement will take place, cultural protocols, decision-making steps and timeframes, fees and other resources to support engagement, dispute resolution avenues and how Traditional Owner input will be acknowledged.</li><li>• Build clear communication channels and pursue regular dialogue.</li><li>• Act in good faith. Be honest if genuine misunderstandings or mistakes arise.</li><li>• Seek assistance, such as facilitation support and cultural capability training.</li><li>• Solve problems together and build your partnership for the long-term.</li><li>• A key way to engage with Aboriginal &amp; Torres Strait Islander communities is via Council's Reconciliation Advisory Committee (the RAC). To know more about</li></ul>
--	--



11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

	the WRAC contact Council's Community Engagement and Development Department
	<i>Key Service Area: Community Engagement and Development</i>
<b>Considerations as people age</b>	<b>Applying a gender lens</b>
Encouraging and providing opportunities for people as they age to engage with Council is a critical step in engagement.	Decisions we make can impact and affect people of different genders in different ways.
When engaging with older people please consider – <ul style="list-style-type: none"> <li>• Choosing a venue that is familiar, facilitates adequate parking, accessible, safe and close to public transport.</li> <li>• Ensuring there is seating available.</li> <li>• Ensuring communications are accessible and in person events are amplified (including use of microphones where required) appropriately.</li> <li>• The time of day – consider offering varied days and times to accommodate various lifestyles and commitments.</li> <li>• It is important to mix your communication methods so you can reach more people, ensure you have in person engagement opportunities to reach more people.</li> <li>• Don't be condescending or patronising. Treat older people the way you would like to be treated and it will be a much better experience for everyone involved.</li> </ul>	Applying a gender lens in engagement helps to create gender equity by ensuring that: <ul style="list-style-type: none"> <li>• Any differences in the way processes, or methods are likely to impact unfairly on all genders.</li> <li>• Decisions are made that take account of and are responsive to gender.</li> </ul>
<i>Key Service Area: Community Engagement and Development</i>	When applying a gender lens to your engagement plan please consider – <ul style="list-style-type: none"> <li>• Does the timing suit your participants?</li> <li>• Have you allowed sufficient time for RSVPs so that parents can source carers for their children.</li> <li>• Is child care available if required?</li> <li>• Are baby change facilities available?</li> <li>• Is the venue well lit?</li> <li>• Is the venue easily accessed by public transport?</li> <li>• Is there a gender balance among the facilitators of the session?</li> <li>• Ensure that gender disaggregated data is collected and analysed.</li> </ul>

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

	<ul style="list-style-type: none"> <li>• Ensure images you use do not unintentionally reinforce gender stereotypes.</li> <li>• Consider strategies to elicit response from all genders on their experiences, needs barriers and enablers.</li> <li>• Are there particular groups of all genders who tend to miss out on participating?</li> <li>• Is it necessary to meet with all genders separately?</li> <li>• When defining genders ensure inclusion of our non-binary community members.</li> </ul> <p><i>Key Service Area: Community Engagement and Development</i></p>
<b>Council</b>	<b>Internal Council staff</b>
<p>Whitehorse City Council has 11 Councillors elected by residents to govern the city. The City of Whitehorse is divided into eleven wards. One Councillor is elected to represent each ward, every four years. The Mayor and Deputy Mayor are elected by the Councillors to serve as the principal ambassador for the city for a twelve-month term. As representatives of local people, it is important that the Mayor and Councillors are involved in community engagement process planning and implementation.</p> <p>When working with the Mayor and Councillors please consider –</p> <ul style="list-style-type: none"> <li>• Speaking with your Director and Council's Mayor &amp; Councillor Executive Assistant – regarding how to best contact them and include them within your engagement plan.</li> <li>• Ensuring communications are regular and provide Councillors with relevant engagement milestones.</li> <li>• For information on Council meeting dates and processes please see the intranet.</li> </ul>	<p>Engaging with internal services areas is just as critical as external stakeholders.</p> <p>When working with internal stakeholders please consider –</p> <ul style="list-style-type: none"> <li>• What Council service areas will be impacted by the engagement process and outcome.</li> <li>• What Council service areas have pre-existing relationships and insights to your external stakeholders.</li> <li>• What Council service areas may be able to assist you in communicating your engagement methods.</li> </ul> <p><i>Key Service Area: To discuss relevant internal service areas speak with Community Engagement and Development</i></p>

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

<ul style="list-style-type: none"><li>• The Mayor and Councillors know our community well. Involve them when planning your community engagement activity to seek their ideas on how best to connect with the community.</li></ul> <p><i>Key Service Area: Governance</i></p>	
--	--

### ‘Harder to reach’ cohorts within our culturally and linguistically diverse (CALD) community

#### Our CALD community

Whitehorse is a culturally and linguistically diverse community. Collectively its residents represent over 160 cultures and speak over 100 languages. Whitehorse has one of the highest rates of overseas born residents of any Victorian municipality.

Figures from 2016 Census data include:

- 40% born overseas
- 35% come from a non-English speaking background
- 7.8% (12,000 people) speak English "not well or not at all"
- 6% are very new to Australia - having arrived in the previous 2.5 years

#### Harder to reach

Within our CALD community those who tend to be harder to reach:

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

- Speak English not well, or not at all.
- Are new to Whitehorse and unfamiliar with local government.
- Experience cultural barriers.

### Priority 'harder to reach' CALD cohorts for Whitehorse

This section identifies 8 priority 'harder to reach' CALD cohorts and provides practical advice for Officers about how to communicate and engage more effectively with these communities so that our work reaches and includes more people.

1. People from a Chinese speaking background (Mandarin\* and Cantonese\*)
2. New migrants and International Students from a non-English speaking background
3. Iranian-Australian community (Farsi\*)
4. Greek-Australian seniors (Greek\*)
5. Italian-Australian seniors (Italian\*)
6. Vietnamese-Australian seniors (Vietnamese\*)
7. Korean-Australian seniors (Korean\*)
8. South Asian- Australian community (Hindi/Punjabi/Sinhalese/English)

\*Providing translated material and interpreter services in these languages will support the greatest number with the greatest need.

### Limitations of this advice

This advice is a work in progress. It relies heavily on old data (2016 Census) and we know that 'best ways to engage' is a fluid thing – platforms and opportunities are changing all the time. We will need to update this advice when 2021 Census data is released, and keep talking to community leaders about best ways to reach the community.

## **Barriers and Best Practice**

### Common barriers to participation for people from a non-English speaking background can include:

- Low English
- Literacy in preferred language may also be low
- Distrust or fear of government
- Unfamiliar with local government and its services
- Rely on information from family and overseas media

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Best practice strategies for reaching people from a non-English speaking background

- Use a variety of communication methods:
  - Translate simple ([fit-for-translation](#)) written material into community languages\* as much as possible
  - Provide audio and video messages in English and community languages\*
  - Provide an [Easy English](#) version and use pictorial instructions as much as possible
    - Even if we translate, literacy in first language may be low
    - Helpful for all language groups (we will never have the capacity to translate into every language spoken in Whitehorse - this version can potentially reduce barriers for many language groups)
- Collaborate with experts and community leaders (including youth) to develop messages that resonate with and motivate the intended audience. Recognise that cultural barriers may be as important as language barriers.
- Identify and embed new ways to distribute/share information in order to reach the target audience
  - use “trusted messengers” such as group leaders and faith leaders
  - use a range of digital platforms
  - use local/regional LOTE newspapers and community radio
- Be welcoming and supportive. It’s extremely difficult to navigate community life with little or no English.

**\*Priority community languages for Whitehorse are:**

- Mandarin (spoken), Simplified Chinese (written)
- Cantonese (spoken), Traditional Chinese (written)
- Farsi
- Greek
- Italian
- Vietnamese
- Korean

**Useful information about our priority cohorts**

**People from a Chinese speaking background** (includes Mainland China, Hong Kong, Taiwan, Macau, Singapore, Vietnam, Malaysia)

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

- 11.5 % of our community was born in Mainland China making this our biggest overseas-born population; in Box Hill this figure is 28%. Between 2011 and 2016 our population from Mainland China increased by 68%.
- 1.5% of our community was born in Hong Kong.
- Collectively, residents born in Malaysia and Vietnam make up 4.5% of our population; many of these residents speak Chinese languages.
- Mandarin is the most commonly spoken language in Whitehorse after English. Around 12% of the total population of Whitehorse speaks Mandarin.
- Cantonese is the second most commonly spoken language in Whitehorse after English, around 5% of the total population of Whitehorse speaks Cantonese.
- Simplified Chinese is the most commonly read language in Whitehorse (after English). Traditional Chinese is the next most commonly read language (after English).
- A high percentage of people in our Chinese speaking community “speak English not well or not at all” (2016 Census).
- A high percentage of our Chinese speaking residents are new migrants and there are significant cultural differences and settlement issues to navigate.
- A high percentage of international students in the Inner East are from Mainland China.

### **New migrants and International Students from a non-English speaking background**

New migrants and international students have important issues in common:

- Navigating a new community with (often) low English, and
- Experiencing cultural barriers.
- It's important to note that the level of government funded settlement support that new migrants are eligible to receive depends on visa status; some new migrants in our community receive little or no formal assistance. Many of our new migrants from a non-English speaking background feel very isolated and lack basic information about our community.
- International students report feeling isolated and would like help to connect with the local community.
- Most international students have functional English but there are some language barriers.
- 40% of international students in Victoria are studying at small, private RTOs with no on-campus support; this cohort is potentially very isolated.
- International students are an intergenerational cohort – from high school students to middle-aged students with young families.

---

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Iranian-Australian community (Farsi speaking community)**

- Between 2011 and 2016 our Iranian-born population increased by 48%.
- A high percentage of asylum seekers and refugees in Whitehorse are from Iran.
- Farsi is widely spoken. Using translated material and interpreters to reach our Farsi speaking residents is recommended.
- The Australian Iranian Society of Victoria is based in Forest Hill.
- The Migrant Information Centre supports refugees and Asylum seekers from Iran and hosts various Farsi speaking programs.

**Greek-Australian seniors**

- Greek is our 3rd most commonly spoken language after English. About 1.4% of our community speaks Greek.
- Between 2011 and 2016 our Greek-born population decreased by 15 per cent, consistent with trends across Australia and attributed to deaths and low migration.
- In Whitehorse, our Greek speaking community with low English is almost entirely over the age of 70. This community is not online – to reach this cohort translated material must be able to be shared in hardcopy, and engagement must be face to face or by phone. Online workshops are not a good idea.
- Use seniors clubs as the primary avenue for hosting engagement sessions and sharing information. There is generally no need to arrange an interpreter because club presidents speak English, and they can assist.

**Italian-Australian seniors**

- Italian is our 4th most commonly spoken language after English.
- Between 2011 and 2016 our Italian-born population decreased by 15 per cent, consistent with trends across Australia and attributed to deaths and low migration.
- In Whitehorse, our Italian speaking community with low English is almost entirely over the age of 70. This community is not online – to reach this cohort translated material must be able to be shared in hardcopy, and engagement must be face to face or by phone. Online workshops are not a good idea.
- Use seniors clubs as the primary avenue for hosting engagement sessions and sharing information. There is generally no need to arrange an interpreter because club presidents speak English, and they can assist.

**Vietnamese-Australian seniors**

- Vietnamese is our 5th most commonly spoken language after English. Around 1.5% of our community was born in Vietnam and around the same percentage identify as speaking Vietnamese.
- Predominantly an older cohort speaking Vietnamese as first language and requiring written translations and interpreters.

## 11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

- This cohort is predominantly not online – prefer hard copy and face to face. Online workshops are not a good idea.
- Use seniors clubs as the primary avenue for hosting engagement sessions and sharing information. There is generally no need for an interpreter because club presidents speak English and will assist.

### **Korean-Australian seniors**

- Korean is our 9th most commonly spoken language (so not large numbers) but a high percentage of this group “speaks English not well or not at all” (2016 Census) and therefore this is a significant ‘harder to reach’ group.
- In Whitehorse, our Korean speaking community with low English is almost entirely over the age of 70. This community is not online – to reach this cohort translated material must be able to be shared in hardcopy and engagement must be face to face or by phone. Online workshops are not a good idea.
- Use seniors clubs as the primary avenue for hosting engagement sessions and sharing information. There is generally no need to arrange an interpreter because club presidents speak English, and they can assist.

### **South Asian-Australian community (India, Sri Lanka, Bangladesh, Pakistan, Afghanistan)**

- India is the 2nd most common place of birth for overseas born in Whitehorse - 3% of our population, so this is an important cultural group to target. Between 2011 and 2016 our Indian-born population increased by 40%.
- A high percentage of international students in the Inner East are from India.
- Sri Lanka is the 7th most common place of birth for overseas born in Whitehorse – around 1.3% of our population.
- Many South Asian languages are spoken in Whitehorse (Hindi, Punjabi and Sinhalese in the highest numbers) but there seems to be no demand for written translations or interpreters as people speak and read English very well.
- According to 2016 data our Afghani population is very low. Expect that 2021 Census data will show an increase and expect that numbers may continue to grow. Language support may be required for this community of new migrants.

### **A practical guide to engaging our CALD community**

**People from a Chinese speaking background** (includes Mainland China, Hong Kong, Taiwan, Macau, Singapore, Vietnam, Malaysia)



11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Engagement platforms and methods**

<b>Languages</b>	<b>General advice</b>	<b>WCC website, Facebook and Your Say</b>	<b>Preferred online platforms</b>	<b>Online survey</b>	<b>Is hardcopy material required?</b>	<b>Face to face engagement</b>	<b>Local print &amp; radio</b>
<p><u>Spoken</u> Mandarin &amp; Cantonese</p> <p><u>Written</u> Simplified Chinese &amp; Traditional Chinese</p>	<p>Interpreters are required. Mandarin is top priority.</p> <p>Translated written material is required and consider use of culturally familiar images to attract people's attention.</p> <p>Many Chinese speakers can read Simplified Chinese so translate into SC is the top priority. TC is secondary.</p>	<p>Linking to these sites via QR code will make these platforms more accessible.</p> <p>Ask for a phone number rather than email address if online registration is required.</p>	<p>Share on these platforms via key stakeholder groups:</p> <ul style="list-style-type: none"> <li>- WeChat</li> <li>- WhatsApp</li> <li>- Facebook</li> </ul>	<p>Yes. Share QR code link to translated survey via key stakeholder groups.</p> <p>Ask for a phone number rather than email address if online registration is required.</p> <p>Preference for multiple choice rather than open questions.</p>	<p>Yes, to reach seniors and new migrants.</p> <p>Distribute via council venues, shopping centres, community notice boards, and at key stakeholder group events.</p>	<p>Always be prepared to organise an interpreter. Stakeholder groups can advise what language support is required and can help you to reach a large and willing audience.</p> <p>Use bilingual/ bicultural workers and volunteers.</p> <p>Council's Red Activation Pod in Box Hill Mall is a good setting.</p>	N/A

**Key stakeholder groups**

\*Community Development and Engagement team can provide a list of contacts and/or make an introduction

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Target audience	Key stakeholders	How can they help?	How to reach?
International students from Mainland China	Deakin University, Box Hill Institute, Study Melbourne, local secondary schools	Share information on university and school platforms, and via student networks and social media.  Co-design events and engagement material.	Via CEAD*
New migrants from Mainland China	AMES, Box Hill  Migrant Information Centre, Box Hill  Chinese Community Social Services Inc. (CCSSCI), Box Hill  Adult Migrant English Program (AMEP) at Box Hill Institute  Community-based English language classes (WML, church groups, Neighbourhood Houses, English Corner)  Burwood English Language School (school aged kids with low English start here then transition into mainstream schools; the majority of students are Mandarin speaking)	Share translated material with clients via social media, and hardcopy material on-site and at events.  Provide a forum for F2F presentations.  Co-design events and engagement material.	Via CEAD*
	Migration agents and real estate agents in Box Hill	They might be happy to share translated material with clients.	Via CEAD*

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Older people (many have low English and high settlement needs)	Chinese social groups / seniors groups. (These groups have large membership, and social media accounts reaching 100s of Whitehorse residents)	Provide a forum for F2F presentations.  Share translated material with members via social media, and hardcopy material on-site and at events.  Co-design events and engagement material.	Via CEAD*
The general community	Local NFP agencies, programs and networks that provide a service for the Chinese speaking community	Provide a forum for F2F presentations.  Share English and translated information with clients via social media, and hardcopy material on-site and at events.  Co-design events and engagement material.	Via CEAD*
	Faith organisations	Share English and translated material with faith community via social media.	Via CEAD*
	Local Chinese business associations	Share English and translated material with members via social media.	Via CEAD*
	Council <ul style="list-style-type: none"> <li>- Customer Service desks</li> <li>- Community Halls</li> <li>- Aqualink &amp; Sportlink</li> <li>- MCH centres</li> <li>- Immunisation clinics</li> <li>- Kindergarten programs</li> <li>- Chinese playgroups</li> </ul>	Share hardcopy translated material on-site and at events.  Play in-language video messages on-site.	Contact the relevant Council team
	Neighbourhood Houses	Share hardcopy translated material on-site.	Via CEAD*
	Mandarin Storytime at WML	Share hardcopy translated material on-site.	Via CEAD*

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**New migrants and international students from a non-English speaking background**

**Engagement platforms and methods**

<b>Primary Language</b>	<b>General advice</b>	<b>WCC website, Facebook and Your Say</b>	<b>Preferred online platforms</b>	<b>Online survey</b>	<b>Is hardcopy material required?</b>	<b>Face to face engagement</b>	<b>Local print &amp; radio</b>
Various	<p>Provide information in <b>simple English</b> suitable to reach a very broad multilingual audience that may have low English. SMC can provide advice re appropriate writing style.</p> <p><u>Note</u></p> <p>Many of our new migrants are from Mainland China and South Asia so refer to specific advice in this paper re these cohorts.</p>	<p>Linking to these sites via QR code will make these platforms more accessible.</p> <p>Ask for a phone number rather than email address if online registration is required.</p>	<p>WeChat WhatsApp Facebook</p> <p>Ask stakeholder groups / community leaders to share Easy English information on these platforms.</p>	<p>If using online surveys, these measure may reduce barriers:</p> <ul style="list-style-type: none"> <li>- Share QR code link to Easy English survey via stakeholder groups / community leaders.</li> <li>- Ask for a phone number rather than email address if online registration is required.</li> <li>- Keep it simple by using multiple choice rather</li> </ul>	<p>Yes. Share via key stakeholder groups / service providers.</p>	<p>Be prepared to organise an interpreter.</p> <p>Stakeholder groups can advise what language support is required and can help you to reach an audience.</p> <p>Use bilingual/ bicultural workers and volunteers.</p>	N/A

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

				than open questions.			
--	--	--	--	----------------------	--	--	--

**Key stakeholder groups**

\*Community Development and Engagement team can help you to reach these organisations / community leaders

Target audience	Key stakeholders	How can they help?	How to reach?
New migrants from a NESB	<p>AMES, Box Hill</p> <p>Migrant Information Centre, Box Hill</p> <p>Chinese Community Social Services Inc. (CCSSCI), Box Hill</p> <p>Adult Migrant English Program (AMEP) at Box Hill Institute</p> <p>Community-based English language classes (WML, church groups, Neighbourhood Houses, English Corner)</p> <p>Burwood English Language School (school aged kids with low English start here then transition into mainstream schools)</p>	<p>Share simple English material with clients via social media, and hardcopy material on-site and at events.</p> <p>Provide a forum for F2F presentations.</p> <p>Co-design events and engagement material.</p>	Via CEAD*
International Students	Deakin University, Box Hill Institute, Study Melbourne, local secondary schools.	<p>Share information on university and school platforms, and via student networks and social media.</p> <p>Co-design events and engagement material.</p>	Via CEAD*

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

	The Inner East International Students Partnership group	Share information via networks.	Via CEAD*
--	---	---------------------------------	-----------

Iranian-Australian Community

Engagement platforms and methods

Primary Language	General advice	WCC website, Facebook and Your Say	Preferred online platforms	Online survey	Is hardcopy material required?	Face to face engagement	Local print & radio
Farsi	<p>English is widely spoken.</p> <p>Older members of the population and new migrants have low English and low digital literacy.</p> <p>Using translated material and interpreters is encouraged to help this emerging community in Whitehorse to settle well. It is also very welcoming.</p>	Unsure if these platforms are visited.	<p>Facebook and Whatsapp.</p> <p>Share short and simple translated messages via community leaders.</p>	<p>Yes, for English speaking Iranian community.</p> <p>Older people and new migrants not online.</p>	Yes. Share translated hardcopy material via community leaders.	Partner with stakeholder groups to co-host engagements.	<i>Radio Neshat</i> might be useful.

---

**11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022**

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Key stakeholder groups**

\*Community Development and Engagement team can help you to reach these organisations / community leaders

Target audience	Key stakeholders	How can they help?	How to reach?
Our Farsi speaking community	Australian Iranian Society of Victoria (AISOV)	Share English and translated material with members via social media, and hardcopy material on-site and at events.  Provide a forum for F2F presentations.  Co-design and co-host events and engagement material.	Via CEAD*
	Migrant Information Centre	Share English and translated material with members via social media, and hardcopy material on-site and within Farsi-speaking programs.  Provide a forum for F2F presentations.  Co-design and co-host events and engagement material.	Via CEAD*
	Baha'i Assembly of Whitehorse (faith group with strong link to Persian culture)	Share English and translated material with members via social media.	Via CEAD*
	Dawoodi Bohra Markaz Mosque in Blackburn	Share English and translated material with members via social media.	Via CEAD*
	Community groups	Share English and translated material with members via social media.	Via CEAD*



11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

Greek-Australian seniors

Engagement platforms and methods

Primary Language	General advice	WCC website, Facebook and Your Say	Preferred online platforms	Online survey	Is hardcopy material required?	Face to face engagement	Local print & radio
Greek	To reach this cohort, translated written material is required.	Not accessing these platforms.	This cohort is not online.	Online translated surveys may be successful if family members can assist. But it's not the preferred method.  Providing Greek seniors clubs with translated <b>hardcopy</b> surveys and a Council 'postbox' at the venue is ideal.	Yes, always.	Use seniors clubs as the primary avenue for hosting engagement sessions and sharing information. There is generally no need to arrange an interpreter because club presidents speak English; they can assist.	<i>Neos Kosmos</i> is widely read across Melb.

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

**Key stakeholder groups**

\*Community Development and Engagement team can help you to reach these organisations / community leaders

Target audience	Key stakeholders	How can they help?	How to reach?
Our Greek speaking community	Local Greek seniors groups (there are 7 in Whitehorse)	Share translated material with members at the venue.  Provide a forum for F2F presentations.	Via CEAD*
	The Greek Orthodox Church of St Andrews, Forest Hill	Provide advice.	Via CEAD*
	Pronia peak body for Greek seniors	Provide advice.	Via CEAD*

**Italian-Australian seniors**

**Engagement platforms and methods**

Primary Language	General advice	WCC website, Facebook and Your Say	Preferred online platforms	Online survey	Is hardcopy material required?	Face to face engagement	Local print & radio
Italian	To reach this cohort, translated written material is required.	Not accessing these platforms.	This cohort is not online.	Online translated surveys may be successful if family members can assist. But it is not the preferred method.	Yes, always.	Use seniors clubs as the primary avenue for hosting engagement sessions and sharing information. There is generally no need to arrange an interpreter because club	<i>The Italian Program</i> , 94.1FM, BHTH radio

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

				Providing Italian seniors clubs with translated <b>hardcopy</b> surveys and a Council 'postbox' at the venue is ideal.		presidents speak English; they can assist.	
--	--	--	--	--	--	--	--

**Key stakeholder groups**

\*Community Development and Engagement team can help you to reach these organisations / community leaders

Target audience	Key stakeholders	How can they help?	How to reach?
Our Italian speaking community	Local Italian senior clubs	Share translated material with members at the venue.  Provide a forum for F2F presentations.	Via CEAD*

**Vietnamese-Australian seniors**

**Engagement platforms and methods**

Primary Language	General advice	WCC website, Facebook and Your Say	Preferr ed online platfor ms	Online survey	Is hardcopy material required?	Face to face engagement	Local print & radio
Vietnamese	To reach this cohort, translated written material is required.	Not accessing these platforms.	?	Online translated surveys may be successful if family members can assist. But it's not the preferred method.  Providing Italian seniors clubs with translated	Yes, always.	Use seniors clubs as the primary avenue for hosting engagement sessions and sharing information. There is generally no need to arrange an interpreter because club presidents	

11.1 – ATTACHMENT 1. Community Engagement Handbook July 2022

				<b>hardcopy</b> surveys and a Council 'postbox' at the venue is ideal.		speaking English; they can assist.	
--	--	--	--	--	--	------------------------------------	--

**Key stakeholder groups**

\*Community Development and Engagement team can help you to reach these organisations / community leaders

Target audience	Key stakeholders	How can they help?	How to reach?
Our Vietnamese speaking community	Local Vietnamese senior clubs	Share translated material with members at the venue.  Provide a forum for F2F presentations.	Via CEAD*

**Korean-Australian seniors**

**Engagement platforms and methods**

Primary Language	General advice	WCC website, Facebook and Your Say	Preferred online platforms	Online survey	Is hardcopy material required?	Face to face engagement	Local print & radio
Korean	To reach this cohort, translated written material is	Not accessing these platforms.	Whatsapp  Share information on Whatsapp via community leaders. Provide	Online translated surveys may be successful if family members can assist. But it is not the preferred method.  Providing Korean seniors clubs with	Yes, always.	Use seniors clubs as the primary avenue for hosting engagement sessions and sharing information. There is generally no need to arrange an interpreter because club	<i>The Korean Journal</i> and <i>Kaon Magazine</i> . Both have a free-to-list "What's On" section. Provide the



# WHITEHORSE Council Plan 2021–2025 Year Two



11.2 – ATTACHMENT 1. Council Plan June 2022

## Table of contents

Table of contents.....	3
Acknowledgement of country.....	4
Welcome from Mayor .....	5
Message from the Chief Executive Officer .....	6
The Community's Vision.....	7
COVID-19 Response and Recovery .....	8
About the City of Whitehorse .....	9
About the City of Whitehorse .....	11
History of Whitehorse.....	12
Councillors .....	14
Councillor Representatives.....	15
The Role of Council .....	15
The Organisation .....	18
Council Transformation – Good to Great .....	19
Our Values and Behaviours .....	20
Our Services .....	23
Councils Integrated Strategic Planning and Reporting Framework .....	24
'Shaping Whitehorse' .....	26
Council Plan 2021–2025.....	28
Development of the Council Plan.....	29
What we heard.....	31
The Council Plan .....	32
Strategic Direction 1: Innovation, Transformation and Creativity .....	33
Strategic Direction 2: A Thriving Local Economy; Business, Employment, Education and Skill Development .....	36
Strategic Direction 3: Diverse and Inclusive Community .....	39
Strategic Direction 4: Our Built Environment, movement and public places .....	43
Strategic Direction 5: Sustainable Climate Change and Environmental Care .....	47
Strategic Direction 6: An empowered collaborative community.....	50
Strategic Direction 7: Health and Wellbeing.....	53
Strategic Direction 8: Governance and Leadership .....	57
Reviewing and updating of this plan .....	60
Reporting on progress and performance .....	60
Policies and procedures.....	61
Glossary.....	72

# Acknowledgement of country

**Whitehorse City Council acknowledges the Wurundjeri  
Woi-wurrung people of the Kulin Nation as the  
traditional owners of the land. We pay our respects to  
their Elders past, present and emerging**



11.2 – ATTACHMENT 1. Council Plan June 2022

## Welcome from Mayor



On behalf of Whitehorse City Council, I am pleased to share the second year of our *Council Plan 2021-2025* with our community.

This Plan reflects what our community has told us and details what we will deliver, how we will deliver it and how we will measure our progress and success within the context of the *Whitehorse 2040 Community Vision*.

At the forefront of what we do is creating opportunities for people to be active and connected, whether through the provision of quality services for all ages, holding festivals and activities that celebrate diversity and inclusion, or delivering improvements to sporting facilities and infrastructure that support increased participation by women and girls.

Over the next 12 months, Council's planned priorities are underpinned by expenditure of \$182 million on programs and services, including home and community services, arts and cultural services, sport and recreation, sustainability, waste and recycling, health and family, with a further investment of \$98 million on capital works projects – all while continuing to support our city through its pandemic recovery.

With our city's population of almost 185,000 forecast to grow to 223,224 by 2041, we need a plan that not only meets the needs of our community at the present time but one which supports the health, prosperity, liveability and sustainability for future generations.

Population growth needs to be approached in a strategic way that is responsive to social needs, demographic change and environmental impacts. Further, our efforts to mitigate climate change impacts and reduce greenhouse gas emissions reaches into many areas of local public policy including, urban design, waste and natural resource management.

The last year has been a challenging time for our community, but one that has galvanised us and brought into sharper focus what's really important. The COVID-19 pandemic has forced us to change the way we work and live, leading many of us to think about what we want our future community to look like

As the Mayor of the City of Whitehorse, I am honoured to represent the needs and interests of our community through this updated Council Plan – a plan that aims to embrace our heritage, environment and diversity to create a community that is inclusive, empowered, sustainable and visionary.

**Cr Tina Liu**

A handwritten signature in black ink, appearing to read 'Tina Liu'.

**MAYOR  
WHITEHORSE CITY COUNCIL**

**For the year 2021 – 2023**



11.2 – ATTACHMENT 1. Council Plan June 2022

## Message from the Chief Executive Officer



The *Council Plan 2021-2025* sets the direction for how as an organisation we will respond to the Whitehorse Community Vision 2040 through our leadership for the benefit of everyone.

Each year, Council reviews the four-year Council Plan. This helps to ensure that the Council Plan continues to meet the needs and aspirations of our community in an environment facing ongoing changes.

The annual review also helps to ensure that all Council service planning, strategies, policies and processes take their lead from the key directions outlined within the Council Plan, and align with working towards achieving our *Whitehorse 2040 Community Vision*.

Council has a history of excellent service quality, customer satisfaction and financial stability. To ensure this is sustained, we will continue to respond to rapid technological change, population growth and changing community demographics, significant cost increases, constrained revenue due to rate capping, and pandemic recovery.

The Council Plan is a key component of achieving this and plays a vital role in shaping the future of Whitehorse. It guides us to be a strong, dynamic and sustainable community with a Council that is transparent, innovative and customer focused.

Over the next 12 months we will continue to face a number of challenges and

opportunities including our recovery from COVID-19 restrictions and impacts, developing a new Sustainability Strategy and Climate Response Plan, strengthening our community engagement capability and addressing key areas of legislation including the *Gender Equality Act 2020* and the introduction of new Child Safety Standards, to support the new requirements under the *Local Government Act 2020*.

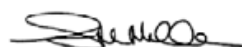
Other significant projects for delivery include:

- Development of the Transformation Strategy
- Redevelopment of Whitehorse Performing Arts Centre
- Redevelopment of Sportlink
- Implementation of the Municipal Public Health and Wellbeing Plan (MPHWP)
- Development and implementation of MPHWP sub plans focused on Disability, Diversity, Volunteering, Healthy Ageing, Early Years and Youth
- Redevelopment of Morack Golf Course

Our commitment is to ensure the people of Whitehorse continue to see initiatives that respond to their ideas and views in this Plan and recognise Council's determination to deliver them.

We thank the community for their continued engagement and support, and we look forward to partnering with the people of Whitehorse to make our shared vision a reality.

Simon McMillan



**CHIEF EXECUTIVE OFFICER  
WHITEHORSE CITY COUNCIL**

11.2 – ATTACHMENT 1. Council Plan June 2022

## The Community's Vision

*Whitehorse is a resilient community where everyone belongs.*

*We are active citizens who value our natural environment, history and diversity.*

*We embrace sustainability and innovation.*

*We are dynamic. We learn, grow and thrive.*

The Whitehorse 2040 Community Vision was developed by the community for the community and reflects the community's aspirations and priorities for the next 20 years.

The overarching Vision Statement is underpinned by seven broad strategic directions and key objectives to achieve our desired long-term future.

**Theme 1:** Diverse and Inclusive Community

**Theme 2:** Movement and Public Spaces

**Theme 3:** Innovation and Creativity

**Theme 4:** Employment, Education and Skill Development

**Theme 5:** Sustainable Climate and Environmental Care

**Theme 6:** Whitehorse is an Empowered and Collaborative Community

**Theme 7:** Health and Wellbeing

Under each strategic direction is a set of objectives aimed at guiding Council and the community in working towards achieving the Vision.

The Vision was developed with people who work, live, study, or own a business across Whitehorse. The extensive process comprised of a broad community engagement with the results of this feeding into a deliberative panel who demographically represent the community of Whitehorse.



## COVID-19 Response and Recovery

The COVID-19 pandemic has seen significant impacts on the Whitehorse community, including its businesses, community organisations and our people.

The reopening of Whitehorse (following the COVID-19 pandemic) provides a range of opportunities for Council to continue supporting and working with the community as we collectively recover from the impacts of the pandemic.

Reflecting on the lessons of COVID-19, Council is pleased to have experienced an increased connection to the community and local businesses.

Council's commitment to being future-focused has highlighted the need to improve liveability, sustainability, resilience, promote social inclusion and strive for increased economic growth.

Effective recovery requires collaboration between individuals, communities, all levels of government, non-government organisations and businesses. Council's effective partnership approach between a wide range of local and regional agencies, groups, organisations and individuals will continue to be vital in assisting the Whitehorse community to recover from the impacts of the pandemic. Council encourages all local businesses, service providers, schools, community groups and individuals to partner and contribute to community recovery.

The first year of the Council Plan 2021-2025 demonstrates how Whitehorse will continue to work towards responding, recovering and thriving.



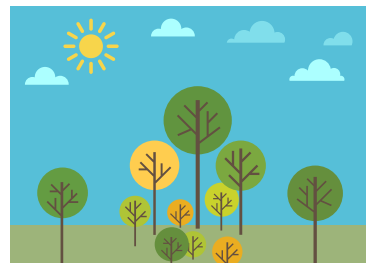
11.2 – ATTACHMENT 1. Council Plan June 2022

## About the City of Whitehorse



Whitehorse is  
**15kms** east of  
Melbourne

**64km<sup>2</sup>**  
Land size



**335**

Open Space reserves  
covering approx. **690**  
hectares of land.  
(10.7% of the municipality)

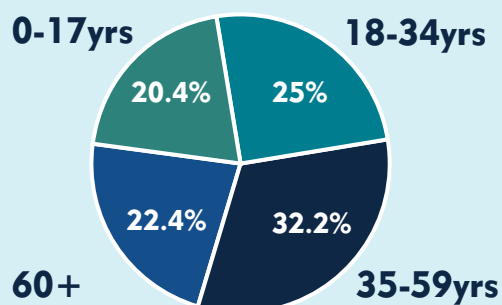
### Population

June 2020 **180,735**

June 2025 **191,839**

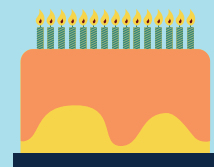
June 2041 **221,617**

### Age



### Median age

**38yrs**



11.2 – ATTACHMENT 1. Council Plan June 2022

## About the City of Whitehorse

**35%**

Couples with children

**23%**

Couples without children



**23%**

Lone person households



**10%**

Single parent families



**5%**

Group households



**3%**

Other households



**1%**

Other families

## Dwelling types (2016 census)



**66.6%**

are separate houses



**28.1%**

medium density dwellings



**5%**

high density dwellings



**35.7**

Fully owned dwelling



**31%**

Mortgage



**24.2%**

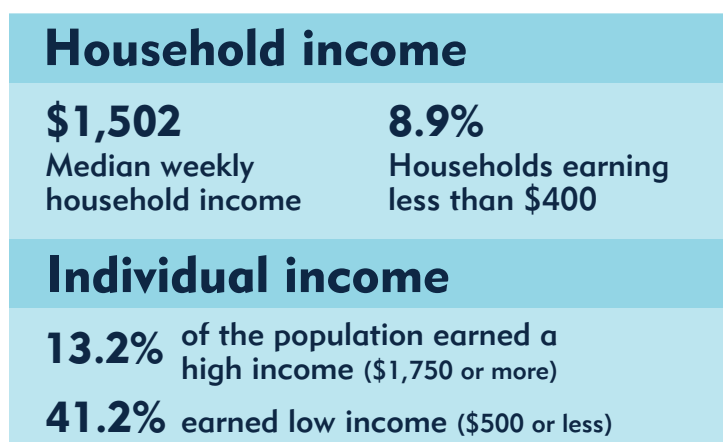
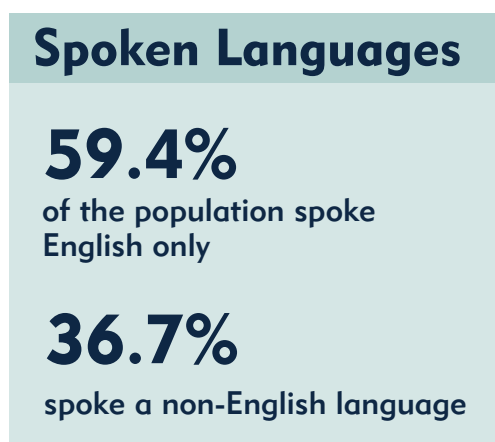
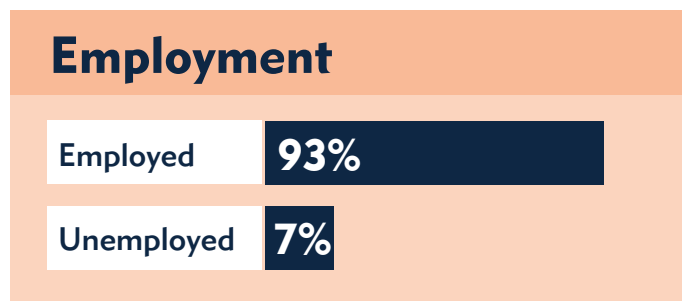
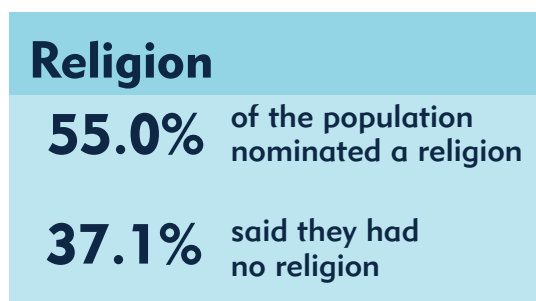
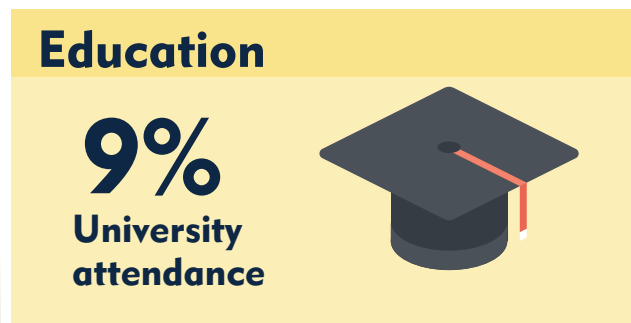
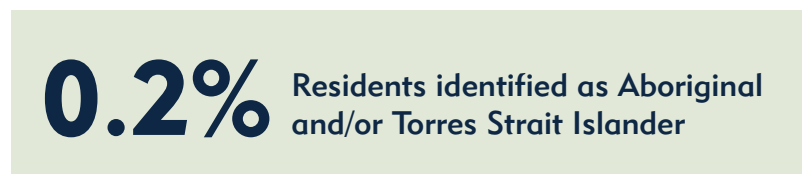
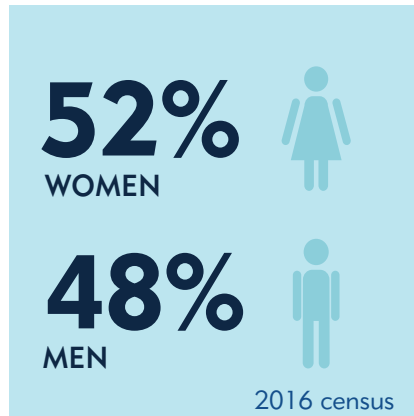
Renting – private



**2.4%**

Renting – social housing

11.2 – ATTACHMENT 1. Council Plan June 2022





11.2 – ATTACHMENT 1. Council Plan June 2022

## History of Whitehorse

### Our First Nations People:

The Wurundjeri Woi Wurrung's relationship with the land extends back thousands of years where 'Bunjil', their creator spirit, formed their people, the land, and all living things.<sup>1</sup>

The Wurundjeri Woi Wurrung people take their name from the word 'wurun' meaning the Manna Gum (*Eucalyptus viminalis*) which is common along 'Birrarung' (Yarra River), and 'djeri', the grub which is found in or near the tree. Wurundjeri are the 'Witchetty Grub People' and their Ancestors have lived on this land for millennia.

"Country", when used by Aboriginal people including the Wurundjeri Woi Wurrung people, describes the lands, landscapes, waterways and seas. The term "Country" also contains complex ideas about law, place, custom, language, spiritual belief, cultural practice, material, sustenance, family and identity. Therefore, the Wurundjeri Woi Wurrung people have a special interest in preserving not just their cultural objects, but the natural landscapes of cultural importance. The acknowledgement of broader attributes of the landscape as being culturally valuable which requires protection (encompassing, among other things, a variety of landforms, ecological niches and habitats

as well as continuing cultural practices and archaeological material) is essential to the identity and wellbeing of the Wurundjeri Woi Wurrung people.<sup>2</sup>

### White Settlement:

Approximately 50 years after European settlement, people began moving away from the central Melbourne area to build dwellings in the outer east of Melbourne (including Whitehorse) where, as pastoralists, they raised cattle and sheep.

The majority of Whitehorse was still Native Forest up until the discovery of gold in 1851. The population then increased which resulted in the Parish of Nunawading being established which included suburbs we now know as Box Hill, Blackburn, Forest Hill, Mitcham, Vermont and part of Burwood/Burwood East.<sup>3</sup>

Whitehorse Road, the main thoroughfare through the municipality, was built in the 1850's for the purpose of providing the primary route from Melbourne to Gippsland. The increase in traffic as a result of the establishment of Whitehorse Road led to the development of the first Whitehorse hotel on the south east corner of what is now Whitehorse Road and Elgar Road, Box Hill in 1853.<sup>4</sup> The Whitehorse Inn was named after a horse belonging to Captain Elgar, who was a property

1 'An Aboriginal History of Yarra', (2013), 48(4), *Agora*, 59-65.

2 Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation, *Ancestors and Past* (Web Page) <https://www.wurundjeri.com.au/>

3 European Settlement, Wurundjeri Walk (Web Page) <https://wurundjeriwalkhistory.wordpress.com/european-land-acquisition-settlement-1830-current/>

4 Lemon, A., *Box Hill*, Box Hill City Council in conjunction with Lothian Publishing, Melbourne, 1978.

**11.2 – ATTACHMENT 1. Council Plan June 2022**

owner in the area.<sup>5</sup> Today, the statue of the horse is now located in Box Hill Town Hall and a replica of the white horse is erected on the median strip outside 901 Whitehorse Road, Box Hill.<sup>6</sup>

In 1853 the population of the Parish of Nunawading, which by then had extended to Blackburn South, grew to 1000 people. As a result, a group of dwellings, a pub and other businesses collectively became known as Box Hill and was one of the earliest towns in the parish. It included a mail service and the first post office was set up in 1861. At the same time, the number of fruit orchards started increasing rapidly and the Parish was later proclaimed a shire in April 1872.

In 1882 the new Box Hill and Blackburn railway stations opened which later extended to Ringwood (in 1891). Further advancements occurred when the first

electric tram service in the southern hemisphere opened on Station Street/ Tram Road between Box Hill and Doncaster.

In 1925 the Shire was divided: the east became the Shire of Blackburn and the Shire of Mitcham. The remainder was renamed the Borough of Box Hill and later proclaimed the City of Box Hill in 1927. Twenty years later, in 1945, the Shire of Blackburn and Shire of Mitcham became the City of Nunawading.

The City of Box Hill and the City Nunawading officially merged into the City of Whitehorse in 1994.<sup>7</sup>



5 European Settlement, Wurundjeri Walk (Web Page) <https://wurundjeriwalkhistory.wordpress.com/european-land-acquisition-settlement-1830-current/>

6 About Council - Facts and Maps, Whitehorse City Council (Web Page) <https://www.whitehorse.vic.gov.au/about-council/facts-maps>

7 Padula, Robert J., The Mont Albert District – a Pictorial History 1830 to 2013 (Web Page) <https://bpadula.tripod.com/montalbert/>

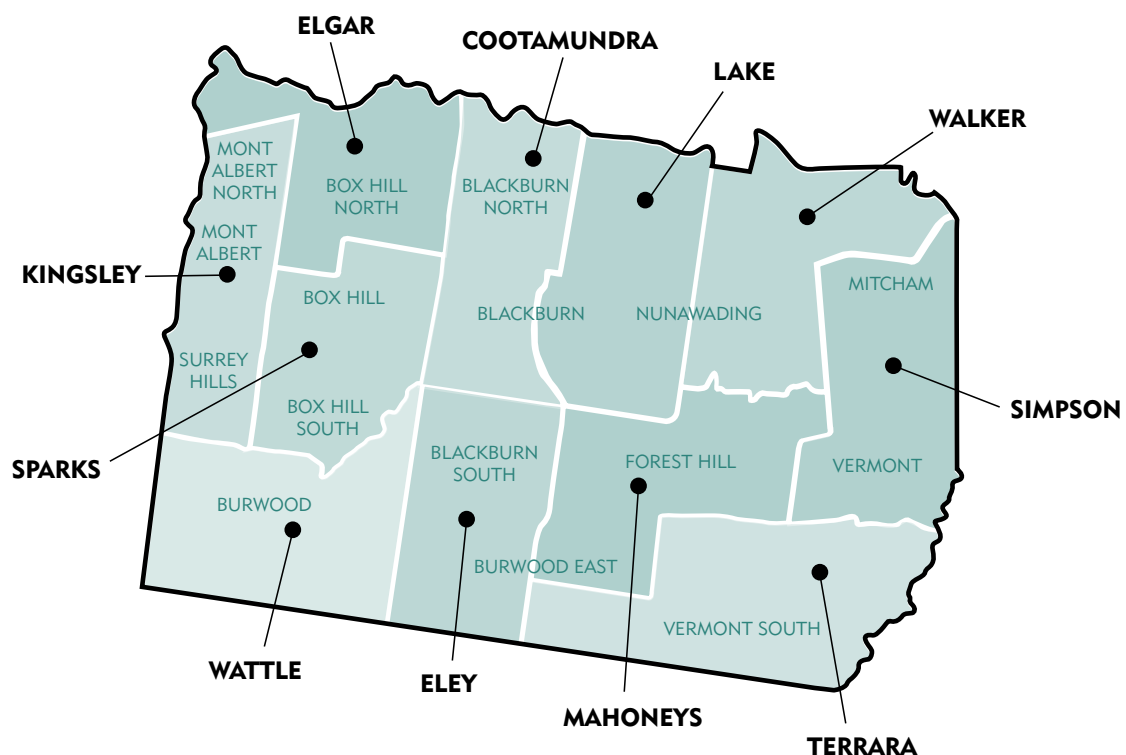


11.2 – ATTACHMENT 1. Council Plan June 2022

## Councillors

Elected by the community, the Council is the decision-making body that sets the strategic direction and overall policy of the Council, in response to the needs of the people living, working, studying and playing in the municipality.

The City of Whitehorse is divided into eleven wards consisting of one elected representative for each Ward. These are detailed below;



The current group of Councillors were elected to Council in 2020 for a four-year term. Collectively, they have responsibility for developing policy, identifying service standards and monitoring performance in response to what the local community is telling Council is important to them. The Mayor of Whitehorse is elected by the Councillors to serve as the principal ambassador for the City for a 12-month term.

## 11.2 – ATTACHMENT 1. Council Plan June 2022

### Councillor Representatives

As part of their representative role, Councillors are asked to represent the Council on external committees, working groups, advocacy groups and so on. Council Representative appointments are determined by Council each year (usually

during November/December) as well as at other times as required. Councillor Representative appointments are authorised by a resolution of Council.

### The Role of Council

The role of Council is to ensure the social, economic, environmental (including the built form) and cultural wellbeing of the Whitehorse community, in accordance with the Local Government Act 2020.

This includes exercising, performing and discharging the powers, functions and duties of local government under this and other Acts in relation to the City of Whitehorse.

The role Council has in contributing to the Strategies outlined in this Plan varies and can be defined as:

- **Statutory Authority** Council has a legislated responsibility under Victorian law to ensure compliance and delivery of services related to these community expectations.
- **Service and Infrastructure Planner** Council has a role in planning for the services and infrastructure the community needs to sustain and improve the quality of life now and into the future.
- **Service Provider** Council is a leading provider of services which supports and delivers on community expectations, the Community Vision and commitments in the Council Plan. Responsibility for providing these services is often shared between

Council and other government agencies, not-for profit organisations and commercial businesses and where possible delivered in partnership.

- **Facilitator** Council facilitates, partners and plans with the community and other service providers and encourages the development and implementation of initiatives and opportunities that support the community in their daily lives.
- **Advocate** Council will advocate on behalf of the community to other levels of government, service providers and business organisations and represent the interests of the local community.
- **Funder** Fund infrastructure for community use and development within the municipality and support local organisations, clubs and groups to provide initiatives that benefit people in the community.

11.2 – ATTACHMENT 1. Council Plan June 2022

The following Councillors were elected in October 2020 to serve until the local government elections in October 2024.



**Sparks Ward**

**Cr Tina Liu (Mayor)**

[tina.liu@whitehorse.vic.gov.au](mailto:tina.liu@whitehorse.vic.gov.au)



**Terrara Ward**

**Cr Raylene Carr**

[raylene.carr@whitehorse.vic.gov.au](mailto:raylene.carr@whitehorse.vic.gov.au)



**Simpson Ward**

**Cr Prue Cutts**

[prue.cutts@whitehorse.vic.gov.au](mailto:prue.cutts@whitehorse.vic.gov.au)



**Cootamundra Ward**

**Cr Andrew Munroe**

[andrew.munroe@whitehorse.vic.gov.au](mailto:andrew.munroe@whitehorse.vic.gov.au)



**Kingsley Ward**

**Cr Amanda McNeill**

[amanda.mcneill@whitehorse.vic.gov.au](mailto:amanda.mcneill@whitehorse.vic.gov.au)

11.2 – ATTACHMENT 1. Council Plan June 2022



**Lake Ward**

**Cr Denise Massoud (Deputy Mayor)**  
denise.massoud@whitehorse.vic.gov.au



**Elgar Ward**

**Cr Blair Barker**  
blair.barker@whitehorse.vic.gov.au



**Wattle Ward**

**Cr Andrew Davenport**  
andrew.davenport@whitehorse.vic.gov.au



**Mahoneys Ward**

**Cr Mark Lane**  
mark.lane@whitehorse.vic.gov.au



**Eley Ward**

**Cr Trudy Skilbeck**  
trudy.skilbeck@whitehorse.vic.gov.au



**Walker Ward**

**Cr Ben Stennett**  
ben.stennett@whitehorse.vic.gov.au

## 11.2 – ATTACHMENT 1. Council Plan June 2022

# The Organisation

To support Council in its role, the Chief Executive Officer is appointed to manage officers and the day-to-day operational activities of Council.

Council officers provide advice to Council on policy, strategic planning, initiative development and so on, to implement services, programs and projects etc. detailed in the Council Plan, which work towards achieving the Whitehorse 2040 Community Vision.

The Chief Executive Officer, Simon McMillan, reports directly to the Council and is supported by the Executive Management Team:

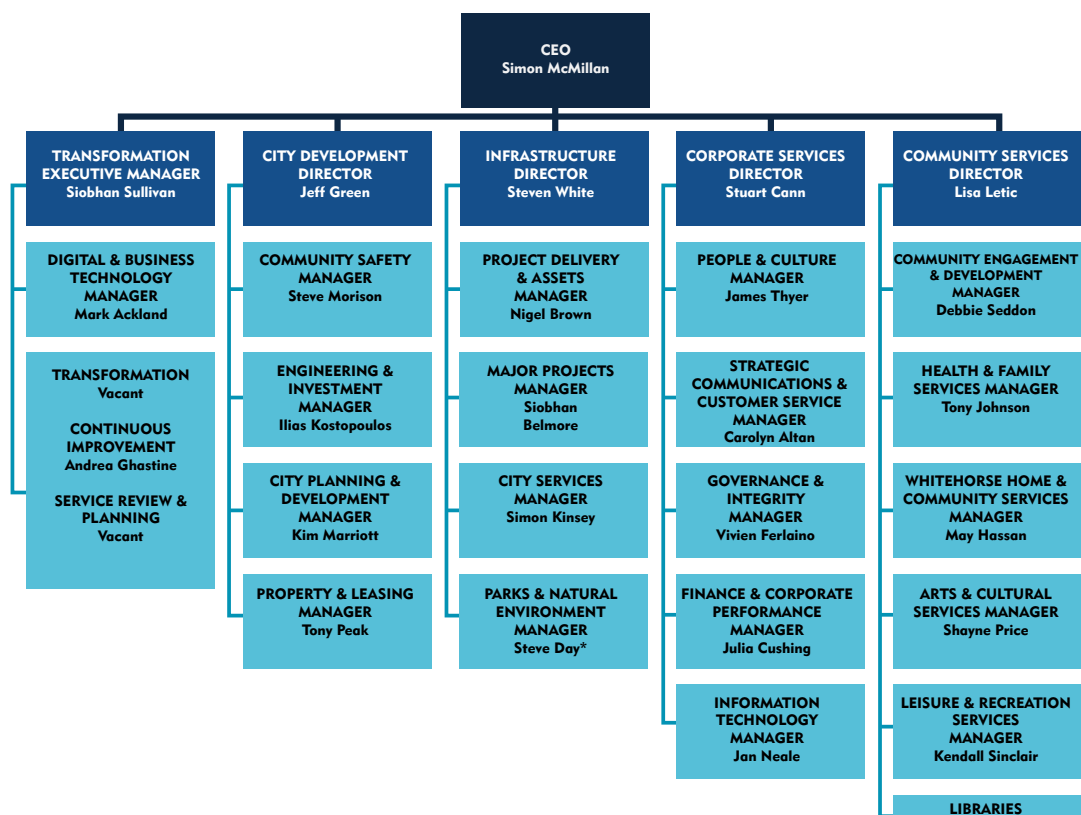
**Director City Development** Jeff Green

**Director Community Services** Lisa Letic

**Director Corporate Services** Stuart Cann

**Director Infrastructure** Steven White

**Executive Manager Transformation** Siobhan Sullivan



11.2 – ATTACHMENT 1. Council Plan June 2022

## Council Transformation – Good to Great

In early 2020, Council commenced a strategic organisational review to identify opportunities to transform from 'good' to 'great'.

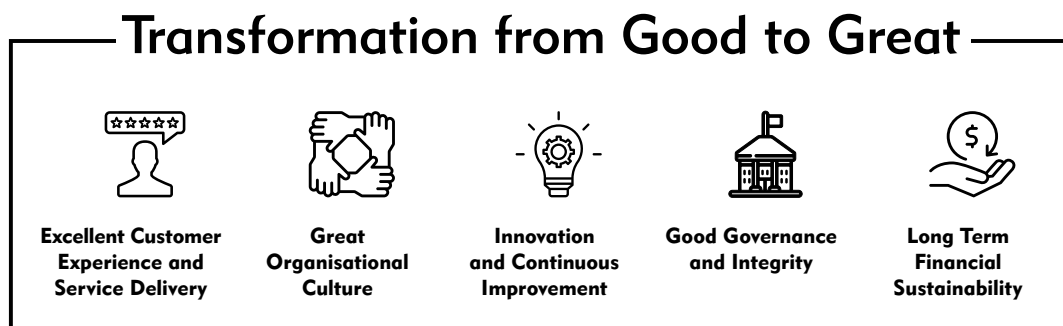
The following five core principles have been established to guide the organisation's transformation journey.

The organisational plan for transformation includes:

- Focusing on great organisational culture
- Setting ourselves up for success
- Investing in technology and systems
- Systematically reviewing all our services over time

- Expanding our continuous improvement program and approach
- Making measured adjustments to ensure financial sustainability

Council's journey from 'Good to Great' will build on past success and create an organisation that delivers on enhanced engagement with the community, improved service quality, increased customer satisfaction, strengthened economic sustainability and innovation and development.





## Our Values and Behaviours

# CREATE

### Collaboration

- We work flexibly together to achieve outcomes and solve problems
- We talk openly and share information
- We demonstrate community/organisation orientated decision making
- We help others shine
- We support and encourage each other

### Respect

- We actively listen
- We encourage others to express opinions and ideas
- We value diversity and consider ways to improve representation in our workforce and decision making
- We treat others with care, kindness and empathy



11.2 – ATTACHMENT 1. Council Plan June 2022

## Excellence

- We adapt, respond, learn and grow
- We support innovative and creative approaches
- We encourage and explore diverse ideas and perspectives
- We strive to be sector leading
- We seek and give considered and thoughtful feedback in order to improve
- We celebrate our achievements

## Accountability

- We share collective responsibility and are individually accountable
- We are clear with our requests
- We keep our promises

- We are responsible for our actions and attitude
- We are proficient in managing the resources we're entrusted with
- We consider environmental and economic sustainability in our decision making

## Trust

- We act with integrity aligning words and actions
- We have confidence in our people
- We are empowered to make decisions and we empower others
- We are transparent, fair and equitable
- We communicate openly and truthfully





11.2 – ATTACHMENT 1. Council Plan June 2022

## Our Services

### FOR OUR COMMUNITY

- ▶ Pet registration and education
- ▶ Libraries
- ▶ Building services and planning permits
- ▶ Leisure, golf, sports facilities and stadiums
- ▶ Parks, gardens, and playgrounds
- ▶ Tree management and maintenance
- ▶ Arts events, festivals, exhibitions, performances, art classes and cultural programs
- ▶ Arts and heritage programs, including street art and public art
- ▶ Community safety and crime prevention programs
- ▶ Street lighting and signage
- ▶ Community publications and Customer Service
- ▶ Gender equity and violence against women awareness program
- ▶ Waste, green waste and recycling
- ▶ Road, footpath and drain maintenance and management
- ▶ Local laws education and enforcement
- ▶ Graffiti removal and prevention
- ▶ Parking permits
- ▶ Pests and pollution education
- ▶ Newly arrived people and refugee support
- ▶ Environmental and food sustainability initiatives
- ▶ Sustainable transport opportunities
- ▶ Local amenities and facilities maintenance
- ▶ Emergency Management and Disaster recovery
- ▶ Facilities for Community meeting spaces
- ▶ Community Grant opportunities
- ▶ Volunteering programs and opportunities



11.2 – ATTACHMENT 1. Council Plan June 2022

## FOR OUR YOUNG PEOPLE AND CARERS

- ▶ Enhanced Maternal and Child Health Services
- ▶ Parenting Information Forum program
- ▶ Immunisation
- ▶ School crossing supervisors
- ▶ Youth engagement programs
- ▶ Family services
- ▶ Supported Playgroups and toy library



## FOR OUR BUSINESSES

- ▶ Food and health business registrations and regulation
- ▶ Business support, advocacy and education
- ▶ Business networking opportunities
- ▶ Business permits
- ▶ Food safety regulation programs



## FOR OUR OLDER PEOPLE AND PEOPLE LIVING WITH A DISABILITY

- ▶ Assessment for aged and disability services
- ▶ Social support groups
- ▶ Domestic assistance
- ▶ Personal care
- ▶ Flexible respite care
- ▶ Delivered meals (meals on wheels)
- ▶ Community transport
- ▶ Home maintenance
- ▶ Funding and support of older adults groups and clubs
- ▶ Access to senior citizen facilities
- ▶ Information, advocacy and support to facilitate healthy ageing
- ▶ Education on the prevention of elder abuse



11.2 – ATTACHMENT 1. Council Plan June 2022

## Councils Integrated Strategic Planning and Reporting Framework

Whitehorse City Council undertakes an integrated approach to planning and reporting.

The Council Plan was developed to respond directly to the Whitehorse 2040 Community Vision.

Engagement for this plan was undertaken in conjunction with the engagement on the Municipal Public Health and Wellbeing Plan, the Financial Plan and the Asset Plan.

This integrated approach ensured consistency across priorities when planning for the future.

The Local Government Act 2020 requires Council to develop an integrated strategic planning and reporting framework (ISPRF).

Once developed, the framework will assist Council to implement an enhanced integrated approach to planning, implementing, monitoring and performance reporting.

Whitehorse City Council has previously utilised the following framework and will work towards strengthening Council's approach over 2022.

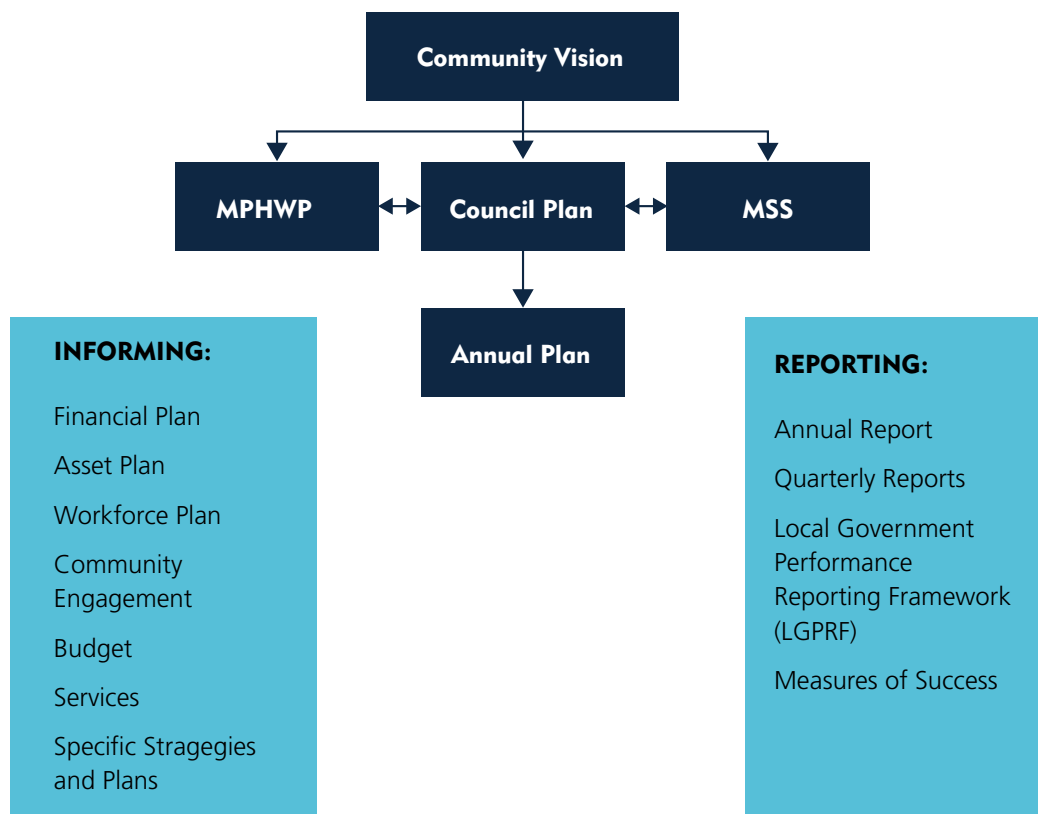
The framework will assist Council to:

- Establish clear strategic directions for adapting and responding to change that is within Councils remit.
- Consider the financial resources that are required- inform long-term financial planning, sustainability and resource capability.
- Consider and implement Council's Community Engagement Policy
- Identify priorities projects and services that will deliver the best outcomes.
- Provide a line of sight between the Council Plan and individual work plans.
- Support a future-focused approach and effectively measure Council's Performance against this.

The framework also considers Council's progress against actions and requirement to report on Council's performance retrospectively in the Annual Report.



11.2 – ATTACHMENT 1. Council Plan June 2022



**MPHWP** - Municipal Public Health and Wellbeing Plan

**MSS** - Municipal Strategic Statement

11.2 – ATTACHMENT 1. Council Plan June 2022

## **‘Shaping Whitehorse’**

### **Community Vision**

The Whitehorse 2040 Community Vision is a legislated responsibility of Council to work with our community to develop a long-term vision for the future. The adopted Community Vision reflects our community’s values, aspirations and priorities for the next 20 years and guides Council in shaping our decision-making to respond to our community’s long-term aspirational needs.

### **Council Plan**

The Council Plan details Council’s contribution to the delivery of the Community Vision through an array of high-level objectives sitting beneath each Strategic Direction of the Community Vision. The Council Plan focuses on Council’s approach to working with the community, key stakeholders, community organisations and other levels of government in order to achieve these objectives over the next four years.

### **Municipal Public Health and Wellbeing Plan**

The Municipal Public Health and Wellbeing Plan is a strategic plan that sits alongside the Council Plan. It outlines key priorities and objectives where Council will work in partnership with other organisations, groups, individuals and advocacy networks to improve the health and wellbeing of the Whitehorse community.

### **Financial Plan**

The Financial Plan provides the community developed principles and a long-term view of the resources that are expected to be available to Council into the future and the proposed application and use of those resources. The Financial Plan will show how the viability and financial sustainability of Council will be achieved and maintained over a 10-year period.

The focus of the Plan is providing the community with stability, predictability and effective mitigation and management of strategic financial risk.

### **Asset Plan**

The Asset Plan is currently under development and is due for completion in 2022. It will support the management of all Council infrastructure with a view to ensure that the operating, maintaining and renewing of Council assets are completed in a cost-effective way , whilst providing a suitable level of service over a 10-year period.

The Asset Plan combines the following factors: management, financial aspects, engineering and technical practices, to ensure that the level of service required by the community is provided at the best possible cost, taking into account community need and environmental impacts.

**11.2 – ATTACHMENT 1. Council Plan June 2022**

## **The Budget**

Council's 4-year Budget outlines how resources will be allocated across initiatives, programs, services, and capital works, as well as financing and debt redemption/servicing. It also provides a comprehensive outline of all income to be derived from rates, fees and charges, grants, and other revenue. The Budget governs the implementation of services, all initiatives, policy etc.

## **Revenue and Rating Plan**

The Revenue and Rating Plan outlines the assumptions, policy, and decisions of Council in relation to generating the required income to effectively support the implementation of the Council Plan and Budget for a 4-year period. It provides a medium-term plan for how Council will generate income to deliver on the Council Plan, programs and services and capital works commitments over a 4-year period.

## **Workforce Plan**

The Workforce Plan describes the organisational structure of the Council and the projected staffing requirements over a 4-year period and beyond. It is currently under development and will set out measures to ensure gender equality, diversity, expertise and inclusiveness and outlines the human resources required to implement the objectives, strategies and major initiatives of the Council Plan.

## **Annual Report**

The Annual Report outlines the Council's performance for the year as measured retrospectively against the Council Plan and Budget. Achievements are outlined in a report of operations, which includes

service performance, indicator results, achievements against major initiatives and a governance and management checklist.

The Annual Report also includes financial statements and performance statement to report against overall performance, financial performance, and sustainability.

The Annual Report is about celebrating successes and achievement but also understanding and learning from presented challenges. The Annual Report is a key mechanism to support accountability and transparency with the community and other stakeholders.

## **Community Engagement Policy**

Whitehorse's Community Engagement Policy is a formal expression of Council's commitment to engaging with the Whitehorse community.

The Policy provides direction regarding formal (including legislated requirements) and informal community engagement activities undertaken by, or on behalf of Council. The Policy outlines Council's position, role and commitment to ensure community engagement is integrated into Council activities. The Policy also seeks to improve Council's engagement processes and outcomes by encouraging a consistent approach and continual learning through evaluation. This includes expanding the range of engagement methods used.

The Policy will be supported by a comprehensive Community Engagement Handbook designed to guide Council officers in the effective planning, implementation and evaluation of community engagement activities.



# Council Plan 2021–2025



11.2 – ATTACHMENT 1. Council Plan June 2022

## Development of the Council Plan

The Council Plan 2021-2025 was developed in accordance with the requirements of the Local Government Act 2020 and was informed by:

1. Councillors being engaged in the first instance to set the parameters of the process for the development of the Council Plan.
2. The outcomes of the Whitehorse 2040 Community Vision process.
3. Broad engagement with the Whitehorse community building on the strategic directions developed in the Whitehorse 2040 Community Vision.
4. Deliberative engagement with a group of community representatives who formed a Community Panel and delved deeper into the Strategic directions of the Whitehorse 2040 Community Vision which then informed the objectives and strategies of the Council Plan.
5. Extensive engagement with Council officers who further strengthened the objectives and strategies that were recommended by the community panel.
6. Consideration of feedback from the community panel on the draft objectives and strategies.
7. Engagement with Councillors who further strengthened the work that had previously been undertaken. This work also further developed the objectives and strategies recommended by the community and Council officers.
8. Refinement and finalisation of the objectives, strategies and indicators based on Council feedback which took into account current issues, long-term challenges and priorities.



## What we heard

### What we love

*From Community Vision Broad engagement findings*

- |   |   |
|---|---|
| Our sense of community                                    | Diverse local business and employment                     |
| Our diversity   | Our libraries and library services                        |
| Our community groups and clubs                            | Our community facilities and amenities                    |
| Our natural, green open spaces with birdlife and wildlife | Our arts and cultural activities, programs and public art |
| Our heritage housing and neighbourhood character          | Our respect for our local history and heritage            |

### What is the best thing about living in Whitehorse?

*From Shaping Whitehorse  
Broad engagement findings*

"The green spaces! Knowing that I can live in a city but still walk out my door and experience nature"

"Whitehorse has a culturally diverse population, which gives us an opportunity to learn about different customs and reduce the prejudice that we might have about a different culture."

"Access to sports facilities (golf courses, sporting ovals, running tracks, Aqualink) that are all affordable and accessible"

### What would make living in Whitehorse better?

*From Shaping Whitehorse  
Broad engagement findings*

"Easier access to social services for those doing it rough"

"More walkable spaces and spaces for bike riders, more bus lanes and improved timetable"

"Create more information sites about Indigenous heritage of our area. Open air events would be great."

## Our hopes for the future

*From Community Vision Broad engagement findings*

"Would like our community to be safe and sustainable, a place where people feel they belong there"

*Female, 12-17 years, Other*

"Friendly and engaging neighbourhoods"

*Male, 85+ years, Nunawading*

"Continuing to value our green spaces"

*Female, 35-49 years, Blackburn North*

"A place where everyone feels safe, respected and valued no matter what your age or income level"

*Female, 35-49, Box Hill North*

"Residents buy locally and support local businesses"

*Female, 35-49, Box Hill North*

"Inclusive for all, place where everyone is supporting and able to be part of the community"

*Male, 35-49 years, Blackburn North*

"A community that honours our Indigenous peoples and the experiences of our diverse ethnicities and faiths"

*Female, 35-49, Vermont South*

"A programme of social events that is inclusive of all cultures and ages"

*Female, 70-84 years, Burwood East*

11.2 – ATTACHMENT 1. Council Plan June 2022

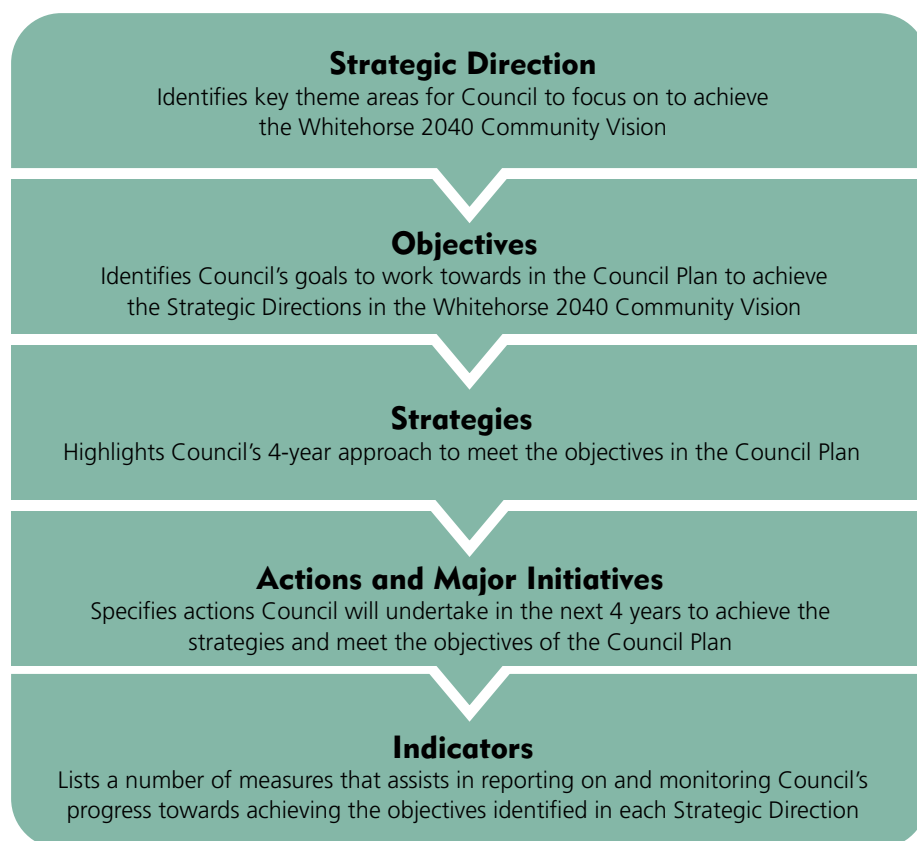
## The Council Plan

This section outlines the strategic directions, objectives, strategies and major initiatives over the next 4 years for the Council Plan and how the Plan works towards the achievement of the Whitehorse 2040 Community Vision.

In order to ensure the Council Plan includes all of the elements of the work undertaken by Council, an additional strategic direction ‘Governance and Leadership’ was included to reflect Council’s commitment to achieve strong governance and leadership.

As required by the Local Government Act 2020, s.90- Council is required to prepare indicators for reporting purposes which monitors Council’s achievement, progress and performance. This ensures that Council departments remain on track to deliver what they set out to deliver as well as supporting the achievements of the various objectives linked to these.

The Council Plan is divided into eight strategic directions.



## Strategic Direction 1: Innovation, Transformation and Creativity



**73**

Community Satisfaction survey 2021  
results for arts centres and libraries



**7**

community  
halls

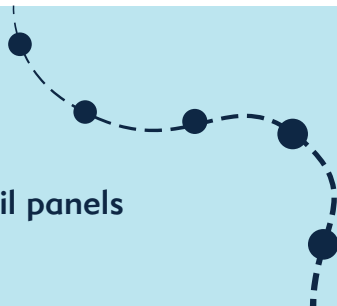
**3**

senior citizen  
centres



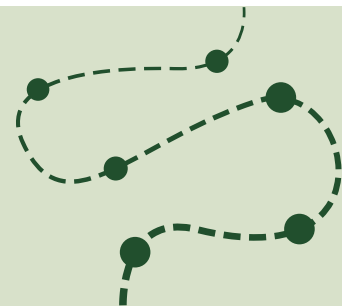
**10**

Artist Trail panels



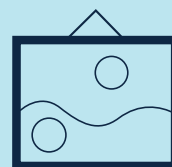
**38**

Heritage  
Trail panels



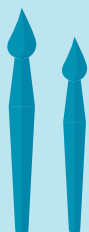
**12,700**

attendances at  
Council's festivals  
and events



**1,800**

number of artworks  
Council owns



**16,904**

visitors to Box Hill  
Community Arts Centre



**1,442**

visitors to Whitehorse  
Art Space

## Strategic Direction 1: Innovation, Transformation and Creativity

### Objective 1.1: Embrace transformation.

Strategy	Indicator
<b>1.1.1: Council's transformation will enhance service delivery, transform organisational culture, upgrade outdated technology, improve organisational efficiency and ensure continued financial sustainability.</b>	<ul style="list-style-type: none"> <li>▶ Service Excellence Program designed, implemented and reporting framework developed by 2022/2023.</li> <li>▶ Achieve "green" on the VAGO financial sustainability indicators.</li> <li>▶ Employee Engagement Survey.</li> <li>▶ Financial savings of \$700k in year 1 and \$1 million in years 2 -4 through the Transformation program.</li> </ul>

### Objective 1.2: Embrace technology and innovative service provision.

Strategy	Indicator
<b>1.2.1: Council models contemporary practice in technology and digital solutions to intelligently drive efficiencies and enable our people and community to better engage, innovate and support experiences with high quality and timely service provision.</b>	<ul style="list-style-type: none"> <li>▶ Deployment of new Enterprise Resource Planning (ERP) modules and functionality on time.</li> <li>▶ Increase in integrated ERP applications.</li> <li>▶ Implementation of Information Technology Strategy 2020-2025.</li> <li>▶ Number of manual processes converted to secure and compliant online workflows.</li> <li>▶ Ongoing increase in online transactions.</li> </ul>

### Objective 1.3: Facilitate and encourage creativity and innovation within the community.

Strategy	Indicator
<b>1.3.1: Provide and promote arts and cultural experiences to enhance community creativity and innovation and meet the diverse aspirations for the community.</b>	<ul style="list-style-type: none"> <li>▶ Customer Satisfaction survey results for Arts centres and libraries above previous year.</li> <li>▶ Participation rates in Council run programs.</li> <li>▶ Maximise return on investment of Whitehorse Performing Arts Centre (Year 4).</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

**Objective 1.4: Support improved information, better information sharing and delivery for users.**

Strategy	Indicator
1.4.1: Explore the potential for data to be used to support innovation and foster collaboration for public benefit through an open data initiative.	► Develop a proposal for an open data program for integration into the Information Management Strategy.

**Major initiatives**

- Undertake Organisational Service Planning and Review
- Development of Transformation Strategy
- Undertake Continuous Improvement Program
- Development of Enterprise Resource Planning Project



11.2 – ATTACHMENT 1. Council Plan June 2022

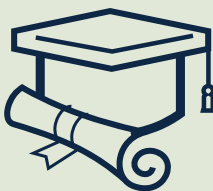
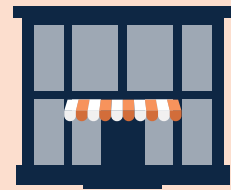
## Strategic Direction 2: A Thriving Local Economy; Business, Employment, Education and Skill Development



**18,129**  
businesses registered

**26.7%**

of people who live  
in Whitehorse also  
work in Whitehorse



**57.1%**  
aged 15 and over  
held educational  
qualifications

**35.9%** Bachelor or Higher  
**10.2%** Advanced Diploma or Diploma  
**11%** Vocational  
**11%** Trade qualification  
**35.8%** no qualifications

**26%** of Deakin University's course enrolments  
were from international students (2019)



**74,700**  
People employed  
2016 census

**54.7%** work Full-time

**36.9%** work Part-time

**1.4%** work other hours

**3.7%** on Job Seeker\*



## Strategic Direction 2: A Thriving Local Economy; Business, Employment, Education and Skill Development

**Objective 2.1: Job creation and providing facilities to support local business and attract new business investment and innovation.**

Strategy	Indicator
2.1.1: Work with businesses and local communities to support and promote the growth of local businesses in the municipality.	<ul style="list-style-type: none"> <li>▶ % of registered businesses supported through newsletters, Facebook or other engagements.</li> <li>▶ Number of partnership events with surrounding Councils.</li> </ul>
2.1.2: Local Law and parking service provision that is designed to support and assist businesses.	<ul style="list-style-type: none"> <li>▶ Number of programs in place that encourage turnover of trade and access to businesses.</li> </ul>
2.1.3: Council will promote and work with businesses to encourage more outdoor trade.	<ul style="list-style-type: none"> <li>▶ An increase in outdoor trading permits in our commercial and retail precincts.</li> </ul>
2.1.4: Attract new local business and support existing through Council's procurement opportunities.	<ul style="list-style-type: none"> <li>▶ 35% of Council procurement from local businesses.</li> </ul>
2.1.5: Encourage the businesses and community members to shop local for goods and services.	<ul style="list-style-type: none"> <li>▶ Number of retail precincts the Business Resilience Program has been implemented.</li> <li>▶ Number of Think Local Buy Local communication initiatives.</li> </ul>
2.1.6: Support young people with education, employment and training pathways.	<ul style="list-style-type: none"> <li>▶ Increased levels of re-engagement with education by young people.</li> </ul>



## **Objective 2.2: Facilitate equal opportunity for worker skill development including for employees and the self-employed.**

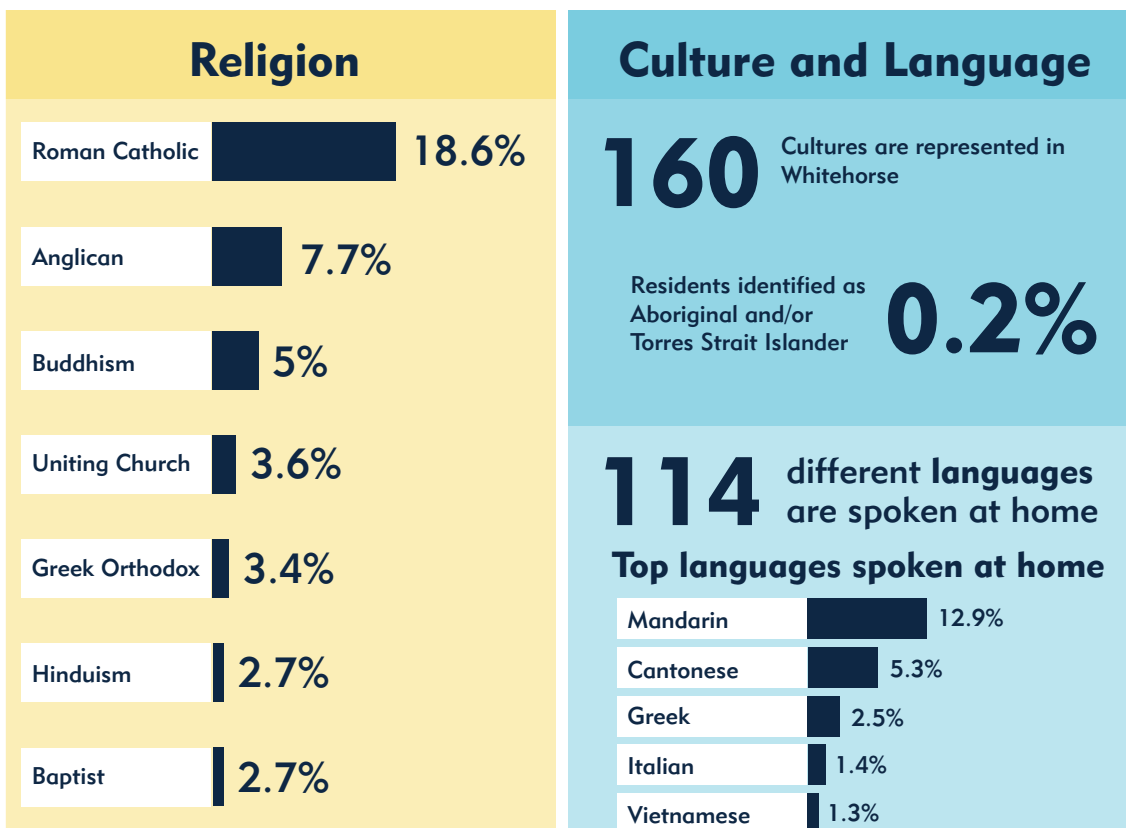
Strategy	Indicator
<b>2.2.1: Council will explore partnerships with other organisations to encourage social enterprises, micro businesses and start-ups.</b>	<ul style="list-style-type: none"> <li>▶ Number of programs developed by government and industry associations communicated to the business community.</li> </ul>
<b>2.2.2: Explore opportunities to implement an inclusive employment program at Council for local residents who face barriers to employment.</b>	<ul style="list-style-type: none"> <li>▶ Feasibility paper developed and presented to the executive by July 2022. Recommendations of feasibility paper to then be presented to Council.</li> </ul>
<b>2.2.3: Support local business leadership groups to lead innovation and creativity initiatives, events, awards and programs.</b>	<ul style="list-style-type: none"> <li>▶ Number of business networks (formal and informal) supported to implement innovative solutions to current and emerging issues.</li> </ul>

## **Objective 2.3: Support high-quality, accessible, and affordable education within the municipality.**

Strategy	Indicator
<b>2.3.1: Partner with the education sector to engage, promote and advocate for improved learning and educational opportunities for individuals and local businesses.</b>	<ul style="list-style-type: none"> <li>▶ Deliver 2 programs facilitated in collaboration with local tertiary institutions.</li> <li>▶ Meet with Tertiary Education representatives at least 6 times per year to maintain ongoing dialogue.</li> <li>▶ Percentage gap between the Greater Melbourne and Whitehorse LGA unemployment rates.</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

## Strategic Direction 3: Diverse and Inclusive Community



## Strategic Direction 3: Our Diverse and Inclusive Community

### Objective 3.1: Increase social inclusion, community participation and access to community services.

Strategy	Indicator
<b>3.1.1: Address widespread communication barriers by increasing our use of Easy English, translated written material and access to interpreters.</b>	<ul style="list-style-type: none"> <li>▶ A demonstrated increase in the use of interpreters across Council.</li> <li>▶ A demonstrated increase in the number of translated materials produced.</li> </ul>
<b>3.1.2: Reduce the communication and participation barriers that limit people from being heard, feeling included, and getting involved.</b>	<ul style="list-style-type: none"> <li>▶ Number of registered users on YourSay Whitehorse platform who identify as a person with a disability or impairment.</li> <li>▶ Number of registered users on YourSay Whitehorse platform with a non-English speaking background.</li> <li>▶ Investigate the feasibility of a Diversity Advisory Group.</li> </ul>
<b>3.1.3: Work collaboratively with neighbouring local Government areas to share assets and resources for the benefit and inclusion of the wider community.</b>	<ul style="list-style-type: none"> <li>▶ Number of new joint partnership projects undertaken.</li> <li>▶ Number of collaborative procurement contracts.</li> </ul>
<b>3.1.4: Continue to support, promote and celebrate volunteer programs to encourage people of all ages, abilities and diverse backgrounds to participate in opportunities.</b>	<ul style="list-style-type: none"> <li>▶ Number of Council programs that have volunteers.</li> <li>▶ % of registered Council volunteers from a Culturally and Linguistically Diverse (CALD) background.</li> <li>▶ Increase in the number of partnership meetings with community organisations.</li> </ul>
<b>3.1.5: Increase the accessibility and effectiveness of communications, marketing and transaction channels so that customers can access services and information by the method and at the time of their choice.</b>	<ul style="list-style-type: none"> <li>▶ Increase in Web visits and enquiries via digital channels such as Snap Send Solve, webchat and Messenger.</li> <li>▶ Increase in volume of online transactions.</li> <li>▶ Online transactions increase as a proportion of total transactions Increase in communications in community languages other than English.</li> <li>▶ Customer Satisfaction Survey results for informing the community above previous year.</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

Strategy	Indicator
<b>3.1.6: Develop and deliver Council festival and events that encourage community participation and connection.</b>	<ul style="list-style-type: none"> <li>▶ Attendance numbers at Council-led festivals and events.</li> </ul>
<b>3.1.7: Welcome new migrants and refugees into our community.</b>	<ul style="list-style-type: none"> <li>▶ Number of new citizens welcome through Citizenship Ceremonies.</li> <li>▶ Create partnership between community organisations (including but not limited to) Box Hill Institute (AMEP students), Migrant Information Centre and Chinese Community Social Services Centre Incorporated (CCSSCI) for information sharing.</li> <li>▶ At least 6 Council information sessions delivered to new migrants via Adult Migrant English Program, Chinese Community Social Services Centre Incorporated (CCSSCI).</li> </ul>
<b>3.1.8: Promote Interfaith Dialogue and faith based services.</b>	<ul style="list-style-type: none"> <li>▶ Facilitate and promote Whitehorse Interfaith Network.</li> </ul>
<b>3.1.9: Support gender equality at Council and in the community.</b>	<ul style="list-style-type: none"> <li>▶ Number of gender impact assessments undertaken.</li> </ul>

**Objective 3.2: Celebrate difference and lead the community towards greater cohesion.**

Strategy	Indicator
<b>3.2.1: Support community groups to celebrate and to host events that promote cultural background, faith and gender diversity.</b>	<ul style="list-style-type: none"> <li>▶ % of community grants that support cultural, faith and/or gender diversity.</li> </ul>
<b>3.2.2: Ensure council communications represents our diverse community in stories and images.</b>	<ul style="list-style-type: none"> <li>▶ A range of faith and cultural celebrations and traditions are acknowledged throughout the year.</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

### Objective 3.3: Celebrate our Wurundjeri Woi Wurrung heritage.

Strategy	Indicator
3.3.1: Recognise Wurundjeri Woi Wurrung heritage and its international significance as a part of the world's oldest living culture. Support our community to learn more about and embrace this unique element of who we are as one community.	<ul style="list-style-type: none"> <li>▶ Number of Council-led and partner events that celebrate and promote our Wurundjeri Woi Wurrung heritage.</li> </ul>

### Objective 3.4: Advocate for greater housing diversity including affordable and social housing.

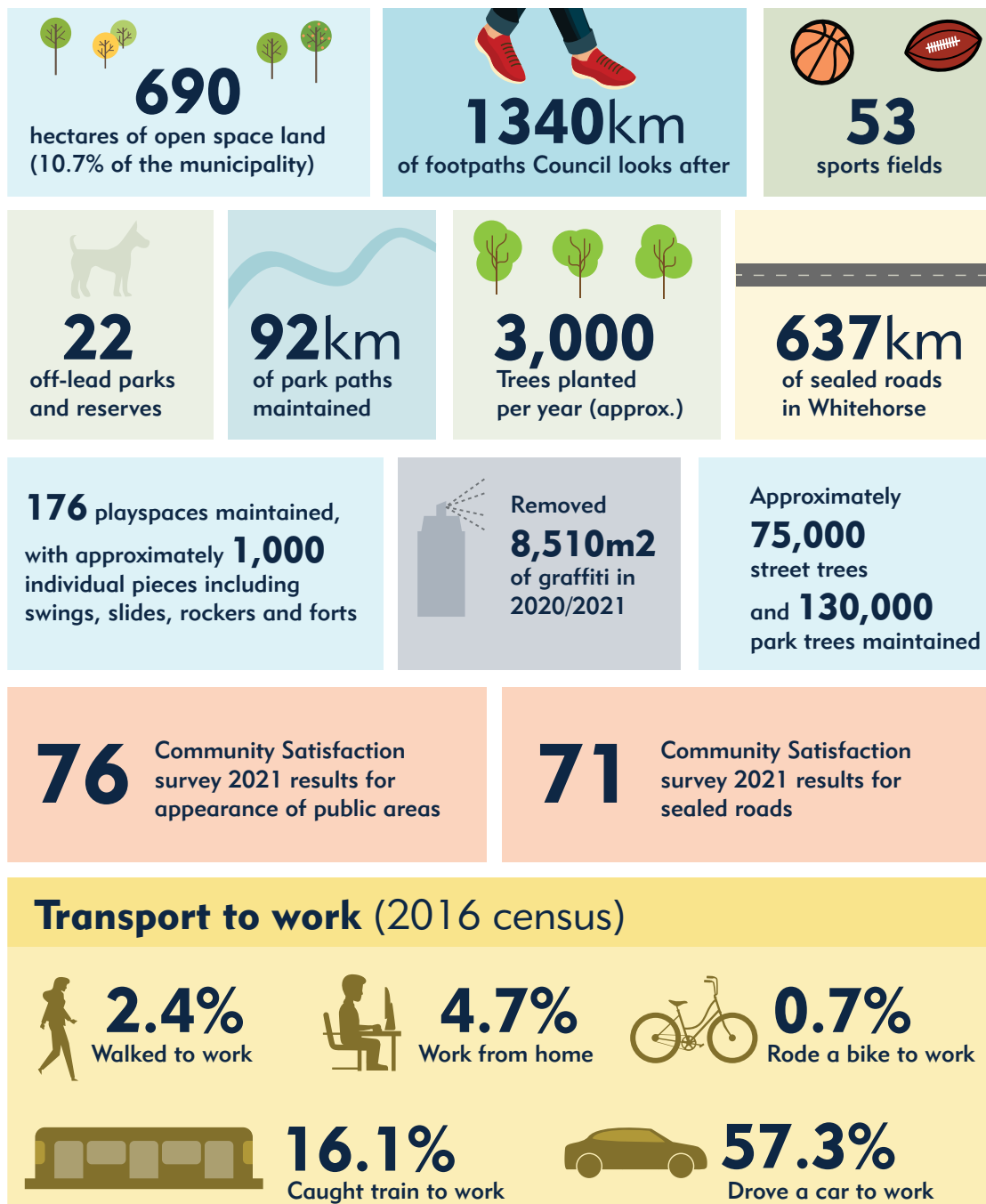
Strategy	Indicator
3.4.1: Partner with other levels of government in advocacy and planning for social housing and raising community awareness.	<ul style="list-style-type: none"> <li>▶ Participation in Eastern Affordable Housing Alliance and Regional.</li> <li>▶ Local Government Homelessness and Social Housing Charter Group.</li> </ul>
3.4.2: Facilitate social and affordable housing projects in partnership with developers and housing providers.	<ul style="list-style-type: none"> <li>▶ Number of social and affordable housing developed in partnership with developers.</li> </ul>

### Major initiatives

- ▶ Development of the Affordable Housing Local Planning Policy
- ▶ Development of the Whitehorse Gender Equality Action Plan 2021-2025
- ▶ Development of the Strategic Partnerships Framework (Indoor Sports Facilities)
- ▶ Development of Whitehorse Community Engagement Handbook

11.2 – ATTACHMENT 1. Council Plan June 2022

## Strategic Direction 4: Our Built Environment, movement and public places



## Strategic Direction 4: Our Built Environment; Movement, and Public Places

**Objective 4.1: Assets, facilities and urban design of a quality that provides the highest levels of utility and enhances the connection between the built, natural, heritage and social environments.**

Strategy	Indicator
4.1.1: Plan, build, renew and maintain community assets and facilities to meet current and future service needs in an environmentally, financially and socially sustainable way.	<ul style="list-style-type: none"> <li>▶ Community Satisfaction survey results for sealed roads above Metro Average (LGPRF).</li> <li>▶ 90% or above Compliance with Council's Road Management Plan audits.</li> <li>▶ Number of Council buildings that meet environmentally sustainable design guidelines (ESD) as per Council's ESD Policy.</li> </ul>
4.1.2: Prepare strategies and guidelines that set expectations for the quality of development and urban design outcomes for a place.	<ul style="list-style-type: none"> <li>▶ Community Satisfaction survey results for building and planning permits (Equal to or increase from previous year)</li> <li>▶ Objective 4.2: Foster development that has access to a range of facilities, services and amenities to meet future community needs.</li> </ul>

**Objective 4.2: Foster development that has access to a range of facilities, services and amenities to meet future community needs.**

Strategy	Indicator
4.2.1: Review the provision and use of open spaces considering current and future needs for active and passive recreation, safe meeting spaces and wellbeing programs in accessible green open spaces.	<ul style="list-style-type: none"> <li>▶ Community Satisfaction survey results for the appearance of public areas above Metro Average.</li> </ul>
4.2.2: Advocate to State government on how to foster '20-minute neighbourhoods' that improve community connection and local access to a diversity of services.	<ul style="list-style-type: none"> <li>▶ Increase in liveability index.</li> </ul>
4.2.3: Maximise the usage of Council and Community facilities to improve community access opportunities.	<ul style="list-style-type: none"> <li>▶ Utilisation of Council's facilities.</li> <li>▶ Utilisation of Aquatic Facilities (LGPRF).</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

**Objective 4.3: Provide active public spaces which are accessible by all, where people feel safe and connected with others in the community.**

Strategy	Indicator
4.3.1: Work with community organisations to promote and encourage social connections and support community participation for isolated members of the community.	<ul style="list-style-type: none"> <li>▶ Number of programs and initiatives delivered that facilitate social connections.</li> <li>▶ Number of community organisations receiving community grants.</li> </ul>
4.3.2 Plan, maintain, renew and upgrade Whitehorse play spaces providing a range of safe, enjoyable and accessible play experiences for the community.	<ul style="list-style-type: none"> <li>▶ Minimum 70% of play spaces delivering contemporary play experiences. (Playspace assets less than 20 years old)</li> </ul>
4.3.3 Plan, maintain, renew and upgrade path and walking networks throughout the open space network.	<ul style="list-style-type: none"> <li>▶ Integrated Open Space Services (IOSS) Survey results are within top 10% of Council's.</li> </ul>

**Objective 4.4: Facilitate opportunities for the community to interact and immerse with natural and built environments.**

Strategy	Indicator
4.4.1: Develop volunteer and interactive community education programs to encourage community connection to the natural environment.	<ul style="list-style-type: none"> <li>▶ Council will develop a calendar of, and conduct, volunteer and community education programs on the natural environment.</li> </ul>

**Objective 4.5: Whitehorse will support provision of effective, sustainable and inclusive transport services.**

Strategy	Indicator
4.5.1: Maintain, enhance and advocate for transport accessibility and improved transport routes and modes.	<ul style="list-style-type: none"> <li>▶ Above 90% compliance with Council's Road Management Plan audits.</li> <li>▶ Community Satisfaction survey results for sealed roads (equal to or above metro average).</li> </ul>
4.5.2: Advocate and create low-traffic neighbourhoods where people can move safely.	<ul style="list-style-type: none"> <li>▶ Number of transport advocacy programs.</li> </ul>
4.5.3: Continued implementation of the low stress Easy Rides cycling routes.	<ul style="list-style-type: none"> <li>▶ Number of Easy Ride routes installed (Equal to or exceed previous year).</li> </ul>



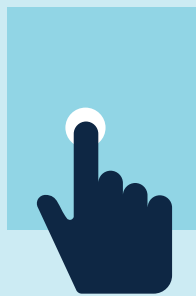
**11.2 – ATTACHMENT 1. Council Plan June 2022**

**Major initiatives**

- Capital Upgrade storm proofing paths project
- Development of the Play Space Renewal Program
- Review Play Space Strategy (Year 3)
- Development of Open Space Strategy 2022-2037
- Redevelopment of the Whitehorse Performing Arts Centre
- Refurbishment of Strathdon House and Orchard precinct
- Work co-operatively with Suburban Rail Loop to advocate for best implementation of State Planning regulations in Box Hill and Burwood
- Participate in development of guidelines by State government aimed at creating '20-minute neighbourhoods'
- Prepare Infrastructure Developer Contributions Framework for consideration by Council
- Sportsfield safety and provision review
- Implementation of Easy Ride routes
- Review further opportunities for use of Open Space Reserve funds in delivering open space priorities (including acquisition of and repurposing)
- Adopt updated Structure Plan and Urban Design Framework for Box Hill
- Metropolitan Activity Centre and implement planning controls
- Update the Nunawading, Megamile East and Mitcham Structure Plan
- Progress implementation of the Residential Corridors Built Form Study
- Redevelopment of Morack Golf Course
- Redevelopment of Sportlink
- Replacement of Main Street bridge, Blackburn
- Deliver the annual Streetscape Improvement Program
- Review Vision of Box Hill Major Activity Centre
- North East Link Advocacy
- Developer contributions framework
- Implementation of Box Hill Integrated Transport Strategy
- East Burwood Reserve Master Plan

11.2 – ATTACHMENT 1. Council Plan June 2022

## Strategic Direction 5: Sustainable Climate Change and Environmental Care



**75**

Community Satisfaction survey 2021  
results for waste management

**63**

Community satisfaction survey 2021  
results for environmental sustainability

**1,064**

open space inspections  
2020/2021

**4**

Council-owned buildings  
retrofitted to achieve  
enhanced environmental  
sustainability

**3,405**

tonnes of debris  
collected from street  
sweeping program

2020/2021



**148,459**

transactions at the  
Whitehorse Recycling  
and Waste Centre

2020 / 2021



**31,438**

Indigenous plants  
produced by  
Whitehorse nursery

2020 / 2021

**43,205**

Total plants produced  
by Whitehorse nursery

2020 / 2021

**1,033**

attendees at planting  
tree education programs

2020 / 2021

## Strategic Direction 5: Sustainable Climate & Environmental Care

### Objective 5.1: Take a leadership role in tackling climate change.

Strategy	Indicator
<b>5.1.1: We will adapt to climate change and build the resilience of our community, infrastructure and the built environment through relevant Council plans and policies.</b>	<ul style="list-style-type: none"> <li>▶ Participation in Environmental sustainability community education/engagements.</li> <li>▶ Community satisfaction results with Environmental Sustainability above metro average.</li> <li>▶ Increase in number of effective partnerships with neighbouring municipalities and other stakeholders in addressing climate change.</li> <li>▶ Increase in the number of solar installations and solar capacity (kW) across Council owned facilities.</li> <li>▶ Reduction in Council's carbon emissions in accordance with the interim Climate Response Plan 2020-2022.</li> <li>▶ Deliver councils targets under Energy Procurement Contract and Power Purchase Agreements.</li> </ul>
<b>5.1.2: Advocate to State Government to lead state-wide vegetation strategies and reform regulation to more strongly discourage tree removal and increase canopy cover to create more shade and reduce urban heat island effect.</b>	<ul style="list-style-type: none"> <li>▶ Council will plant a minimum of 2,500 trees per annum.</li> <li>▶ Council will have a net increase of at least 500 trees per annum on Council managed land.</li> </ul>

### Objective 5.2: Consider our natural environment when making decisions including creeks, wetlands, lakes, bushlands, flora and fauna.

Strategy	Indicator
<b>5.2.1: Continue to sustainably manage, enhance and increase trees and vegetation in Council's streetscapes, parks and gardens, with species that enhance neighbourhood character, support biodiversity and are adaptable to a changing climate.</b>	<ul style="list-style-type: none"> <li>▶ Plant greater than 30,000 plants.</li> <li>▶ Plant greater than 2,000 trees in our streetscapes and parks.</li> <li>▶ Number of plants produced by Whitehorse Nursery that are indigenous to Whitehorse.</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

Strategy	Indicator
<b>5.2.2: Develop strategies to maintain and improve water quality of local waterways.</b>	<ul style="list-style-type: none"> <li>▶ Customer satisfaction with environmental sustainability above metro average.</li> </ul>

**Objective 5.3: Enable and build capacity for the community to reduce, reuse, and recycle using circular waste principles.**

Strategy	Indicator
<b>5.3.1: Identify, promote and implement viable recycling and resource recovery opportunities.</b>	<ul style="list-style-type: none"> <li>▶ Community satisfaction survey results for performance of waste management services above metro average.</li> </ul>
<b>5.3.2: Advocate to and work with State Government agencies and Councils on initiatives that promote and contribute to circular waste principles and State targets.</b>	<ul style="list-style-type: none"> <li>▶ Kerbside waste collection diverted from landfill above previous year (LGPRF).</li> </ul>

**Major Initiatives**

- ▶ Implementation Urban Forest Strategy Adoption of landscape planting policy
- ▶ Development of the Sustainability Strategy
- ▶ Develop the Climate adaptation Strategy Climate Response Plan 2030
- ▶ Development of the Integrated Water Strategy and action plan
- ▶ Implementation of a food and garden waste service
- ▶ Implementation of Council's 'Rubbish to Resource' Waste Management Strategy 2018-2028
- ▶ Undertake a waste service charge review
- ▶ Continue participation in the South East Metropolitan advanced waste processing project
- ▶ Continue to work with south east metropolitan Councils on the advanced waste processing project to divert waste from landfill
- ▶ Develop a final Transition Plan to a 4-bin kerbside waste and recycling system, in line with the State Government's Recycling Victoria Policy

11.2 – ATTACHMENT 1. Council Plan June 2022

## Strategic Direction 6: An empowered collaborative community



**57**

Community Satisfaction survey 2021 results for community consultation and engagement



**74**

Community satisfaction survey 2021 results for community decisions



**74**

Community satisfaction survey 2021 results for customer service

**\$863,019**

Investment in community groups and organisations



**14**

Multi-purpose facilities



**428,652**

Visitors to libraries

**54.7mil**

Invested in maintenance, upgrades and development of community infrastructure

**85.4%**

of the population stated they could definitely access community services

## **Strategic Direction 6: An Empowered Collaborative Community**

**Objective 6.1: Engage with the community collaboratively and in partnership to hear their views on what needs to be done.**

<b>Strategy</b>	<b>Indicator</b>
<b>6.1.1: Create opportunities for shared decision making through active community engagement and ensure results are shared with the community.</b>	<ul style="list-style-type: none"><li>▶ Community satisfaction survey result for community engagement above previous year (LGPRF).</li></ul>
<b>6.1.2: Council will listen and be responsive to Community suggestions and feedback.</b>	<ul style="list-style-type: none"><li>▶ Council acknowledges feedback received via YourSay Whitehorse.</li><li>▶ Council actively seeks the opinions via YourSay Whitehorse of those who have previously expressed interest in a topic.</li><li>▶ Council has a policy and processes that provide for receiving and responding to feedback and suggestions in addition to complaints or compliments.</li></ul>

**Objective 6.2: Create opportunities for every person in the community to be listened to and included in community decision-making processes.**

<b>Strategy</b>	<b>Indicator</b>
<b>6.2.1: Address the needs of hardly reached groups to encourage engagement involvement through a range of opportunities and settings.</b>	<ul style="list-style-type: none"><li>▶ Number of registered users on Your Say Whitehorse with a non-English speaking background.</li><li>▶ Number of registered users on Your Say Whitehorse who identify as a person with a disability or impairment.</li></ul>
<b>6.2.2: Support opportunities for young people to be involved in decision making.</b>	<ul style="list-style-type: none"><li>▶ Number of young people registered with YourSay Whitehorse.</li><li>▶ Facilitation of Youth Representative Committee.</li></ul>

### Objective 6.3: Excellent customer experience and service delivery.

Strategy	Indicator
6.3.1: Provide consistently transparent, fair, timely and accessible customer service.	<ul style="list-style-type: none"><li>▶ Community Satisfaction survey results for Customer Service above previous year.</li><li>▶ Proportion of Complaints recorded and resolved within the service standard.</li><li>▶ Customer sentiment sampling indicates maintained or increased satisfaction on specific services.</li></ul>

### Major initiatives

- ▶ Development of the Whitehorse Community Engagement Handbook
- ▶ Develop Council's Feedback or Complaints handling policy



11.2 – ATTACHMENT 1. Council Plan June 2022

## Strategic Direction 7: Health and Wellbeing

**56.8%**

feel safe when  
walking home  
at night



**20.6%**

of people experience  
anxiety or depression  
(2017)



**96.8%**

of 5 year olds  
in Whitehorse are  
fully immunised (2021)



**80.5%** of women and  
**78.5%** of men rated their  
health as "excellent",  
"very good" or "good" in 2017

**45.9%**

unintentional injuries  
caused by falls (2015)



**1,302**

family incidents  
reported

**2%** of population have  
Dementia (2016)

Dementia expected to almost  
double in 2050 to 6,905 people

**59,229**

meals delivered  
to home and  
community clients



**17.7%**

of people  
reporting a level  
of disability



**1 in 9**

people provide unpaid care to  
people living with a disability  
and older people



## Strategic Direction 7: Health and Wellbeing

**Objective 7.1: Address the inequalities in health outcomes through advocacy and offering affordable options in programs and services, services tailored to the individual and easily accessible information about services available in our neighbourhoods.**

Strategy	Indicator
<b>7.1.1: Provide accessible services and programs.</b>	<ul style="list-style-type: none"> <li>▶ Customer satisfaction survey results for Family support services above previous year.</li> <li>▶ Infant enrolments in the Maternal and Child Health service (LGPRF).</li> </ul>
<b>7.1.2: Advocate on behalf of the community and respond where appropriate to health and wellbeing needs (in response to the MPHWP).</b>	<ul style="list-style-type: none"> <li>▶ Number of programs and initiatives that promote health and wellbeing.</li> <li>▶ Number of participants in programs and initiatives that promote health and wellbeing.</li> <li>▶ Number of advocacy campaigns.</li> <li>▶ Number of partnerships.</li> <li>▶ Number of community grants aligned with priorities of the MPHWP.</li> <li>▶ Customer Satisfaction Survey results for Advocacy above previous year.</li> </ul>

**Objective 7.2: Educate the community to maximise their access to healthy lifestyles, encompassing mind, body and spirit.**

Strategy	Indicator
<b>7.2.1: Raise community awareness of the health benefits of community participation and healthy lifestyles.</b>	<ul style="list-style-type: none"> <li>▶ Proportion of people who report feeling safe in the municipality Percentage of people who report their health as very good or excellent Number of people who volunteer in Whitehorse Implementation of health promotion for priority areas of the Municipal Public Health and Wellbeing Plan 2021-2025.</li> </ul>
<b>7.2.2: Provide opportunities for community capacity building in a range of areas that promote healthy lifestyles.</b>	<ul style="list-style-type: none"> <li>▶ Number of healthy living programs facilitated.</li> <li>▶ Community satisfaction survey results for older person support services (equal to or increase in previous year).</li> </ul>
<b>7.2.3: Strengthen community preparedness and resilience for emergency events.</b>	<ul style="list-style-type: none"> <li>▶ Community has access to information on how to prepare, respond and recover from emergency events.</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

**Objective 7.3 Enhance social connection within the community by facilitating social support groups for those in need, and provide opportunities for participation and community involvement.**

Strategy	Indicator
7.3.1: Promote social connection through place making initiatives in retail precincts.	<ul style="list-style-type: none"> <li>▶ Number of place activations in retail precincts.</li> <li>▶ Number of place activations generated by Community Groups.</li> </ul>
7.3.2: Provide grants to the community.	<ul style="list-style-type: none"> <li>▶ Number of grants awarded</li> </ul>
7.3.3: Support community groups and organisations to deliver community festivals, events and local filming projects.	<ul style="list-style-type: none"> <li>▶ Number of event permits issued.</li> </ul>
7.3.4: Promote participation in local sporting opportunities.	<ul style="list-style-type: none"> <li>▶ Number of 'All Sports' newsletters distributed.</li> <li>▶ Participation in local sport.</li> </ul>

**Objective 7.4: Seek to protect, improve and promote public health and wellbeing within the municipal district.**

Strategy	Indicator
7.4.1: Develop, assess risks and enforce public health standards and intervene where the health of people is affected.	<ul style="list-style-type: none"> <li>▶ Number of public health assessments undertaken.</li> </ul>
7.4.2: Partner with local agencies to improve public health and wellbeing in Whitehorse.	<ul style="list-style-type: none"> <li>▶ Number of partnership programs and initiatives that promote health and wellbeing delivered.</li> </ul>
7.4.3: Co-ordinate and provide immunisation services to children living or being educated within the municipality.	<ul style="list-style-type: none"> <li>▶ Participation in the Maternal Child Health Service (LGPRF).</li> <li>▶ Participation of Aboriginal children in the Maternal Child Health service (LGPRF).</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

**Objective 7.5: Prevent, prepare, respond to and recover from emergencies and natural disasters.**

Strategy	Indicator
7.5.1: Work in partnership with government, health and emergency services to maintain and implement the City of Whitehorse Municipal Emergency Management Plan.	► Municipal Emergency Management Planning Committee (MEMPC) representation.
7.5.2: Inform and educate the community, especially those most at risk, about how to prepare for, respond to and recover from emergencies and identified emergency risks.	► Number of Emergency Management events held and communications distributed.

**Major initiatives**

- Development of the Municipal Public Health and Wellbeing Plan (MPHWP) 2025-2029
- Development of the Whitehorse Community Participation and Volunteer Strategy 2022-2026
- Development of the Whitehorse Healthy Ageing Plan 2022-2026
- Development of the Whitehorse Youth Plan 2021-2025
- Development of the Whitehorse Diversity Action Plan 2022-2026
- Development of the Whitehorse Disability Action Plan 2022-2026
- Annual Emergency Management exercises conducted



## Strategic Direction 8: Governance and Leadership

### Objective 8.1: Strategic leadership and Great Organisational Culture.

Strategy	Indicator
8.1.1: Purposeful, empowered and engaged leadership with a values based culture (that works in partnership with the community).	<ul style="list-style-type: none"> <li>▶ Organisation cultural inventory at year one and two to measure uptake of values and culture.</li> </ul>
8.1.2 A workforce capable and aligned to transform Whitehorse.	<ul style="list-style-type: none"> <li>▶ Leadership Capability Framework developed by end of 2021.</li> <li>▶ Leadership Capability Framework incorporated into performance reviews by end of 2022.</li> <li>▶ Number of leaders participating in the LEAD program.</li> </ul>
8.1.3: Working towards a diverse workforce with demographics reflective of the Whitehorse community.	<ul style="list-style-type: none"> <li>▶ Workforce demographic profile aligns more closely with the community.</li> </ul>
8.1.4: Enhanced health, safety and wellbeing of Council's workforce (employees and volunteers).	<ul style="list-style-type: none"> <li>▶ Councils WorkCover Employer Performance Rating below the industry average.</li> <li>▶ Safety Topic completion at or greater than 80%.</li> <li>▶ Incidents closed out by due date – equal to or Greater than 90%.</li> </ul>

### Objective 8.2 Provide responsible financial management and business planning

Strategy	Indicator
8.2.1: Provide an integrated approach to planning and reporting across Council with an increased focus on outcomes.	<ul style="list-style-type: none"> <li>▶ Compliance with LGA requirements in regard to Strategic Integrated Planning and Reporting Framework.</li> </ul>
8.2.2: Ensure responsible financial and resource management to maintain Council's long term financial sustainability within a rate capping environment.	<ul style="list-style-type: none"> <li>▶ Net underlying operating result greater than budget.</li> <li>▶ Consistently achieve "green" in VAGO Financial Indicators.</li> <li>▶ LGPRF financial indicators in line with budget.</li> </ul>

11.2 – ATTACHMENT 1. Council Plan June 2022

### Objective 8.3: Good Governance and Integrity.

Strategy	Indicator
<b>8.3.1: Compliance with Council policies, legislative requirements and regulations.</b>	<ul style="list-style-type: none"> <li>▶ Compliance Audits undertaken by Legislative oversight bodies demonstrate good practices and low risk findings.</li> <li>▶ Governance Checklist - 100% compliance (LGPRF).</li> <li>▶ Number of legislative breaches.</li> <li>▶ Works towards compliance with Office Victorian Information Commissioner (OVIC) data security standards.</li> </ul>
<b>8.3.2: Strengthen fraud and corruption controls.</b>	<ul style="list-style-type: none"> <li>▶ Percentage of completed Fraud &amp; Corruption mandatory training (85%+).</li> <li>▶ High proportion of low risk findings for internal/ external/intra audit results and controls assessment reviews.</li> </ul>
<b>8.3.3: Ensure risk management is an integral part of our planning and decision-making processes.</b>	<ul style="list-style-type: none"> <li>▶ Percentage of Manager/Coordinator mandatory Risk Management training attendance (100%).</li> <li>▶ Risk Management Maturity Assessment demonstrating and measuring the level Risk Management has been implemented across council.</li> </ul>
<b>8.3.4: Ensure Council meetings and reports are informed, accessible and transparent to the community.</b>	<ul style="list-style-type: none"> <li>▶ Publishing of agenda and minutes on Council's website within the set timeframe.</li> <li>▶ Increase in Public participation via public submissions and public question time at meetings.</li> <li>▶ Review the current governance framework for strategic initiatives in line with the overarching governance principles to improve the Councillor briefing and report writing process.</li> <li>▶ Customer satisfaction for Council decisions above previous year.</li> <li>▶ 5% or less of Council decisions made at meetings closed to the public.</li> </ul>

**11.2 – ATTACHMENT 1. Council Plan June 2022**

**Major initiatives**

- ▶ Council's Values and Behaviours are Embedded in the Performance Appraisal & Development Plans (PADP)
- ▶ Implementation of transformation initiatives
- ▶ Development and review of Financial Plan, Budget and Revenue & Rating Plans
- ▶ Development of investment strategy
- ▶ Implementation of the Gender Equity Action Plan 2021-2025 (GEAP)
- ▶ Conduct audits and reviews on legislative requirements for compliance
  - ▶ - Implement agreed recommendations and processes
  - ▶ - Conduct review and update of Instruments of Delegation
- ▶ Engage with Local Government Victoria and sector network groups on legislative reform or interpretation
- ▶ Develop an Information Management Governance Strategy
- ▶ Review of the Risk Management Framework
- ▶ Review Council's live streaming platform against other available products for view ability and accessibility
- ▶ Investigate expanding live streaming of Council meetings to include social media (e.g. Facebook)
- ▶ Establish agreed timelines for Council meeting agenda and minutes within
- ▶ Review the public participation components of Council meetings and online registration processes
- ▶ Development of Workforce Plan
- ▶ Development of the Integrated Strategic Planning and Reporting Framework

## Reviewing and updating of this plan

The Council Plan is reviewed annually to ensure the strategic directions and actions continue to reflect the needs and priorities of Council and the community.

Council will carry out a review of the Council Plan in year two which will entail working with the community to determine if there are any required updates to the Council Plan.

## Reporting on progress and performance

Monitoring and reporting on the progress of the Council Plan is a key focus for Council.

Performance will be measured against the indicators identified in the Plan via Council's quarterly reporting process and will be reported back to the community through the Annual Report.



# Policies and procedures





11.2 – ATTACHMENT 1. Council Plan June 2022

	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
Affordable Housing Policy 2010		
Arts and Culture Strategy 2014–2022	✓	
Asset Management Plan 2022-2026 (under development)	✓	
Asset Plan 2022-2032 (under development)	✓	
Blackburn Creeklands Master Plan 2002		
Box Hill Central Activities Area Car Parking Strategy 2014		
Box Hill Gardens Master Plan 2011		
Box Hill Integrated Transport Strategy 2020		
Box Hill MAC Integrated Transport Strategy 2020		
Box Hill Transit City Activity Centre Structure Plan 2007 (under review)		
Box Hill Urban Realm Treatment Guidelines		
Building Over Drainage Easements 2018		
Buildings Asset Management Plan 2018		
Burwood Heights Activity Centre Structure Plan 2006		
Burwood Village Neighbourhood Activity Centre Framework Plan 2008		
CCTV in Public Places Policy and Guidelines (under development)		
Climate Response Plan 2020-2022		
Community Road Safety Strategy 2013		

11.2 – ATTACHMENT 1. Council Plan June 2022

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
✓				✓	
✓					
	✓	✓		✓	
		✓		✓	
	✓	✓		✓	
	✓				
	✓				
	✓	✓			
	✓				
	✓	✓			
	✓				
	✓	✓			
	✓				
	✓	✓			
	✓	✓			
	✓	✓		✓	
	✓		✓	✓	
	✓	✓			

11.2 – ATTACHMENT 1. Council Plan June 2022

	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
Councillor Code of Conduct 2021		
Customer Service Strategy 2021-2025	✓	
Domestic Animal Management Plan 2021-2025		
Drainage Asset Management Plan 2014		
Economic Development Strategy 2020-2022	✓	✓
Financial Plan 2021-2031		
Floodlighting Policy 2020		
Gender Equality Action Plan 2021-2025 (under development)		
Heritage Framework Plan 2020		
Heritage Kerbs Channels and Laneways Policy 2001		
Indoor Sports Feasibility Study 2020		
Information Management Strategy 2021	✓	
Information Technology Strategy 2020-2025	✓	
Integrated Transport Strategy 2011–2021		
Integrated Water Strategy and Action Plan		
Interim Climate Response Plan 2020-2022		
Interim Urban Forest Strategy 2018-2021		
Investment & Economic Development Strategy Extension 2020-2022	✓	✓

11.2 – ATTACHMENT 1. Council Plan June 2022

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
			✓		✓
✓	✓				
	✓	✓			
	✓				
					✓
✓	✓	✓		✓	
✓			✓	✓	
	✓				
	✓				
✓				✓	
	✓	✓			
		✓		✓	
		✓		✓	
		✓		✓	
			✓		

11.2 – ATTACHMENT 1. Council Plan June 2022

	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
IT Asset Management Plan 2019	✓	
Library Plan 2021-2025		
Library Strategy 2021-2031		
MEGAmile (west) and Blackburn Activity Centres Urban Design Framework 2010		✓
Melbourne East Regional Sport and Recreation Strategy		
Mitcham Station Precinct Built Form and Public Realm Guidelines 2012		
Municipal Early Years Plan 2022-2026 (under development)		✓
Municipal Emergency Management Plan 2020		
Municipal Public Health and Wellbeing Plan 2021-2025		
Municipal Wide Tree Study 2016 and 2019		
Municipal Youth Plan 2021-2025 (under development)		✓
Neighbourhood Activity Centre Urban Design Guidelines 2014	✓	✓
Nunawading Megamile Major Activity Centre and Mitcham Neighbourhood Activity Centre Structure Plan 2008		✓
Open Space Asset Management Plan 2019		
Pavilion Development Policy 2019		
Plant and Fleet Asset Management Plan 2019		
Play Space Strategy 2021 (under review)		
Procurement Policy		

11.2 – ATTACHMENT 1. Council Plan June 2022

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
✓	✓		✓	✓	
✓	✓		✓	✓	
✓		✓			
	✓	✓		✓	
	✓				
✓	✓		✓	✓	
			✓	✓	
✓	✓	✓	✓	✓	
		✓		✓	
✓	✓		✓	✓	
✓	✓	✓		✓	
✓	✓	✓			
	✓	✓		✓	
	✓	✓	✓	✓	
	✓	✓			
	✓			✓	
					✓

11.2 – ATTACHMENT 1. Council Plan June 2022

	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
Public Transparency Policy 2020		
Residential Corridors Built Form Study 2018		
Revenue and Rating Plan 2021-2025		
Road Bridge and Paths Structures Strategy 2015		
Road Management Plan 2021 (under review)		
Roads Asset Management Plan 2020		
Sports Field User Guide		
Student Accommodation Strategy 2018		✓
Summary Asset Management Plan 2020	✓	
Sustainability Strategy 2016-2022		✓
Sustainability Strategy 2030 (under development)		✓
Tally Ho Major Activity Centre Urban Design Framework 2015		
Transformation Strategy	✓	
Whitehorse Community Engagement Policy 2020		
Whitehorse Community Participation Strategy 2022-2026		
Whitehorse Cycling Strategy 2016		
Whitehorse Disability Action Plan 2022-2026 (under development)		
Whitehorse Diversity Action Plan 2022-2026 (under development)		

11.2 – ATTACHMENT 1. Council Plan June 2022

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
					✓
	✓				
					✓
	✓				
	✓				
	✓	✓		✓	
	✓	✓		✓	
✓					
		✓			
	✓	✓	✓	✓	
	✓	✓		✓	
	✓				
					✓
✓			✓		
✓	✓		✓		
	✓			✓	
✓	✓		✓	✓	
✓	✓		✓	✓	



11.2 – ATTACHMENT 1. Council Plan June 2022

	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
Whitehorse Environmentally Sustainable Design (ESD) for Council Buildings and Infrastructure 2021		
Whitehorse Healthy Ageing Plan 2022-2026 (under development)		
Whitehorse Housing Strategy 2014		
Whitehorse Industrial Strategy 2011		✓
Whitehorse Municipal Emergency Coordination Centre (MECC) Facility Plan 2018		
Whitehorse Neighbourhood Character Study 2014		
Whitehorse Open Space Strategy 2007–2022 (under development)		
Whitehorse Reconciliation Strategy 2022-2026 (under development)		
Whitehorse Recreation Strategy 2015–2024		
Whitehorse Responsible Gambling Policy		
Whitehorse Streetscape Policy and Strategy 2002		
Whitehorse Urban Biodiversity Strategy 2024 (under development)	✓	
Whitehorse Waste Management Strategy 2018-2028		
Workforce Plan 2021-2025 (under development)		✓

11.2 – ATTACHMENT 1. Council Plan June 2022

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
	✓	✓			
✓			✓	✓	
✓				✓	✓
✓	✓	✓			
			✓	✓	✓
✓	✓				
	✓			✓	
✓	✓		✓	✓	
	✓			✓	
				✓	
		✓			
✓	✓	✓	✓	✓	
		✓	✓	✓	
				✓	

11.2 – ATTACHMENT 1. Council Plan June 2022

## Glossary

**Annual Report:** A report on the activities of Council over the previous financial year. The report includes a report of operations, audited financial statements and an audited performance statement.

**Budget:** Documents the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

**Community engagement:** The process of Council working with residents, businesses and community groups to address issues that impact their wellbeing. Council adopted principles regarding community engagement are outlined in the Community Engagement Policy.

**Community Vision:** Description of the long-term aspirations of the community. The Whitehorse 2040 Community Vision represents the strategic direction of Council as required by section 90 of the Local Government Act 2020.

**Executive Leadership Team:** A team comprising of the Chief Executive Officer, four Directors, and an Executive Manager, responsible for overseeing and managing the operations of Council, and strategic and policy issues.

**Council:** The role of a Council is to provide good governance and a variety of services for the benefit and wellbeing of the municipal community.

**Council Plan:** A four-year plan which provides the medium-term framework for Council operations by outlining: the strategic direction of Council (Community Vision); objectives for achieving the strategic direction; strategies for achieving the objectives; indicators for monitoring the achievement and progress of the objectives; and a description of Council's major initiatives for service, infrastructure and amenity.

**Councillor:** A member of the community elected in accordance with the Local Government Act 2020 to represent the residents of a ward within the municipality, as a member of Council.

**Deliberative engagement:** An approach which encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs and evidence to reach a consensus or make recommendations.

**Indicators:** Performance measures that assist Council to monitor progress toward achievement of the objectives and the strategic directions.

**Local Government Act 2020:** Victorian Government legislation that outlines the intention for Councils to provide a democratic and efficient system of local government in Victoria. It provides Councils with the authority to meet the needs of their communities and provides the basis for an accountable system of local governance in Victoria.

**Major Initiatives:** An initiative or investment of a large scale likely to impact on a significant proportion of the Whitehorse Community.

---

11.2 – ATTACHMENT 1. Council Plan June 2022

**Municipal Public Health and Wellbeing Plan:** a Strategic Plan which represents efforts Council will take in partnership with other organisations and advocacy networks over the next four years to improve the health and wellbeing of the municipality.

**Municipality:** A geographical area that is delineated for the purpose of local government.

**Objectives:** Identifies Council's goals to work towards in the Council Plan to achieve the strategic direction in the Whitehorse 2040 Community Vision

**Strategic Direction:** Identifies key theme areas for Council to focus on to achieve the Whitehorse 2040 Community Vision.

**Strategies:** Highlights Council's 4-year approach to meet the objectives in the Council Plan.

**Wards:** A geographical area which provides a fair and equitable division of a local government area.



11.2 – ATTACHMENT 1. Council Plan June 2022

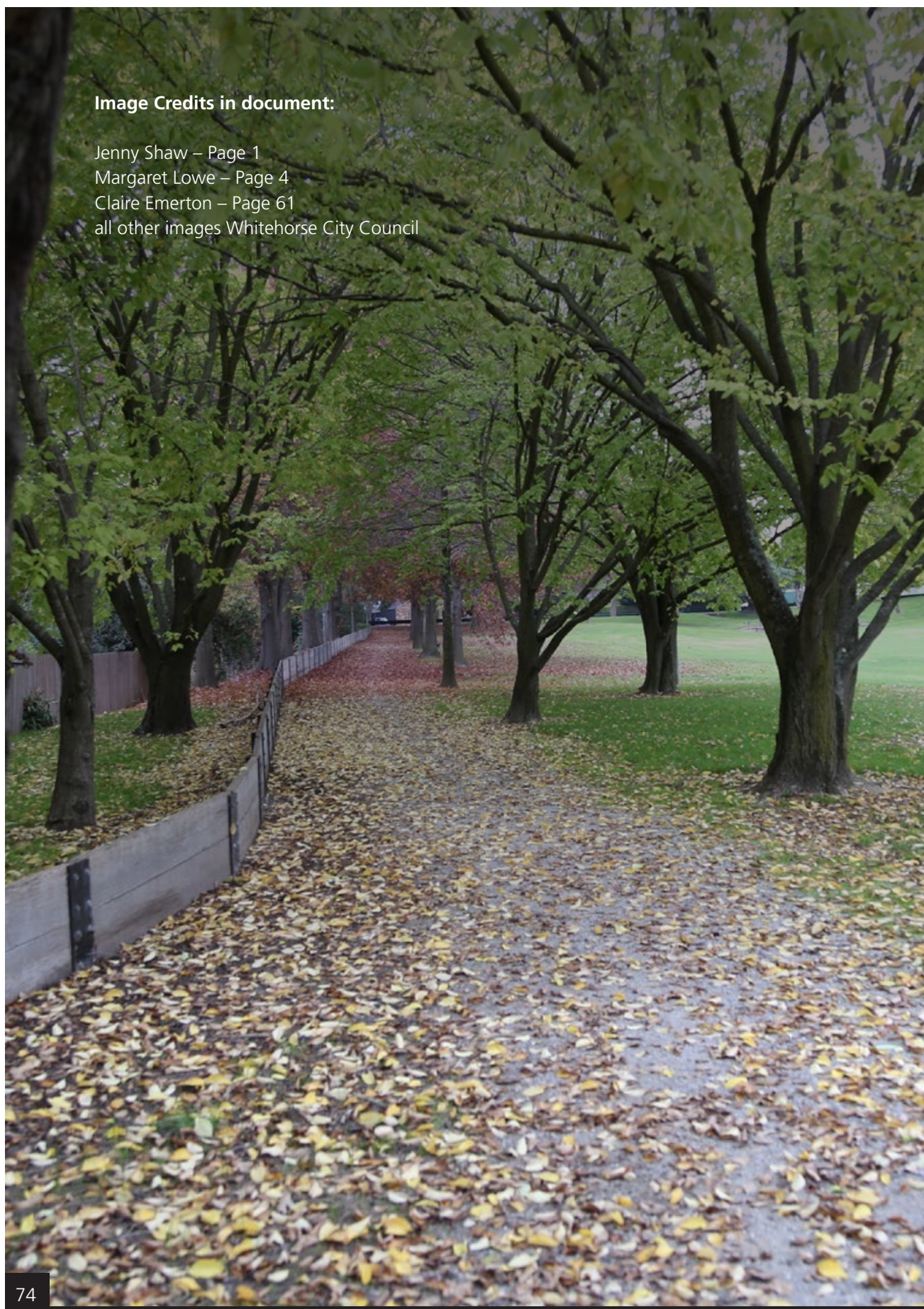
**Image Credits in document:**

Jenny Shaw – Page 1

Margaret Lowe – Page 4

Claire Emerton – Page 61

all other images Whitehorse City Council



11.2 – ATTACHMENT 1. Council Plan June 2022



## CONTACTING COUNCIL

---

Postal Address:	Whitehorse City Council Locked Bag 2 Nunawading 3131
ABN	39 549 568 822
Telephone:	9262 6333
Fax:	9262 6490
NRS:	133 677 then quote 9262 6333 (Service for deaf or hearing impaired people)
TIS:	131 450 (Telephone Interpreter Service. Call and ask to be connected to Whitehorse City Council)
Email:	<a href="mailto:customer.service@whitehorse.vic.gov.au">customer.service@whitehorse.vic.gov.au</a>
Website:	<a href="http://www.whitehorse.vic.gov.au">www.whitehorse.vic.gov.au</a>
Service Centres:	<b>Whitehorse Civic Centre</b> 379-399 Whitehorse Road, Nunawading 3131  <b>Box Hill Town Hall Service Centre</b> Box Hill Town Hall 1022 Whitehorse Road, Box Hill 3128  <b>Forest Hill Service Centre</b> Shop 275 Forest Hill Chase Shopping Centre Canterbury Road, Forest Hill 3131



# **2022 Local Government Community Satisfaction Survey**

## **Whitehorse City Council**

Coordinated by the Department of Jobs,  
Precincts and Regions on behalf of  
Victorian councils



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Contents

<b><u>Background and objectives</u></b>	<b><u>3</u></b>	<b><u>Community and cultural activities</u></b>	<b><u>90</u></b>
<b><u>Key findings and recommendations</u></b>	<b><u>4</u></b>	<b><u>Waste management</u></b>	<b><u>94</u></b>
<b><u>Detailed findings</u></b>	<b><u>11</u></b>	<b><u>Planning and building permits</u></b>	<b><u>98</u></b>
<u>Overall performance</u>	<u>12</u>	<b><u>Environmental sustainability</u></b>	<b><u>102</u></b>
<u>Customer service</u>	<u>30</u>	<b><u>Detailed demographics</u></b>	<b><u>106</u></b>
<u>Communication</u>	<u>36</u>	<b><u>Appendix A: Index scores, margins of error and significant differences</u></b>	<b><u>113</u></b>
<u>Council direction</u>	<u>41</u>	<b><u>Appendix B: Further project information</u></b>	<b><u>118</u></b>
<u>Individual service areas</u>	<u>45</u>		
<u>Community consultation and engagement</u>	<u>46</u>		
<u>Lobbying on behalf of the community</u>	<u>50</u>		
<u>Decisions made in the interest of the community</u>	<u>54</u>		
<u>Condition of sealed local roads</u>	<u>58</u>		
<u>Informing the community</u>	<u>62</u>		
<u>Enforcement of local laws</u>	<u>66</u>		
<u>Family support services</u>	<u>70</u>		
<u>Elderly support services</u>	<u>74</u>		
<u>Recreational facilities</u>	<u>78</u>		
<u>Appearance of public areas</u>	<u>82</u>		
<u>Art centres and libraries</u>	<u>86</u>		



## 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*



### Background and objectives

**The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.**

**Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.**

Now in its twenty-third year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

### Serving Victoria for 23 years

Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 23 years of results, the CSS offers councils a consistent, long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional. Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report



## **Key findings and recommendations**

J W S R E S E A R C H 4

## 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



### Whitehorse City Council – at a glance

#### Overall council performance

Results shown are index scores out of 100.



Whitehorse 67



State-wide 59



Metropolitan 65

#### Council performance compared to State-wide and group averages

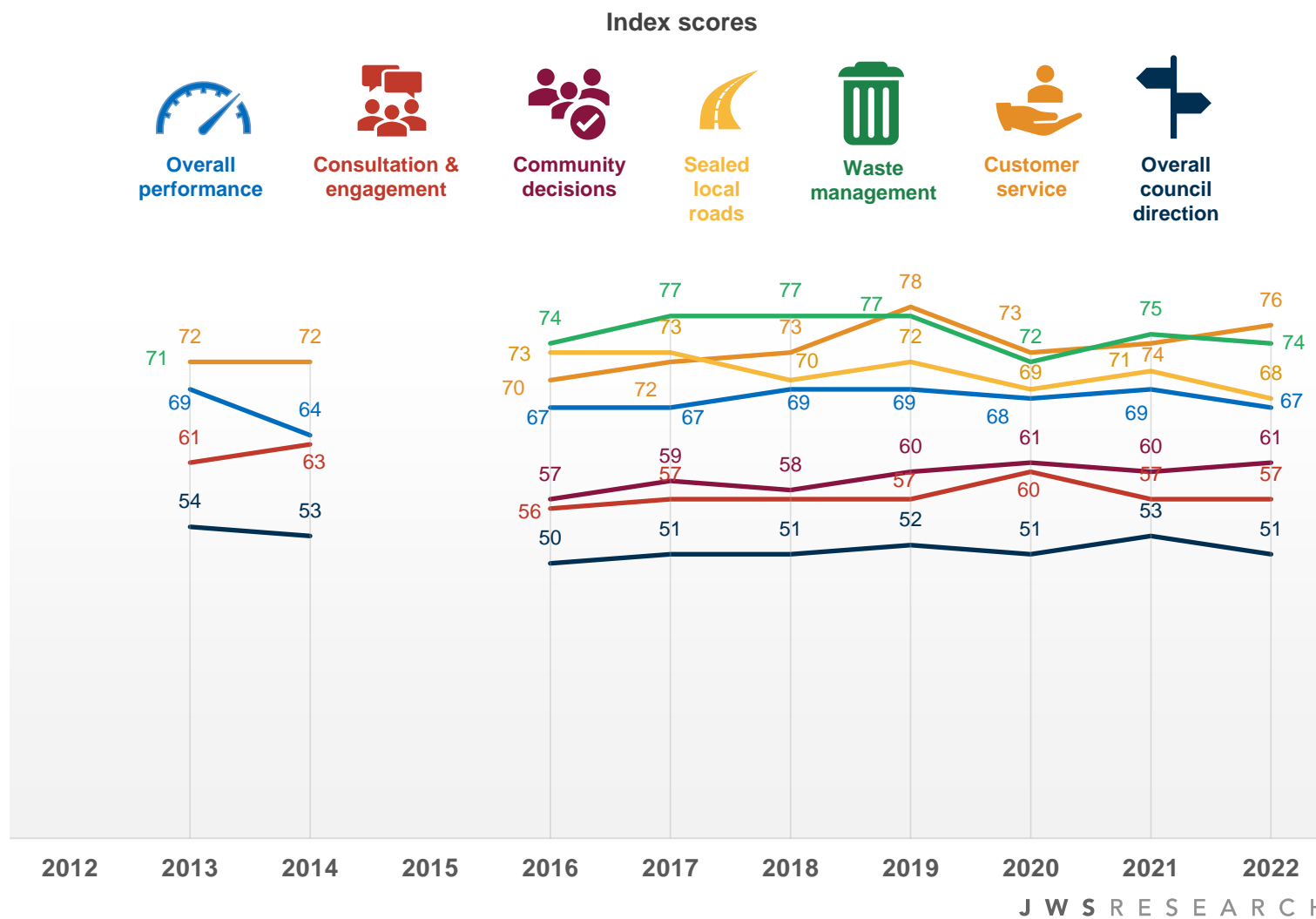
	The three areas where Council performance is significantly higher by the widest margin	Areas where Council performance is significantly lower
Compared to State-wide average	<div>Sealed local roads</div> <div>Community decisions</div> <div>Waste management</div>	None
Compared to group average	<div>Elderly support services</div> <div>Waste management</div> <div>Sealed local roads</div>	None

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Summary of core measures



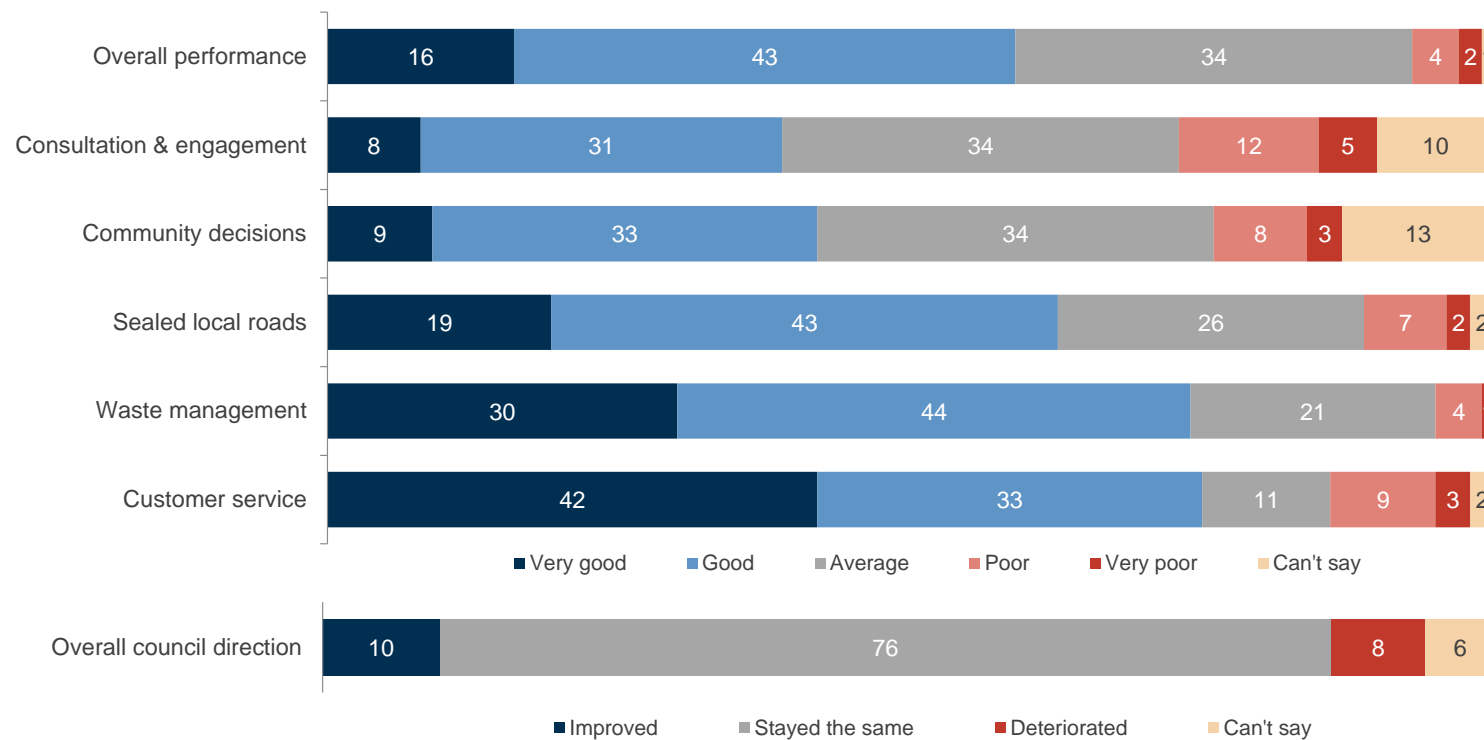
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Summary of core measures

Core measures summary results (%)












11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Summary of Whitehorse City Council performance

Services	Whitehorse 2022	Whitehorse 2021	Metro 2022	State-wide 2022	Highest score	Lowest score
 Overall performance	67	69	65	59	Nunawading East residents	Aged 50-64 years
 Value for money	62	63	61	53	Nunawading East residents	Aged 50-64 years
 Overall council direction	51	53	53	50	Aged 18-34 years, Box Hill residents	Aged 50-64 years
 Customer service	76	74	72	68	Aged 18-34 years, Aged 65+ years	Aged 50-64 years
 Waste management	74	75	71	68	Nunawading East residents, Aged 65+ years	Nunawading West residents, Aged 50-64 years
 Appearance of public areas	74	76	72	71	Nunawading East residents, Aged 18-34 years	Box Hill residents
 Art centres & libraries	74	73	73	73	Aged 65+ years	Box Hill residents
 Recreational facilities	73	74	73	69	Aged 50-64 years	Aged 18-34 years
 Elderly support services	68	70	65	67	Nunawading East residents	Nunawading West residents
 Sealed local roads	68	71	65	53	Aged 18-34 years	Aged 65+ years, Aged 35-49 years

Significantly **higher** / **lower** than Whitehorse City Council 2022 result at the 95% confidence interval.  
Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H









8

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Summary of Whitehorse City Council performance

Services		Whitehorse 2022	Whitehorse 2021	Metro 2022	State-wide 2022	Highest score	Lowest score
	Family support services	68	67	66	65	Nunawading East residents	Box Hill residents
	Enforcement of local laws	64	66	65	63	Aged 18-34 years	Aged 35-49 years
	Community & cultural	64	67	65	65	Aged 65+ years	Aged 18-34 years
	Environmental sustainability	64	63	63	61	Nunawading East residents	Aged 50-64 years
	Community decisions	61	60	59	54	Aged 18-34 years	Aged 50-64 years
	Informing the community	60	59	62	59	Nunawading East residents	Aged 50-64 years
	Lobbying	57	58	55	53	Aged 18-34 years	Aged 50-64 years
	Consultation & engagement	57	57	58	54	Nunawading East residents	Aged 50-64 years
	Planning & building permits	54	54	54	50	Aged 18-34 years	Aged 50-64 years

Significantly **higher** / **lower** than Whitehorse City Council 2022 result at the 95% confidence interval.  
Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

9

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Focus areas for the next 12 months

### Overview

Perceptions of Whitehorse City Council's overall performance have remained relatively stable over time. The current index score of 67 is the result of a (not significant) two-point decline from last year. Perceptions of Council's performance across the individual service areas evaluated have not changed significantly in the last 12 months.

### Key influences on perceptions of overall performance

Council should focus on maintaining and improving performance in the individual service areas that most influence overall performance perceptions. The condition of sealed local roads continues to have the strongest influence on overall performance ratings, and Council performs relatively well here. Of particular importance is community consultation and engagement – this has a moderate to strong influence on overall performance perceptions but Council currently performs relatively less well in this service area.

### Comparison to state and area grouping

Positively, Council rates significantly higher than the State-wide result in most service areas evaluated, and significantly higher than both the State-wide and Metropolitan group averages on waste management, sealed local roads and customer service. Council also rates significantly higher than the Metropolitan group average in the area of elderly support services. On other service areas, Council performs in line with the Metropolitan group average.

### Shore up and build upon consistent performance ratings

Moving forward, Council should continue to focus on maintaining the local road network, and endeavour to demonstrate that it consults and engages with residents on relevant matters, to help shore up community perceptions. Extra attention should be paid to interactions with 50 to 64 year-olds in the year ahead. Residents in this age group tend to be more critical of Council's performance and currently have the highest rate of contact with Council, so there is opportunity to engage with them and improve their perceptions.



# DETAILED FINDINGS

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

# Overall performance



J W S R E S E A R C H 12

### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



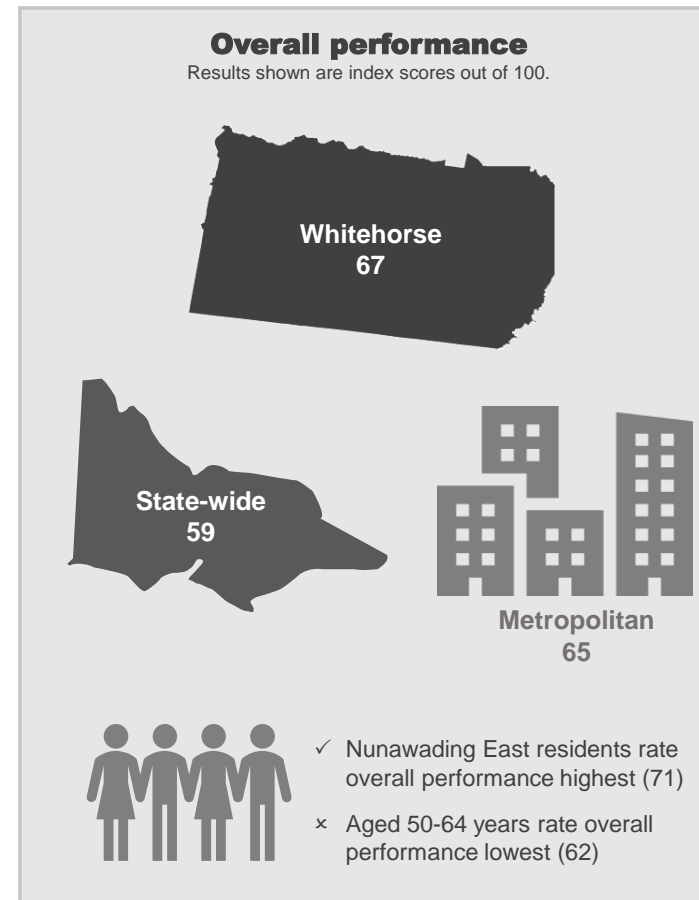
## Overall performance

The overall performance index score of 67 for Whitehorse City Council represents a (not significant) two-point decline on the 2021 result, and Council's lowest overall performance rating since 2017.

Positively, Council's overall performance continues to rate statistically significantly higher (at the 95% confidence interval) than the State-wide average for councils, and in line with the Metropolitan group (index scores of 59 and 65 respectively).

- Overall performance is rated highest among Nunawading East residents and lowest among 50 to 64 year olds (index scores of 71 and 62 respectively).
- Since the previous evaluation, overall performance ratings saw a significant five-point decline among Box Hill residents, and a seven-point decline among 50 to 64 year olds. While the decline among the latter cohort is not statistically significant, it marks a reversal on the gains made throughout 2014 to 2021.

Almost half of residents (49%) rate the value for money they receive from Council for services and infrastructure provided to their community as 'very good' or 'good'. This is more than three times as many as those who rate Council as 'very poor' or 'poor' (14%). A further 29% rate Council as 'average' in providing value for money.



## 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



### Overall performance

#### 2022 overall performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Nunawading East	71	68	71	71	73	67	72	n/a	n/a	n/a	n/a
65+	69	70	70	70	71	67	68	n/a	67	71	n/a
Men	68	68	68	68	69	67	66	n/a	63	67	n/a
18-34	68	68	69	72	71	68	70	n/a	65	70	n/a
Whitehorse	67	69	68	69	69	67	67	n/a	64	69	n/a
Box Hill	66	71	69	73	66	70	66	n/a	n/a	n/a	n/a
35-49	66	67	67	69	67	67	63	n/a	66	66	n/a
Women	66	69	69	70	68	67	68	n/a	65	70	n/a
Metro	65	67	66	67	65	64	66	67	n/a	n/a	n/a
Nunawading West	64	68	66	66	66	64	64	n/a	n/a	n/a	n/a
50-64	62	69	65	65	64	63	68	n/a	57	67	n/a
State-wide	59▼	61	58	60	59	59	59	60	61	60	60

Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Whitehorse City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 14

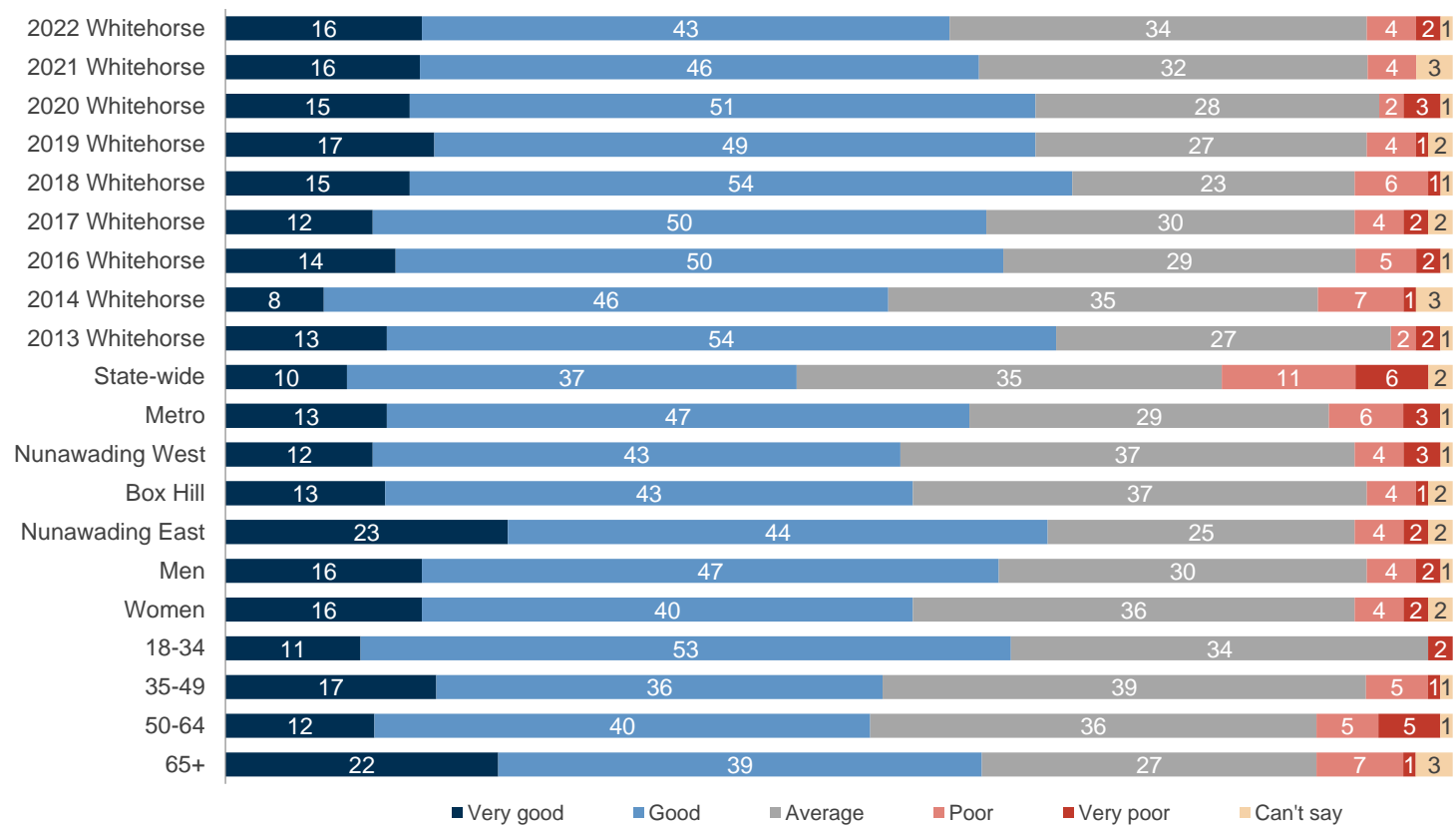
### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Overall performance

### 2022 overall performance (%)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Whitehorse City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

J W S R E S E A R C H 15

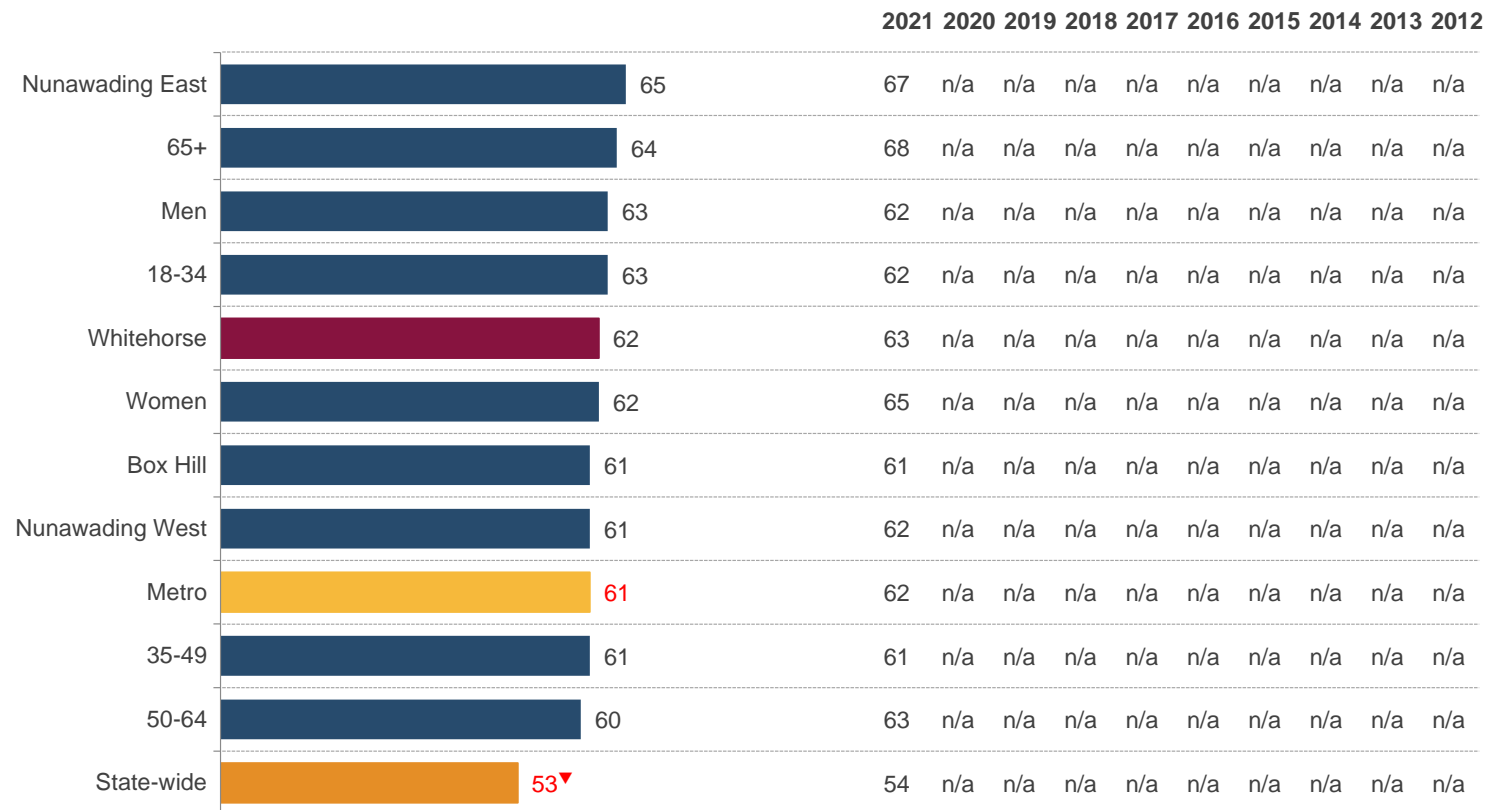
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Value for money in services and infrastructure

### 2022 value for money (index scores)



Q3b. How would you rate Whitehorse City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 66 Councils asked group: 15

Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 16

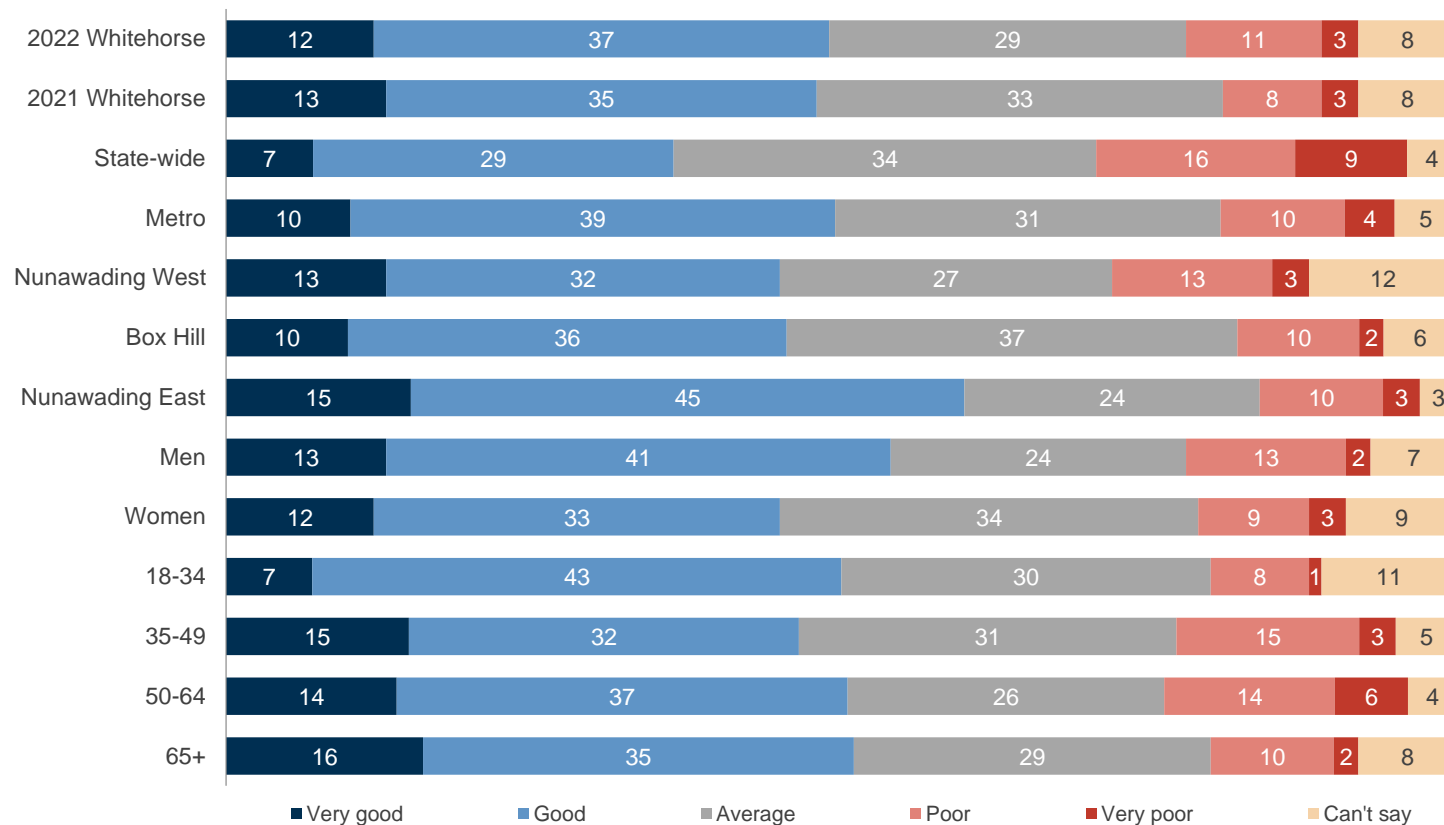
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Value for money in services and infrastructure

2022 value for money (%)



Q3b. How would you rate Whitehorse City Council at providing good value for money in infrastructure and services provided to your community?  
Base: All respondents. Councils asked State-wide: 66 Councils asked group: 15

J W S R E S E A R C H 17

### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Top performing service areas

Waste management, the appearance of public areas, and arts centres and libraries (index score of 74 each) are the areas where Council performed best in 2022.

- Council continues to rate significantly higher than the State-wide average on appearance of public areas, and significantly higher than both the State-wide and Metropolitan group averages on waste management.

Recreational facilities (index score of 73) is Council's next highest rated service area. Here, Council again rates significantly higher than the State-wide average.

In almost all service areas, performance ratings among Nunawading East residents are among the highest provided (although not necessarily significantly higher than average).

Council's strong performance in each of these areas is further affirmed by the fact that 17% of residents volunteer parks and gardens as the best thing about Council, 13% cite recreational and sporting facilities, and 9% cite waste management (noting that 14% identify this as the area most in need of improvement).

Waste management and recreational facilities are shown to have a positive influence on perceptions of Council's overall performance, so maintaining high ratings in these service areas should remain a focus for Council.



J W S R E S E A R C H 18



### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Low performing service areas



**Council rates lowest – relative to its performance in other areas – in the area of planning and building permits (index score of 54).**

Council continues to rate lowest in the area of planning and building permits (index score of 54). Consistent with previous evaluations, this service area exhibits the largest disparity between importance and performance perceptions (19-point differential).

Consultation and engagement, and lobbying on behalf of the community (both with an index score of 57) remain Council's next lowest-rated service areas.

Inappropriate development or over-development and town planning / permits / red tape continue to be two of the most frequently mentioned areas in need of improvement (by 7% and 6% of residents respectively). Slightly more residents cite communication (10%) or informing the community (10%).

Community consultation and engagement is a service area shown to have a moderate-to-strong influence on perceptions of overall performance – so it will be important for Council to demonstrate that it engages and consults with its residents on relevant matters in the year ahead to shore up overall performance ratings.

- In each of the aforementioned service areas, perceptions are least positive among residents aged 50 to 64 years. Given they also have the least positive perceptions of Council's overall performance, these residents warrant extra attention in the year ahead.

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Individual service area performance

### 2022 individual service area performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Waste management	74	75	72	77	77	77	74	n/a	n/a	71	n/a
Appearance of public areas	74	76	73	76	73	77	74	n/a	n/a	74	n/a
Art centres & libraries	74	73	77	78	77	79	74	n/a	n/a	77	n/a
Recreational facilities	73	74	75	77	76	76	75	n/a	n/a	74	n/a
Elderly support services	68	70	71	70	70	69	70	n/a	n/a	72	n/a
Sealed local roads	68	71	69	72	70	73	73	n/a	n/a	n/a	n/a
Family support services	68	67	72	70	69	72	69	n/a	n/a	71	n/a
Enforcement of local laws	64	66	66	65	65	65	65	n/a	n/a	66	n/a
Community & cultural	64	67	73	74	75	74	73	n/a	n/a	72	n/a
Environmental sustainability	64	63	65	66	65	68	64	n/a	n/a	66	n/a
Community decisions	61	60	61	60	58	59	57	n/a	n/a	n/a	n/a
Informing the community	60	59	63	64	62	61	61	n/a	n/a	n/a	n/a
Lobbying	57	58	59	56	56	56	57	n/a	60	56	n/a
Consultation & engagement	57	57	60	57	57	57	56	n/a	63	61	n/a
Planning & building permits	54	54	53	52	50	50	50	n/a	n/a	n/a	n/a

Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16  
Note: Please see Appendix A for explanation of significant differences.

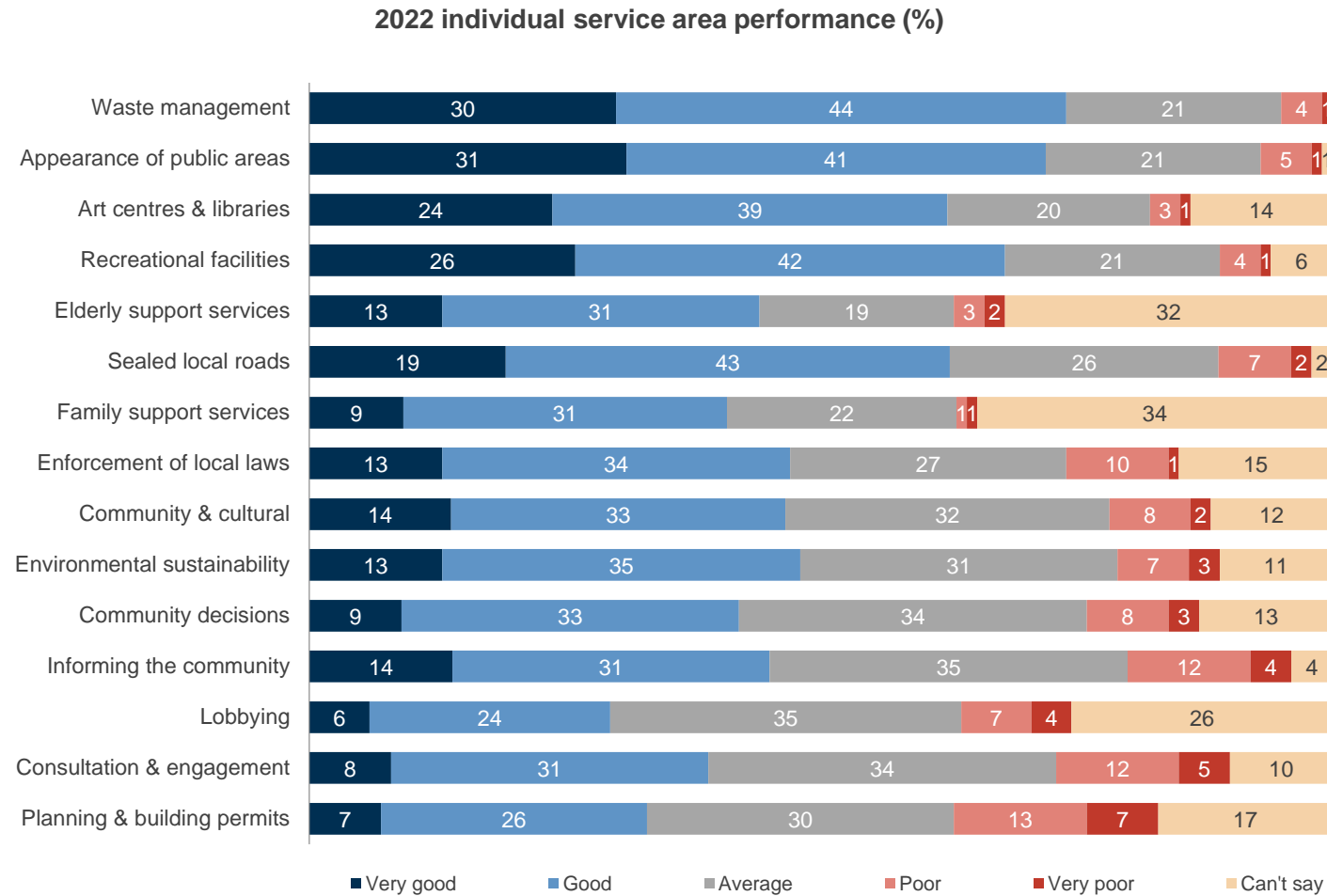
J W S R E S E A R C H 20

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Individual service area performance



Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

J W S R E S E A R C H 21

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Individual service area importance

### 2022 individual service area importance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Waste management	84	85	85	84	84	81	81	n/a	n/a	80	n/a
Sealed local roads	80	76	77	77	76	76	76	n/a	n/a	n/a	n/a
Community decisions	78	78	79	76	79	78	78	n/a	n/a	n/a	n/a
Elderly support services	77	78	76	78	78	79	79	n/a	n/a	77	n/a
Appearance of public areas	75	74	73	72	72	75	74	n/a	n/a	73	n/a
Environmental sustainability	75	76	76	73	74	73	74	n/a	n/a	71	n/a
Planning & building permits	73	74	75	76	77	76	76	n/a	n/a	n/a	n/a
Family support services	73	74	73	73	74	75	73	n/a	n/a	69	n/a
Informing the community	73	73	73	71	72	71	74	n/a	n/a	n/a	n/a
Recreational facilities	73	74	71	71	72	72	75	n/a	n/a	71	n/a
Consultation & engagement	71	72	70	71	71	71	75	n/a	n/a	n/a	n/a
Art centres & libraries	70	70	69	68	69	66	69	n/a	n/a	66	n/a
Enforcement of local laws	70	69	72	71	71	72	72	n/a	n/a	71	n/a
Lobbying	66	66	65	63	64	64	68	n/a	n/a	n/a	n/a
Community & cultural	62	61	60	60	60	59	62	n/a	n/a	60	n/a

Q1. Firstly, how important should [RESPONSIBILITY AREA] be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 34 Councils asked group: 10  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

22

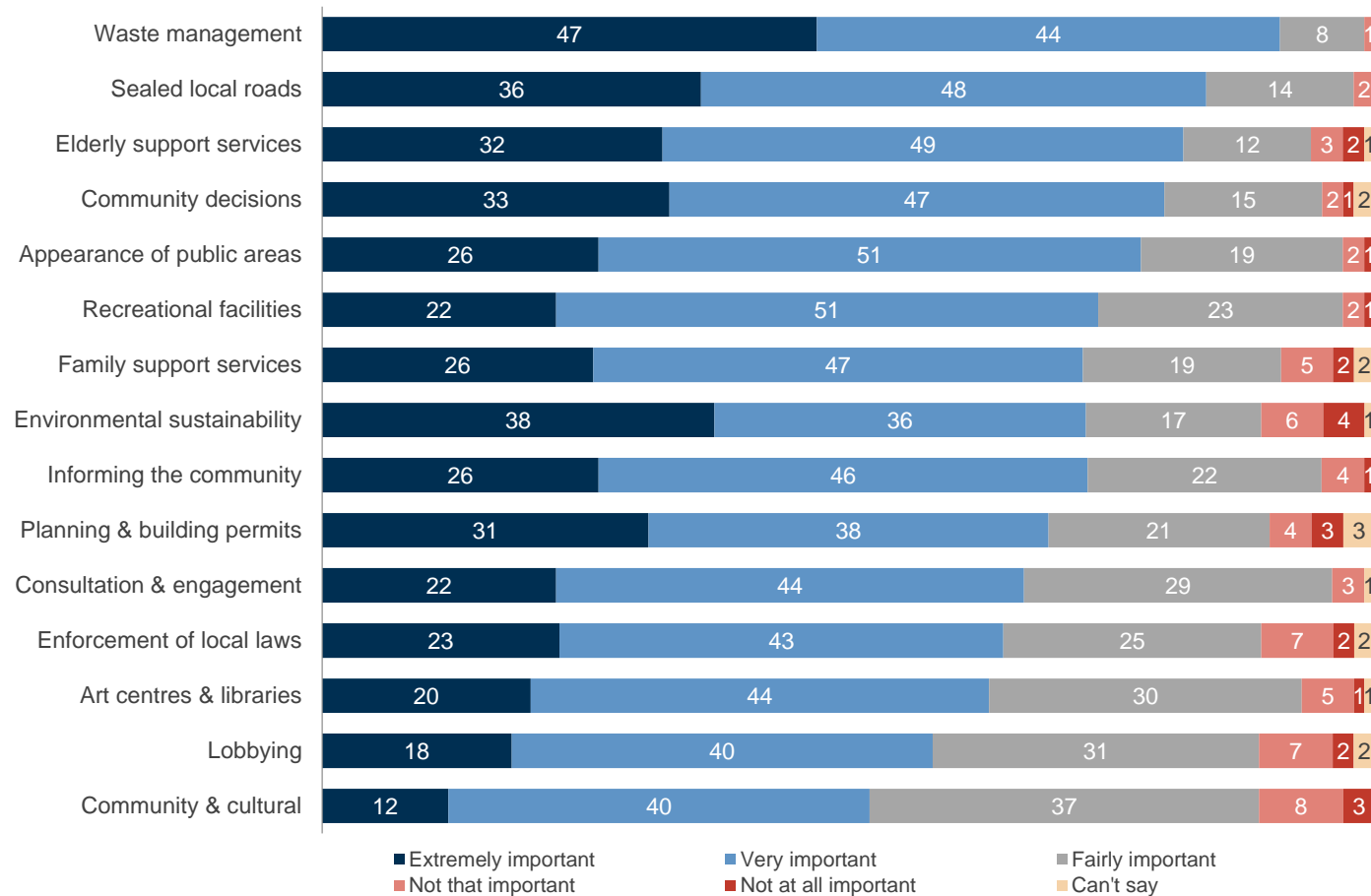
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Individual service area importance

2022 individual service area importance (%)



Q1. Firstly, how important should [RESPONSIBILITY AREA] be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 34 Councils asked group: 10

J W S R E S E A R C H 23

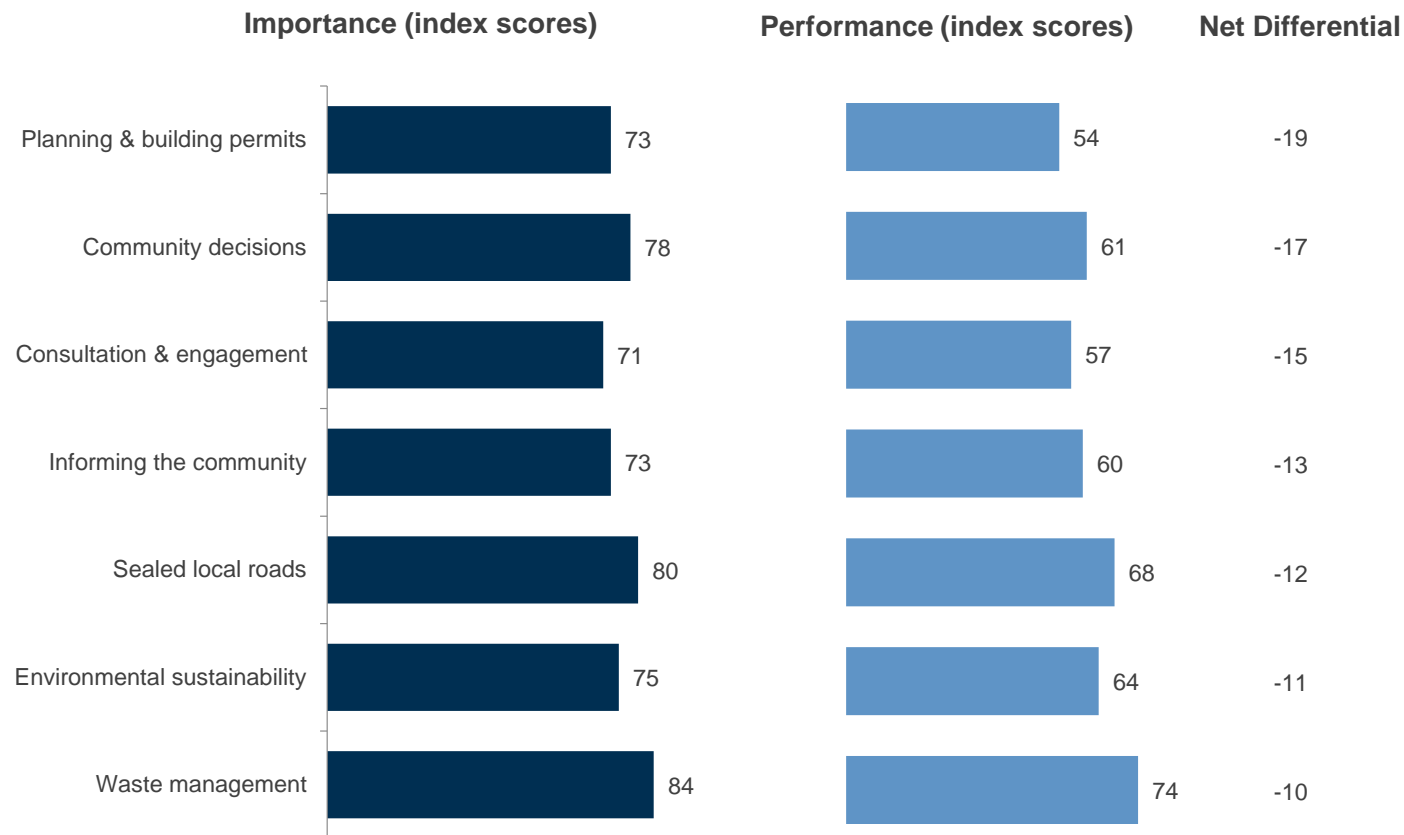
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Individual service areas importance vs performance

Service areas where importance exceeds performance by 10 points or more, suggesting further investigation is necessary.



Note: Net differentials are calculated based on the unrounded importance and performance scores, then rounded to the nearest whole number, which may result in differences of +/-1% in the importance and performance scores and the net differential scores.

J W S R E S E A R C H 24

### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*



## Influences on perceptions of overall performance

The individual service area that has the strongest influence on the overall performance rating (based on regression analysis) is:

- The condition of sealed local roads.

**Ensuring the local road network is well maintained provides the greatest opportunity to drive up overall opinion of Council's performance.**

Following on from that, other individual service areas with a moderate to strong influence on the overall performance rating are:

- Recreational facilities
- Waste management
- Community consultation and engagement
- Elderly support services
- Decisions made in the interest of the community
- Community and cultural activities
- Environmental sustainability.

Looking at these key service areas only, waste management and recreational facilities have a high performance index (74 and 73 respectively) and a moderate to strong influence on the overall performance rating.

Council also performs well on its elderly support services, community and cultural activities, and sustainability initiatives (index of 68, 64 and 64 respectively).

Maintaining these positive results should remain a focus – but there is greater work to be done elsewhere.

Council performs less well on its community consultation and the related area of making decisions in the community interest (index of 57 and 61 respectively).

**Good communication and consultation with residents about key local issues and Council activities, and transparency in Council decision making, can also help shore up positive overall community perceptions.**

### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Regression analysis explained

We use regression analysis to investigate which individual service areas, such as community consultation, condition of sealed local roads, etc. (the independent variables) are influencing respondent perceptions of overall council performance (the dependent variable).

In the charts that follow:

- The horizontal axis represents the council performance index for each individual service. Service areas appearing on the right side of the chart have a higher performance index than those on the left.
- The vertical axis represents the Standardised Beta Coefficient from the multiple regression performed. This measures the contribution of each service area to the model. Service areas near the top of the chart have a greater positive effect on overall performance ratings than service areas located closer to the axis.

The regressions are shown on the following two charts.

1. **The first chart** shows the results of a regression analysis of *all* individual service areas selected by Council.
2. **The second chart** shows the results of a regression performed on a smaller set of service areas, being those with a moderate-to-strong influence on overall performance. Service areas with a weak influence on overall performance (i.e. a low Standardised Beta Coefficient) have been excluded from the analysis.

**Key insights from this analysis are derived from the second chart.**



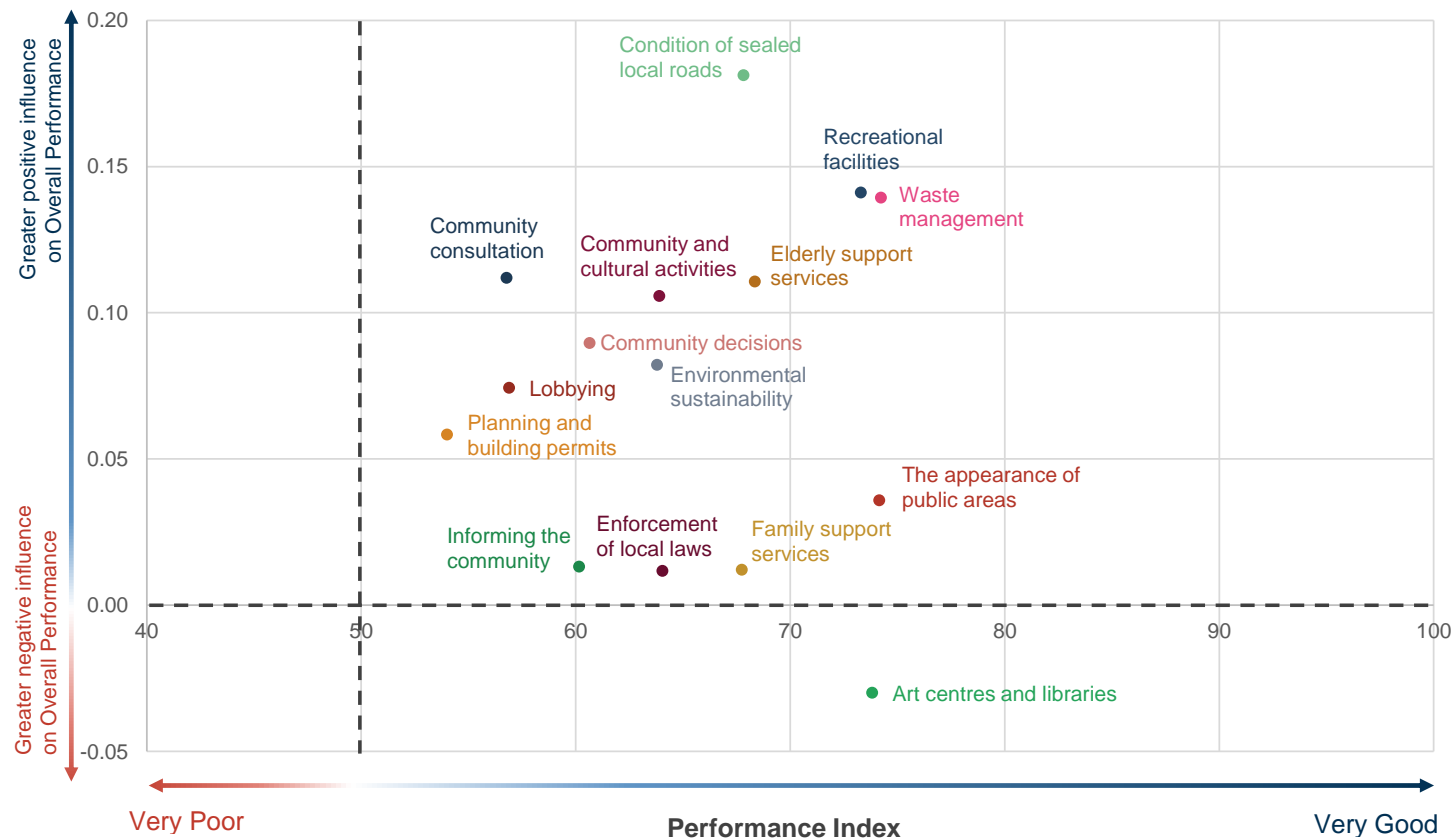
### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Influence on overall performance: all service areas

### 2022 regression analysis (all service areas)



The multiple regression analysis model above (all service areas) has an  $R^2$  value of 0.563 and adjusted  $R^2$  value of 0.550, which means that 56% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at  $p = 0.0001$ ,  $F = 41.73$ . This model should be interpreted with some caution as some data is not normally distributed and not all service areas have linear correlations.

J W S R E S E A R C H 27

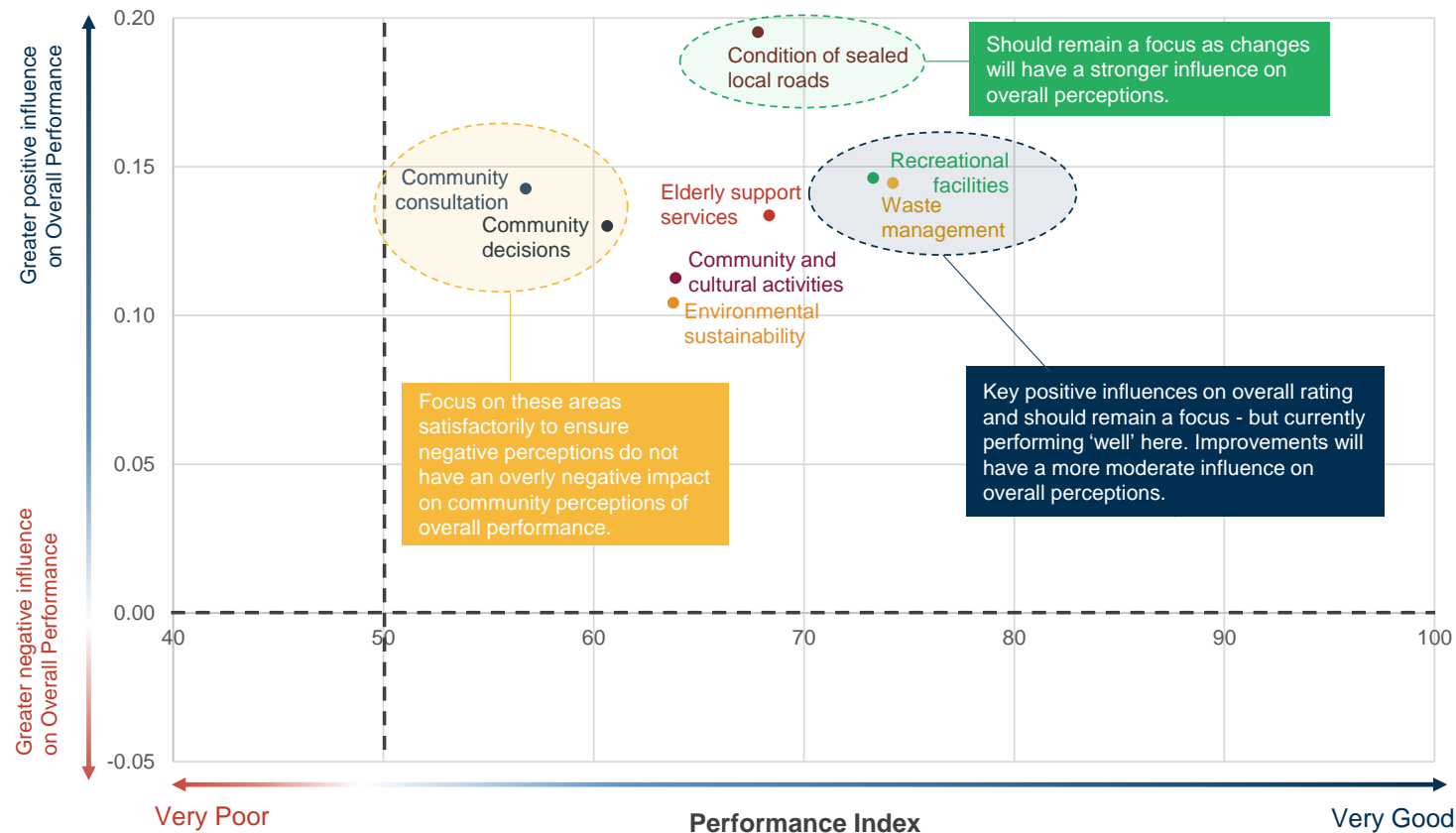
### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Influence on overall performance: key service areas

2022 regression analysis (key service areas)



The multiple regression analysis model above (reduced set of service areas) has an  $R^2$  value of 0.555 and adjusted  $R^2$  value of 0.547, which means that 56% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at  $p = 0.0001$ ,  $F = 76.55$ .

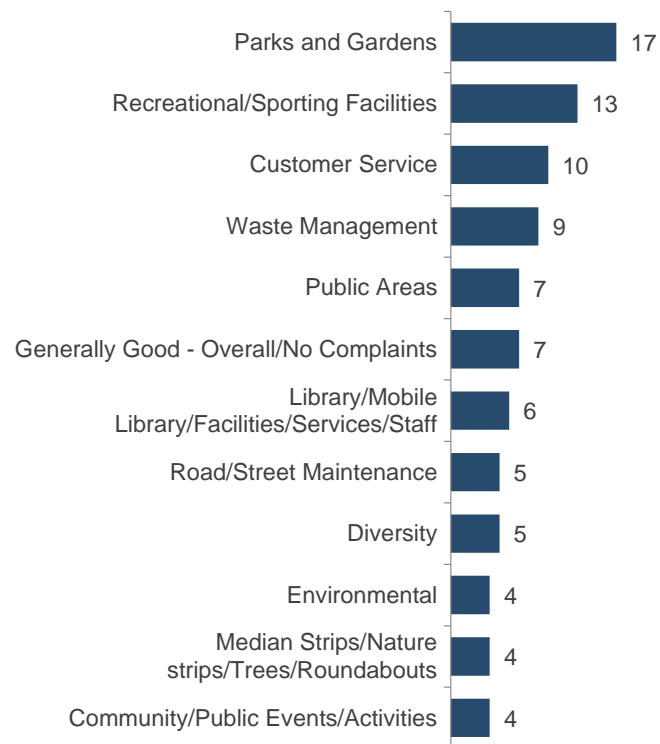
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Best things about Council and areas for improvement

2022 best things about Council (%)  
- Top mentions only -



2022 areas for improvement (%)  
- Top mentions only -



Q16. Please tell me what is the ONE BEST thing about Whitehorse City Council? It could be about any of the issues or services we have covered in this survey or it could be about something else altogether?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 8

Q17. What does Whitehorse City Council MOST need to do to improve its performance?

Base: All respondents. Councils asked State-wide: 47 Councils asked group: 12

A verbatim listing of responses to these questions can be found in the accompanying dashboard.

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

## Customer service



J W S R E S E A R C H 30

## 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



### Contact with council and customer service

#### Contact with council

More than half of households (55%) have had contact with Whitehorse City Council in the last 12 months. Rate of contact is three percentage points lower than last year.

Rate of contact is significantly higher among residents aged 50 to 64 years and 35 to 49 years (70% and 66% respectively) and remains significantly lower among 18 to 34 year olds (39%).



#### Customer service

Council's customer service index of 76 marks a two-point increase on 2021. Customer service is now rated significantly higher than both the State-wide and Metropolitan group averages (index scores of 68 and 72 respectively).

Furthermore, one in ten residents (10%) cite customer service as the best thing about Whitehorse City Council.

Among those who have had contact with Council, three quarters (75%) provide a positive customer service rating.

- Perceptions of Council's customer service are most positive among residents aged 18 to 34 years and 65 years and over (both with an index score of 79), and least positive among those aged 55 to 64 years (72).
- Since the previous evaluation, customer service ratings did not change significantly among any of the demographic or geographic cohorts evaluated.

Council should focus on bolstering perceptions of its customer service among 50 to 64 year olds residents in the year ahead, given they currently have the highest rate of contact with Council but the least positive perceptions of its customer service and overall performance.

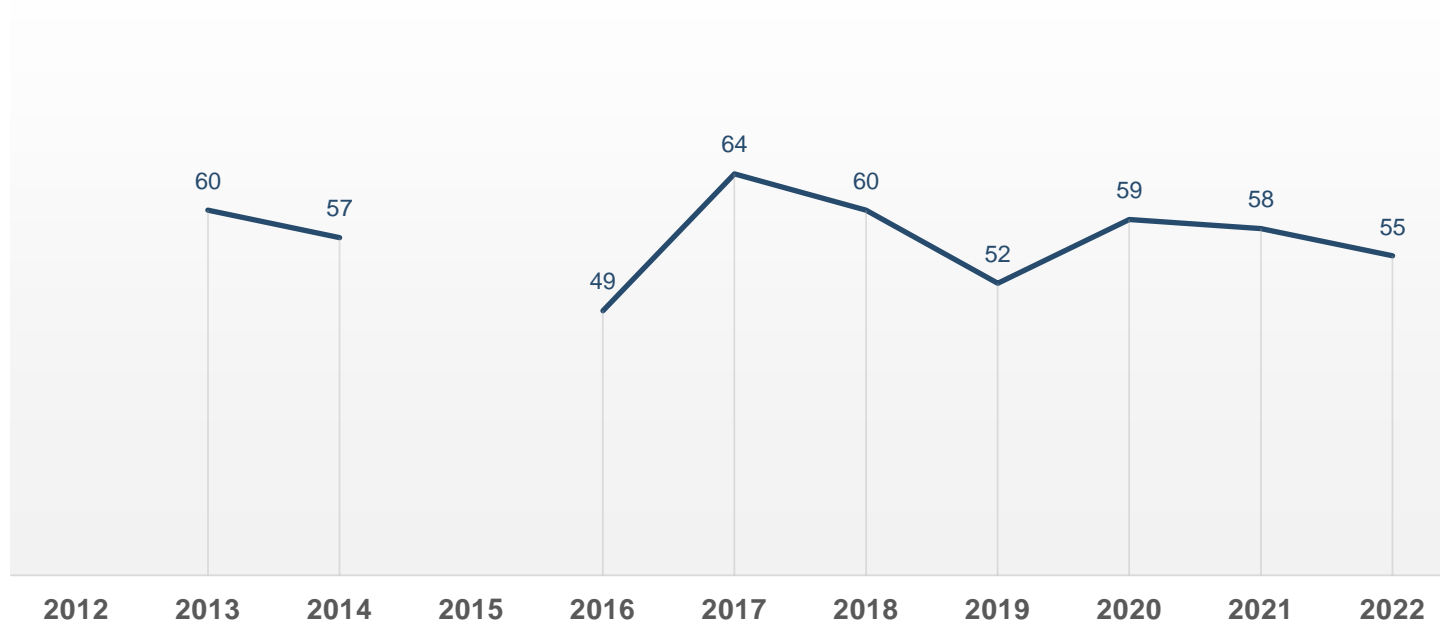
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Contact with council

2022 contact with council (%)  
Have had contact



Q5. Over the last 12 months, have you or any member of your household had any contact with Whitehorse City Council?  
This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?  
Base: All respondents. Councils asked State-wide: 42 Councils asked group: 8

J W S R E S E A R C H 32

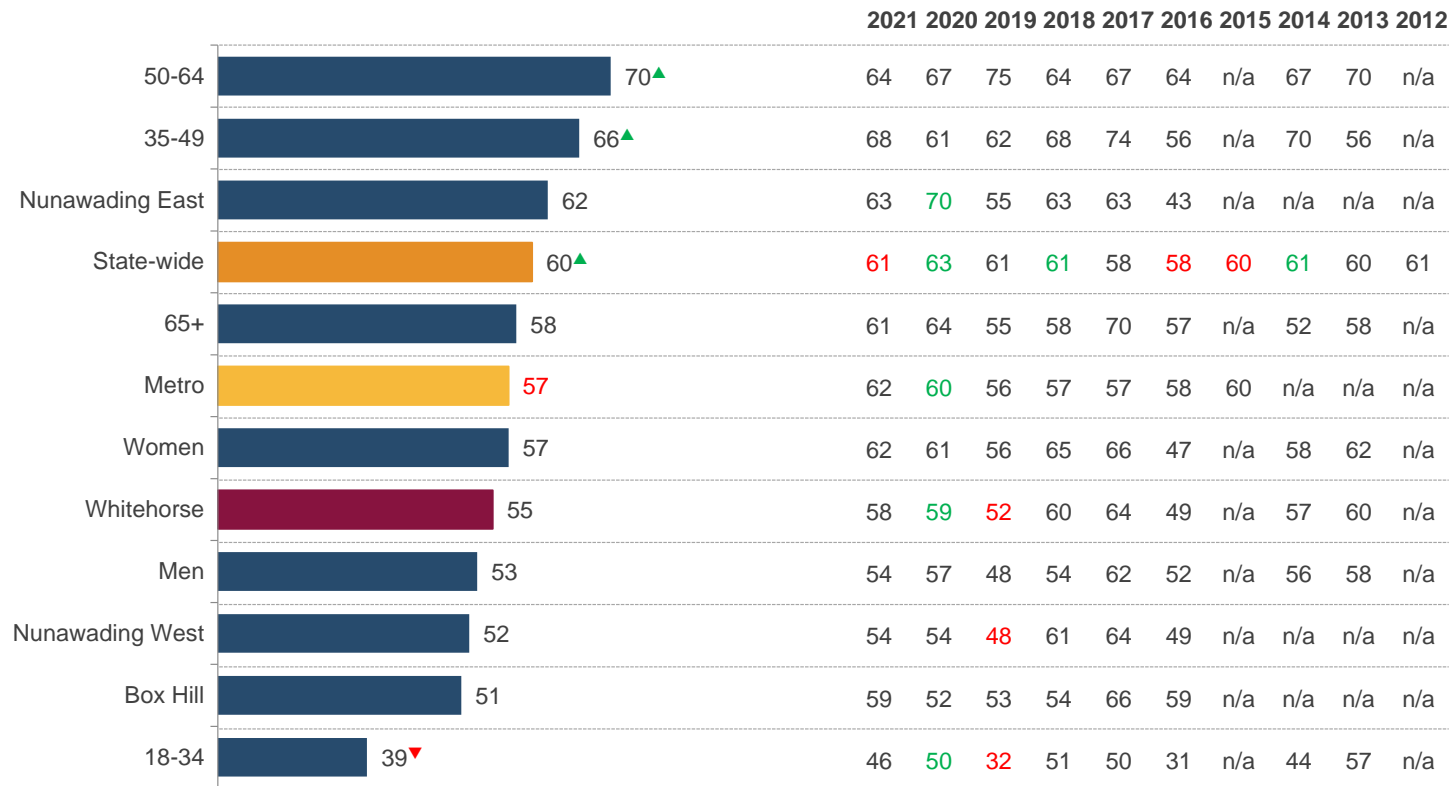
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Contact with council

### 2022 contact with council (%)



Q5. Over the last 12 months, have you or any member of your household had any contact with Whitehorse City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

33

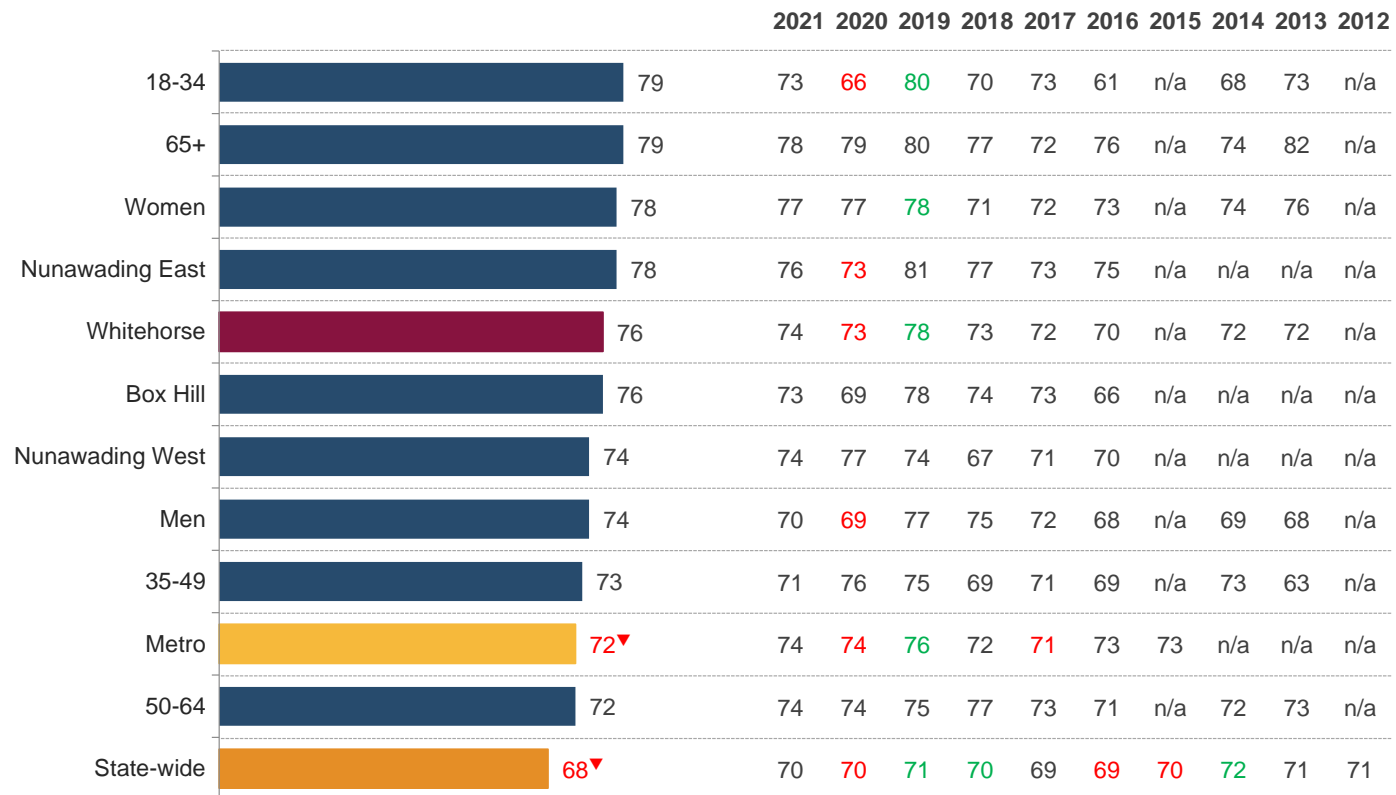
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Customer service rating

### 2022 customer service rating (index scores)



Q5c. Thinking of the most recent contact, how would you rate Whitehorse City Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 67 Councils asked group: 16

Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 34



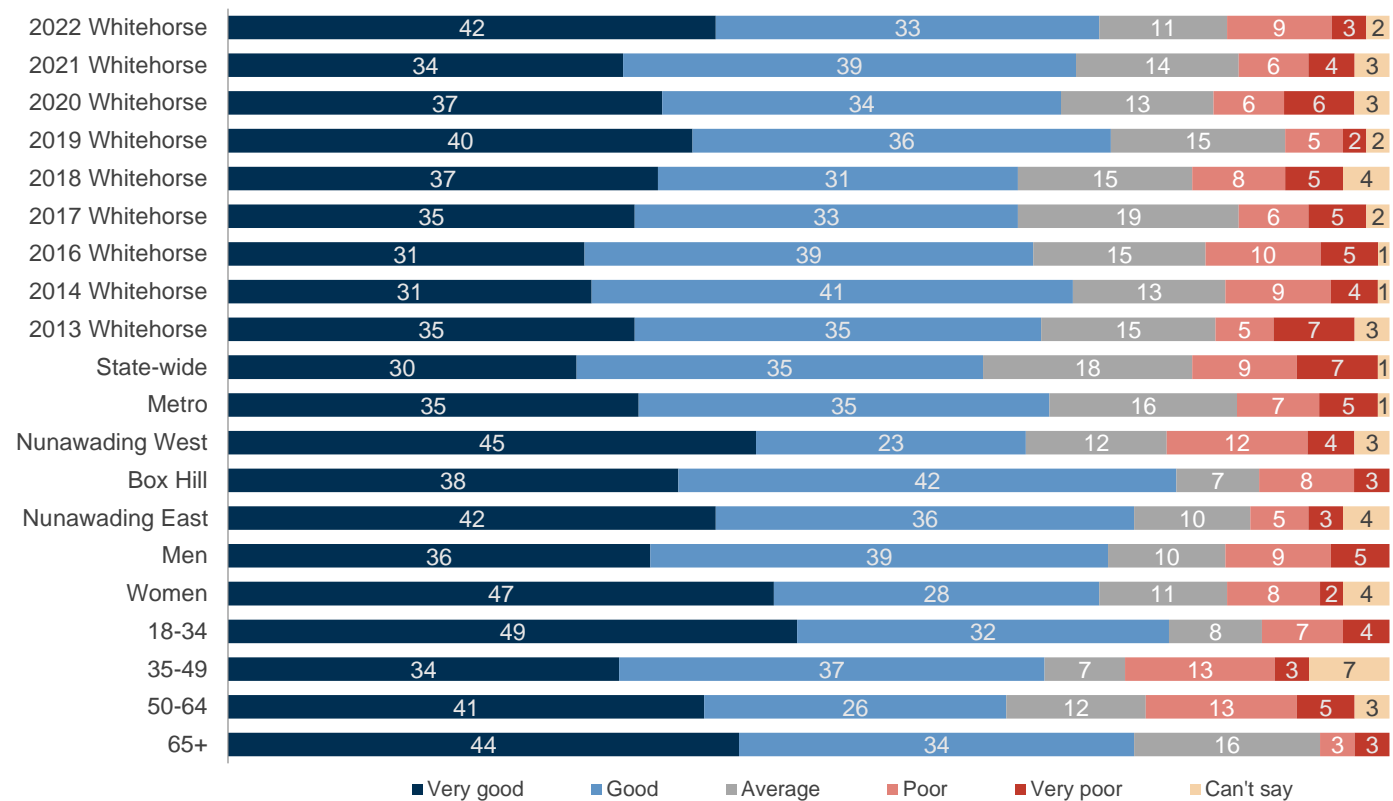
## 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



### Customer service rating

2022 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Whitehorse City Council for customer service?  
Please keep in mind we do not mean the actual outcome but rather the actual service that was received.  
Base: All respondents who have had contact with Council in the last 12 months.  
Councils asked State-wide: 67 Councils asked group: 16

J W S R E S E A R C H

35

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report



## Communication

J W S R E S E A R C H 36

### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*



## Communication

The most preferred form of communication from Whitehorse City Council about news and information and upcoming events continues to be newsletters sent via mail (38%) and by email (34%). Social media (14%), the next preferred channel, is a long way behind these.

- Among residents aged under 50 years, newsletters via email (33%) are preferred but almost on par with mail (32%), and an increased proportion prefer social media (21%) communication.
- Among those aged over 50 years, mailed newsletters (48%) continue to be preferred over email newsletters (35%), however preference for the email format has increased by seven percentage points in the past year. Preference for other channels has declined.

Interest in advertising and Council newsletter inserts in local newspapers is at an all time-low in 2022 – virtually no residents prefer these as forms of communication.



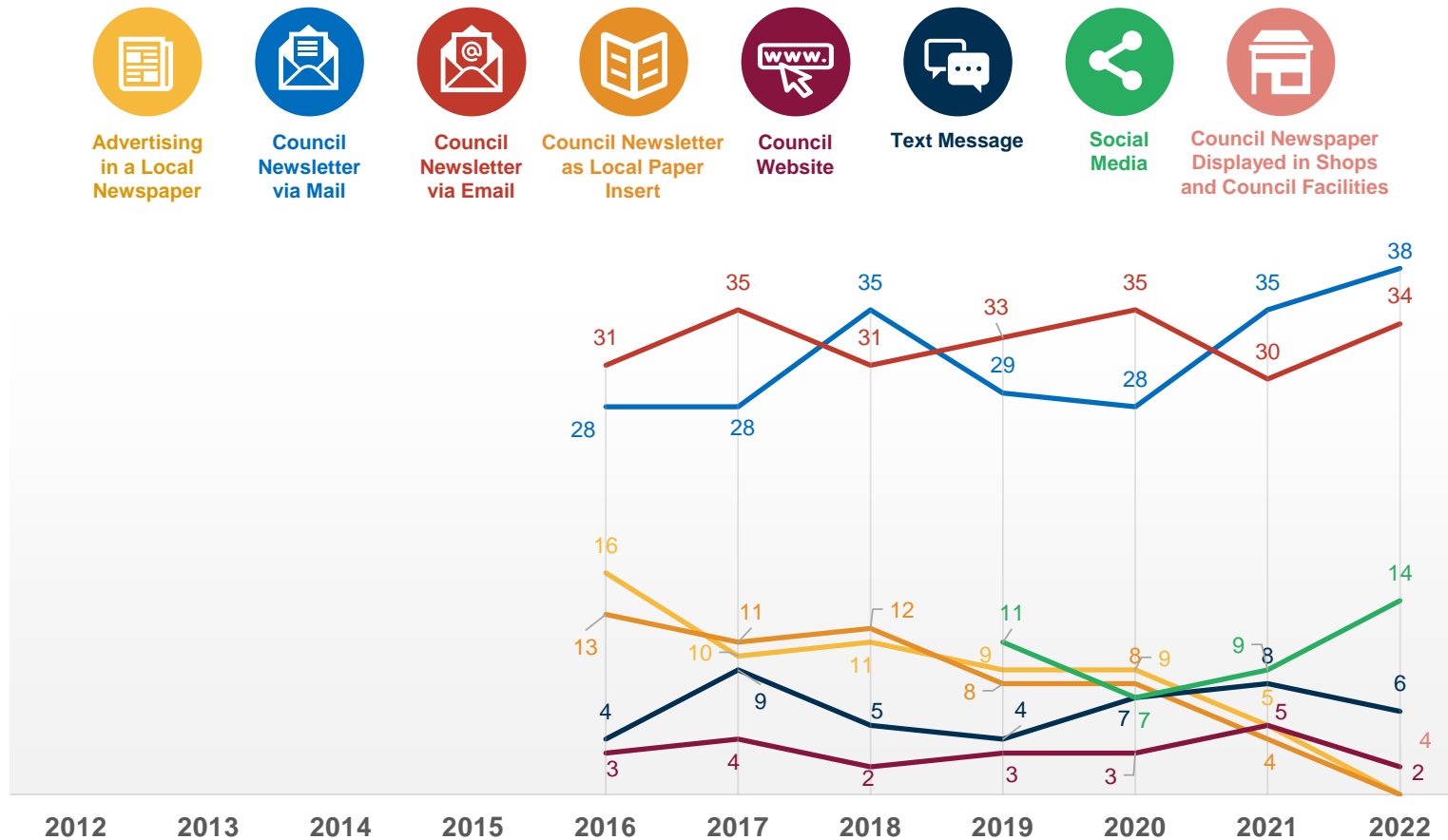
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Best form of communication

2022 best form of communication (%)



Q13. If Whitehorse City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents. Councils asked State-wide: 39 Councils asked group: 10

Note: 'Social Media' was included in 2019. 'Council newspaper displayed in shops and council facilities' was included in 2022.

J W S R E S E A R C H 38

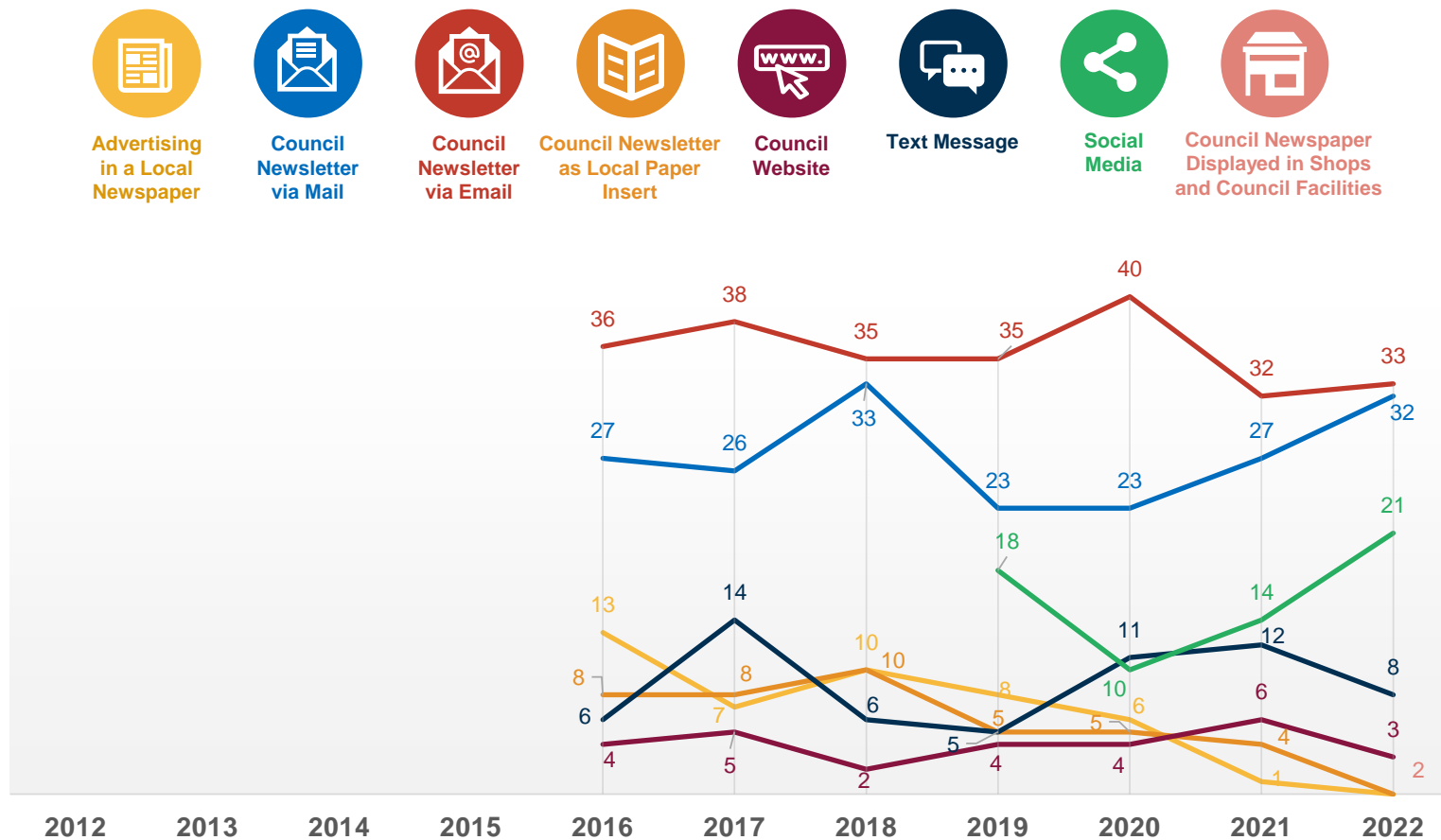
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Best form of communication: under 50s

2022 under 50s best form of communication (%)



Q13. If Whitehorse City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged under 50. Councils asked State-wide: 39 Councils asked group: 10

Note: 'Social Media' was included in 2019. 'Council newspaper displayed in shops and council facilities' was included in 2022.

J W S R E S E A R C H 39

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Best form of communication: over 50s

2022 over 50s best form of communication (%)



Advertising  
in a Local  
Newspaper



Council  
Newsletter  
via Mail



Council  
Newsletter  
via Email



Council Newsletter  
as Local Paper  
Insert



Council  
Website



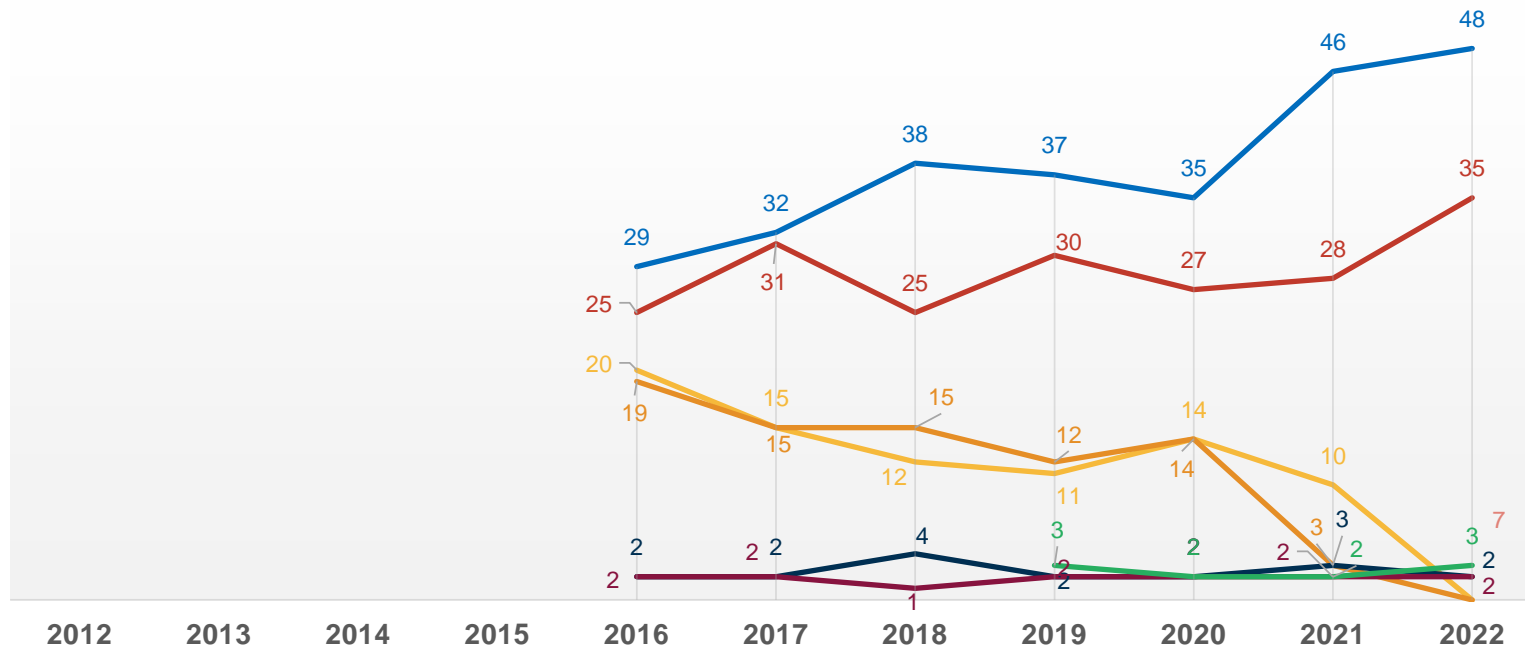
Text Message



Social  
Media



Council Newspaper  
Displayed in Shops  
and Council Facilities



Q13. If Whitehorse City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged over 50. Councils asked State-wide: 39 Councils asked group: 10

Note: 'Social Media' was included in 2019. 'Council newspaper displayed in shops and council facilities' was included in 2022.

J W S R E S E A R C H

40

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report



## **Council direction**

J W S R E S E A R C H 41



### 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



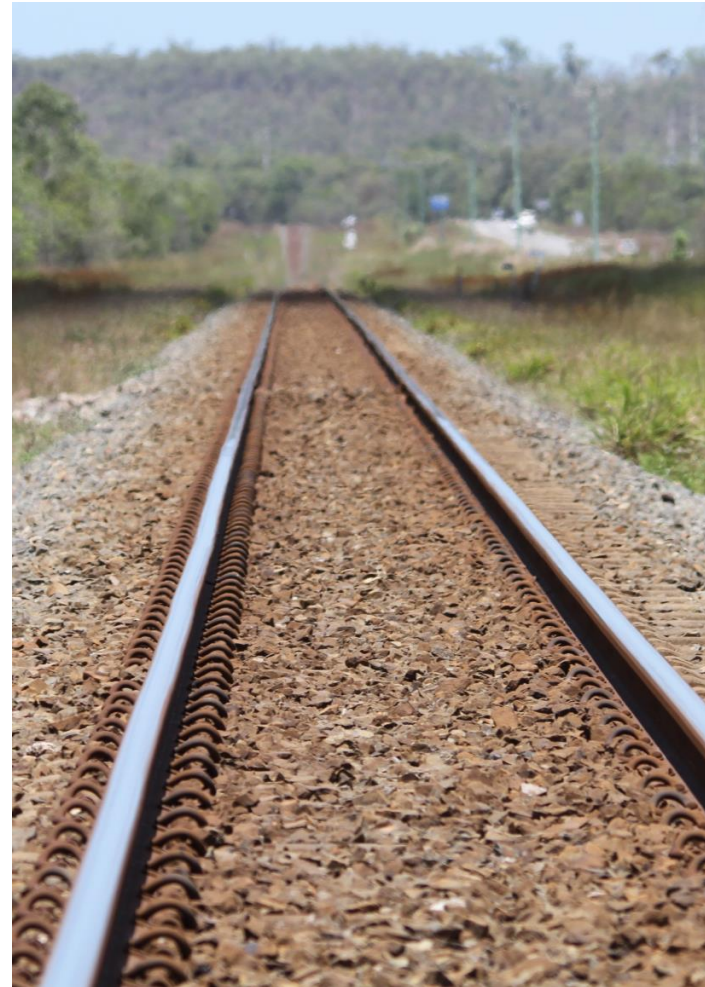
## Council direction

Perceptions of the direction of Whitehorse City Council's overall performance have declined slightly by two index points (index score of 51).

Over the last 12 months, fewer residents believe the direction of Council's overall performance has improved – 10% down two percentage points.

An increased majority (76%, up six percentage points) believe it has stayed the same, and 8% believe it has deteriorated (compared to 7% in 2021).

- The most satisfied with council direction are 18 to 34 year olds and Box Hill residents. Of these residents, more than twice as many think Council's overall performance has improved in the last year than think it has deteriorated.
- The least satisfied with council direction are 50 to 64 year-old residents. More than three times as many in this age group think Council's overall performance has deteriorated since last year as those who think it has improved.



J W S R E S E A R C H

42



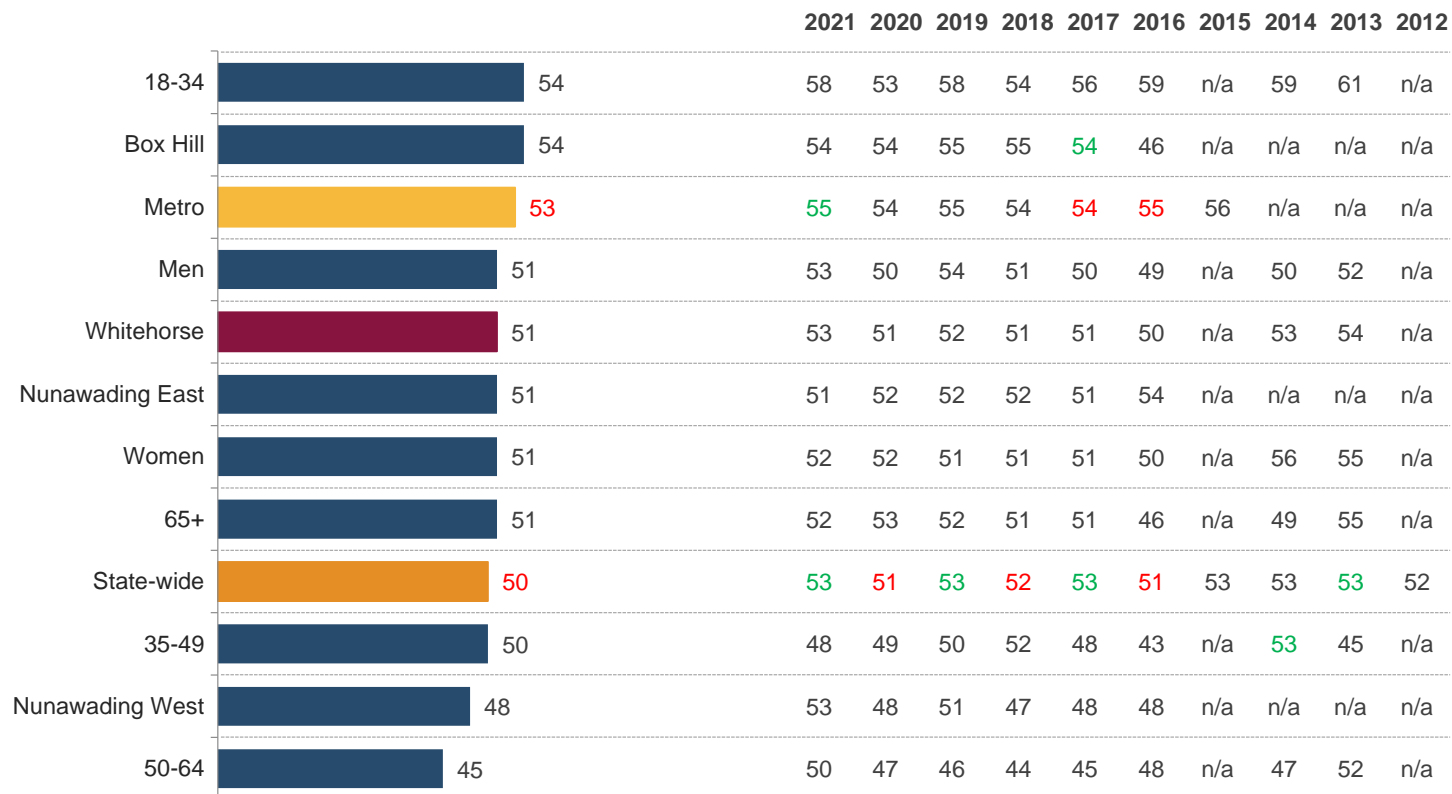
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Overall council direction last 12 months

### 2022 overall council direction (index scores)



Q6. Over the last 12 months, what is your view of the direction of Whitehorse City Council's overall performance?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 43

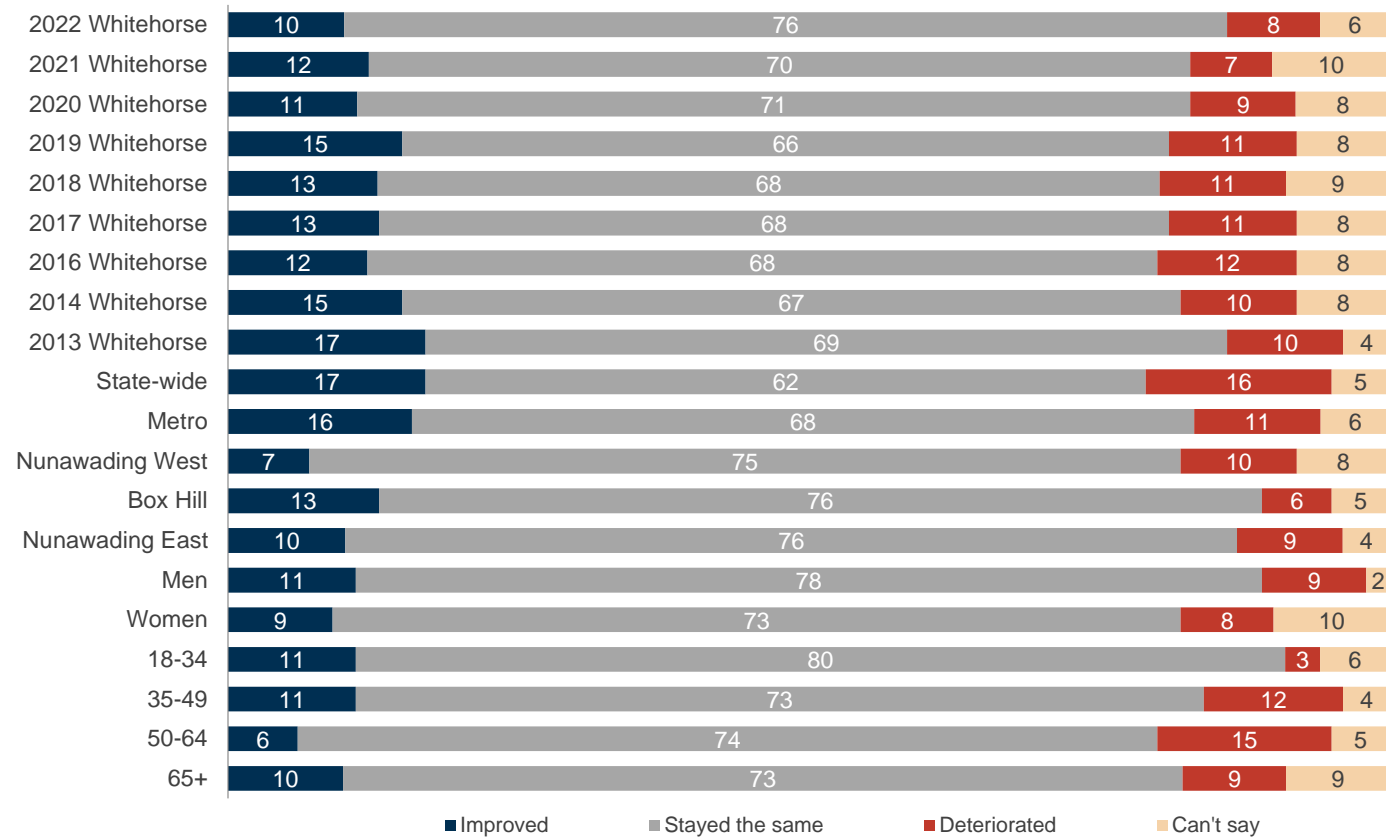
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Overall council direction last 12 months

2022 overall council direction (%)



Q6. Over the last 12 months, what is your view of the direction of Whitehorse City Council's overall performance?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

J W S R E S E A R C H

44

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report



## Individual service areas

J W S R E S E A R C H 45

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

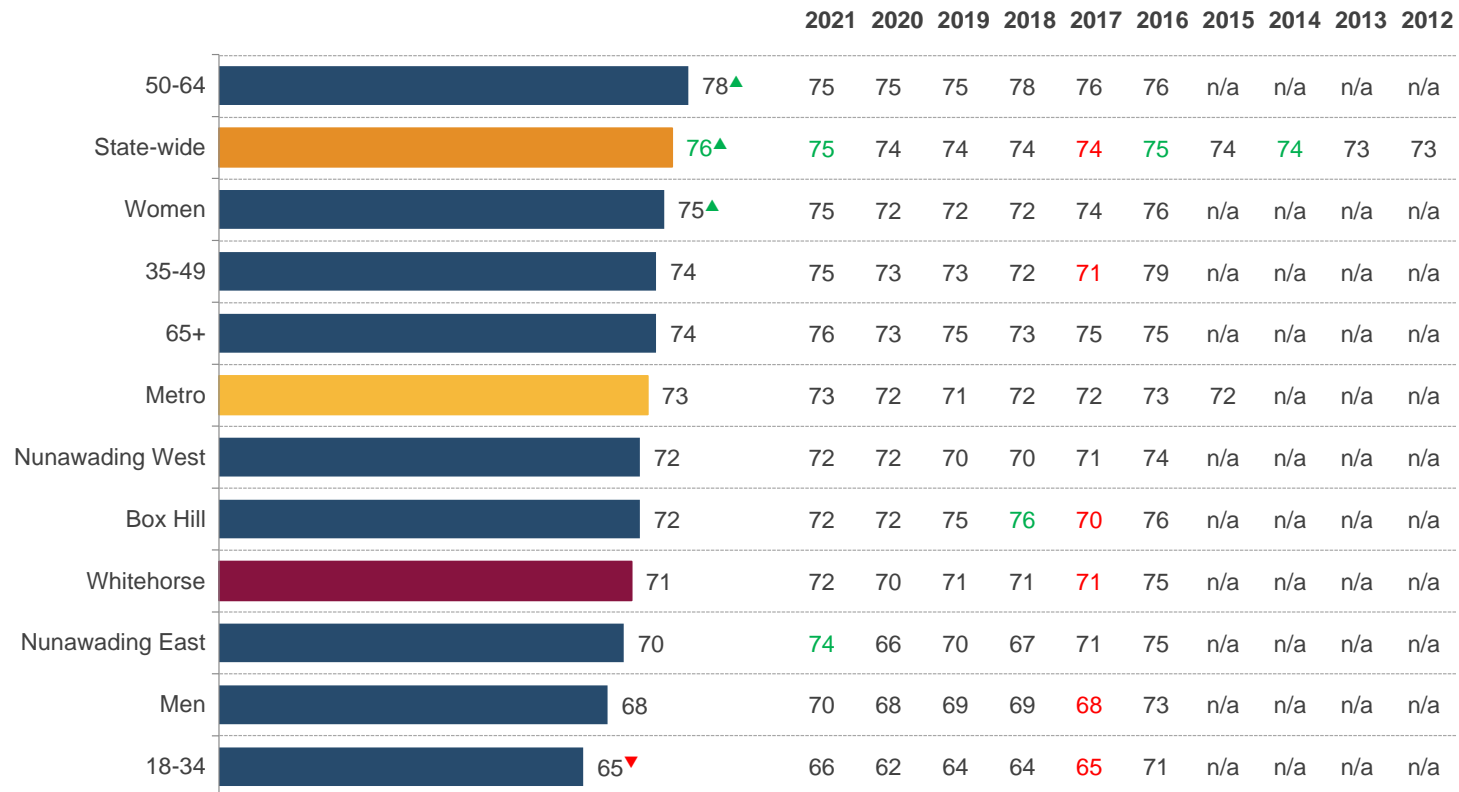
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Community consultation and engagement importance



### 2022 consultation and engagement importance (index scores)



Q1. Firstly, how important should 'Community consultation and engagement' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 30 Councils asked group: 8  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

46

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

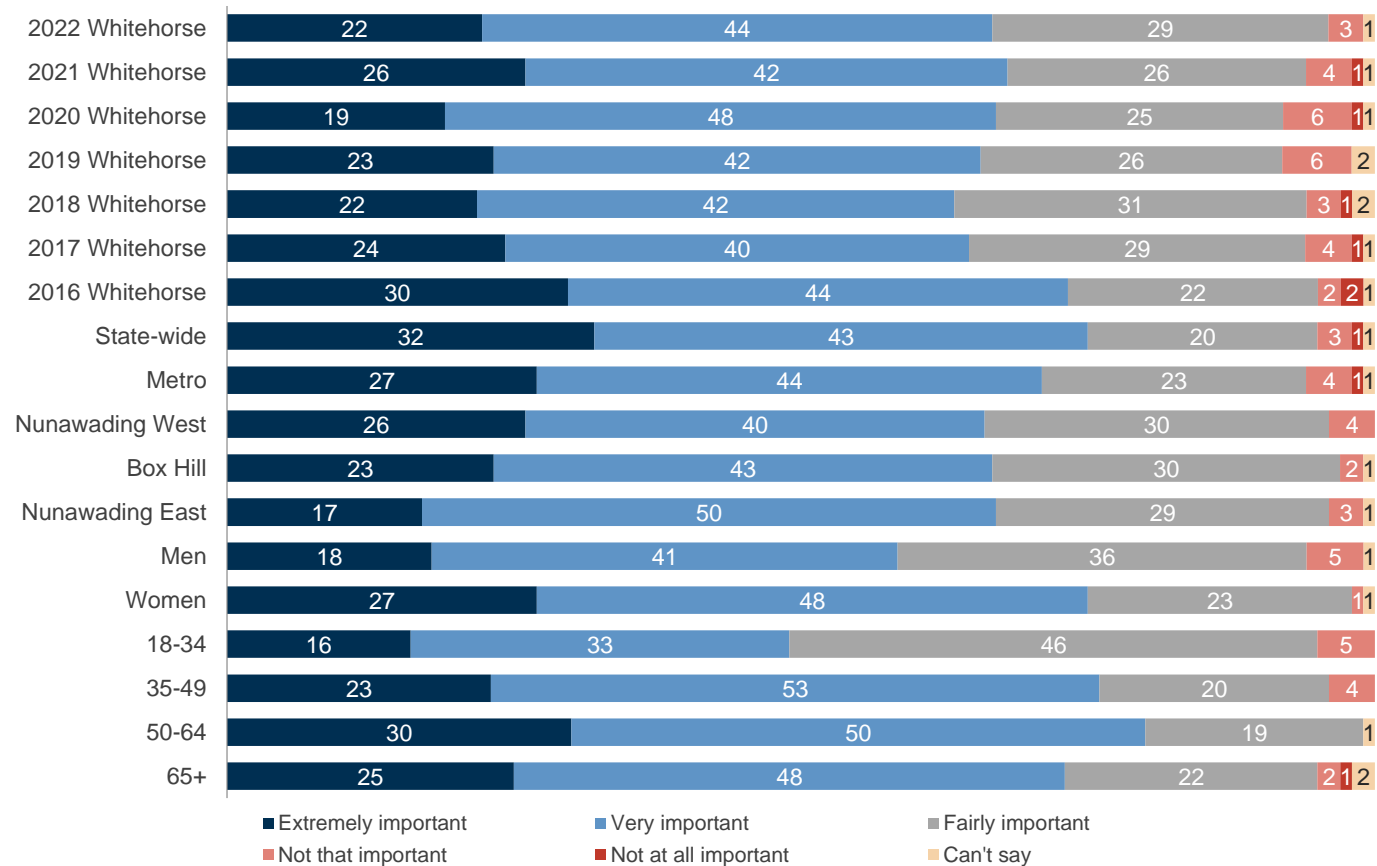
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Community consultation and engagement importance



### 2022 consultation and engagement importance (%)



Q1. Firstly, how important should 'Community consultation and engagement' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 30 Councils asked group: 8

J W S R E S E A R C H

47

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Community consultation and engagement performance



### 2022 consultation and engagement performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Nunawading East	59	59	58	59	60	57	62	n/a	n/a	n/a	n/a
18-34	58	55	63	58	58	64	60	n/a	64	59	n/a
Metro	58	59	58	58	57	57	58	58	n/a	n/a	n/a
35-49	58	57	58	58	57	54	54	n/a	64	62	n/a
Men	57	55	58	55	59	56	55	n/a	61	58	n/a
Whitehorse	57	57	60	57	57	57	56	n/a	63	61	n/a
65+	57	58	61	59	58	54	55	n/a	65	63	n/a
Women	57	59	62	58	56	58	58	n/a	64	63	n/a
Box Hill	56	58	59	60	56	58	55	n/a	n/a	n/a	n/a
Nunawading West	55	55	62	53	56	56	52	n/a	n/a	n/a	n/a
State-wide	54▼	56	55	56	55	55	54	56	57	57	57
50-64	51	59	55	49	56	53	56	n/a	56	59	n/a

Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

48

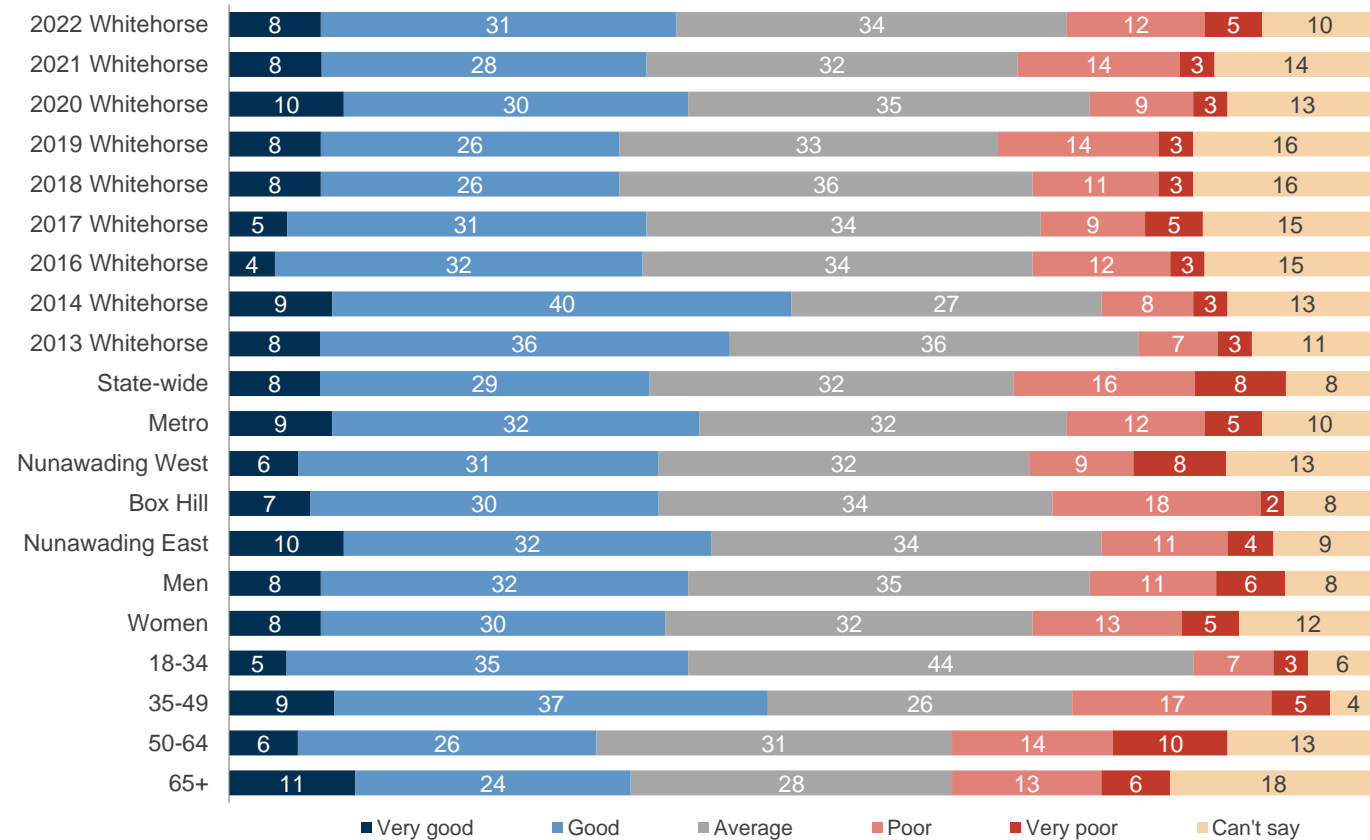
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Community consultation and engagement performance



### 2022 consultation and engagement performance (%)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

J W S R E S E A R C H

49

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

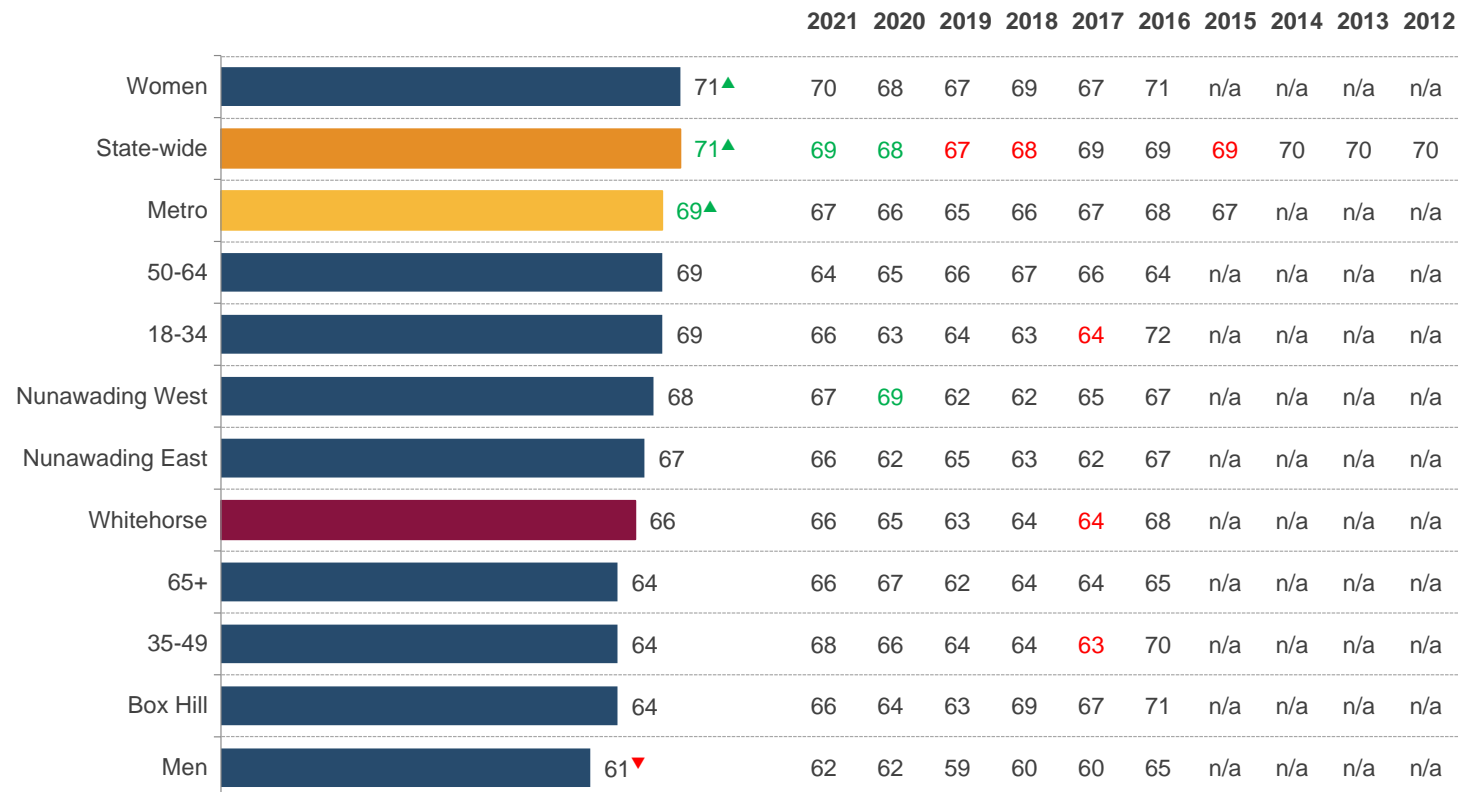
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Lobbying on behalf of the community importance



### 2022 lobbying importance (index scores)



Q1. Firstly, how important should 'Lobbying on behalf of the community' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 25 Councils asked group: 7  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 50



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

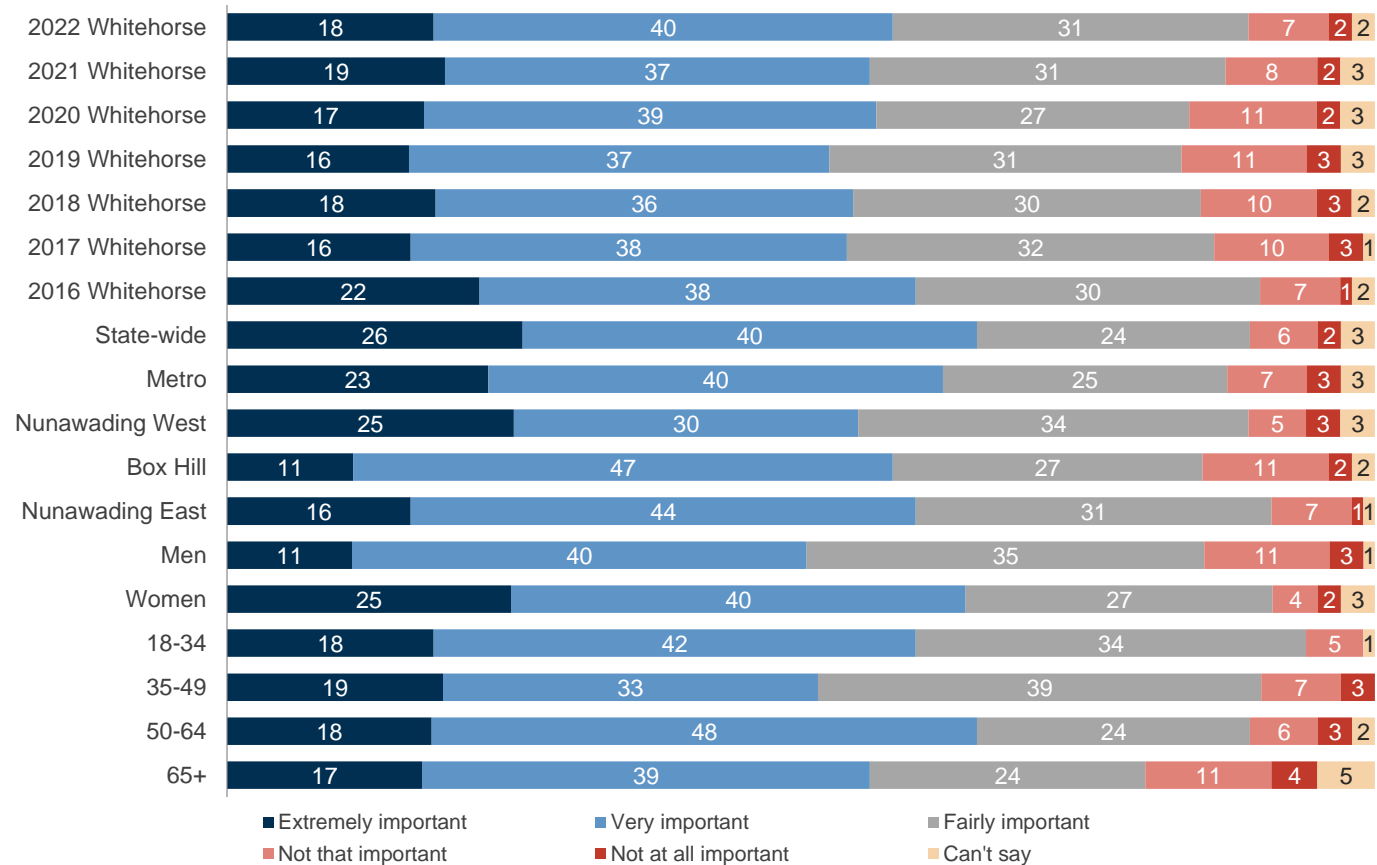
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Lobbying on behalf of the community importance



### 2022 lobbying importance (%)



Q1. Firstly, how important should 'Lobbying on behalf of the community' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 25 Councils asked group: 7

J W S R E S E A R C H

51

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Lobbying on behalf of the community performance



### 2022 lobbying performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
18-34	60	56	61	62	58	63	59	n/a	65	59	n/a
Nunawading West	59	56	57	54	55	55	55	n/a	n/a	n/a	n/a
Nunawading East	58	60	60	58	58	56	59	n/a	n/a	n/a	n/a
Women	57	58	59	56	55	55	59	n/a	62	58	n/a
Whitehorse	57	58	59	56	56	56	57	n/a	60	56	n/a
Men	56	57	59	56	58	56	55	n/a	58	55	n/a
65+	56	60	62	55	58	52	59	n/a	62	59	n/a
Metro	55	56	57	57	56	56	56	58	n/a	n/a	n/a
35-49	55	59	54	52	55	50	53	n/a	59	55	n/a
Box Hill	54	57	59	56	56	57	56	n/a	n/a	n/a	n/a
State-wide	53▼	55	53	54	54	54	53	55	56	55	55
50-64	52	56	53	48	53	54	55	n/a	52	51	n/a

Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 49 Councils asked group: 12

Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 52

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

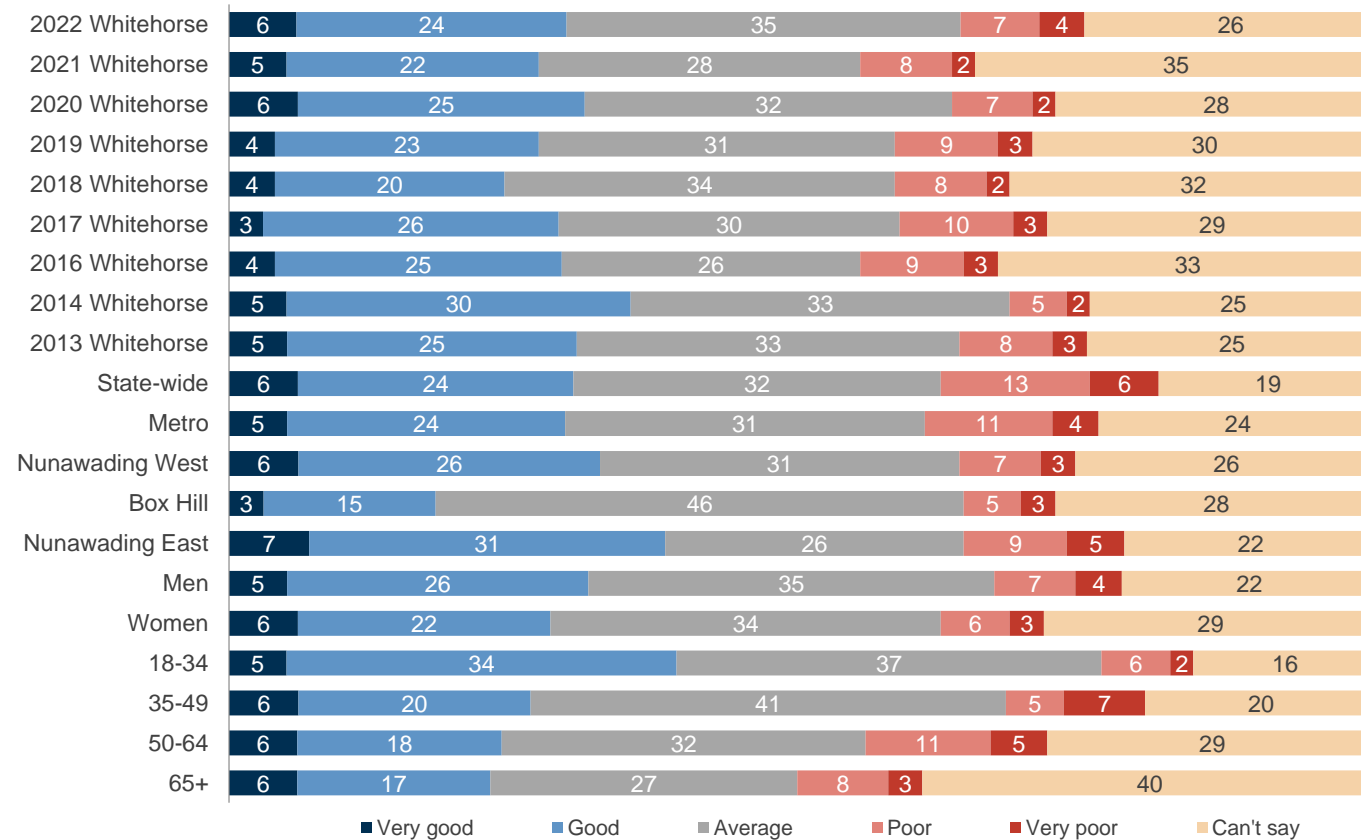
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Lobbying on behalf of the community performance



2022 lobbying performance (%)



Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 49 Councils asked group: 12

J W S R E S E A R C H 53

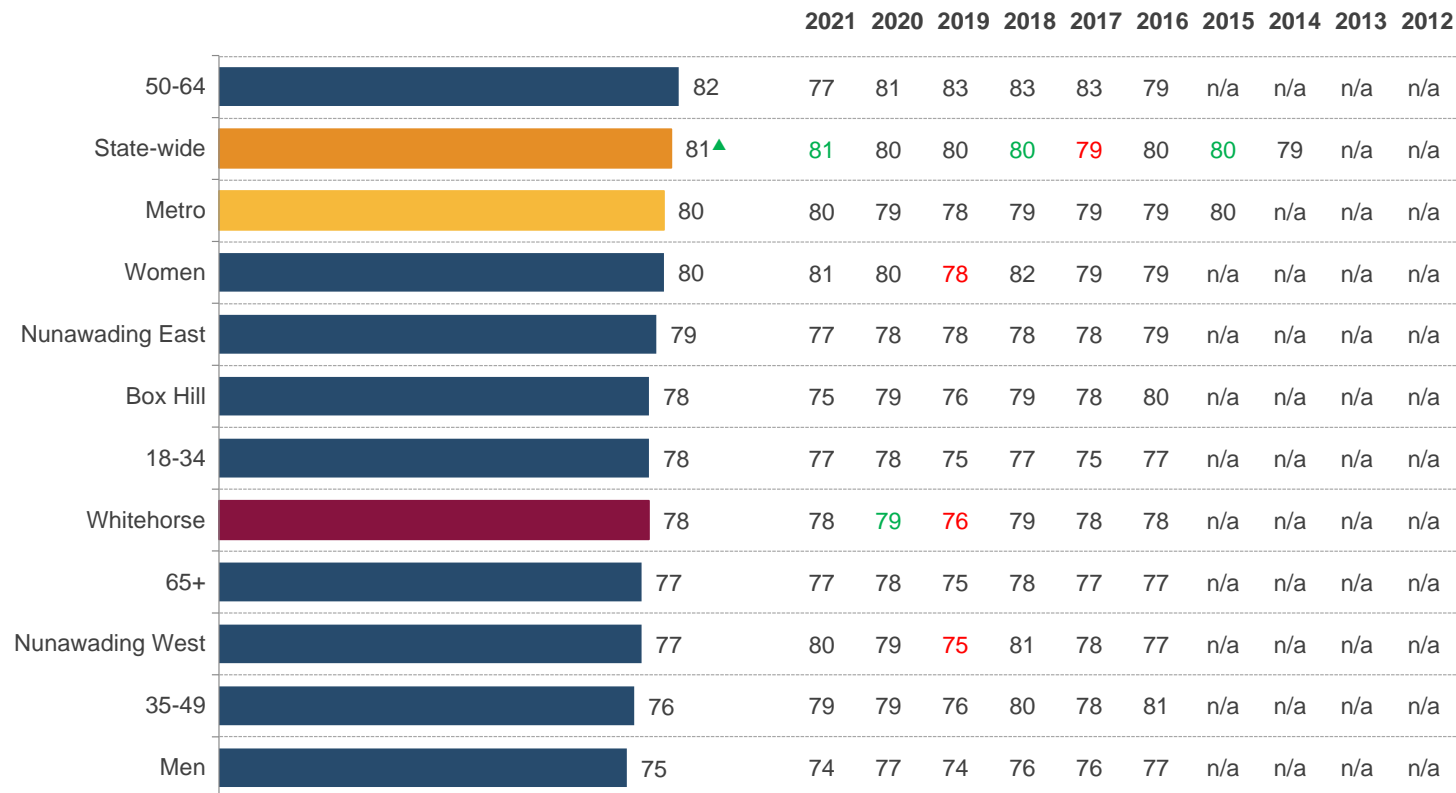
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Decisions made in the interest of the community importance



### 2022 community decisions made importance (index scores)



Q1. Firstly, how important should 'Decisions made in the interest of the community' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 6  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

54

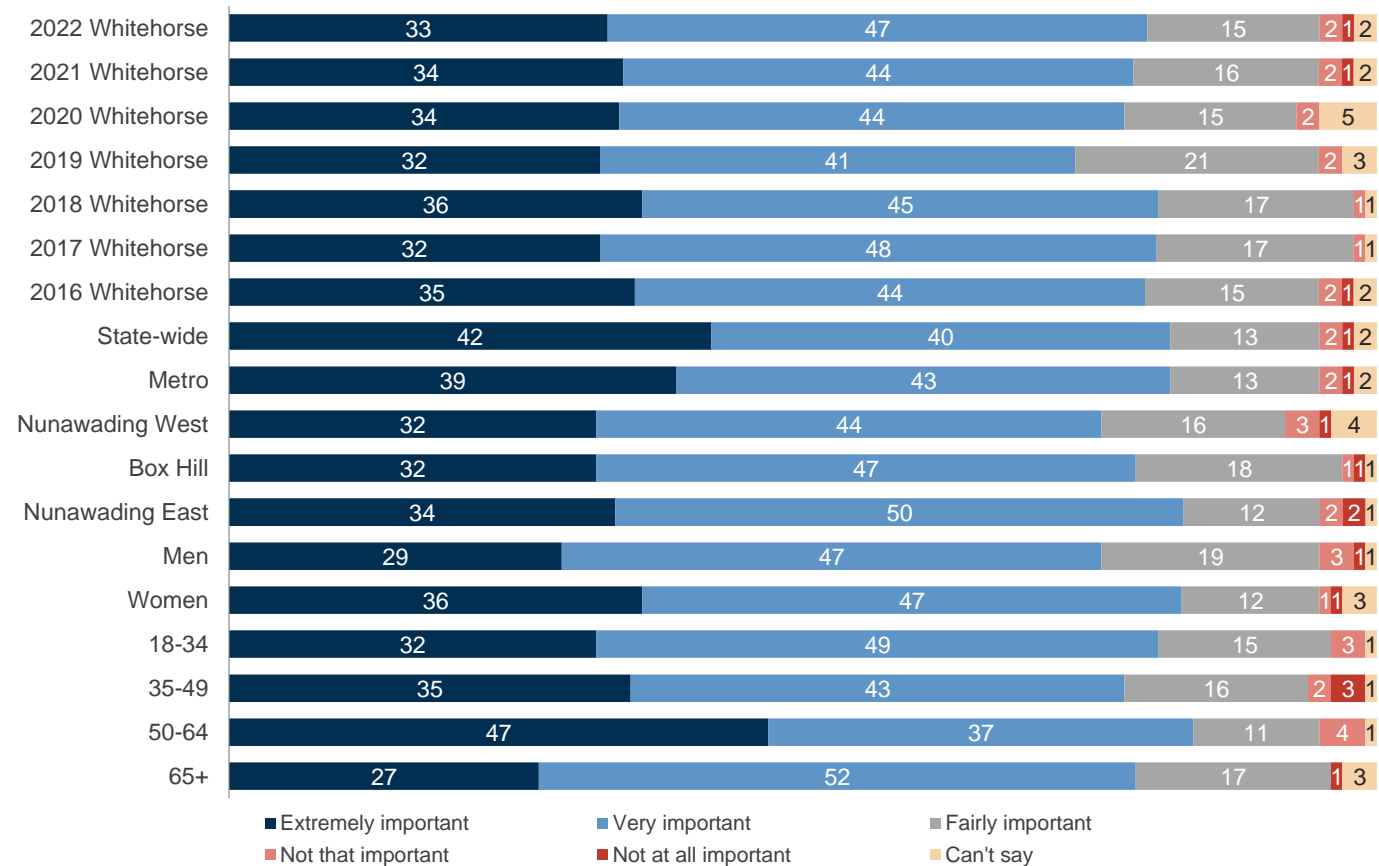
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Decisions made in the interest of the community importance



2022 community decisions made importance (%)



Q1. Firstly, how important should 'Decisions made in the interest of the community' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 6

J W S R E S E A R C H

55

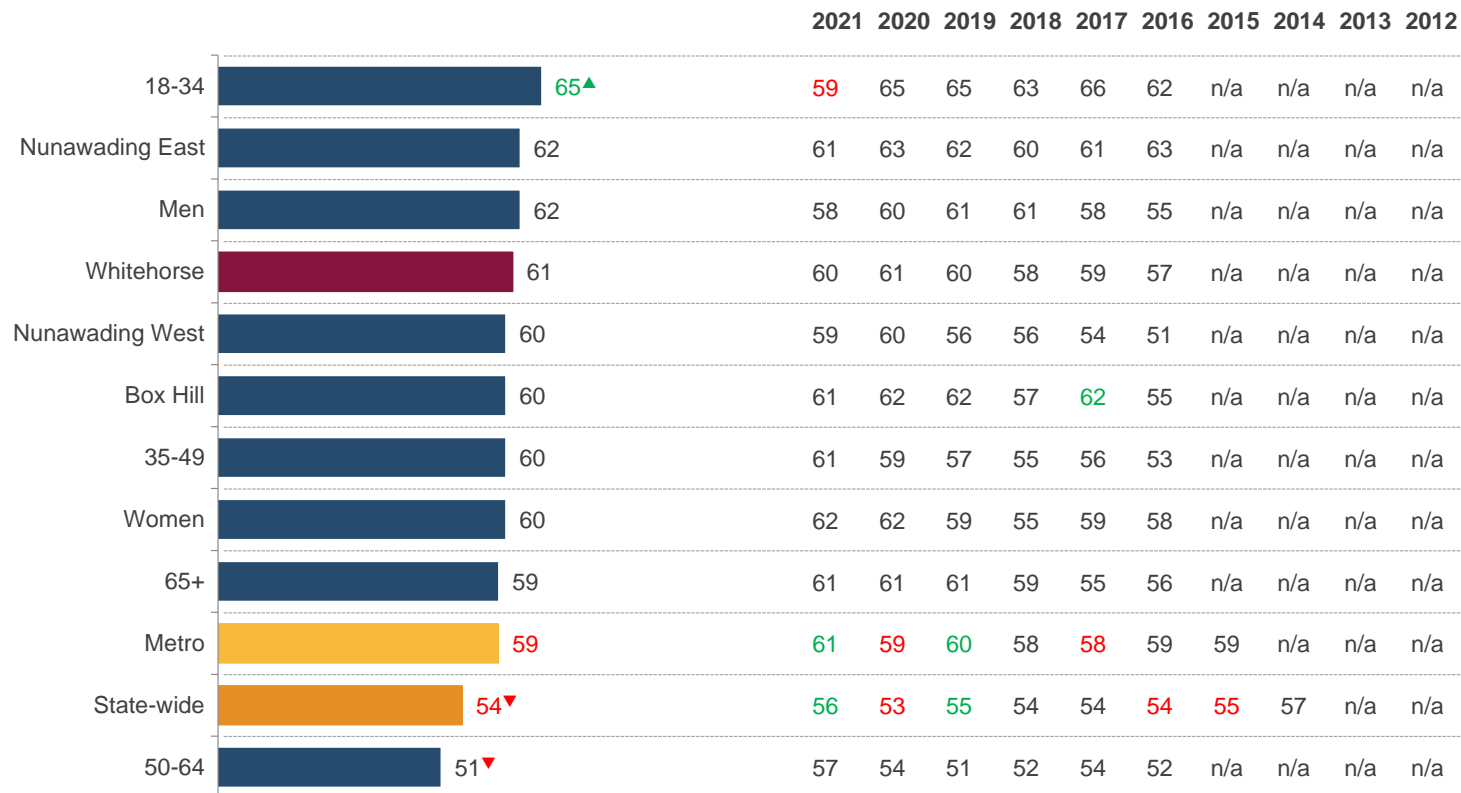
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Decisions made in the interest of the community performance



### 2022 community decisions made performance (index scores)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

56

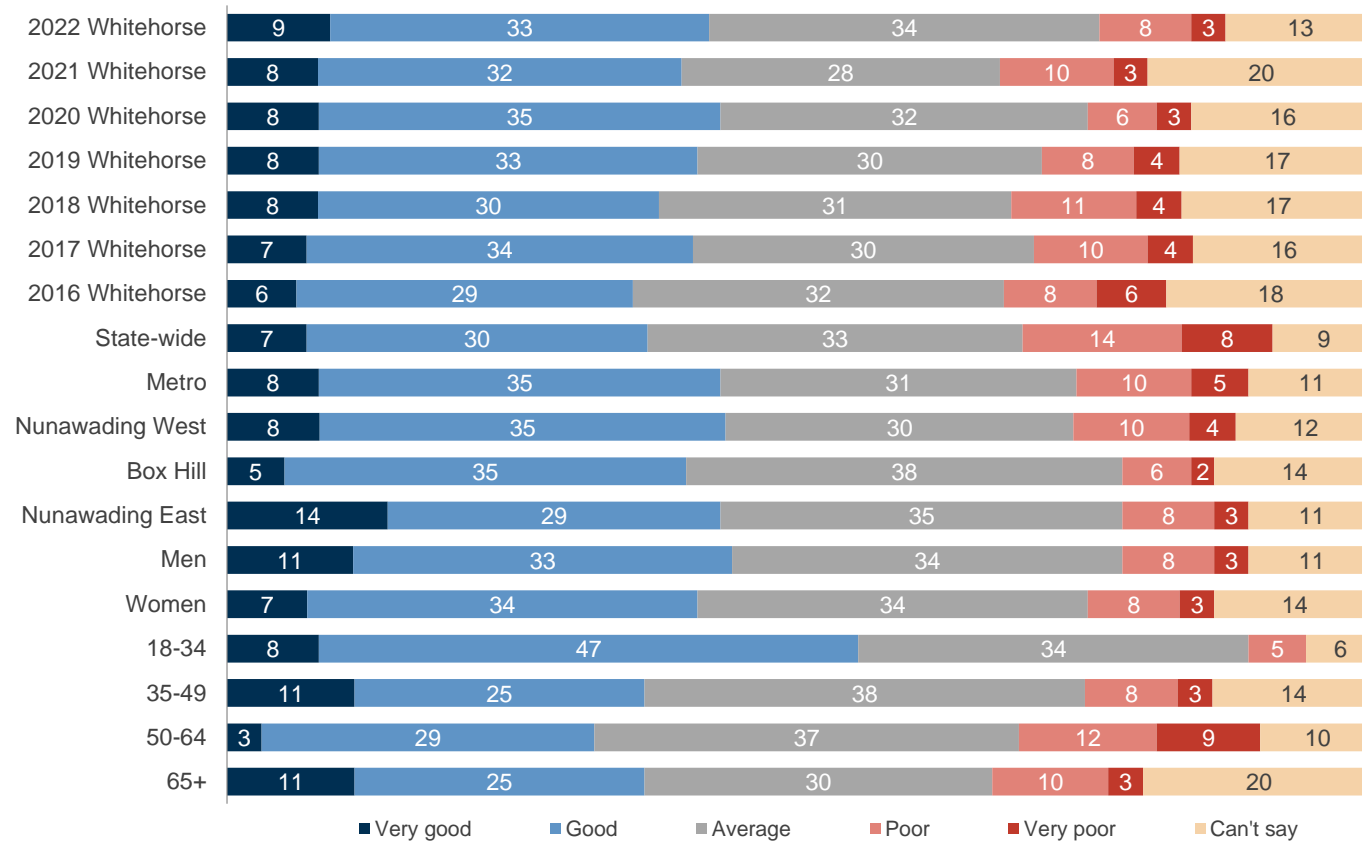
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Decisions made in the interest of the community performance



2022 community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

J W S R E S E A R C H

57

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## The condition of sealed local roads in your area importance



### 2022 sealed local roads importance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Women	82	78	81	78	78	78	76	n/a	n/a	n/a	n/a
State-wide	81	79	79	79	80	78	78	76	77	n/a	n/a
Box Hill	81	78	75	77	75	76	77	n/a	n/a	n/a	n/a
Nunawading West	80	75	77	75	75	76	77	n/a	n/a	n/a	n/a
18-34	80	73	74	77	76	75	73	n/a	n/a	n/a	n/a
50-64	80	78	78	77	78	81	73	n/a	n/a	n/a	n/a
Whitehorse	80	76	77	77	76	76	76	n/a	n/a	n/a	n/a
35-49	80	76	79	75	75	75	80	n/a	n/a	n/a	n/a
Metro	80	78	77	77	78	77	76	75	n/a	n/a	n/a
65+	79	80	78	77	77	76	76	n/a	n/a	n/a	n/a
Nunawading East	77	76	79	77	78	77	74	n/a	n/a	n/a	n/a
Men	77	74	72	75	74	74	75	n/a	n/a	n/a	n/a

Q1. Firstly, how important should 'The condition of sealed local roads in your area' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 23 Councils asked group: 7  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

58



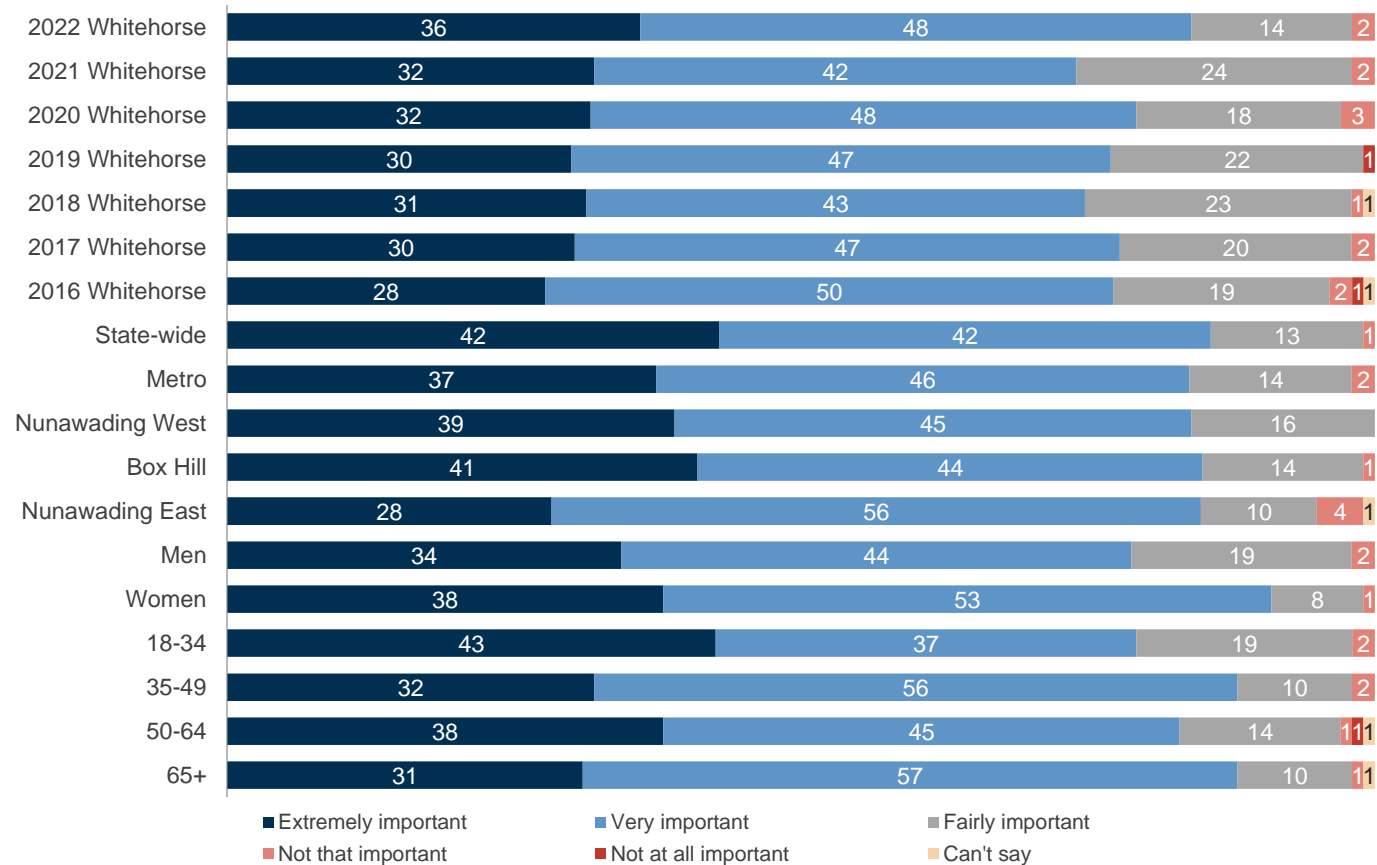
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## The condition of sealed local roads in your area importance



### 2022 sealed local roads importance (%)



Q1. Firstly, how important should 'The condition of sealed local roads in your area' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 23 Councils asked group: 7

J W S R E S E A R C H

59

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## The condition of sealed local roads in your area performance



### 2022 sealed local roads performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
18-34	69	69	65	73	72	74	77	n/a	n/a	n/a	n/a
Nunawading West	68	71	72	72	73	74	73	n/a	n/a	n/a	n/a
Men	68	69	65	72	73	72	74	n/a	n/a	n/a	n/a
50-64	68	72	69	69	72	73	72	n/a	n/a	n/a	n/a
Whitehorse	68	71	69	72	70	73	73	n/a	n/a	n/a	n/a
Box Hill	68	71	67	72	66	71	72	n/a	n/a	n/a	n/a
Nunawading East	68	69	67	71	71	72	75	n/a	n/a	n/a	n/a
Women	68	72	72	72	67	73	73	n/a	n/a	n/a	n/a
35-49	67	74	73	72	67	73	71	n/a	n/a	n/a	n/a
65+	67	69	69	71	70	70	72	n/a	n/a	n/a	n/a
Metro	65▼	68	67	69	68	66	67	69	n/a	n/a	n/a
State-wide	53▼	57	54	56	53	53	54	55	55	n/a	n/a

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

60

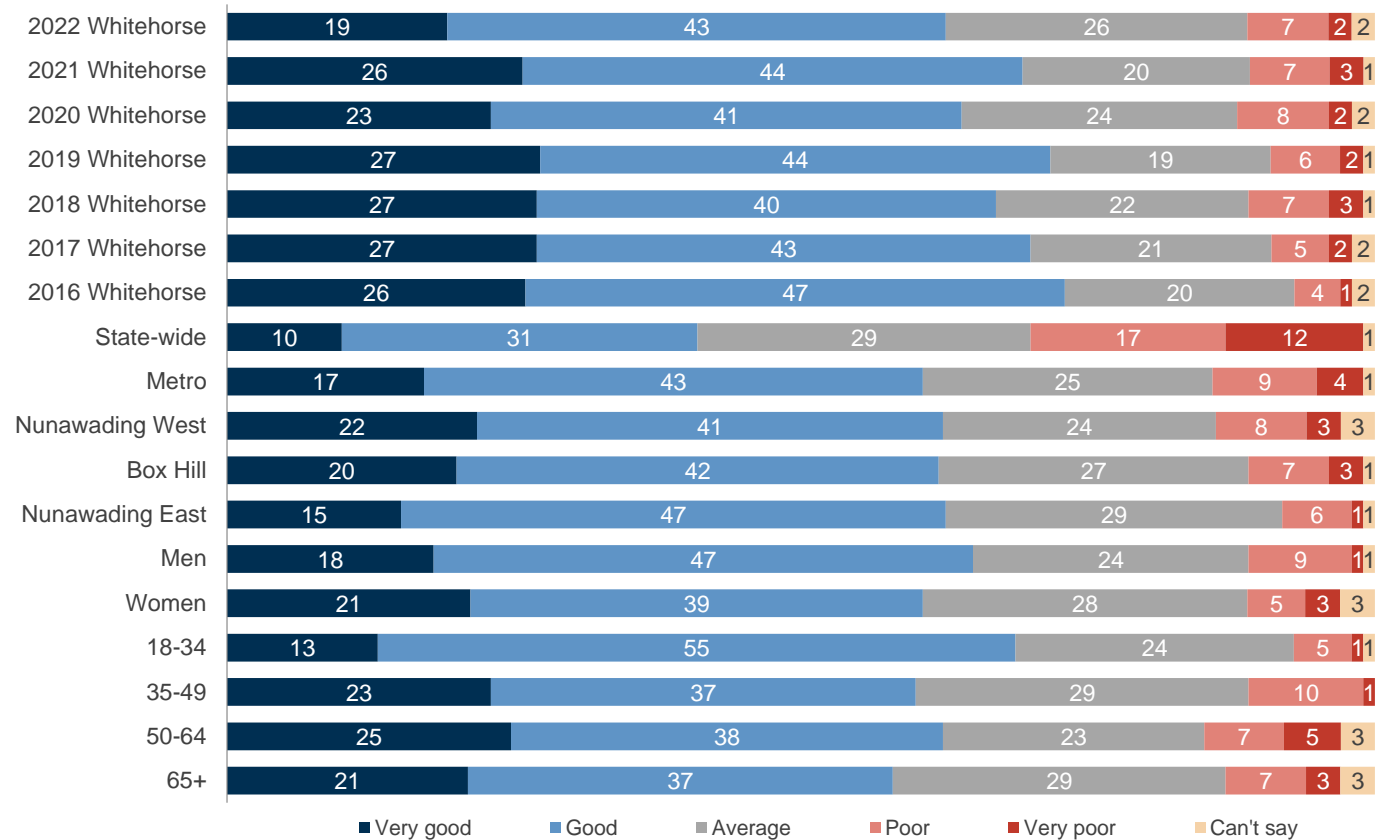
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## The condition of sealed local roads in your area performance



2022 sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

J W S R E S E A R C H

61

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

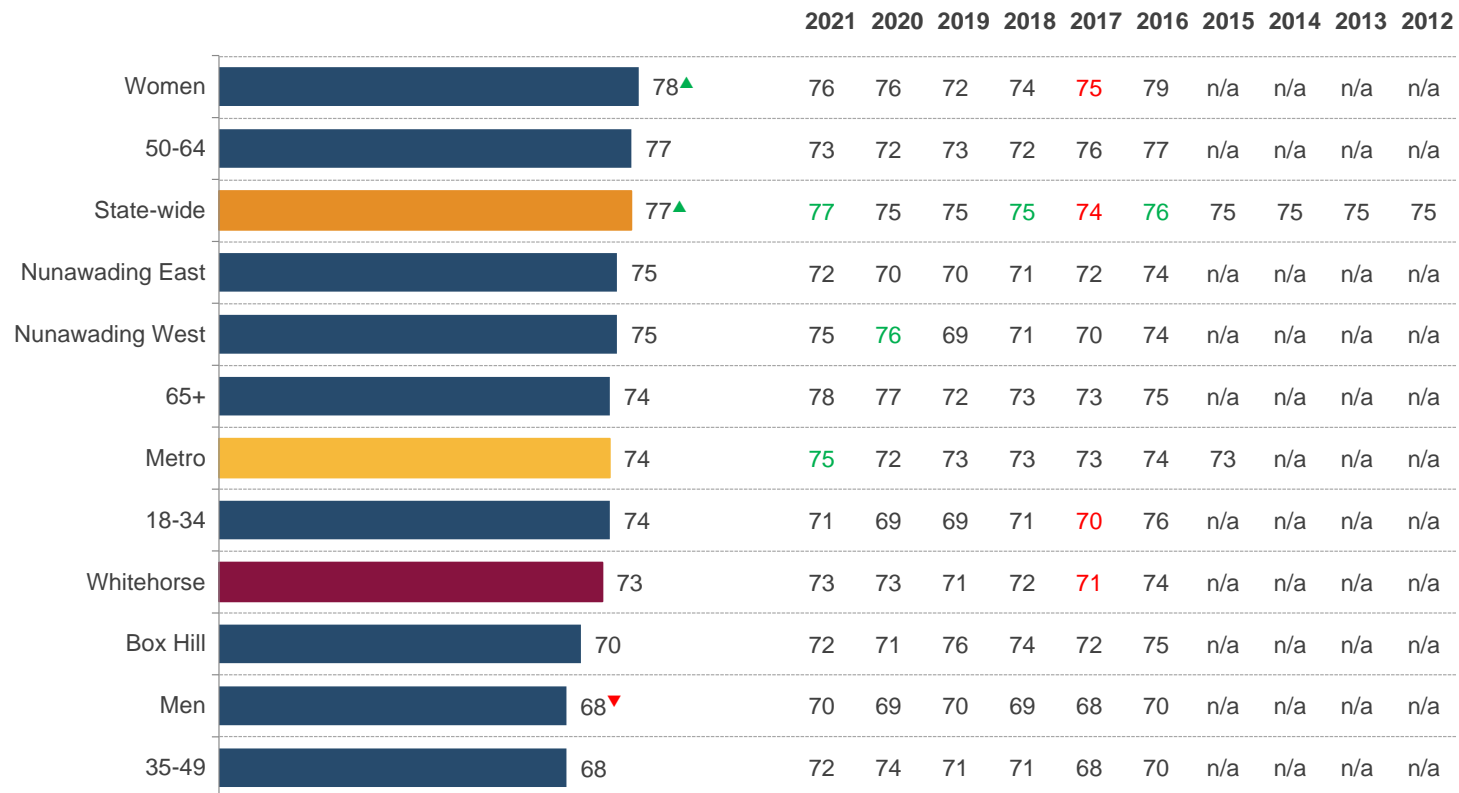
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Informing the community importance



### 2022 informing community importance (index scores)



Q1. Firstly, how important should 'Informing the community' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 25 Councils asked group: 8  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 62

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

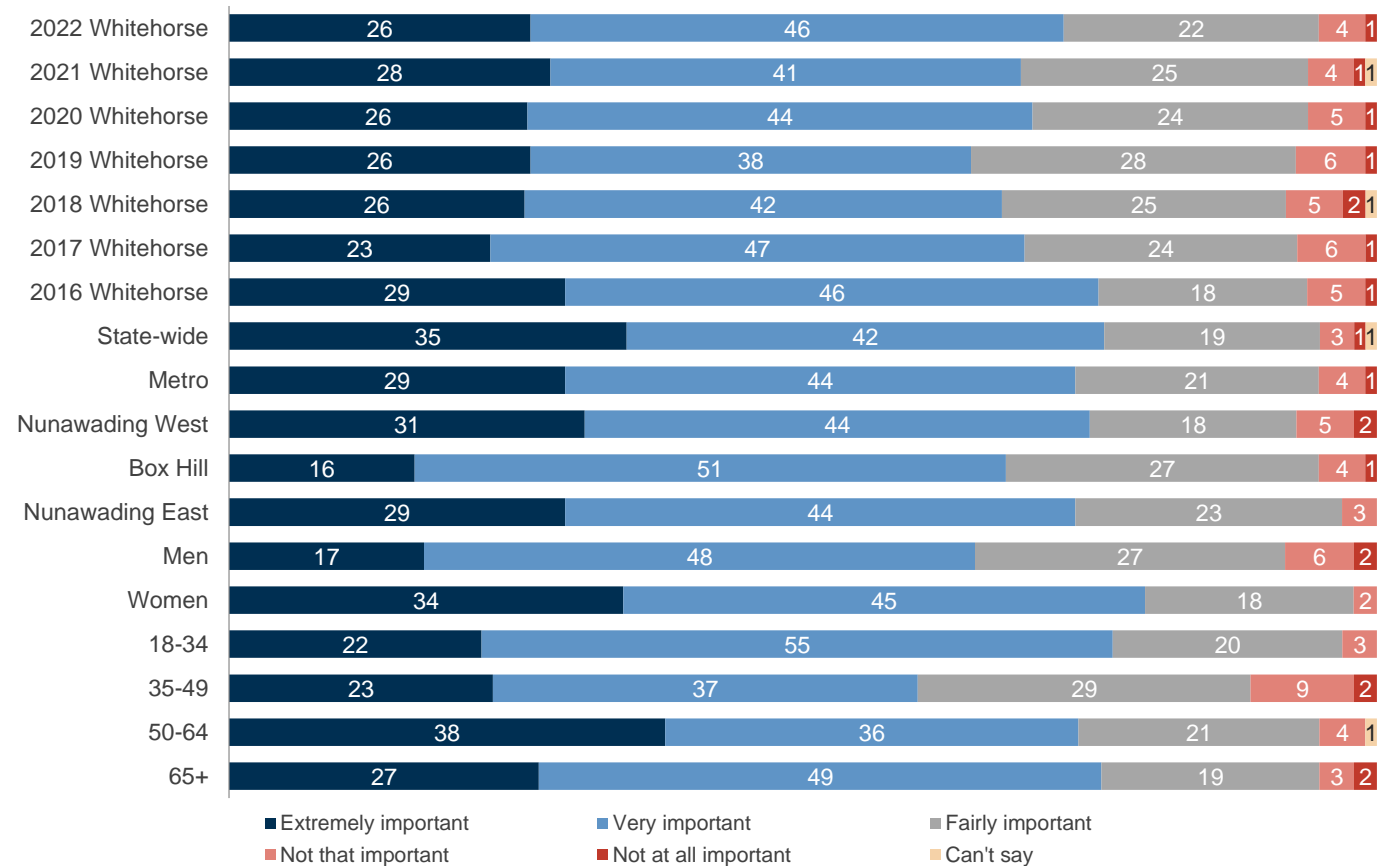
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Informing the community importance



### 2022 informing community importance (%)



Q1. Firstly, how important should 'Informing the community' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 25 Councils asked group: 8

J W S R E S E A R C H 63

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Informing the community performance



### 2022 informing community performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Nunawading East	64	57	65	64	63	63	67	n/a	n/a	n/a	n/a
18-34	62	55	65	68	64	60	66	n/a	n/a	n/a	n/a
35-49	62	64	61	65	61	62	56	n/a	n/a	n/a	n/a
Metro	62	62	62	61	61	63	64	n/a	n/a	n/a	n/a
Men	61	58	62	63	61	58	60	n/a	n/a	n/a	n/a
Whitehorse	60	59	63	64	62	61	61	n/a	n/a	n/a	n/a
Women	60	59	65	66	63	63	62	n/a	n/a	n/a	n/a
State-wide	59	60	59	60	59	59	59	61	62	61	60
Nunawading West	59	60	61	63	61	59	57	n/a	n/a	n/a	n/a
65+	59	58	66	63	62	63	60	n/a	n/a	n/a	n/a
Box Hill	58	59	64	68	62	61	59	n/a	n/a	n/a	n/a
50-64	52	61	59	58	60	58	60	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Informing the community' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 36 Councils asked group: 11  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 64

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

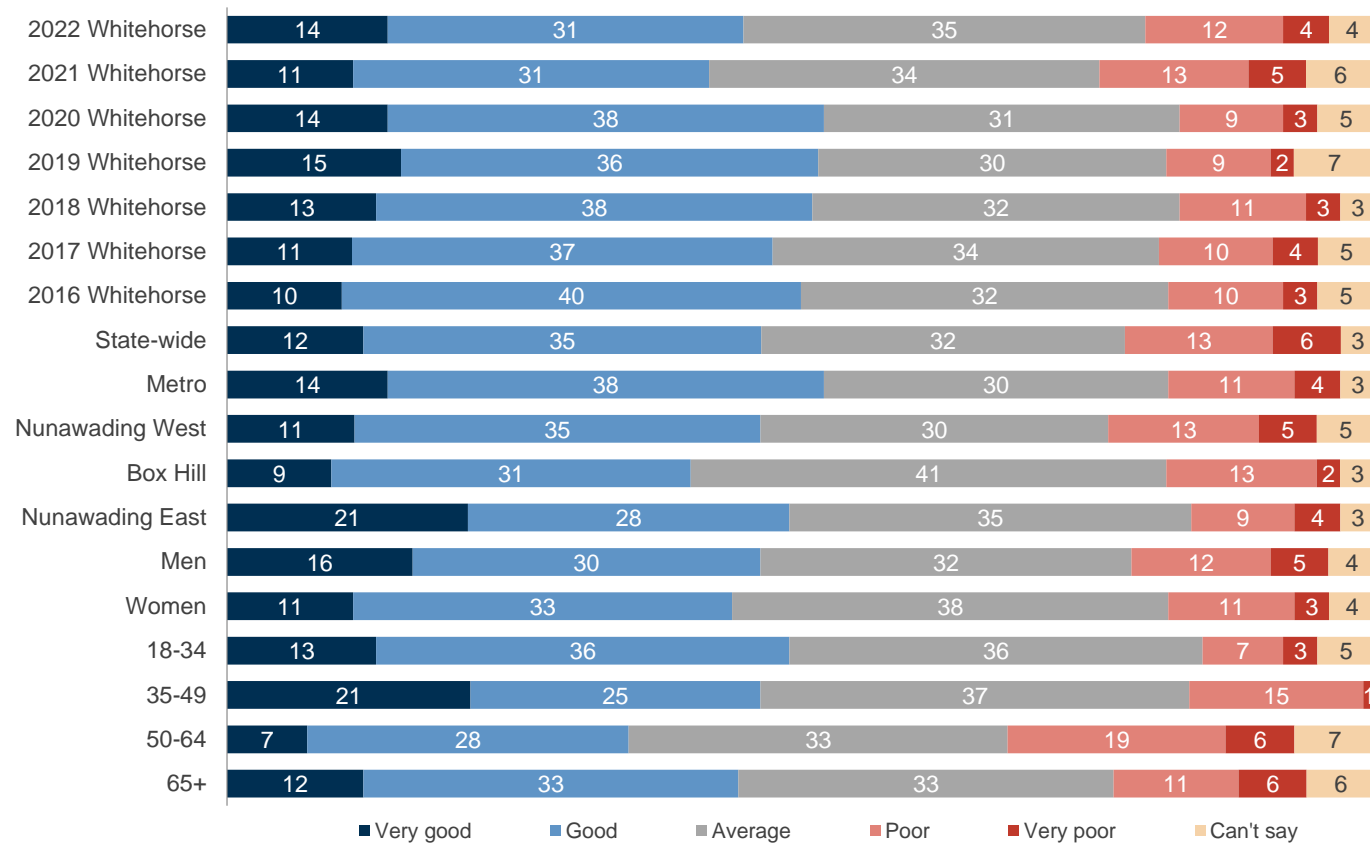
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Informing the community performance



### 2022 informing community performance (%)



Q2. How has Council performed on 'Informing the community' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 36 Councils asked group: 11

J W S R E S E A R C H

65

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

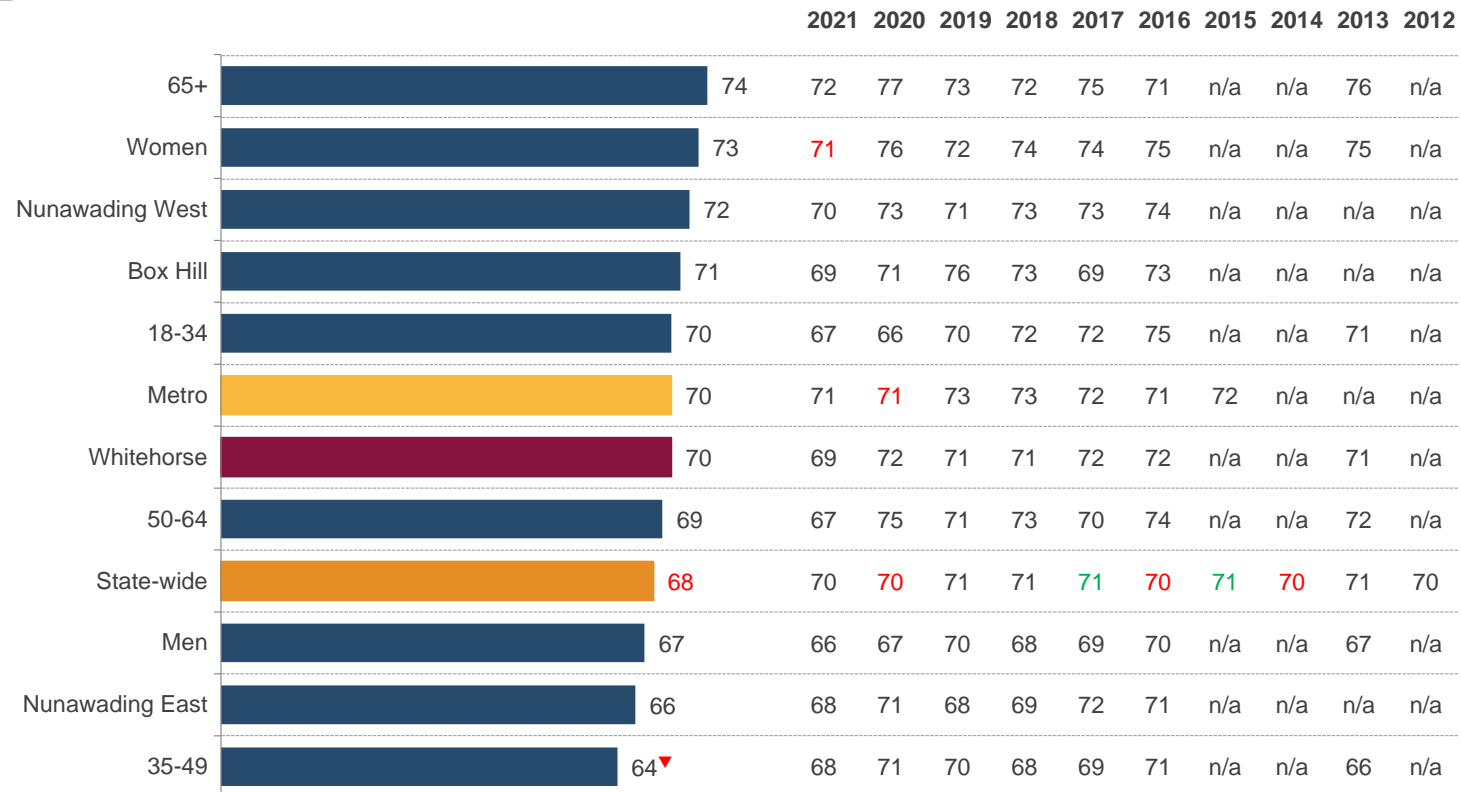
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Enforcement of local laws importance



### 2022 law enforcement importance (index scores)



Q1. Firstly, how important should 'Enforcement of local laws' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 7  
Note: Please see Appendix A for explanation of significant differences.



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

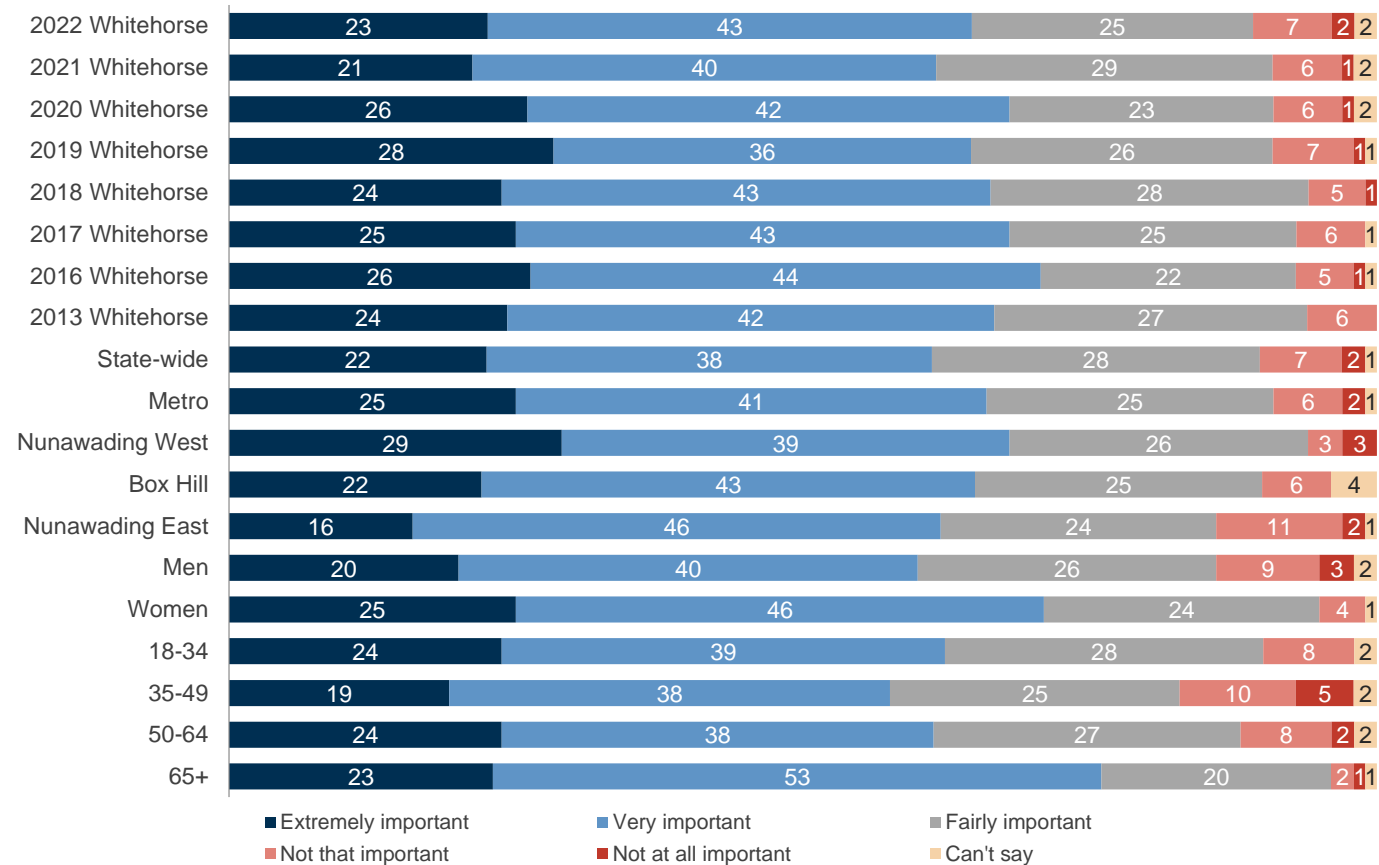
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Enforcement of local laws importance



### 2022 law enforcement importance (%)



Q1. Firstly, how important should 'Enforcement of local laws' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 7

J W S R E S E A R C H

67

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Enforcement of local laws performance



### 2022 law enforcement performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
18-34	66	67	67	71	69	70	71	n/a	n/a	69	n/a
Women	65	70	67	68	65	65	65	n/a	n/a	68	n/a
Metro	65	66	65	64	64	64	64	66	n/a	n/a	n/a
Nunawading East	65	66	68	66	68	67	65	n/a	n/a	n/a	n/a
65+	64	64	66	64	66	60	64	n/a	n/a	68	n/a
Whitehorse	64	66	66	65	65	65	65	n/a	n/a	66	n/a
Nunawading West	64	66	66	64	65	66	64	n/a	n/a	n/a	n/a
Box Hill	64	67	64	68	63	59	65	n/a	n/a	n/a	n/a
State-wide	63	64	63	64	64	64	63	66	66	65	65
50-64	63	68	65	61	62	65	66	n/a	n/a	64	n/a
Men	63	63	66	63	65	64	64	n/a	n/a	65	n/a
35-49	62	67	66	62	62	62	56	n/a	n/a	63	n/a

Q2. How has Council performed on 'Enforcement of local laws' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 8  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 68

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

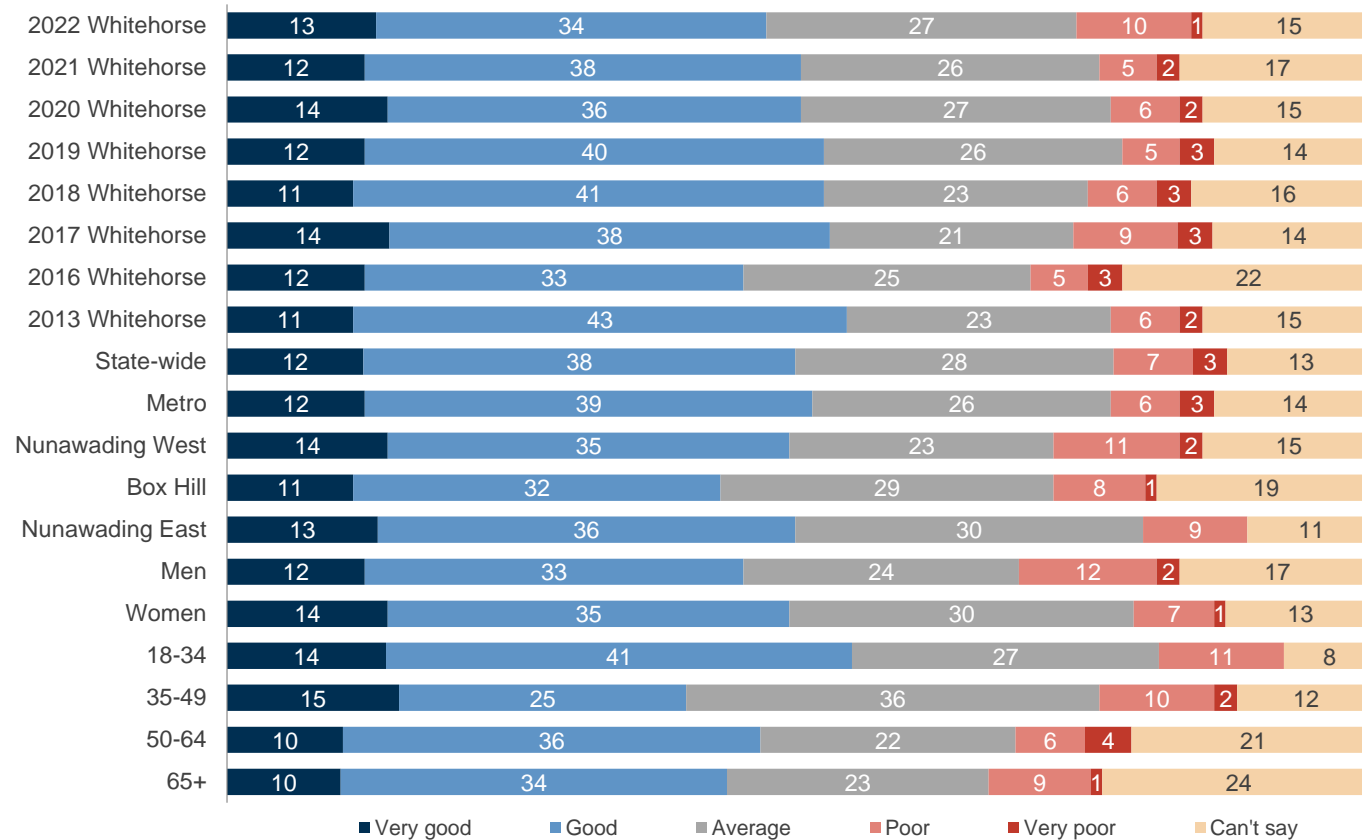
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Enforcement of local laws performance



### 2022 law enforcement performance (%)



Q2. How has Council performed on 'Enforcement of local laws' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 8

J W S R E S E A R C H

69

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

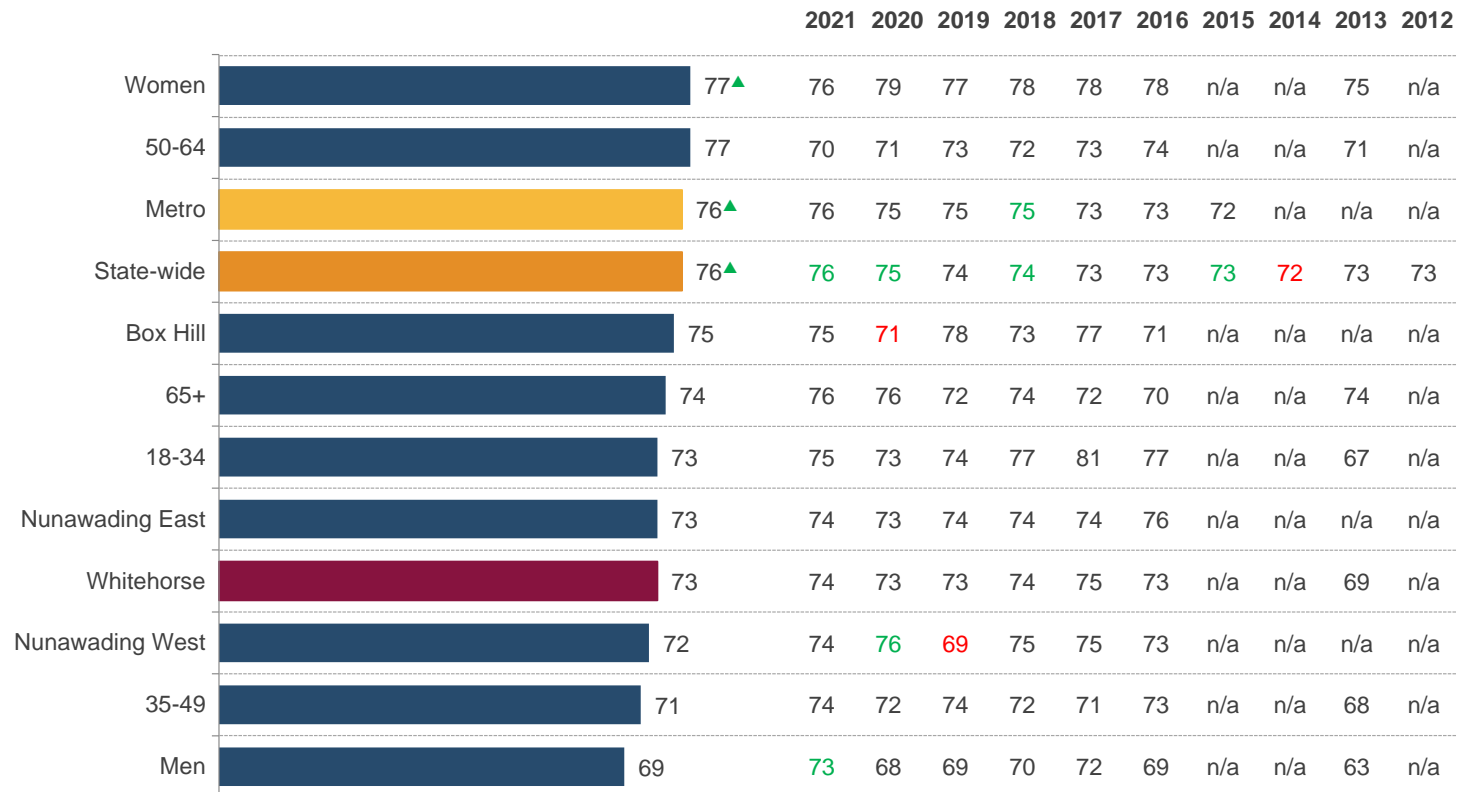
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Family support services importance



### 2022 family support importance (index scores)



Q1. Firstly, how important should 'Family support services' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 18 Councils asked group: 5  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 70

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

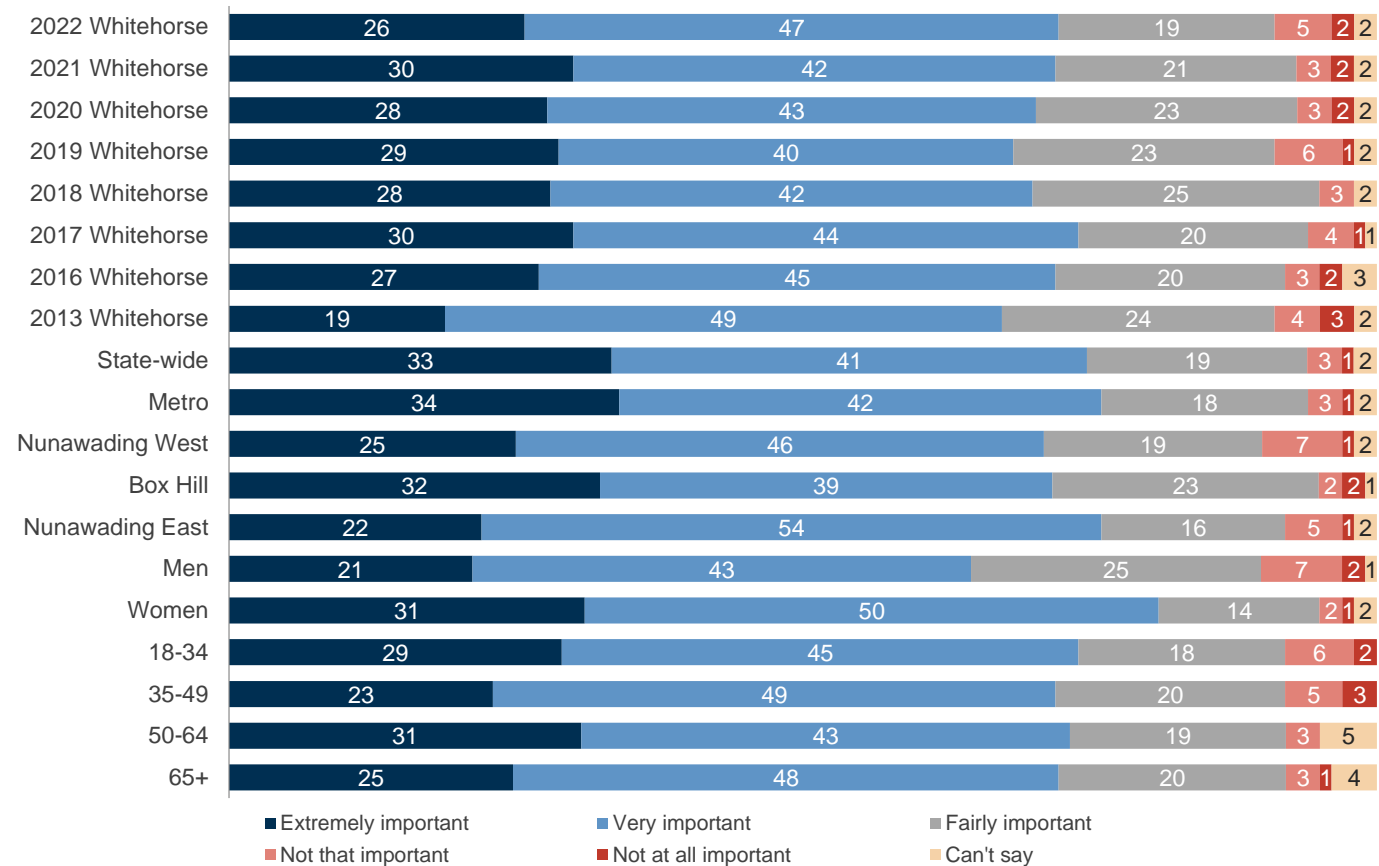
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Family support services importance



### 2022 family support importance (%)



Q1. Firstly, how important should 'Family support services' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 18 Councils asked group: 5

J W S R E S E A R C H 71

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Family support services performance



### 2022 family support performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Nunawading East	73▲	71	77	70	72	73	71	n/a	n/a	n/a	n/a
35-49	70	67	72	70	70	69	70	n/a	n/a	73	n/a
65+	69	72	73	71	70	70	73	n/a	n/a	74	n/a
Women	68	70	72	72	71	73	71	n/a	n/a	73	n/a
Whitehorse	68	67	72	70	69	72	69	n/a	n/a	71	n/a
Men	67	64	71	68	67	70	68	n/a	n/a	69	n/a
Metro	66	67	69	69	68	68	69	68	n/a	n/a	n/a
18-34	66	63	72	69	69	75	67	n/a	n/a	72	n/a
Nunawading West	66	66	70	70	65	69	70	n/a	n/a	n/a	n/a
50-64	66	68	68	67	66	70	66	n/a	n/a	67	n/a
State-wide	65▼	66	66	67	66	67	66	67	68	67	67
Box Hill	65	64	67	69	71	74	66	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Family support services' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 29 Councils asked group: 7  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 72

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

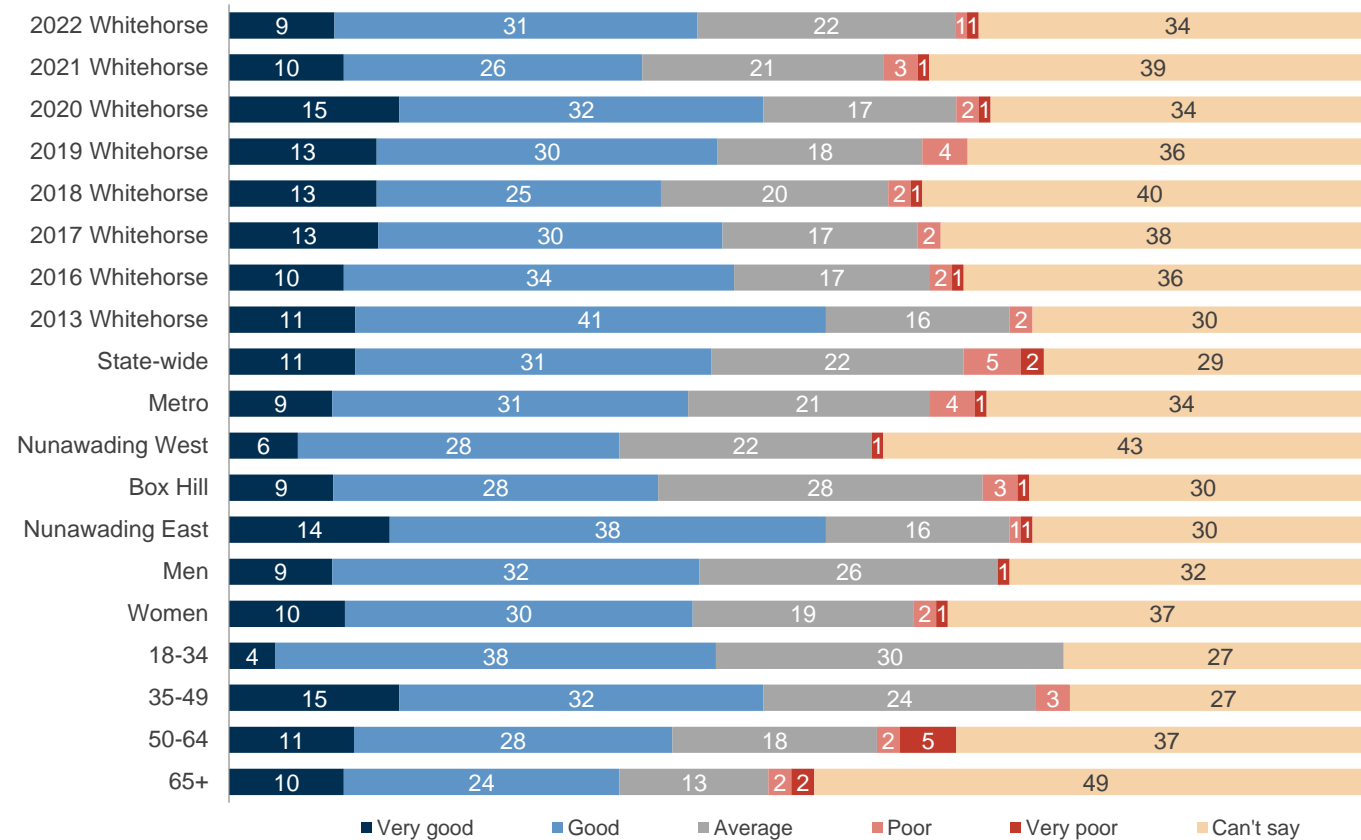
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Family support services performance



### 2022 family support performance (%)



Q2. How has Council performed on 'Family support services' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 29 Councils asked group: 7

J W S R E S E A R C H 73

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

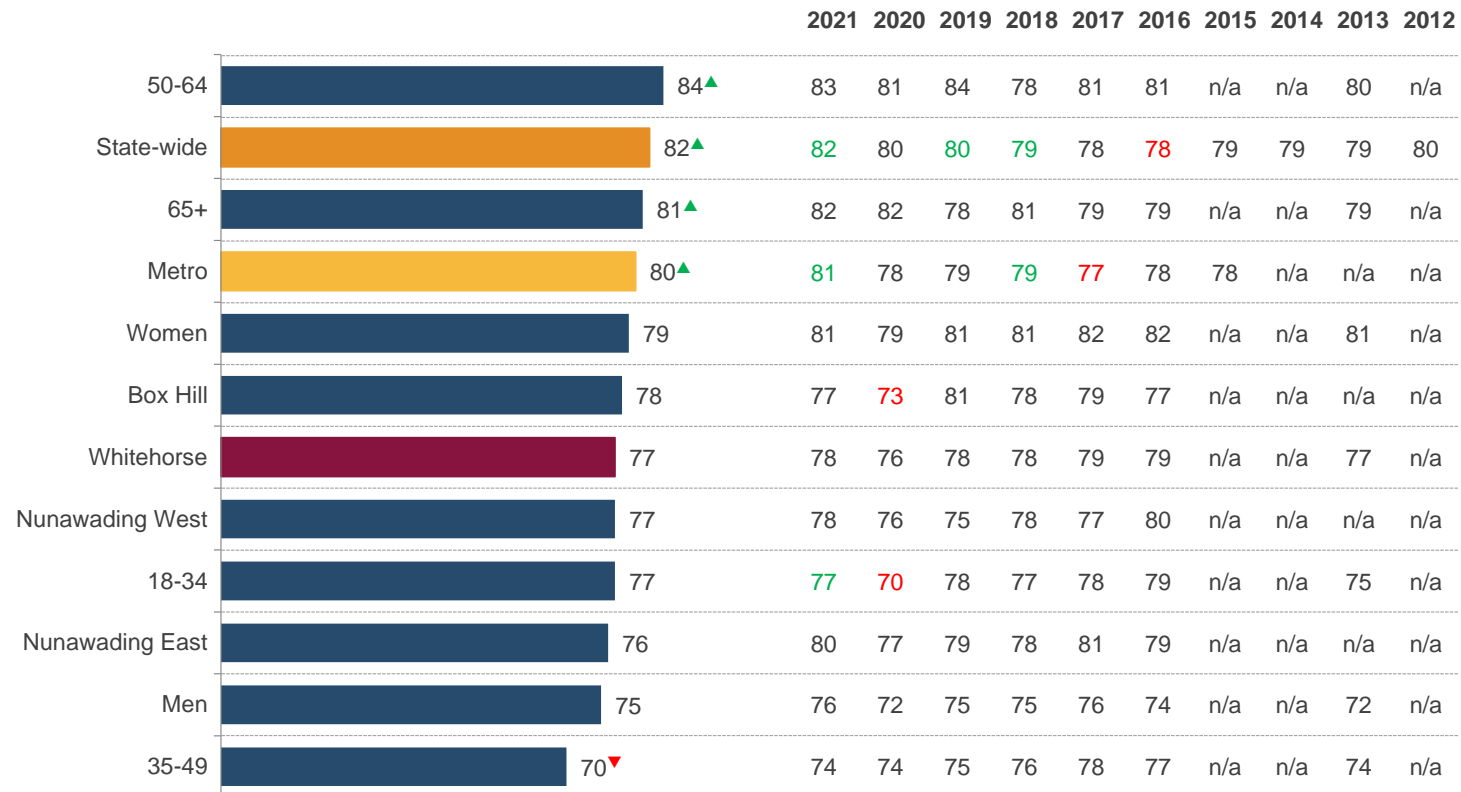
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Elderly support services importance



### 2022 elderly support importance (index scores)



Q1. Firstly, how important should 'Elderly support services' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 20 Councils asked group: 6  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 74



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

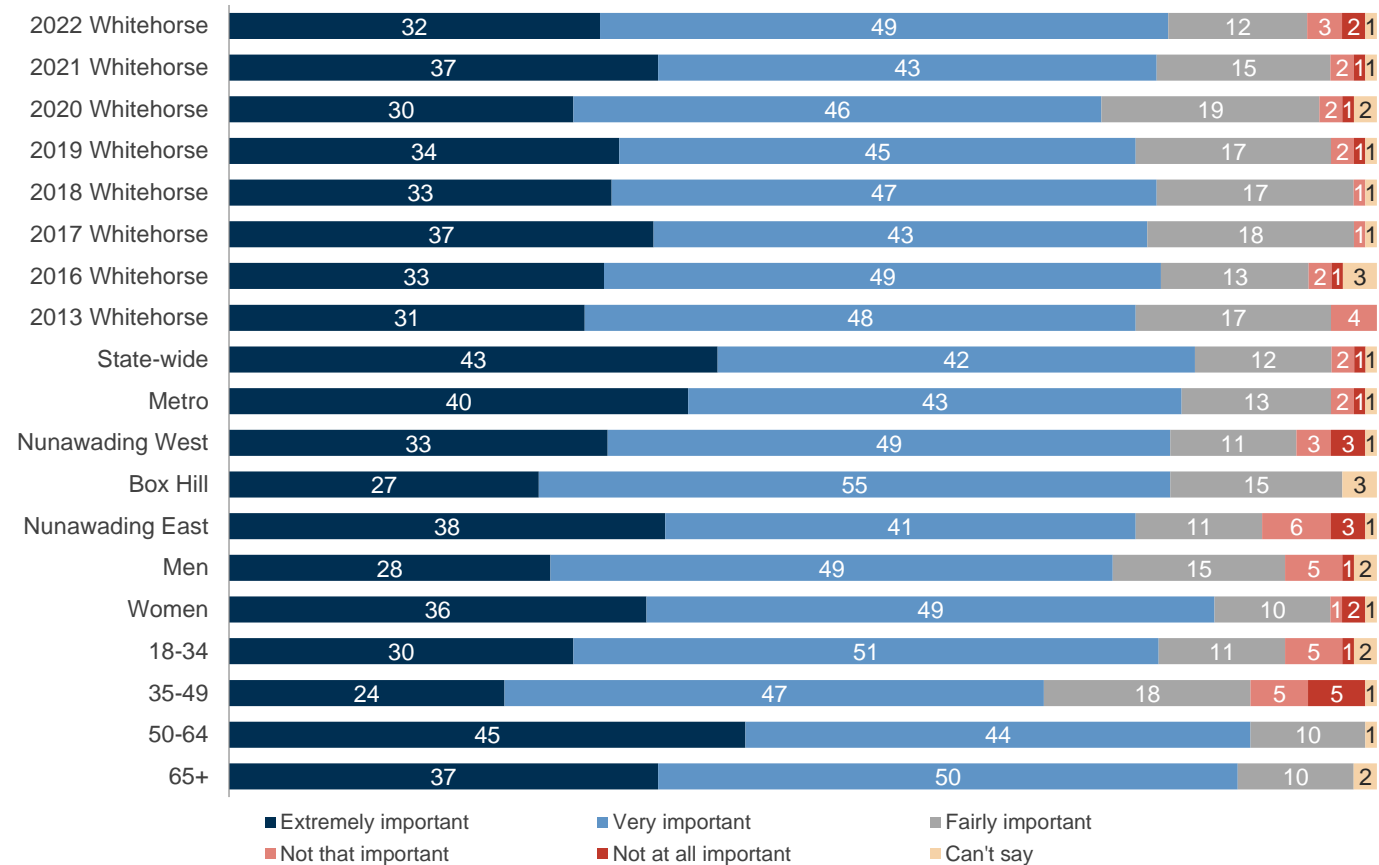
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Elderly support services importance



### 2022 elderly support importance (%)



Q1. Firstly, how important should 'Elderly support services' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 20 Councils asked group: 6

J W S R E S E A R C H 75

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Elderly support services performance



### 2022 elderly support performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Nunawading East	73▲	70	73	70	73	71	73	n/a	n/a	n/a	n/a
65+	70	75	77	73	73	73	75	n/a	n/a	77	n/a
50-64	69	72	70	69	66	67	72	n/a	n/a	69	n/a
Men	69	67	69	70	70	70	67	n/a	n/a	69	n/a
Whitehorse	68	70	71	70	70	69	70	n/a	n/a	72	n/a
Women	68	72	73	70	71	68	73	n/a	n/a	74	n/a
35-49	68	71	68	67	73	66	60	n/a	n/a	68	n/a
18-34	67	64	68	70	70	68	70	n/a	n/a	71	n/a
Box Hill	67	71	71	73	70	70	70	n/a	n/a	n/a	n/a
State-wide	67	69	68	68	68	68	68	69	70	69	69
Nunawading West	65	68	70	69	68	66	68	n/a	n/a	n/a	n/a
Metro	65▼	66	67	67	67	67	69	69	n/a	n/a	n/a

Q2. How has Council performed on 'Elderly support services' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 8  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 76

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

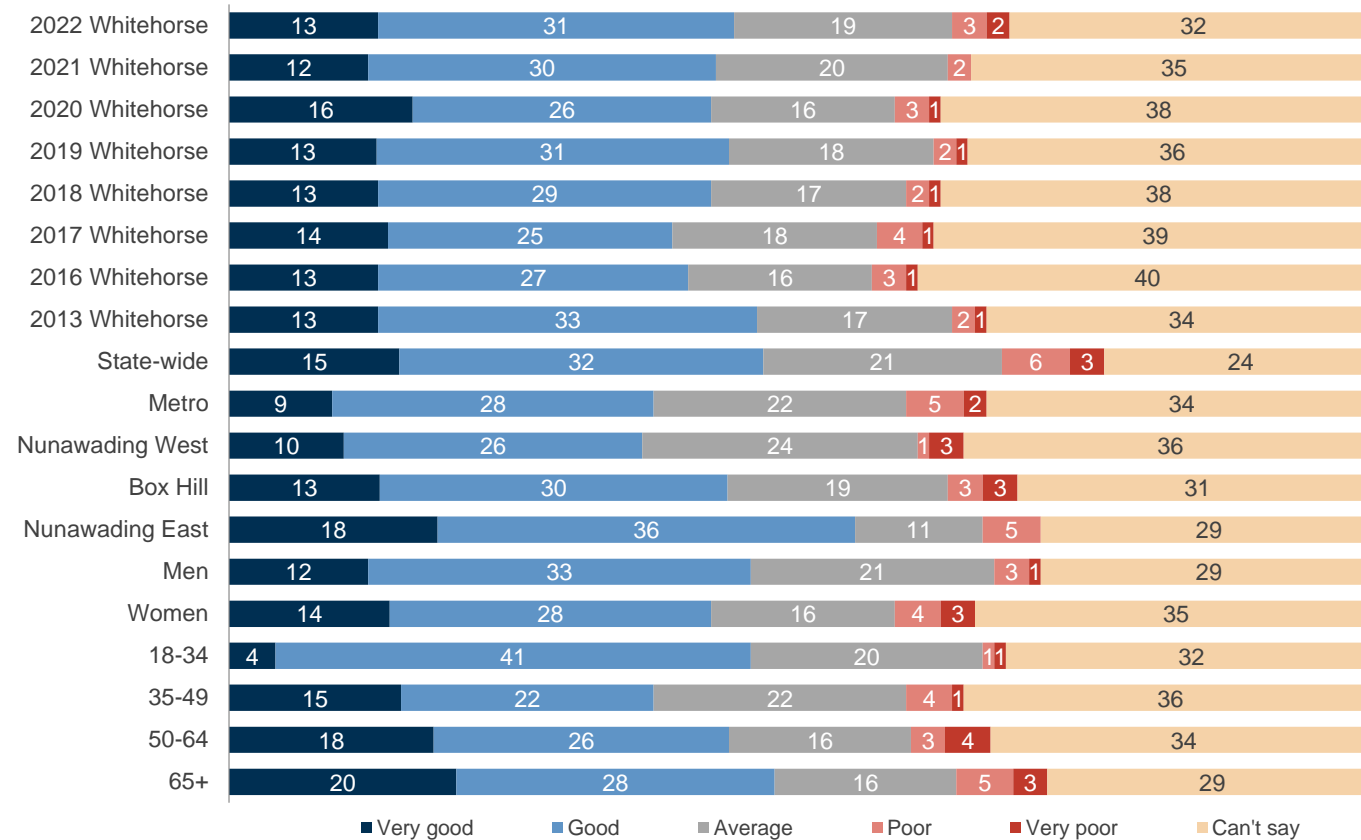
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Elderly support services performance



### 2022 elderly support performance (%)



Q2. How has Council performed on 'Elderly support services' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 8

J W S R E S E A R C H 77

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Recreational facilities importance



### 2022 recreational facilities importance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Women	75	76	72	72	72	72	77	n/a	n/a	75	n/a
50-64	75	79	78	77	76	75	76	n/a	n/a	74	n/a
State-wide	74	74	72	72	73	72	73	72	72	72	72
35-49	74	79	76	72	73	74	77	n/a	n/a	71	n/a
Metro	74	74	72	72	73	73	73	72	n/a	n/a	n/a
Nunawading West	74	74	74	71	74	72	71	n/a	n/a	n/a	n/a
65+	73	75	72	70	70	73	71	n/a	n/a	71	n/a
Whitehorse	73	74	71	71	72	72	75	n/a	n/a	71	n/a
Nunawading East	72	73	66	71	69	73	77	n/a	n/a	n/a	n/a
Box Hill	72	74	72	71	74	72	76	n/a	n/a	n/a	n/a
18-34	71	67	64	68	71	68	75	n/a	n/a	68	n/a
Men	70	71	70	70	72	72	72	n/a	n/a	66	n/a

Q1. Firstly, how important should 'Recreational facilities' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 33 Councils asked group: 10  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 78

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

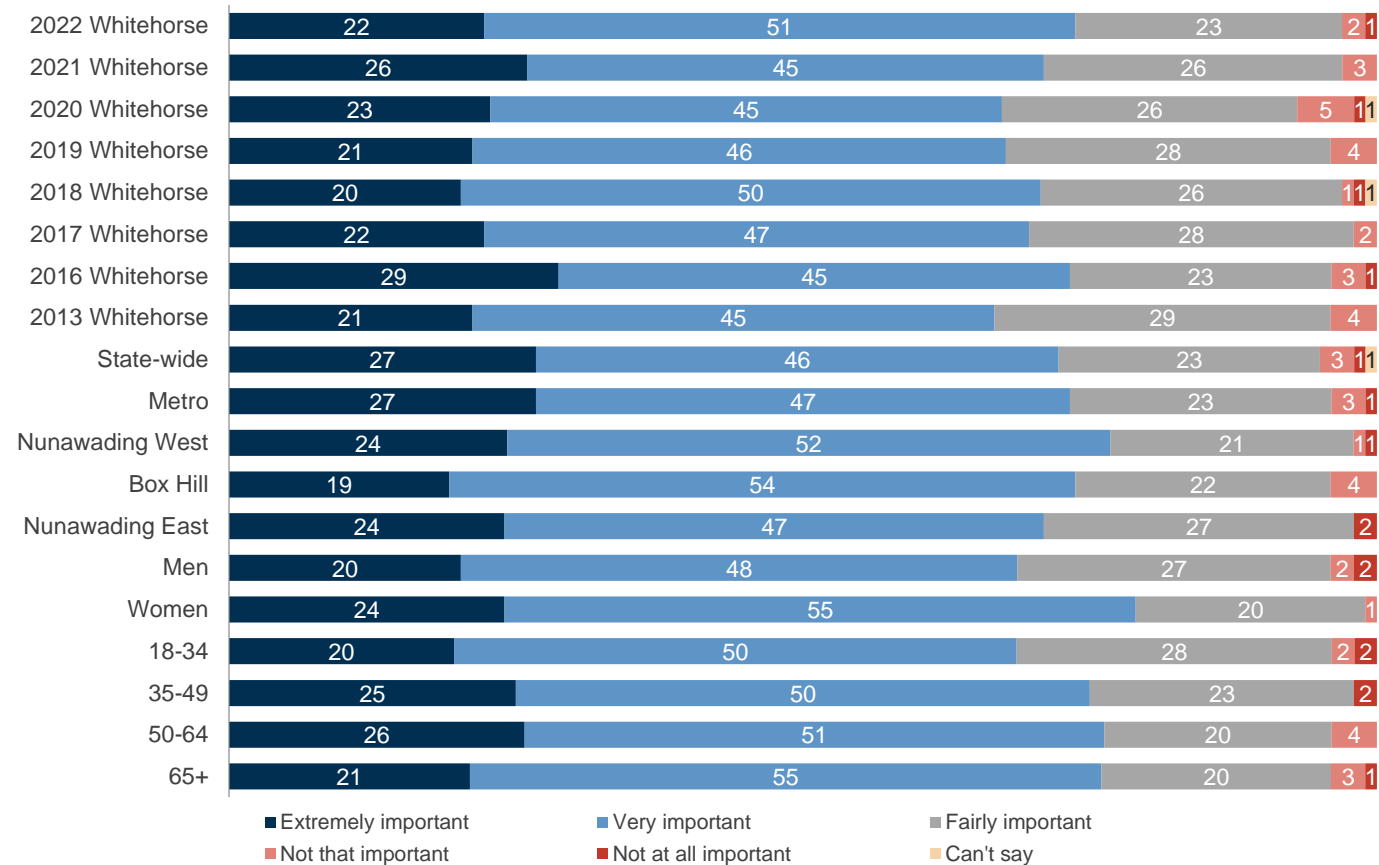
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Recreational facilities importance



### 2022 recreational facilities importance (%)



Q1. Firstly, how important should 'Recreational facilities' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 33 Councils asked group: 10

J W S R E S E A R C H 79

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Recreational facilities performance



### 2022 recreational facilities performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
50-64	78	77	75	76	76	79	76	n/a	n/a	74	n/a
Nunawading East	77	74	75	74	79	75	78	n/a	n/a	n/a	n/a
65+	77	78	79	81	78	78	80	n/a	n/a	79	n/a
Women	75	78	77	78	74	76	77	n/a	n/a	75	n/a
Whitehorse	73	74	75	77	76	76	75	n/a	n/a	74	n/a
Nunawading West	73	74	76	78	72	78	75	n/a	n/a	n/a	n/a
35-49	73	73	74	74	75	79	71	n/a	n/a	72	n/a
Metro	73	75	74	75	74	73	73	74	n/a	n/a	n/a
Men	72	71	72	76	78	75	74	n/a	n/a	73	n/a
Box Hill	70	74	73	79	77	74	73	n/a	n/a	n/a	n/a
State-wide	69▼	71	70	70	69	70	69	70	71	70	70
18-34	69▼	71	72	77	75	70	76	n/a	n/a	74	n/a

Q2. How has Council performed on 'Recreational facilities' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 43 Councils asked group: 12  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 80

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

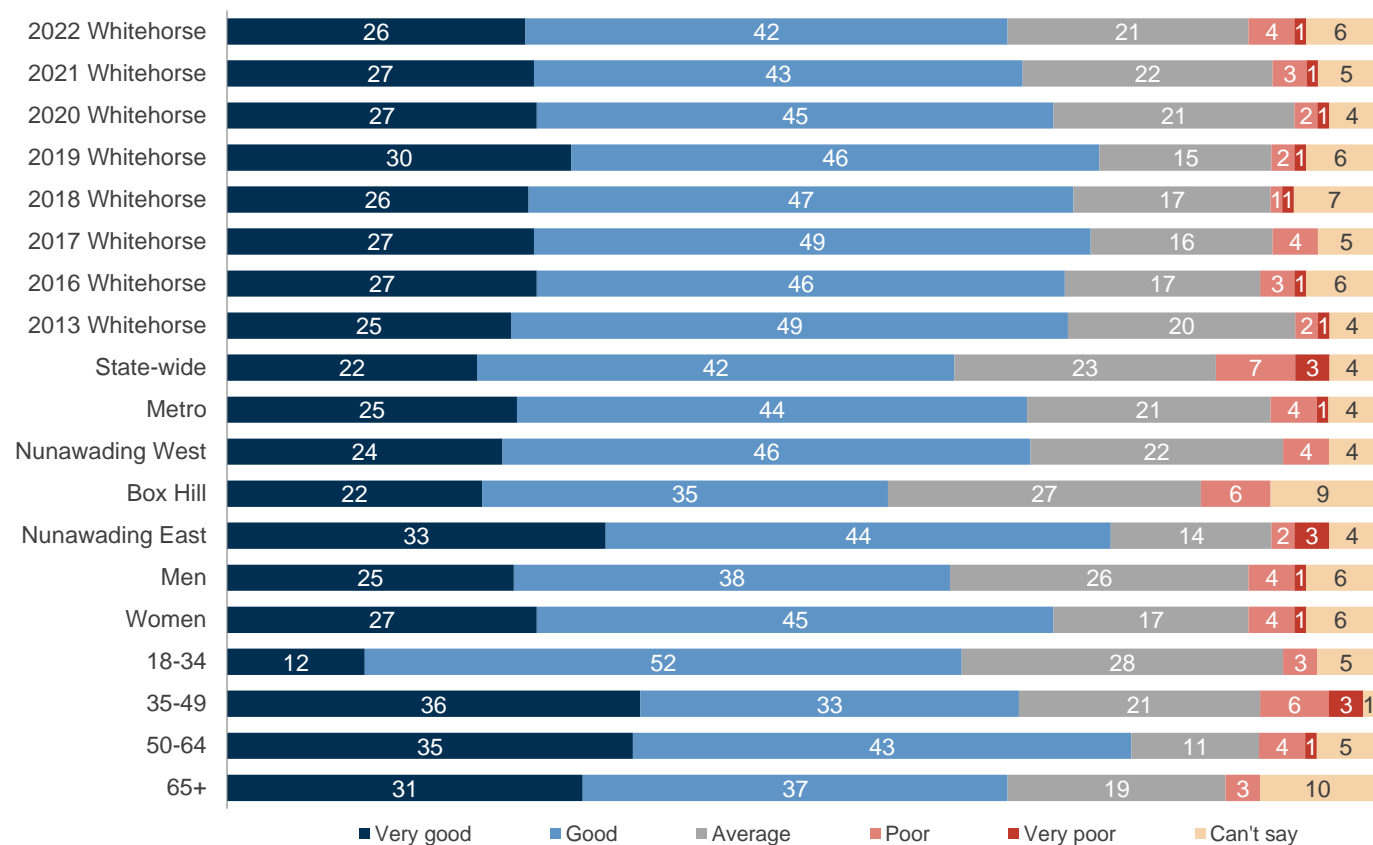
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Recreational facilities performance



2022 recreational facilities performance (%)



Q2. How has Council performed on 'Recreational facilities' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 43 Councils asked group: 12

J W S R E S E A R C H 81

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## The appearance of public areas importance



### 2022 public areas importance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Women	77	75	74	73	74	74	76	n/a	n/a	75	n/a
Nunawading West	77	76	76	72	74	74	74	n/a	n/a	n/a	n/a
50-64	77	77	77	76	77	75	74	n/a	n/a	77	n/a
Metro	76	76	73	74	74	75	74	73	n/a	n/a	n/a
State-wide	75	75	74	73	74	74	74	73	73	74	73
35-49	75	76	73	72	71	74	74	n/a	n/a	73	n/a
Whitehorse	75	74	73	72	72	75	74	n/a	n/a	73	n/a
65+	75	76	75	73	73	77	74	n/a	n/a	75	n/a
18-34	74	70	69	70	69	73	72	n/a	n/a	69	n/a
Box Hill	74	72	72	77	70	73	75	n/a	n/a	n/a	n/a
Nunawading East	74	73	71	69	71	76	72	n/a	n/a	n/a	n/a
Men	73	72	71	71	70	76	71	n/a	n/a	71	n/a

Q1. Firstly, how important should 'The appearance of public areas' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 9  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 82



## 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

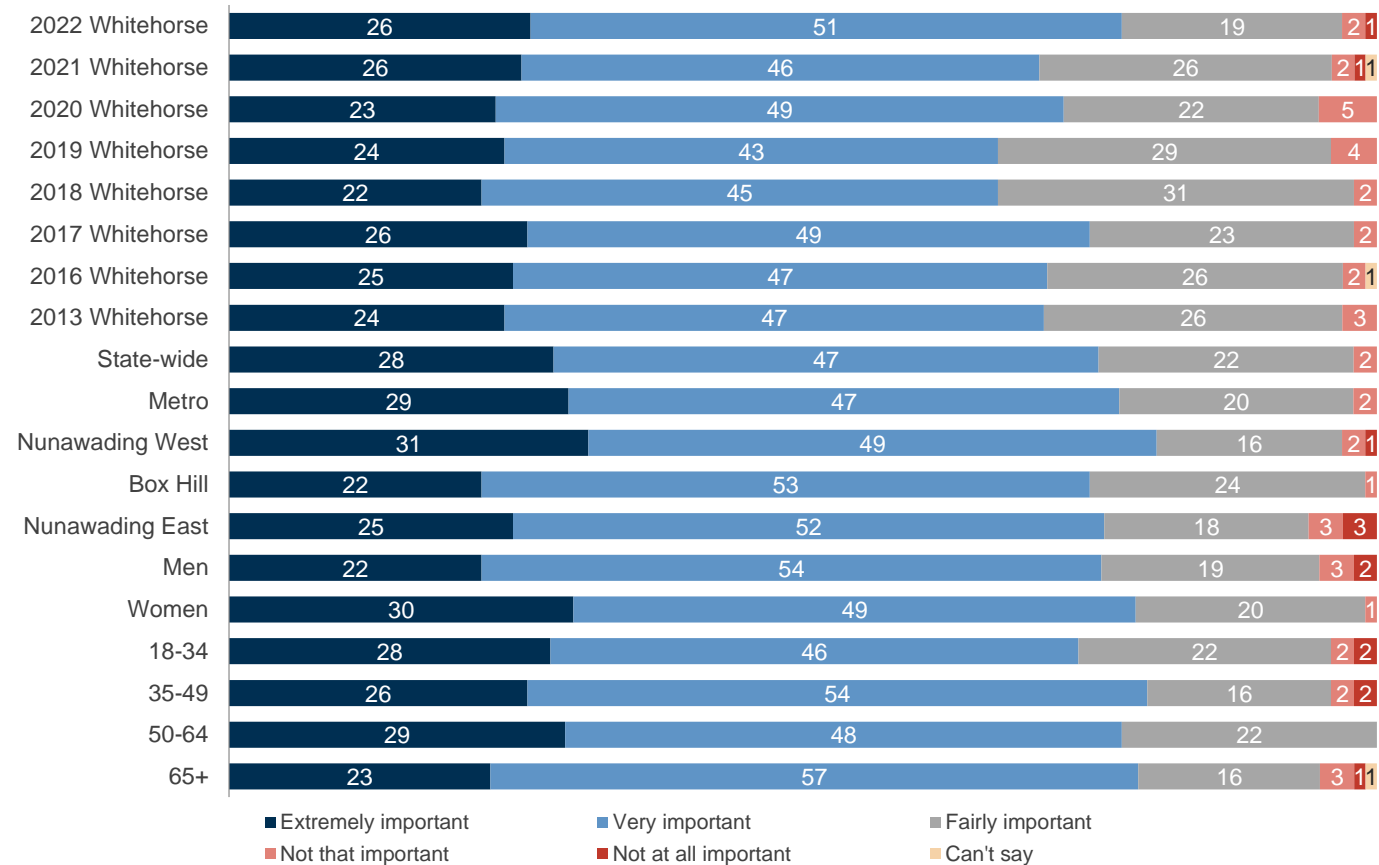
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



### The appearance of public areas importance



2022 public areas importance (%)



Q1. Firstly, how important should 'The appearance of public areas' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 9

J W S R E S E A R C H

83

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## The appearance of public areas performance



### 2022 public areas performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Nunawading East	77	77	76	77	75	78	80	n/a	n/a	n/a	n/a
18-34	77	77	72	79	74	79	76	n/a	n/a	76	n/a
Nunawading West	76	77	73	74	73	76	72	n/a	n/a	n/a	n/a
Men	75	74	72	76	75	76	73	n/a	n/a	73	n/a
Whitehorse	74	76	73	76	73	77	74	n/a	n/a	74	n/a
50-64	74	78	69	75	73	73	75	n/a	n/a	70	n/a
Women	73	78	74	76	72	78	74	n/a	n/a	74	n/a
35-49	73	76	74	75	71	79	70	n/a	n/a	72	n/a
65+	72	76	75	74	74	74	74	n/a	n/a	77	n/a
Metro	72	74	73	74	73	72	72	73	n/a	n/a	n/a
State-wide	71▼	73	72	72	71	71	71	72	72	71	71
Box Hill	70	75	70	78	71	76	69	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 43 Councils asked group: 11  
Note: Please see Appendix A for explanation of significant differences.

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

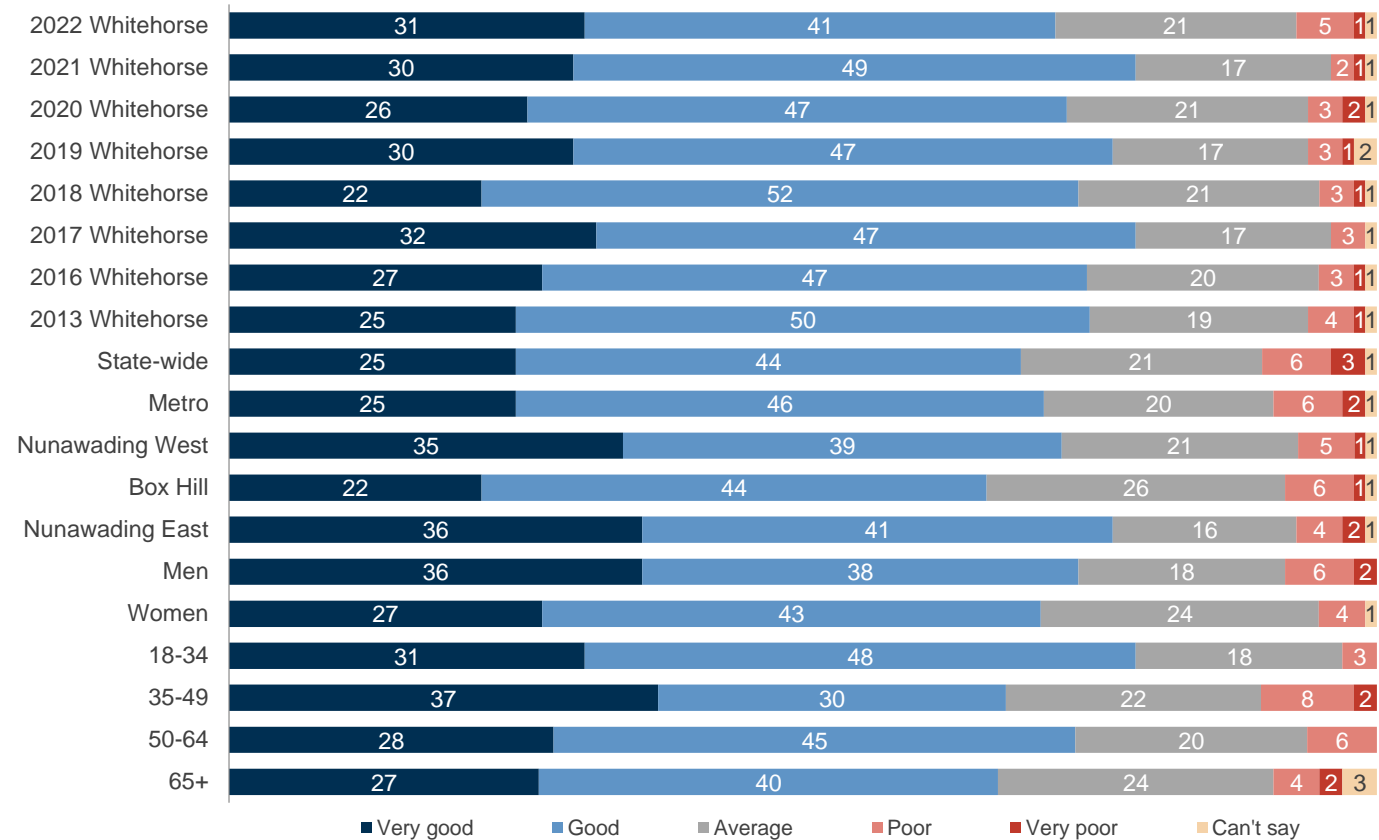
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## The appearance of public areas performance



2022 public areas performance (%)



Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 43 Councils asked group: 11

J W S R E S E A R C H

85

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

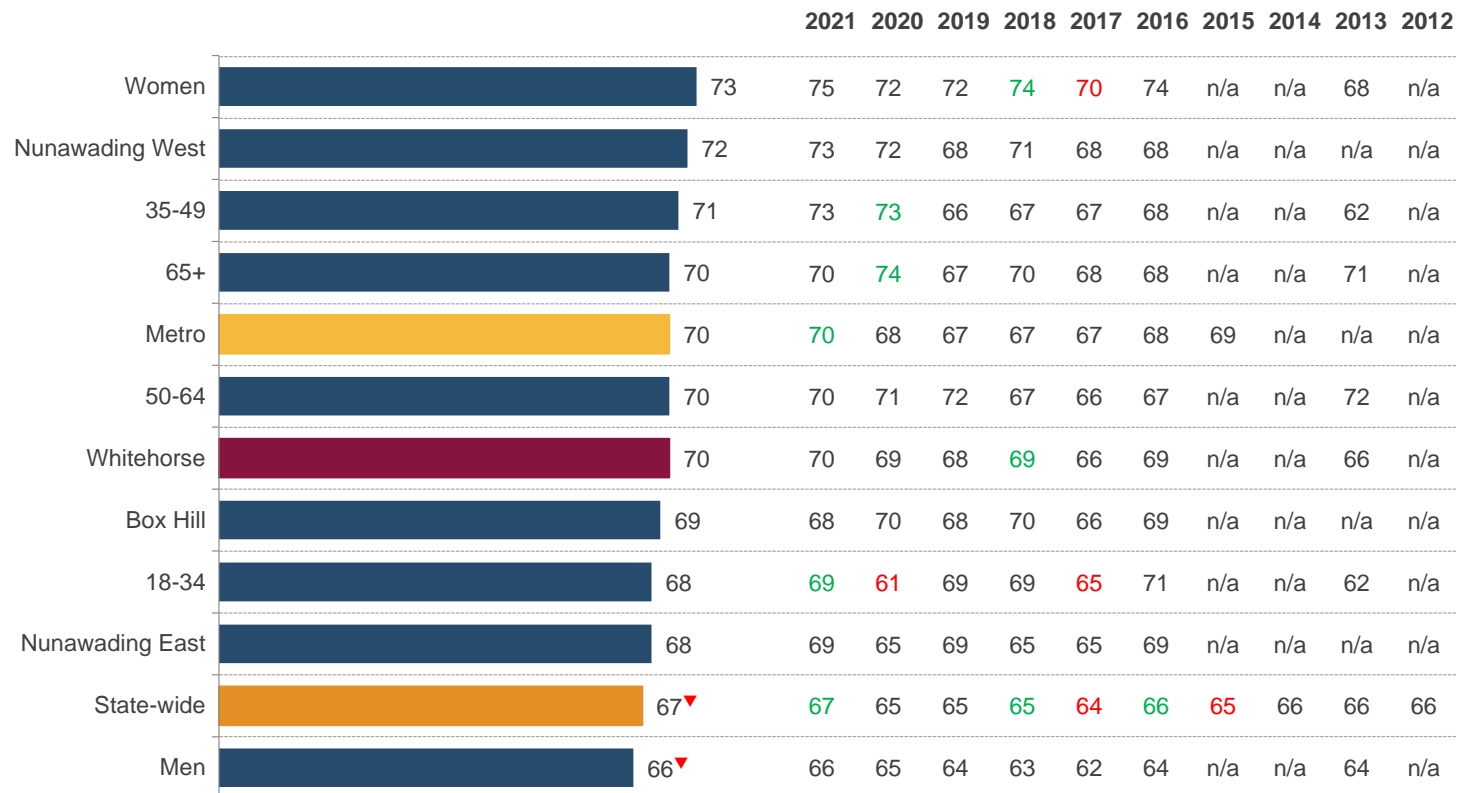
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Art centres and libraries importance



### 2022 art centres and libraries importance (index scores)



Q1. Firstly, how important should 'Art centres and libraries' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 23 Councils asked group: 9  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 86

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

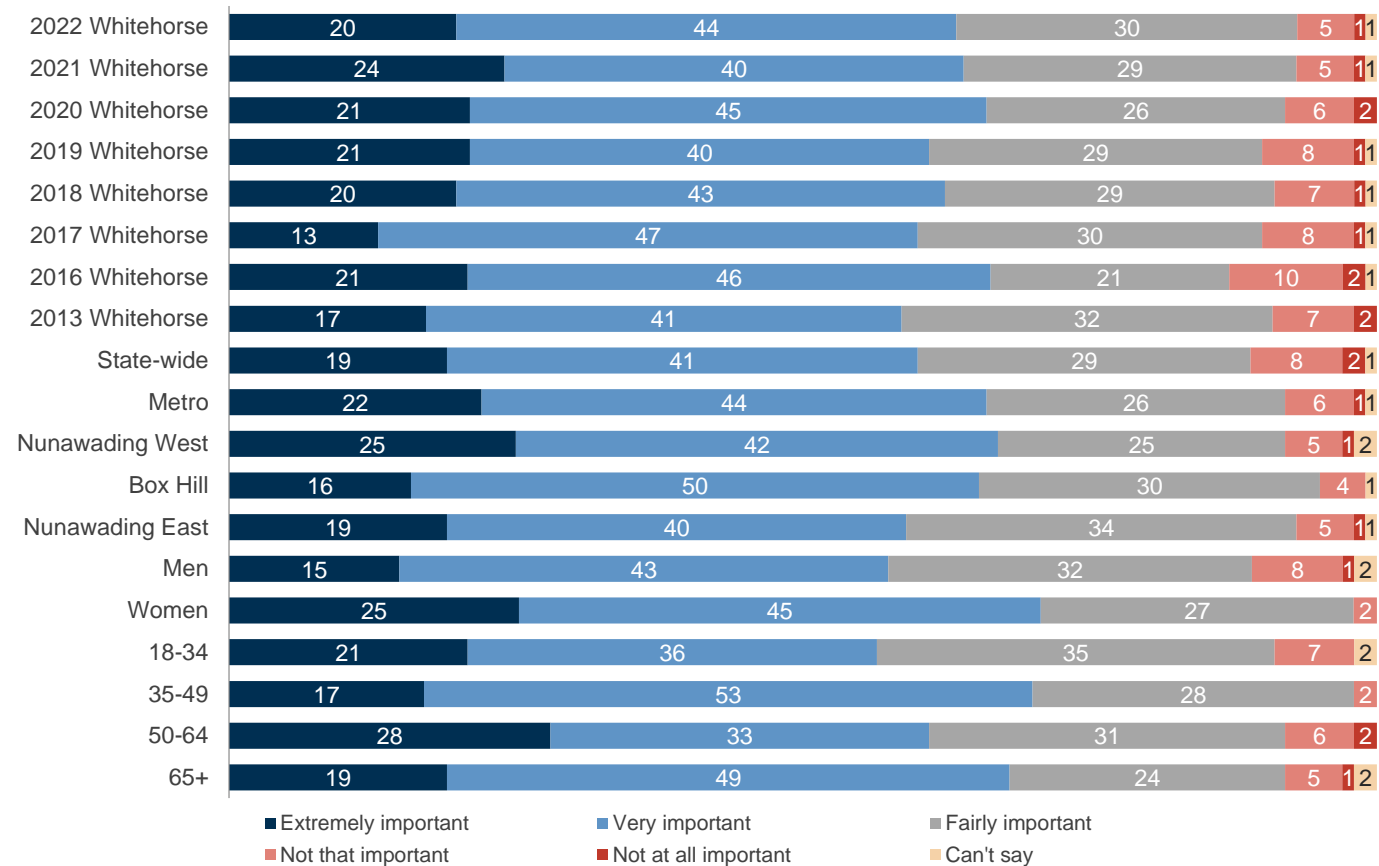
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Art centres and libraries importance



2022 art centres and libraries importance (%)



Q1. Firstly, how important should 'Art centres and libraries' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 23 Councils asked group: 9

J W S R E S E A R C H

87

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Art centres and libraries performance



### 2022 art centres and libraries performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
65+	79▲	81	81	81	81	80	78	n/a	n/a	81	n/a
Nunawading East	78▲	75	76	80	79	82	77	n/a	n/a	n/a	n/a
Women	76	74	78	81	79	78	77	n/a	n/a	79	n/a
35-49	74	73	77	74	75	79	72	n/a	n/a	72	n/a
Nunawading West	74	70	76	76	75	78	74	n/a	n/a	n/a	n/a
50-64	74	77	79	81	74	78	72	n/a	n/a	78	n/a
Whitehorse	74	73	77	78	77	79	74	n/a	n/a	77	n/a
Metro	73	73	75	76	75	75	74	75	n/a	n/a	n/a
State-wide	73	73	74	74	74	73	72	73	75	73	73
Men	71	73	75	76	76	79	71	n/a	n/a	75	n/a
18-34	70	67	73	78	78	78	73	n/a	n/a	78	n/a
Box Hill	69▼	77	79	79	78	75	71	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Art centres and libraries' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 28 Councils asked group: 9  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 88

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

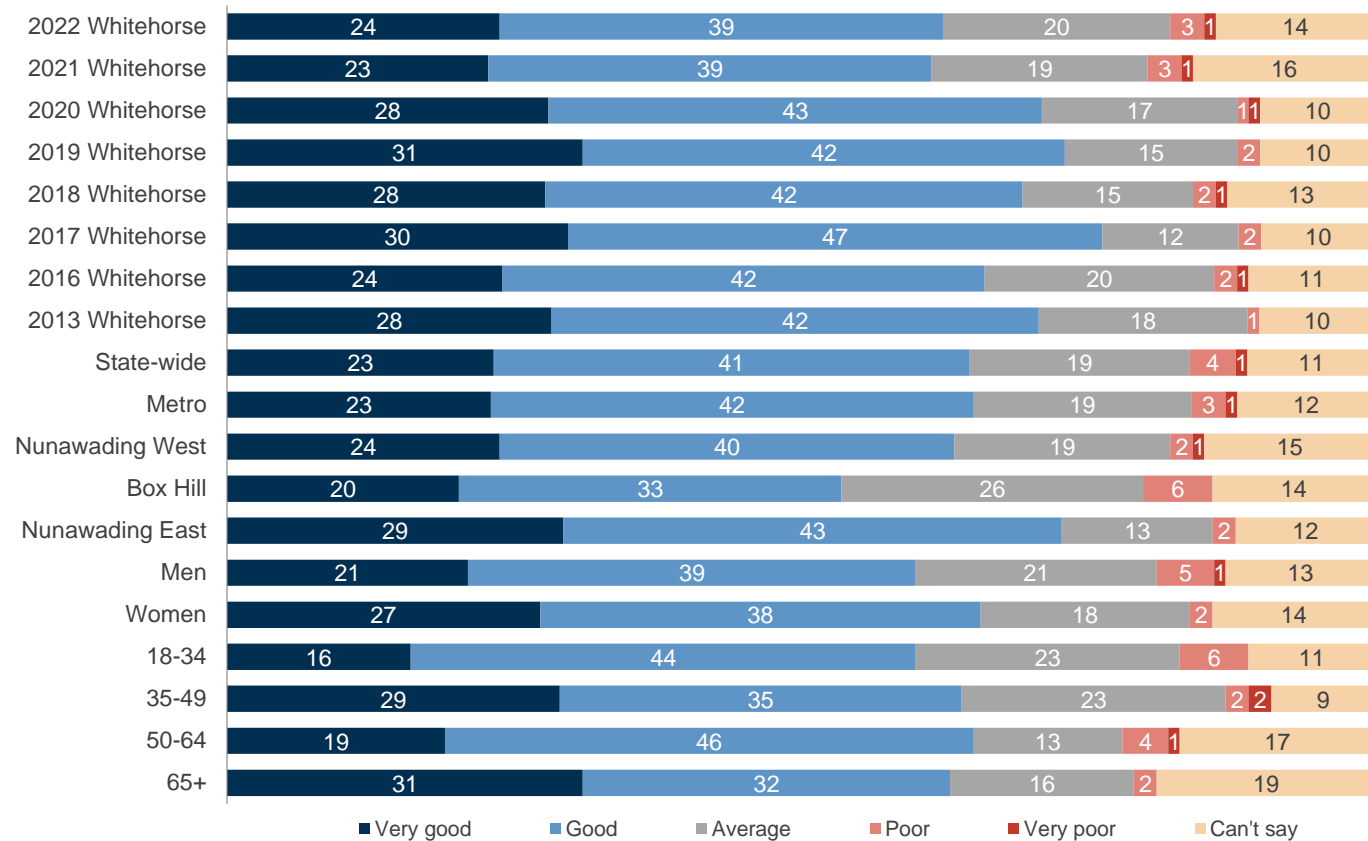
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Art centres and libraries performance



2022 art centres and libraries performance (%)



Q2. How has Council performed on 'Art centres and libraries' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 28 Councils asked group: 9

J W S R E S E A R C H

89

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

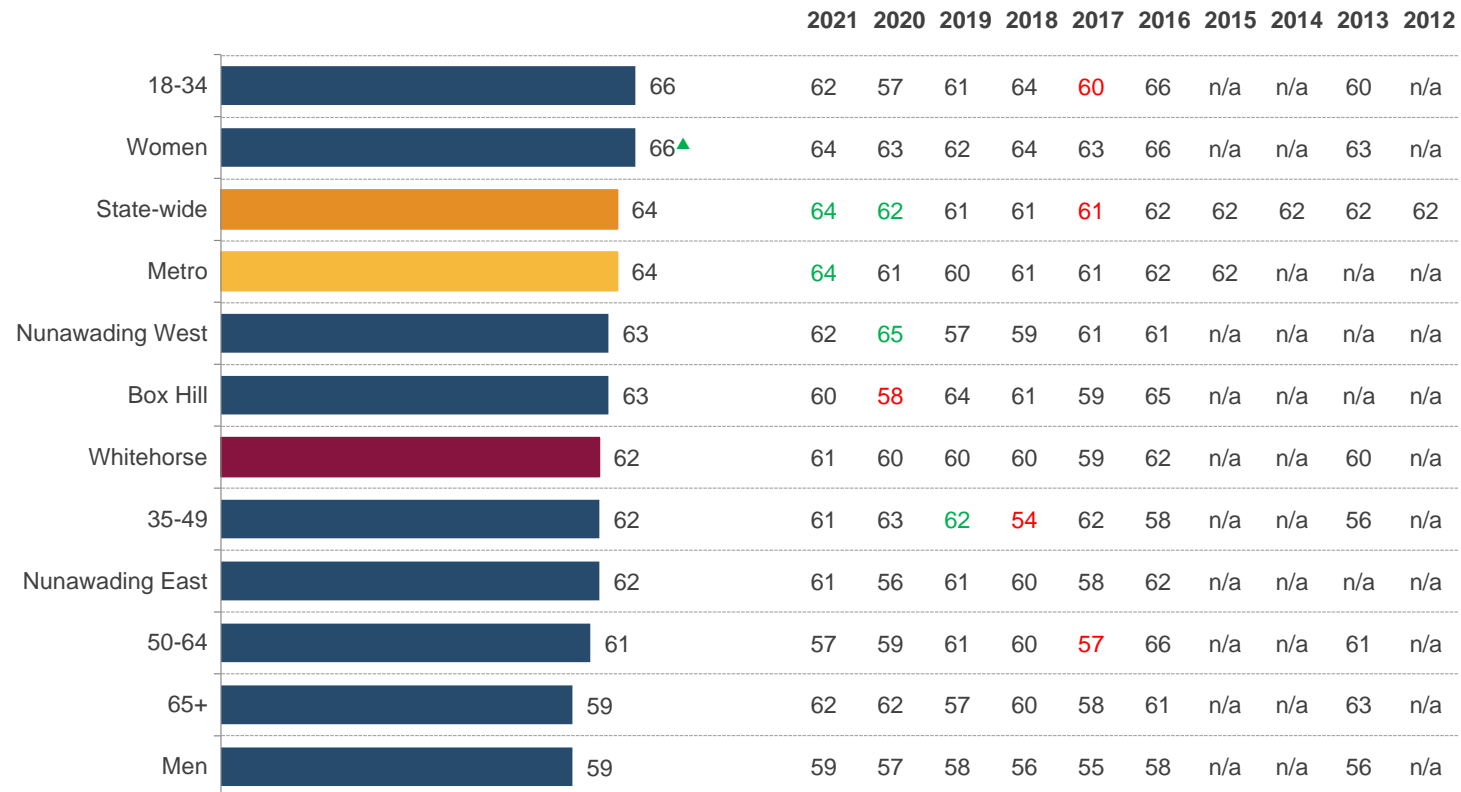
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Community and cultural activities importance



### 2022 community and cultural activities importance (index scores)



Q1. Firstly, how important should 'Community and cultural activities' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 22 Councils asked group: 9  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 90



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

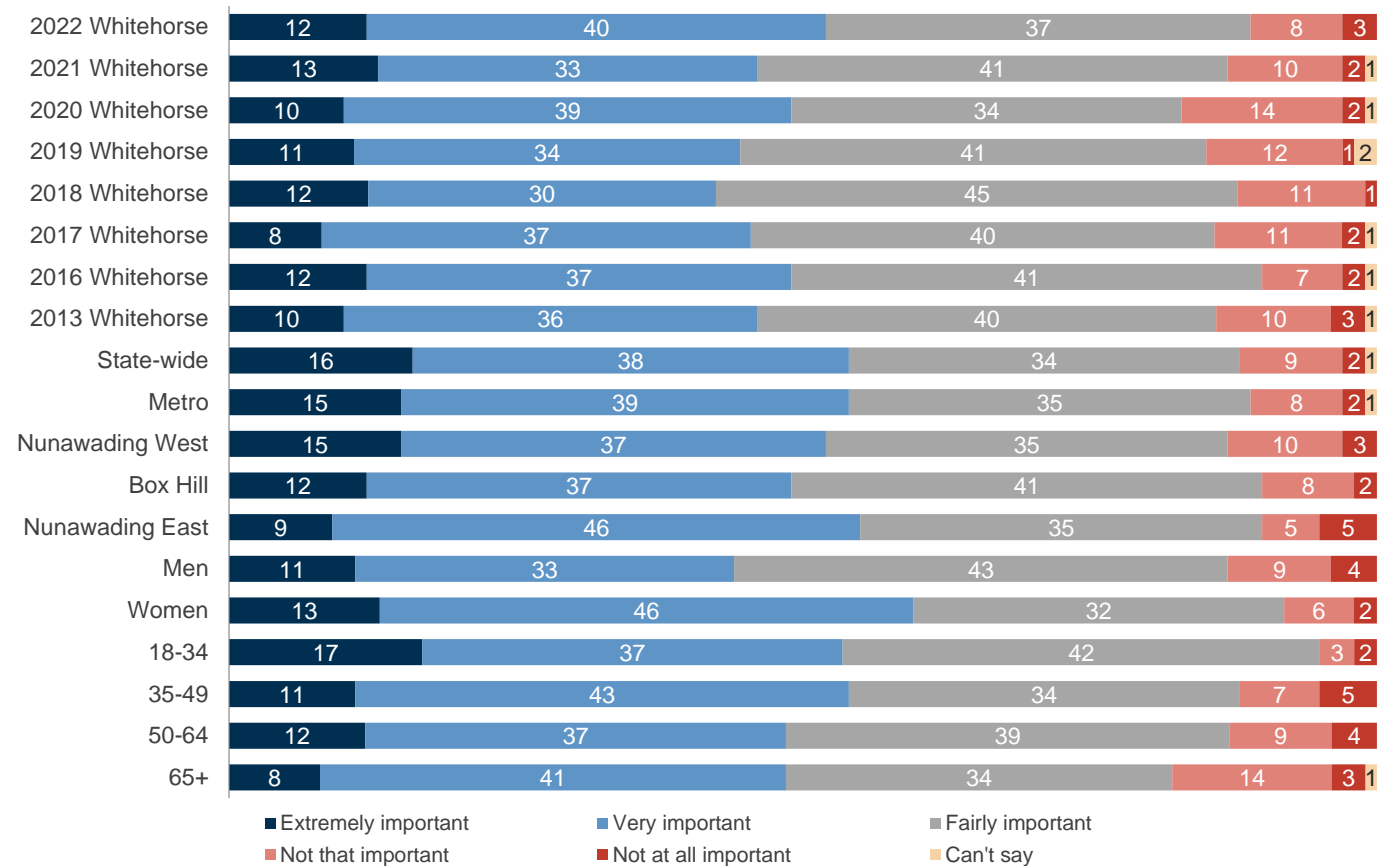
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Community and cultural activities importance



2022 community and cultural activities importance (%)



Q1. Firstly, how important should 'Community and cultural activities' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 22 Councils asked group: 9

J W S R E S E A R C H

91

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Community and cultural activities performance



### 2022 community and cultural activities performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
65+	71▲	72	75	76	74	74	72	n/a	n/a	79	n/a
Nunawading East	68	67	74	75	77	75	73	n/a	n/a	n/a	n/a
Metro	65	66	70	70	70	70	71	71	n/a	n/a	n/a
State-wide	65	65	68	69	69	69	69	69	70	69	68
Women	65	69	76	75	78	76	76	n/a	n/a	74	n/a
35-49	64	68	74	77	78	75	71	n/a	n/a	72	n/a
Nunawading West	64	65	72	73	73	74	72	n/a	n/a	n/a	n/a
Whitehorse	64	67	73	74	75	74	73	n/a	n/a	72	n/a
50-64	63	65	74	71	75	74	76	n/a	n/a	72	n/a
Men	63	64	69	74	73	73	70	n/a	n/a	69	n/a
Box Hill	60	68	72	75	76	74	74	n/a	n/a	n/a	n/a
18-34	59▼	62	70	73	74	74	74	n/a	n/a	66	n/a

Q2. How has Council performed on 'Community and cultural activities' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 30 Councils asked group: 12  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 92

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

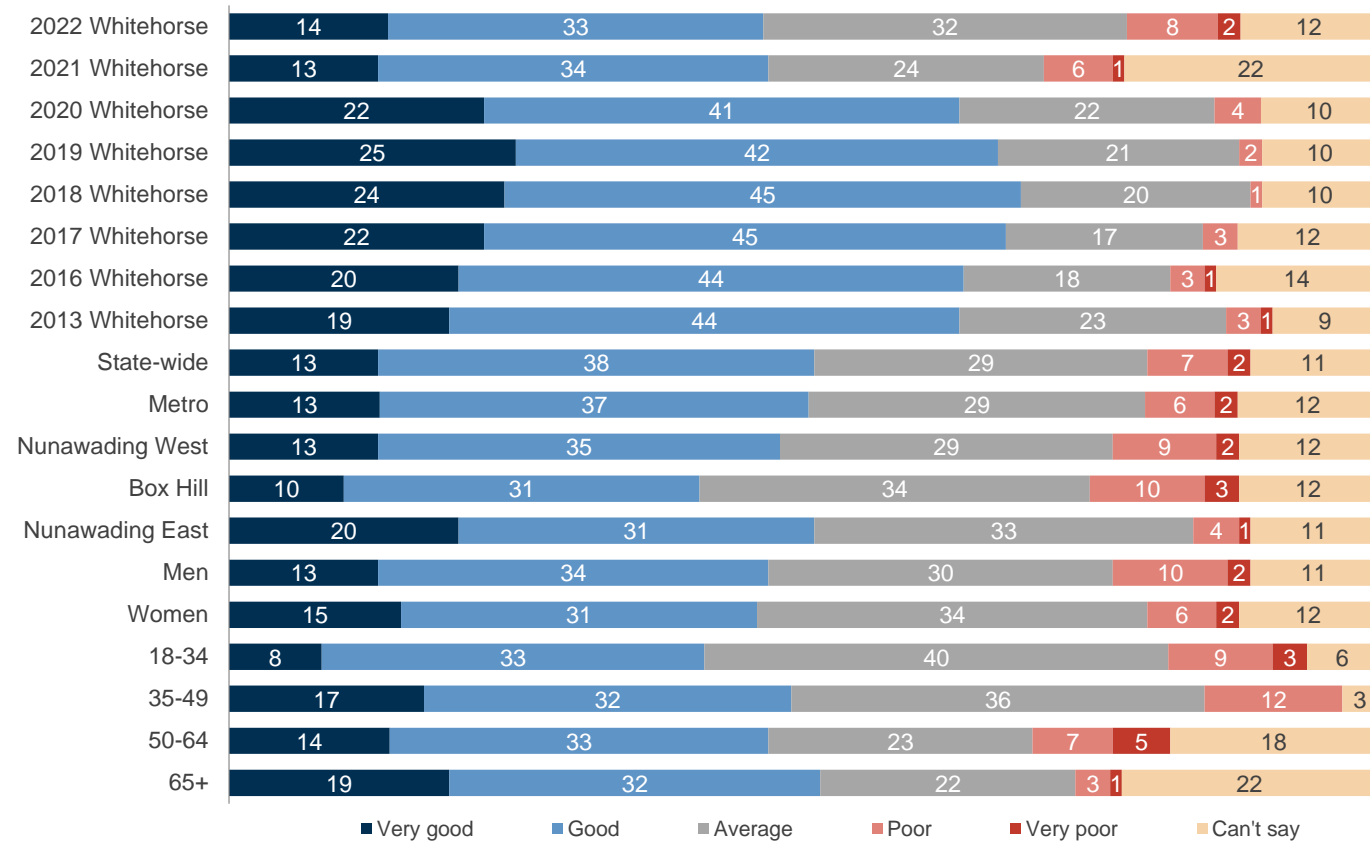
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Community and cultural activities performance



2022 community and cultural activities performance (%)



Q2. How has Council performed on 'Community and cultural activities' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 30 Councils asked group: 12

J W S R E S E A R C H

93

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Waste management importance



### 2022 waste management importance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Women	86	85	86	85	85	82	83	n/a	n/a	82	n/a
50-64	86	85	86	90	85	81	81	n/a	n/a	86	n/a
Nunawading West	86	85	86	85	84	81	80	n/a	n/a	n/a	n/a
65+	86	85	86	84	85	83	82	n/a	n/a	82	n/a
Box Hill	85	85	86	87	84	82	83	n/a	n/a	n/a	n/a
Metro	85	85	84	83	83	81	82	81	n/a	n/a	n/a
35-49	85	87	86	86	85	78	82	n/a	n/a	80	n/a
Whitehorse	84	85	85	84	84	81	81	n/a	n/a	80	n/a
State-wide	82▼	82	82	81	81	79	80	79	79	79	78
Men	82	84	84	84	83	80	79	n/a	n/a	78	n/a
18-34	82	82	84	81	82	81	80	n/a	n/a	76	n/a
Nunawading East	82	85	84	82	84	80	81	n/a	n/a	n/a	n/a

Q1. Firstly, how important should 'Waste management' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 10  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 94

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

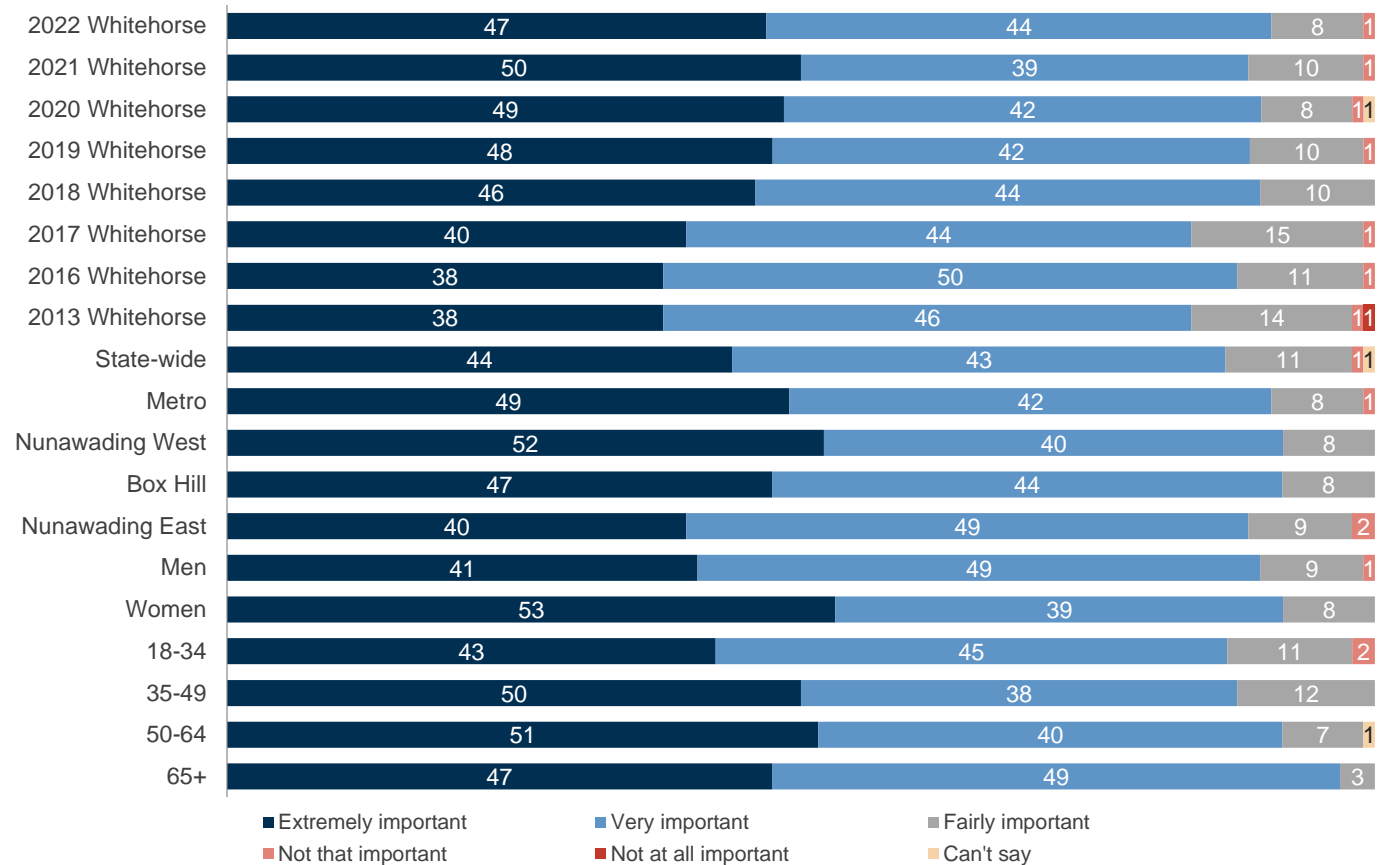
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Waste management importance



2022 waste management importance (%)



Q1. Firstly, how important should 'Waste management' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 32 Councils asked group: 10

J W S R E S E A R C H

95

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Waste management performance



### 2022 waste management performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Nunawading East	77	77	74	79	79	78	76	n/a	n/a	n/a	n/a
65+	77	77	77	78	81	78	77	n/a	n/a	72	n/a
Men	76	76	73	78	78	78	75	n/a	n/a	74	n/a
Whitehorse	74	75	72	77	77	77	74	n/a	n/a	71	n/a
35-49	74	72	71	75	77	80	69	n/a	n/a	70	n/a
Box Hill	74	74	72	79	76	79	72	n/a	n/a	n/a	n/a
18-34	73	74	69	80	75	76	76	n/a	n/a	77	n/a
Women	73	74	72	76	76	77	74	n/a	n/a	69	n/a
50-64	73	79	73	72	77	75	72	n/a	n/a	65	n/a
Nunawading West	73	74	71	74	77	75	74	n/a	n/a	n/a	n/a
Metro	71▼	72	70	73	75	75	76	77	n/a	n/a	n/a
State-wide	68▼	69	65	68	70	71	70	72	73	71	72

Q2. How has Council performed on 'Waste management' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

96

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

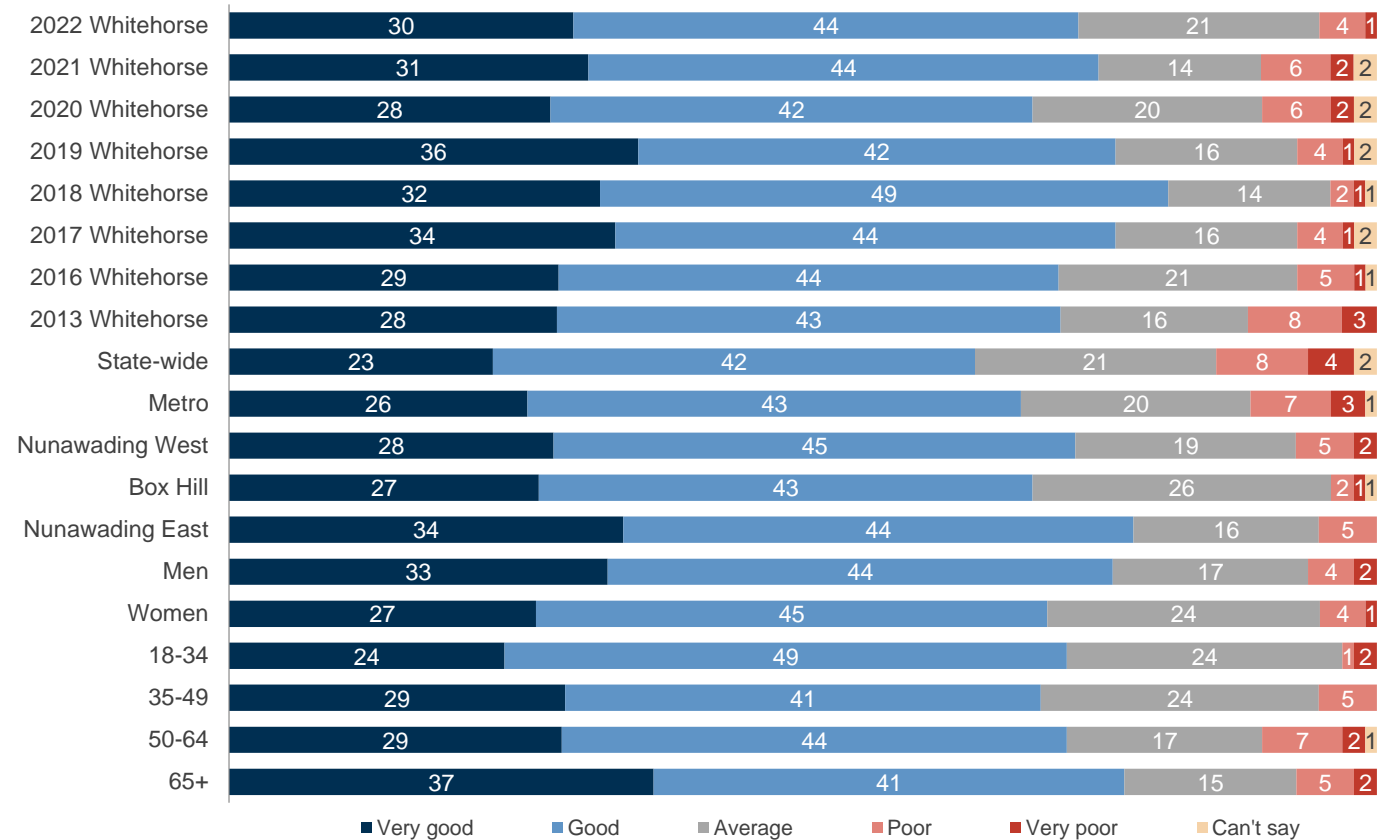
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Waste management performance



### 2022 waste management performance (%)



Q2. How has Council performed on 'Waste management' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

J W S R E S E A R C H

97

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

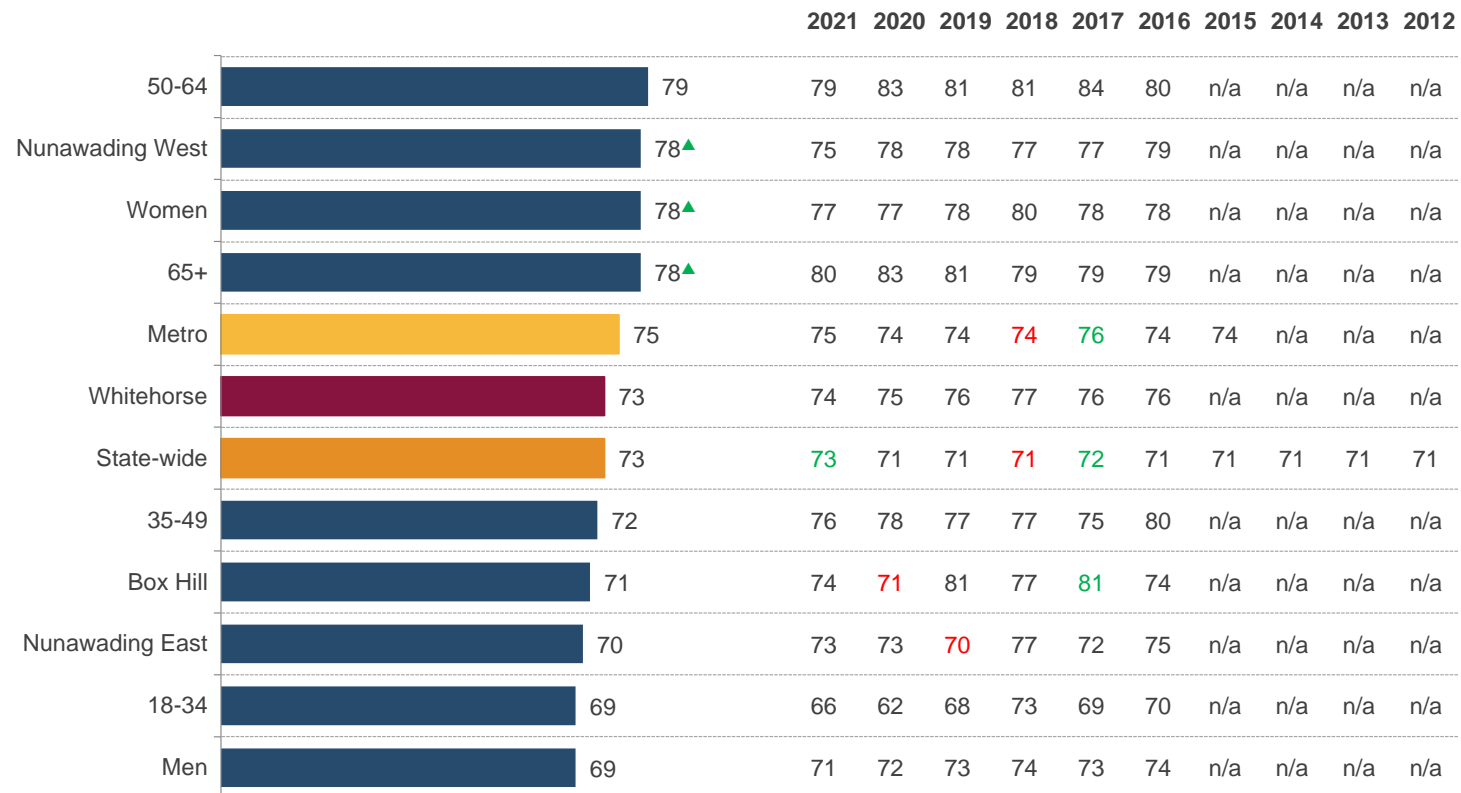
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Planning and building permits importance



### 2022 planning and building permits importance (index scores)



Q1. Firstly, how important should 'Planning and building permits' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 24 Councils asked group: 6

Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H

98



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

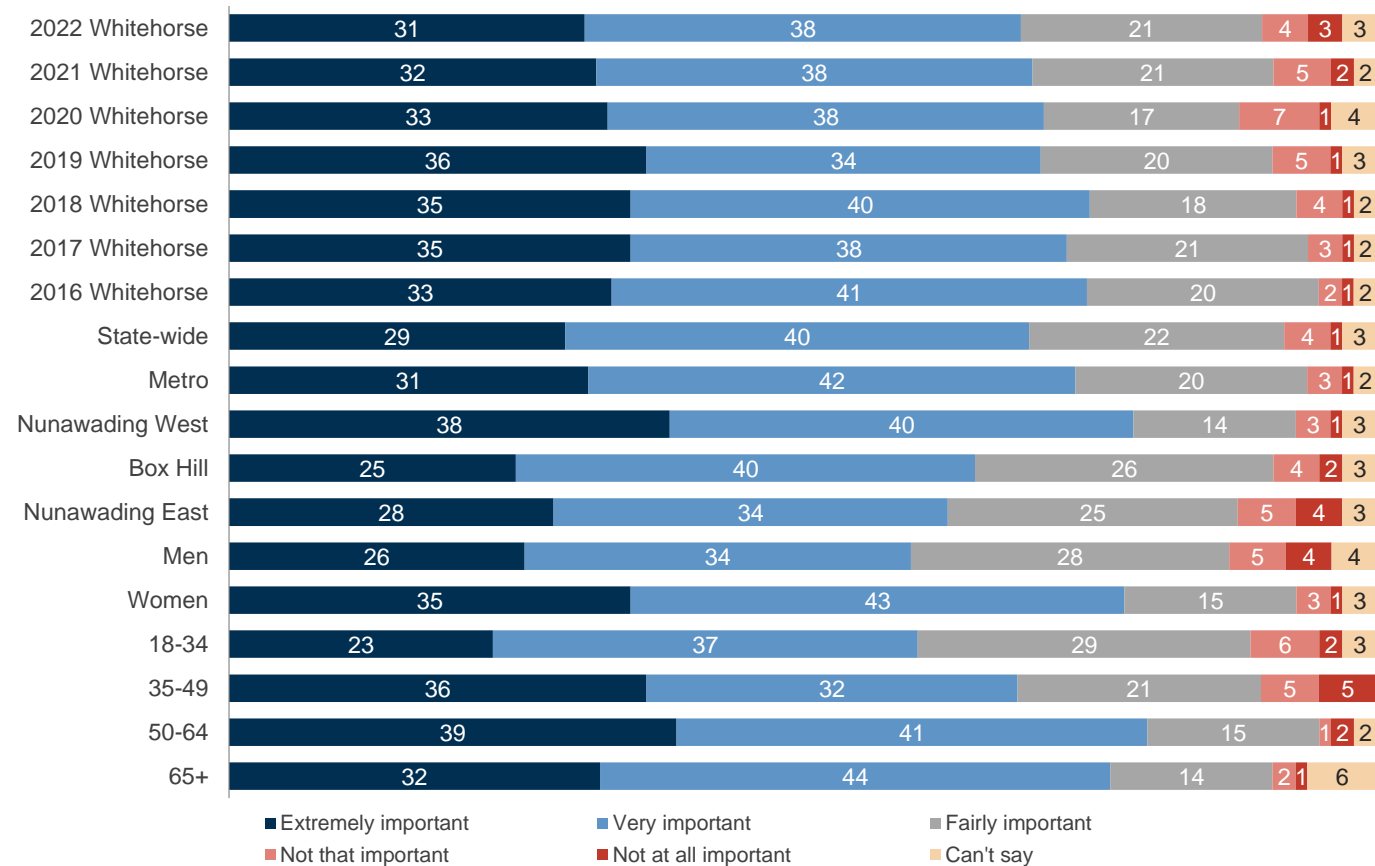
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Planning and building permits importance



### 2022 planning and building permits importance (%)



Q1. Firstly, how important should 'Planning and building permits' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 6

J W S R E S E A R C H

99

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

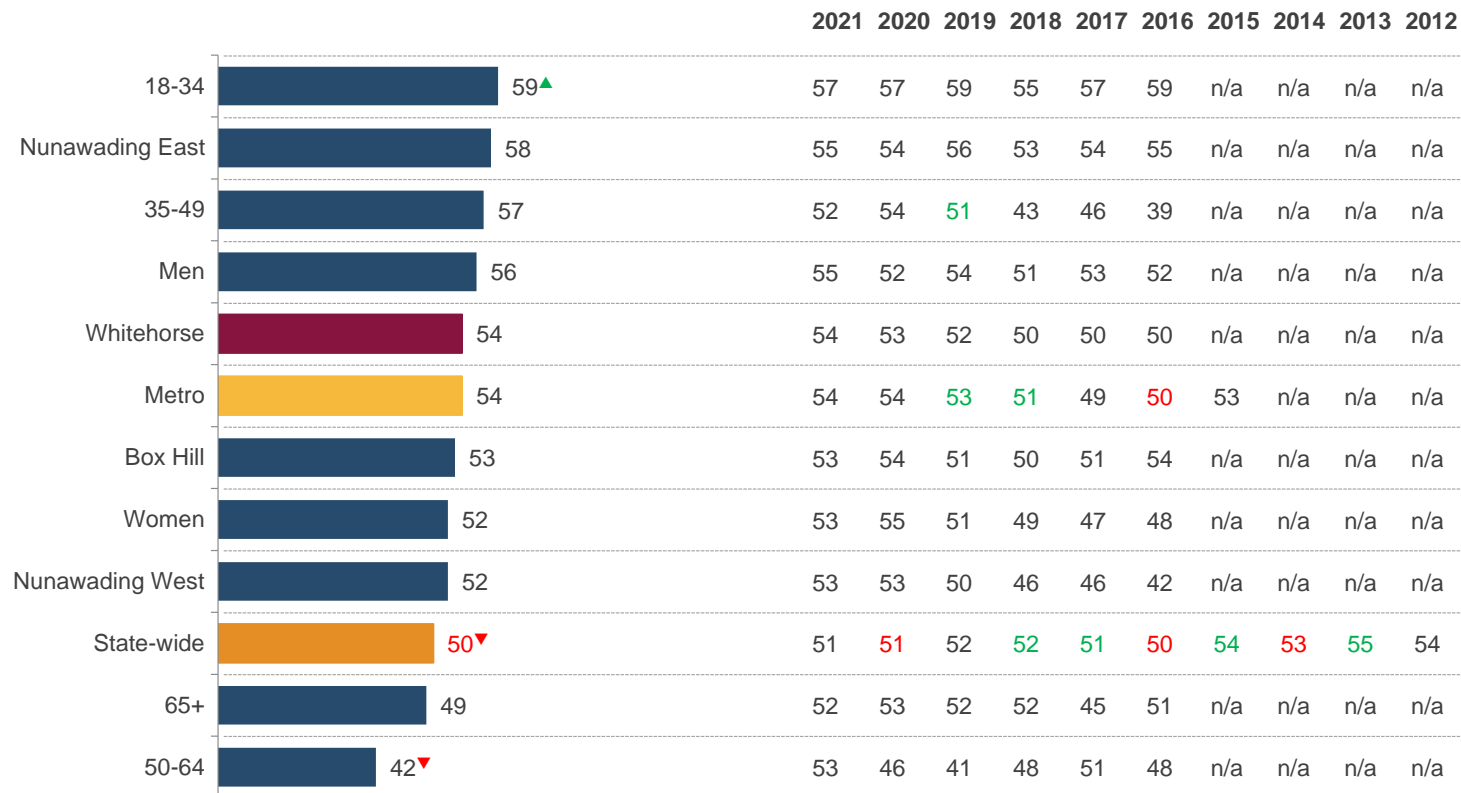
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Planning and building permits performance



### 2022 planning and building permits performance (index scores)



Q2. How has Council performed on 'Planning and building permits' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 30 Councils asked group: 8  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 100

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

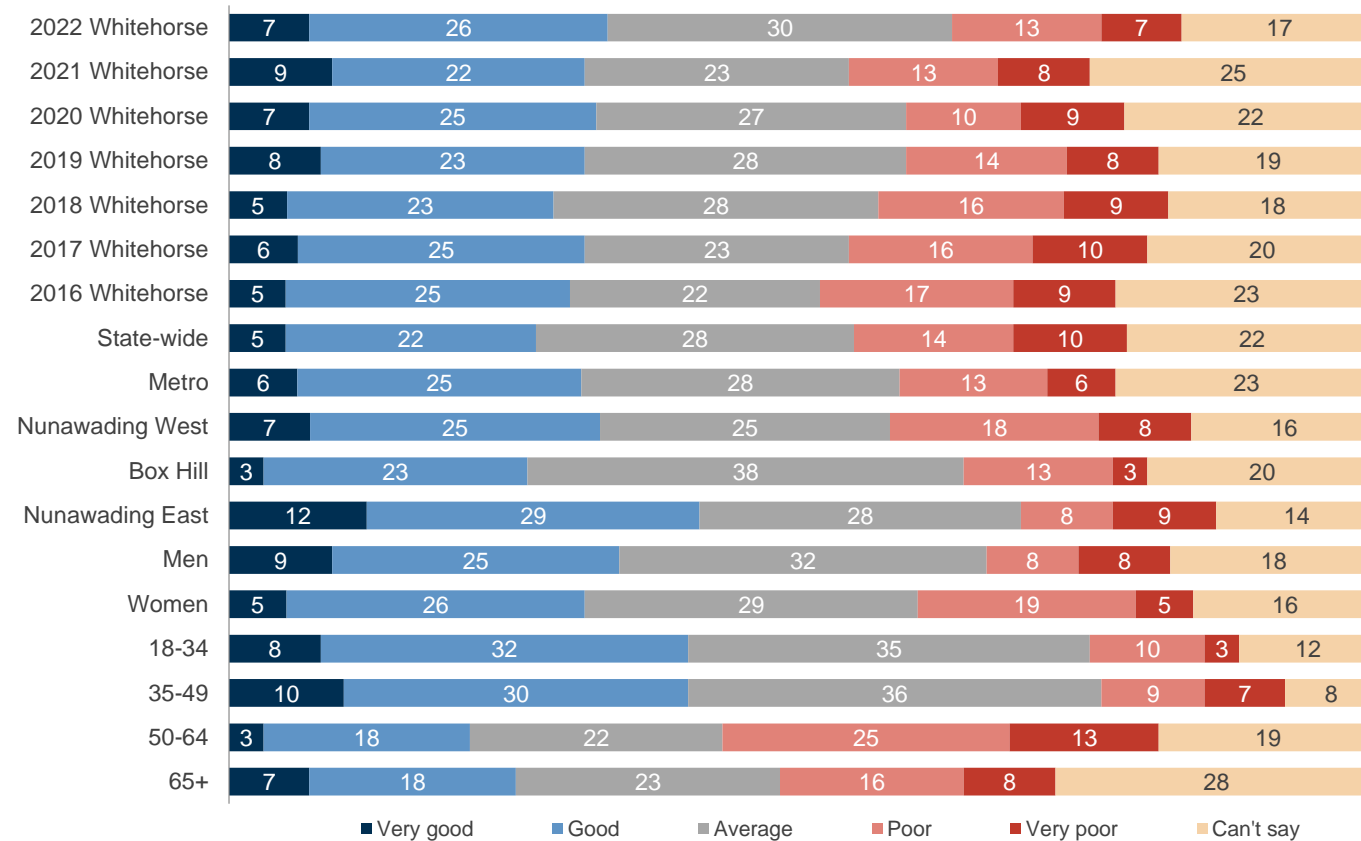
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Planning and building permits performance



### 2022 planning and building permits performance (%)



Q2. How has Council performed on 'Planning and building permits' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 30 Councils asked group: 8

J W S R E S E A R C H 101

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

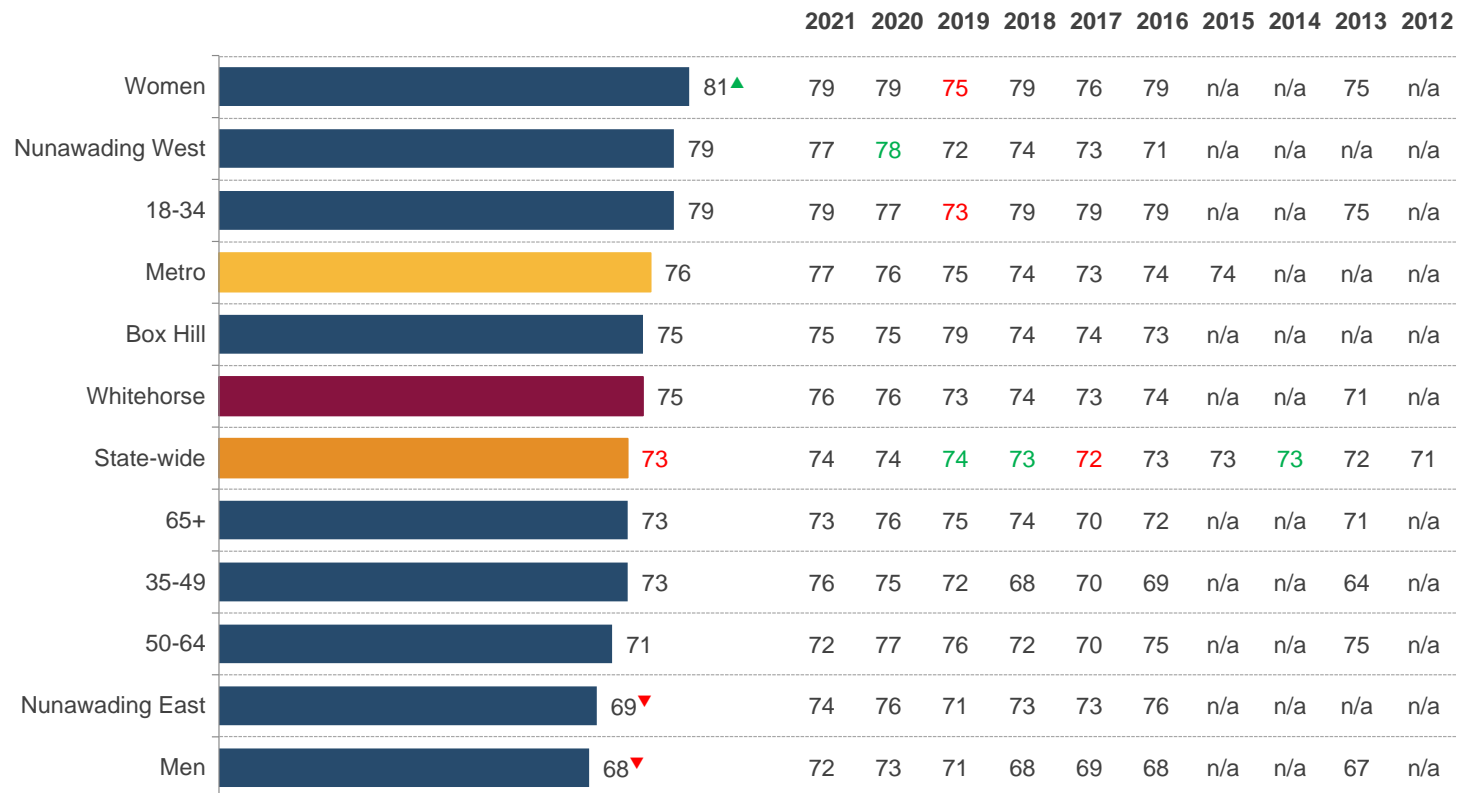
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Environmental sustainability importance



### 2022 environmental sustainability importance (index scores)



Q1. Firstly, how important should 'Environmental sustainability' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 27 Councils asked group: 10  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 102

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

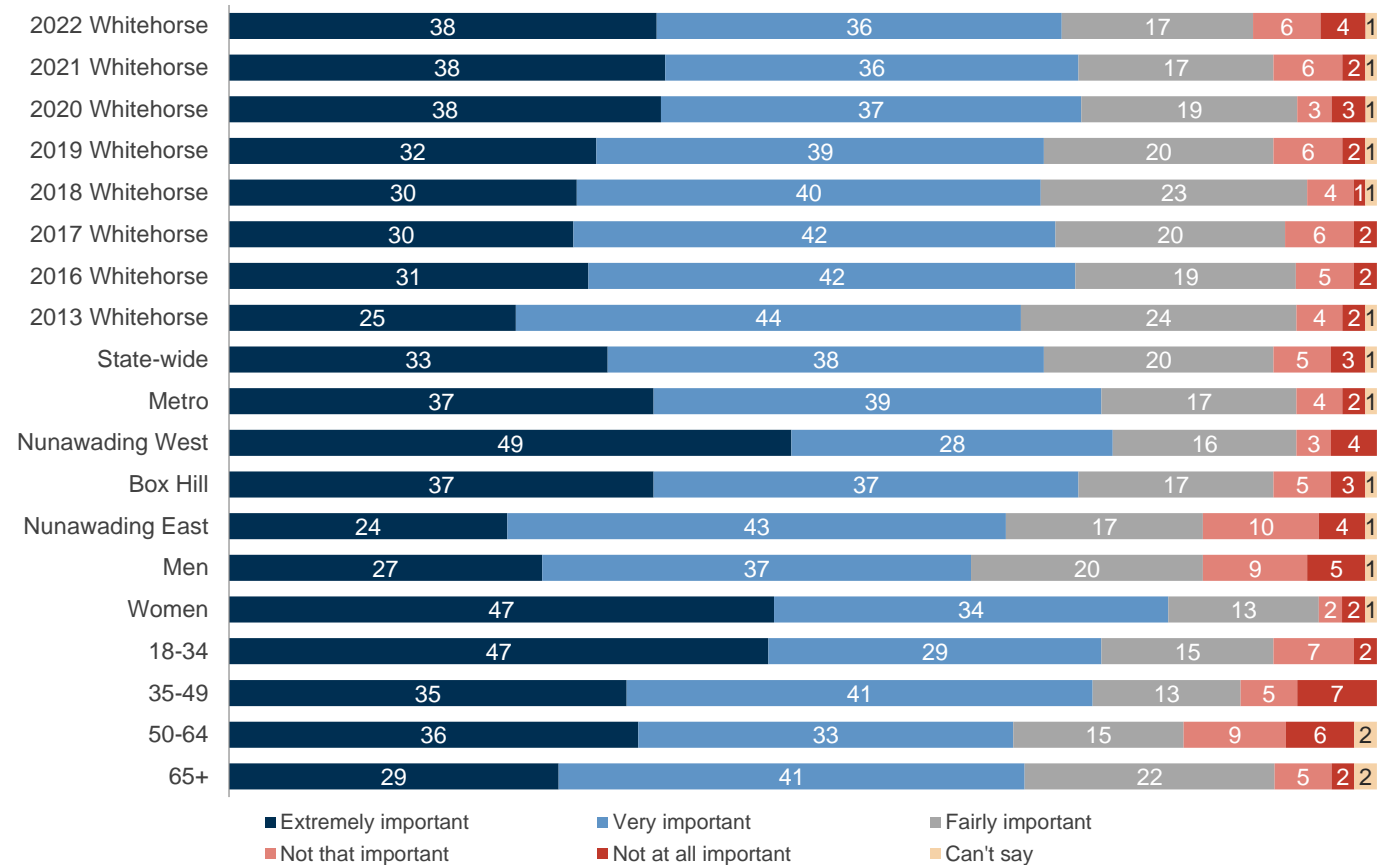
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Environmental sustainability importance



### 2022 environmental sustainability importance (%)



Q1. Firstly, how important should 'Environmental sustainability' be as a responsibility for Council?  
Base: All respondents. Councils asked State-wide: 27 Councils asked group: 10

J W S R E S E A R C H 103

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Environmental sustainability performance



### 2022 environmental sustainability performance (index scores)

		2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Nunawading East	68	65	66	67	68	70	67	n/a	n/a	n/a	n/a
65+	66	64	68	66	68	67	66	n/a	n/a	69	n/a
Men	65	63	65	67	65	71	63	n/a	n/a	67	n/a
18-34	64	64	64	69	64	72	64	n/a	n/a	65	n/a
Whitehorse	64	63	65	66	65	68	64	n/a	n/a	66	n/a
Metro	63	64	62	64	64	64	64	65	n/a	n/a	n/a
Box Hill	63	62	65	69	64	70	63	n/a	n/a	n/a	n/a
35-49	63	62	64	67	66	66	62	n/a	n/a	66	n/a
Women	62	64	64	66	66	66	66	n/a	n/a	66	n/a
Nunawading West	61	63	64	64	64	66	62	n/a	n/a	n/a	n/a
State-wide	61 ▼	62	60	62	63	64	63	64	64	64	64
50-64	59	63	60	60	65	66	67	n/a	n/a	66	n/a

Q2. How has Council performed on 'Environmental sustainability' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 38 Councils asked group: 13  
Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 104

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

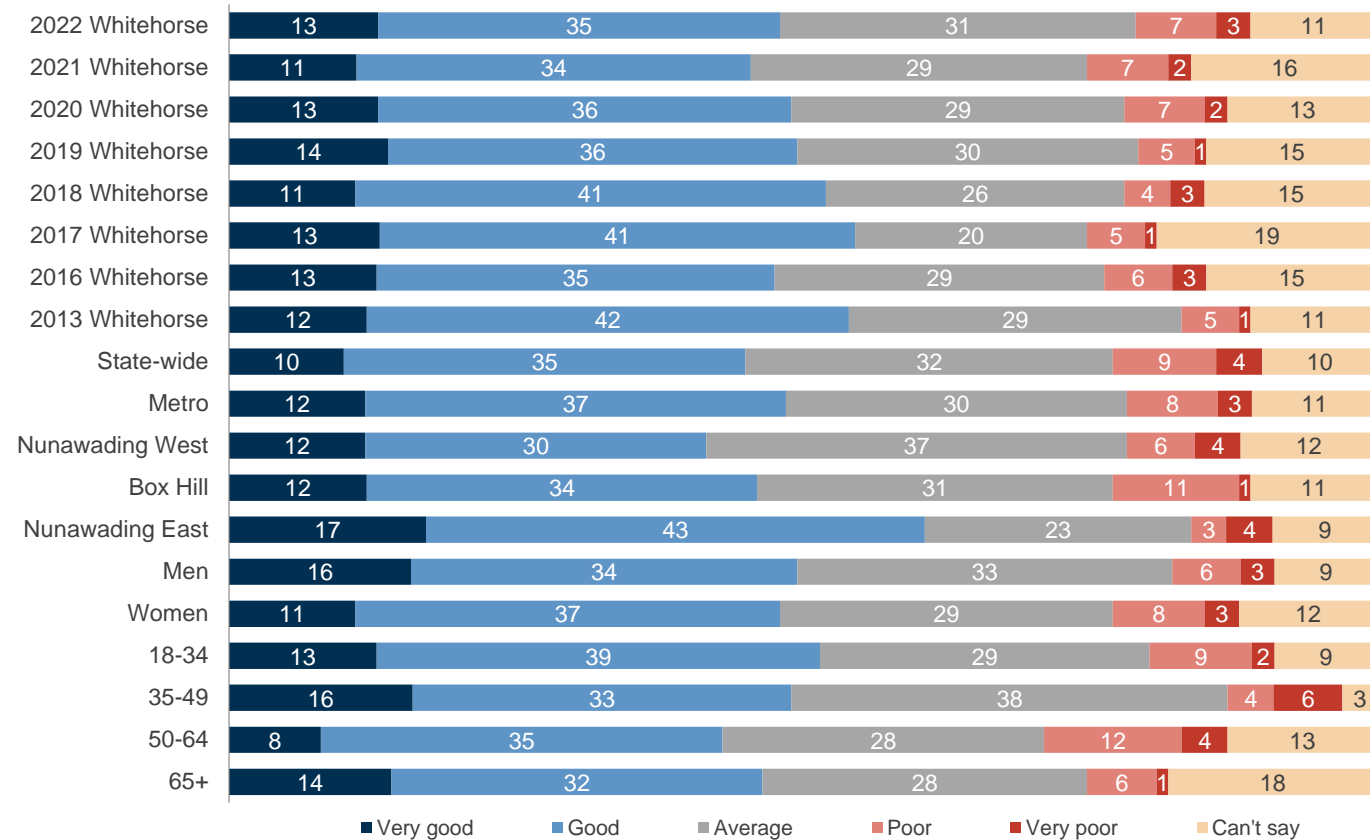
J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Environmental sustainability performance



2022 environmental sustainability performance (%)



Q2. How has Council performed on 'Environmental sustainability' over the last 12 months?  
Base: All respondents. Councils asked State-wide: 38 Councils asked group: 13

J W S R E S E A R C H 105

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

# **Detailed demographics**



J W S R E S E A R C H 106



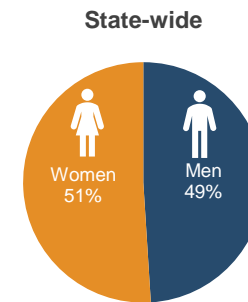
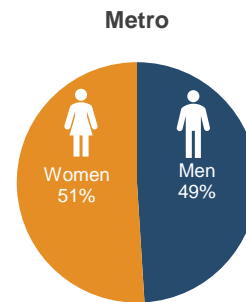
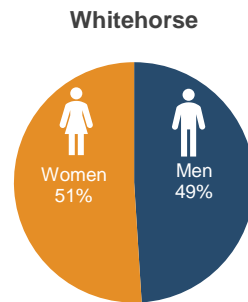
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

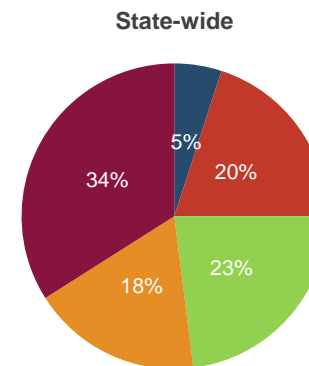
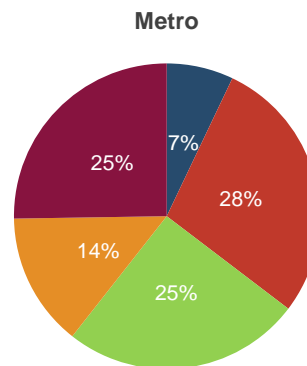
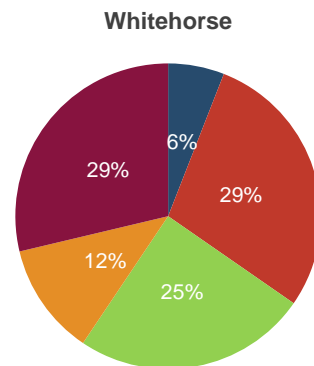


## Gender and age profile

### 2022 gender



### 2022 age



■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. [Record gender] / S4. To which of the following age groups do you belong?  
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 16

Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.

J W S R E S E A R C H 107

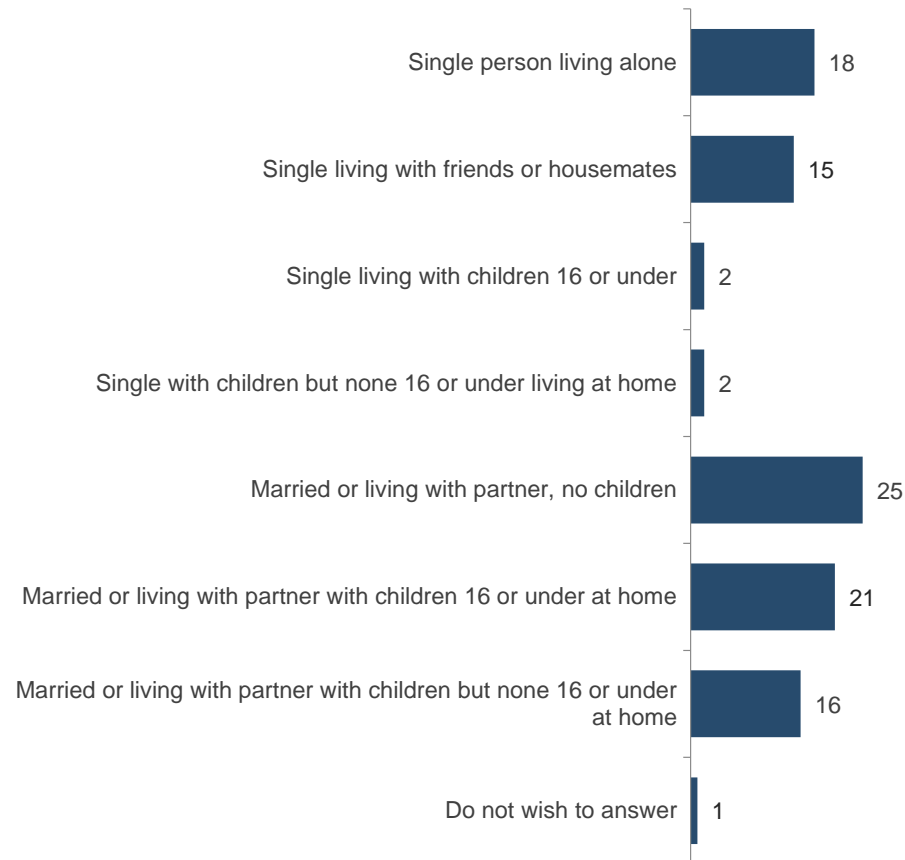
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Household structure

2022 household structure (%)



S6. Which of the following BEST describes your household?  
Base: All respondents. Councils asked State-wide: 12 Councils asked group: 9

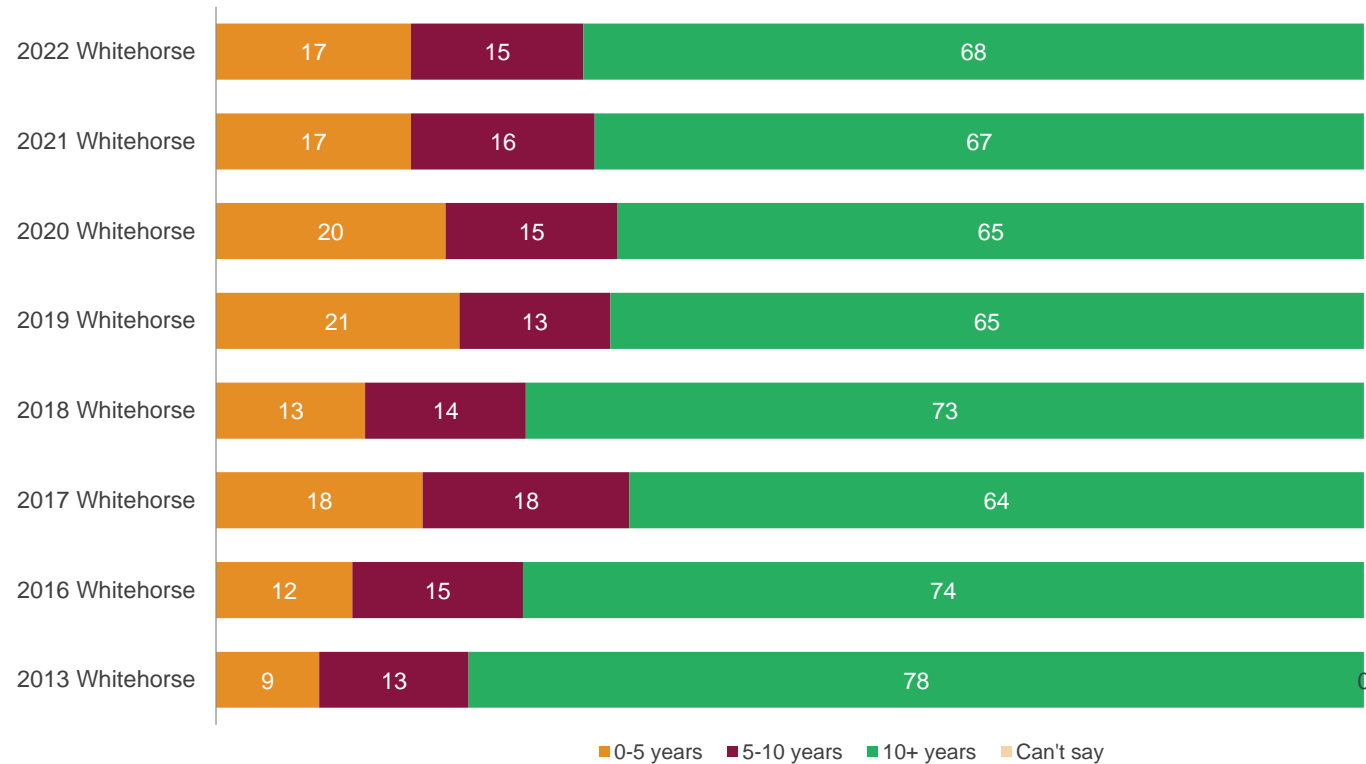
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Years lived in area

2022 years lived in area (%)



S5. How long have you lived in this area?/How long have you owned a property in this area?  
Base: All respondents. Councils asked State-wide: 13 Councils asked group: 6

J W S R E S E A R C H 109

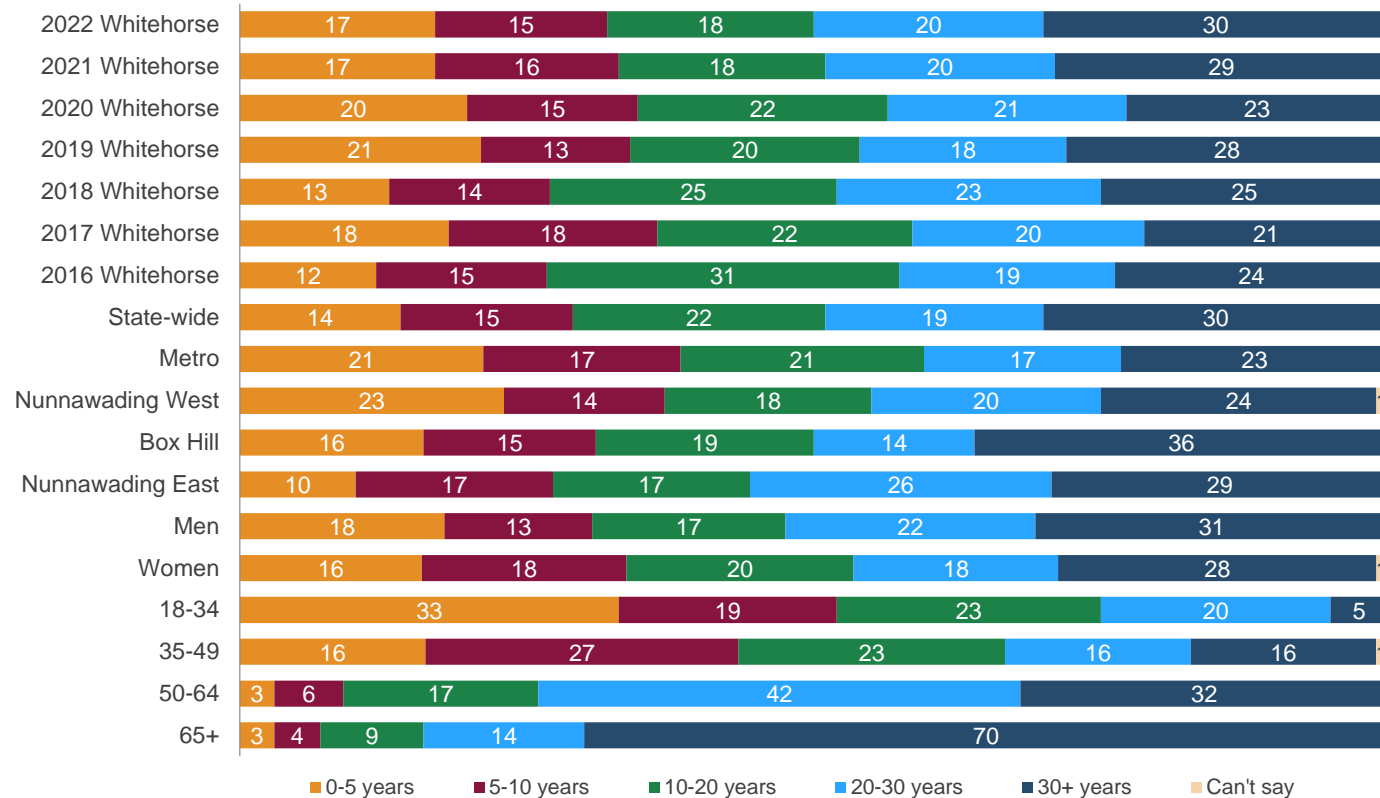
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Years lived in area

### 2022 years lived in area (%)



S5. How long have you lived in this area?/How long have you owned a property in this area?

Base: All respondents. Councils asked State-wide: 13 Councils asked group: 6

Note: For 2016, the code frame expanded out "10+ years", to include "10-20 years", "20-30 years" and "30+ years". As such, this chart presents the last seven years of data only.

J W S R E S E A R C H 110

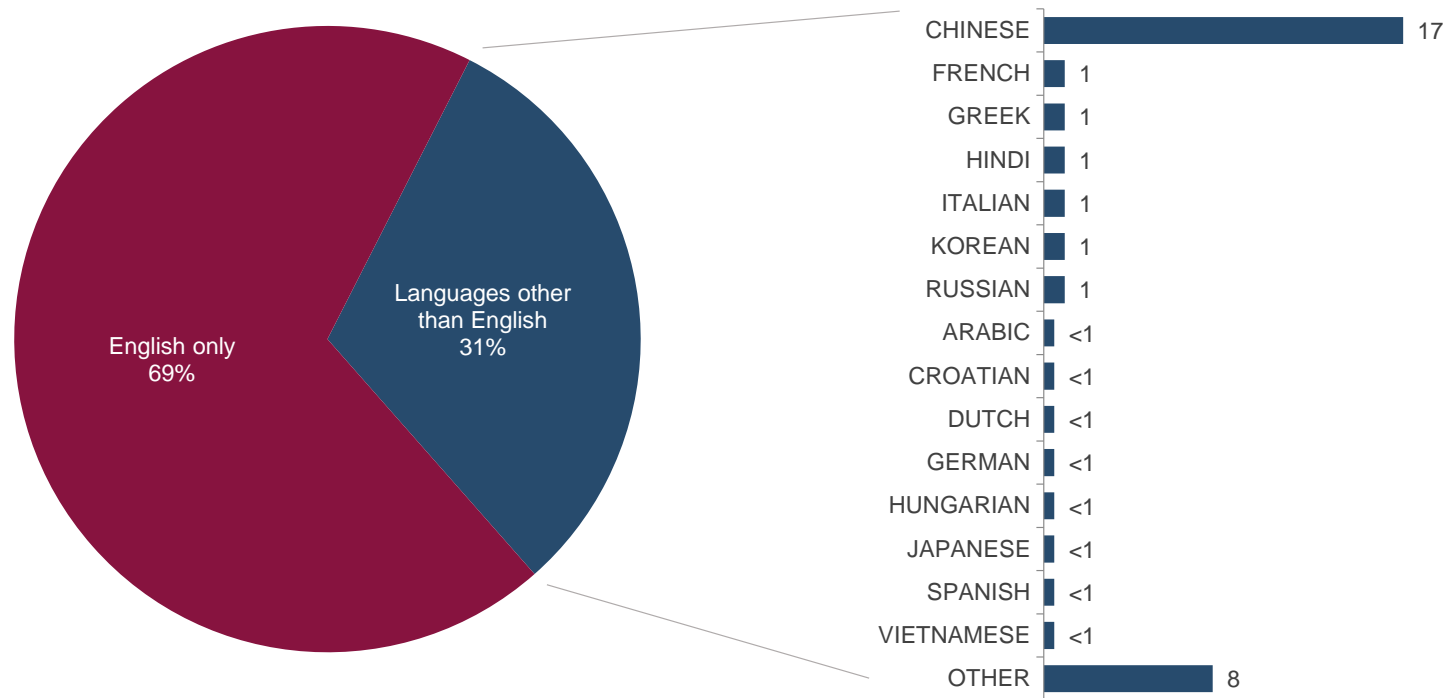
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Languages spoken at home

2022 languages spoken at home (%)



Q11. What languages, other than English, are spoken regularly in your home?  
Base: All respondents. Councils asked State-wide: 9 Councils asked group: 7  
Note: Respondents could name multiple languages so responses may add to more than 100%

J W S R E S E A R C H 111

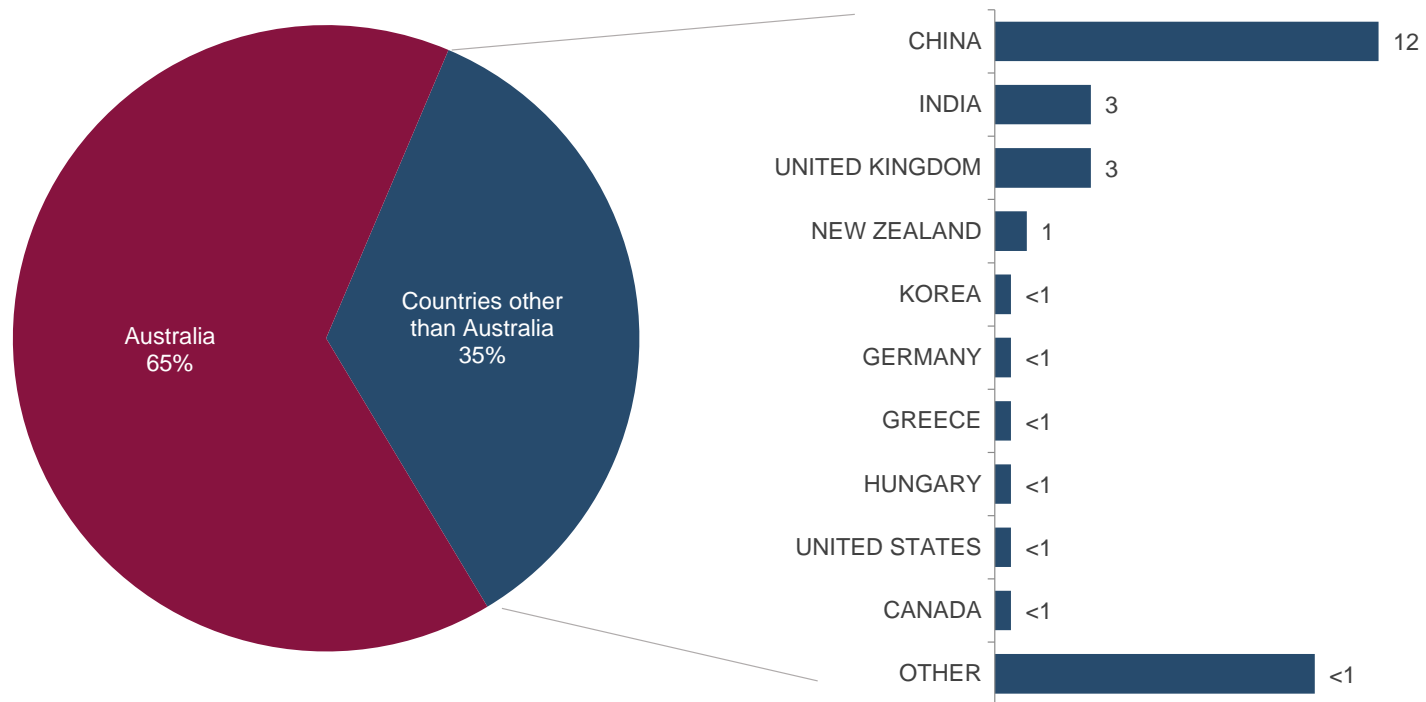
11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council



## Country of birth

2022 country of birth (%)



Q12. Could you please tell me which country you were born in?  
Base: All respondents. Councils asked State-wide: 4 Councils asked group: 4

J W S R E S E A R C H 112

## **Appendix A: Index scores, margins of error and significant differences**

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Appendix A: Index Scores



### Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	INDEX SCORE 56



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Appendix A: Margins of error



The sample size for the 2022 State-wide Local Government Community Satisfaction Survey for Whitehorse City Council was n=501. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=501 interviews is +/-4.4% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.6% - 54.4%.

Maximum margins of error are listed in the table below, based on a population of 143,800 people aged 18 years or over for Whitehorse City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Whitehorse City Council	501	400	+/-4.4
Men	220	194	+/-6.6
Women	281	206	+/-5.9
Nunawading West	180	147	+/-7.3
Box Hill	166	129	+/-7.6
Nunawading East	153	123	+/-7.9
18-34 years	66	138	+/-12.2
35-49 years	62	99	+/-12.5
50-64 years	108	47	+/-9.5
65+ years	265	116	+/-6.0

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Appendix A: Significant difference reporting notation



Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing green (▲) and downward directing red arrows (▼).

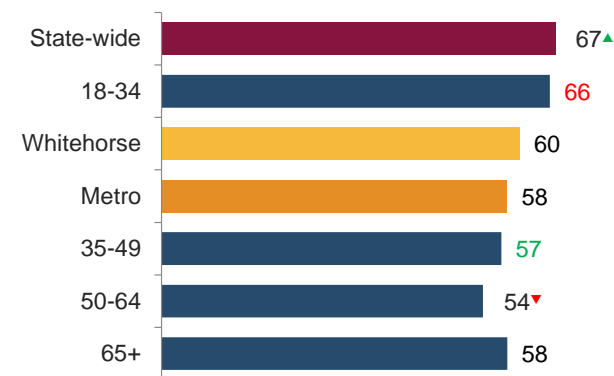
Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the 'Total' result for the council for that survey question for that year. Therefore in the example below:

- ▲ The state-wide result is significantly higher than the overall result for the council.
- ▼ The result among 50-64 year olds is significantly lower than for the overall result for the council.

Further, results shown in green and red indicate significantly higher or lower results than in 2021. Therefore in the example below:

- The result among 35-49 year olds in the council is significantly higher than the result achieved among this group in 2021.
- The result among 18-34 year olds in the council is significantly lower than the result achieved among this group in 2021.

2022 overall performance (index scores)  
(example extract only)



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*

## Appendix A: Index score significant difference calculation



The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report



## **Appendix B: Further project information**

J W S R E S E A R C H 118

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*

## Appendix B: Further information



Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

### Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

### Contacts

For further queries about the conduct and reporting of the 2022 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:

[admin@jwsresearch.com](mailto:admin@jwsresearch.com)

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

J01070 Community Satisfaction Survey 2022 – Whitehorse City Council

## Appendix B: Survey methodology and sampling



The 2022 results are compared with previous years, as detailed below:

- 2021, n=501 completed interviews, conducted in the period of 28<sup>th</sup> January – 18<sup>th</sup> March.
- 2020, n=500 completed interviews, conducted in the period of 30<sup>th</sup> January – 22<sup>nd</sup> March.
- 2019, n=500 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2018, n=500 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2017, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2016, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2015, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2013, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 24<sup>th</sup> March.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Whitehorse City Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, '—' denotes not mentioned and '0%' denotes mentioned by less than 1% of respondents. 'Net' scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Whitehorse City Council.

Survey sample matched to the demographic profile of Whitehorse City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 60% mobile phone numbers to cater to the diversity of residents within Whitehorse City Council, particularly younger people.

A total of n=501 completed interviews were achieved in Whitehorse City Council. Survey fieldwork was conducted in the period of 27<sup>th</sup> January – 24<sup>th</sup> March, 2022.

## 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*

### **Appendix B: Analysis and reporting**



All participating councils are listed in the State-wide report published on the DELWP website. In 2022, 67 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2022 vary slightly.

#### **Council Groups**

Whitehorse City Council is classified as a Metropolitan council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Metropolitan group are:

- Banyule, Boroondara, Brimbank, Glen Eira, Greater Dandenong, Hobsons Bay, Kingston, Knox, Manningham, Maroondah, Melbourne, Moonee Valley, Moreland, Port Phillip, Stonnington and Whitehorse.

Wherever appropriate, results for Whitehorse City Council for this 2022 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Metropolitan group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*

## **Appendix B: 2012 survey revision**



The survey was revised in 2012. As a result:

- The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local councils, whereas previously it was conducted as a 'head of household' survey.
- As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Whitehorse City Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
- The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.

As such, the results of the 2012 State-wide Local Government Community Satisfaction Survey should be considered as a benchmark. Please note that comparisons should not be made with the State-wide Local Government Community Satisfaction Survey results from 2011 and prior due to the methodological and sampling changes. Comparisons in the period 2012-2022 have been made throughout this report as appropriate.



11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*

## **Appendix B: Core, optional and tailored questions**



### **Core, optional and tailored questions**

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2022 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2022 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*

## **Appendix B: Analysis and reporting**

---



### **Reporting**

Every council that participated in the 2022 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.

## 11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

*J01070 Community Satisfaction Survey 2022 – Whitehorse City Council*

### Appendix B: Glossary of terms



**Core questions:** Compulsory inclusion questions for all councils participating in the CSS.

**CSS:** 2022 Victorian Local Government Community Satisfaction Survey.

**Council group:** One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

**Council group average:** The average result for all participating councils in the council group.

**Highest / lowest:** The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

**Index score:** A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

**Optional questions:** Questions which councils had an option to include or not.

**Percentages:** Also referred to as ‘detailed results’, meaning the proportion of responses, expressed as a percentage.

**Sample:** The number of completed interviews, e.g. for a council or within a demographic sub-group.

**Significantly higher / lower:** The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

**State-wide average:** The average result for all participating councils in the State.

**Tailored questions:** Individual questions tailored by and only reported to the commissioning council.

**Weighting:** Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

11.3 – ATTACHMENT 1. Community Satisfaction Survey 2022 Whitehorse City Council Report

**THERE ARE  
OVER  
6 MILLION  
PEOPLE IN  
VICTORIA...**

**FIND OUT  
WHAT THEY'RE  
THINKING.**



**Contact us**  
03 8685 8555



**Follow us**  
@JWSResearch

**John Scales**  
Founder  
[jscales@jwsresearch.com](mailto:jscales@jwsresearch.com)

**Mark Zuker**  
Managing Director  
[mzucker@jwsresearch.com](mailto:mzucker@jwsresearch.com)

**Katrina Cox**  
Director of Client Services  
[kcox@jwsresearch.com](mailto:kcox@jwsresearch.com)





# COMMUNITY SATISFACTION SURVEY 2022

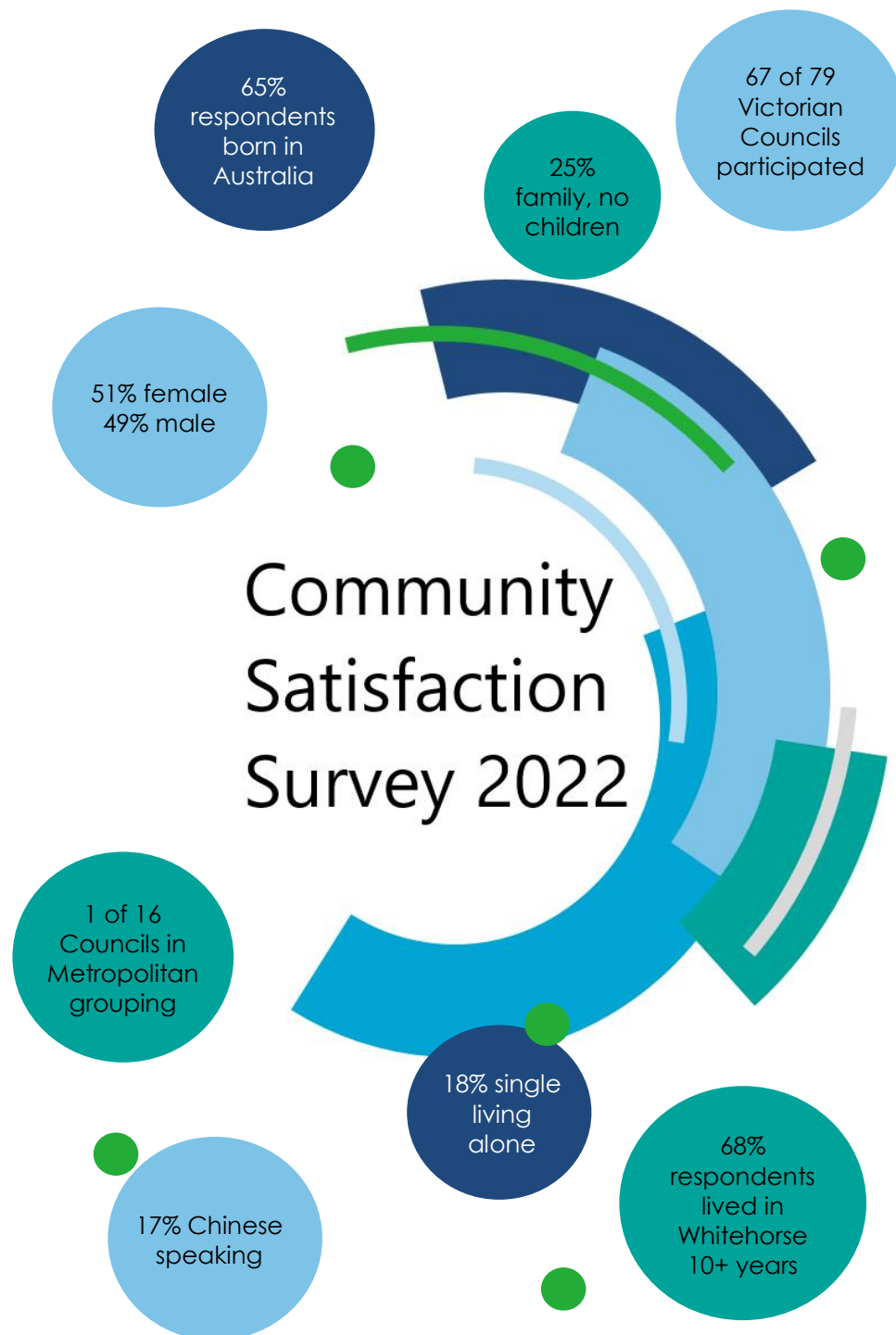
---

## Results Summary

---

**11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report**

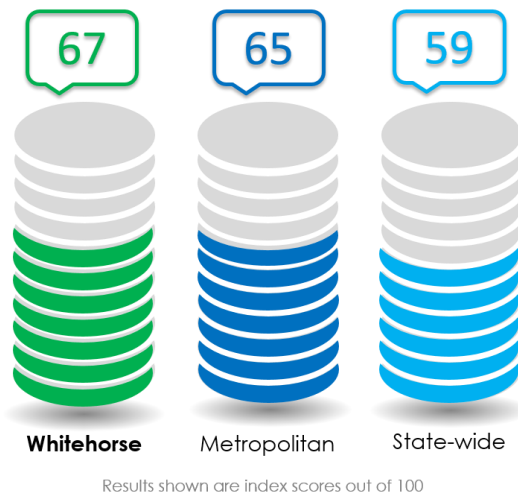
11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report



## 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

### SNAPSHOT OF KEY RESULTS

#### Overall Council Performance



Whitehorse City Council's overall performance index score of 67 is a marginal decrease of two points from 2021, consistent with levels achieved in 2016 and 2017.

Whitehorse City Council's overall performance is rated statistically **significantly higher** than the average rating for Councils state-wide.

Roughly three fifths of residents rate Whitehorse City Council's overall performance as 'good' or 'very good'

	2021		2020
'very good'	16%	↔	16%
'good'	43%	↗	46%
'average'	34%	↘	32%
'poor' or 'very poor'	6%	↘	4%

#### Top areas of performance

- Customer service 76
- Waste management 74
- Appearance of public areas 74
- Arts centres and libraries 74
- Recreational facilities 73

#### Top areas for improvement

- Planning and building permits 54
- Community consultation and engagement 57
- Lobbying (advocacy) 57
- Informing the community 60

Customer service, waste management and sealed local roads all performed significantly higher than the State-wide and Metropolitan averages, and no individual service areas performing significantly lower than the State-wide or Metropolitan averages.

#### Influences on overall performance

Individual service areas that have the strongest influence on the overall performance rating (based on regression analysis) are:

- The condition of sealed local roads
- Decisions made in the interest of the community
- Informing the community
- The appearance of public areas

Looking at key service areas only, recreational facilities and waste management have strong positive performance indexes and a moderately positive influence on the overall performance rating as we are currently performing **very well** in these areas.

Condition of sealed local roads has a lower (though still positive) performance rating overall. Improved efforts in this area has the capacity to lift Council's overall performance rating.

Community consultation and engagement and community decisions have the greatest potential to improve perceptions of overall performance as they have the strongest influence.



## 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

### BACKGROUND

Each year, Local Government Victoria coordinates and auspices the state-wide Local Government Community Satisfaction Survey. The main objectives are to assess the performance of Whitehorse City Council across a range of measures and seek insight into ways to provide improved or more effective service delivery. The survey also provides Council with a means to fulfil some of the statutory reporting requirements as per the Local Government Performance Reporting Framework.

### METHODOLOGY

- The survey was conducted by Computer Assisted Telephone Interviewing (CATI)
- Random probability survey of residents aged 18 years plus
- Sample matched to demographic profile and minimum quotas of gender within each age group
- Includes up to 60% mobile numbers
- 500 interviews
- Reasonable comparisons can be made for survey results from 2012-2022

**Note:** A Community Satisfaction Survey was not conducted in 2015, as a result, trend data relates to 2013, 2014, 2016, 2017, 2018, 2019, 2020 and 2021.

**METROPOLITAN GROUPING:** Banyule, Boroondara, Brimbank, Glen Eira, Greater Dandenong, Hobsons Bay, Kingston, Knox, Manningham, Maroondah, Melbourne, Moonee Valley, Moreland, Port Phillip, Stonnington and Whitehorse

### WHITEHORSE REGIONS

Regions of Whitehorse as previously linked to Australian Bureau of Statistics Census regions (Statistical Local Area 3) are:

**BOX HILL GROUPING:** 3125, 3127, 3128, 3129

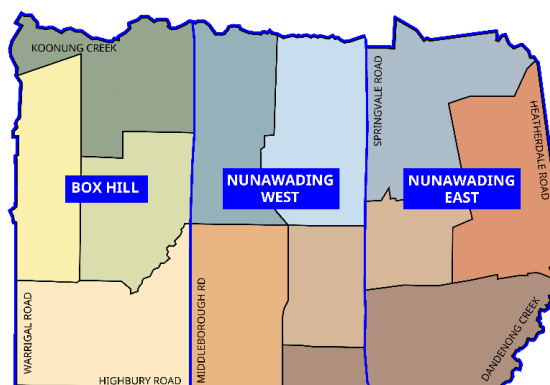
Box Hill, Box Hill South, Box Hill North, Burwood, Mont Albert, Mont Albert North, Surrey Hills

**NUNAWADING WEST GROUPING:** 3130, 3151

Blackburn, Blackburn North, Blackburn South, Burwood East

**NUNAWADING EAST GROUPING:** 3131, 3132, 3133

Forest Hill, Mitcham, Nunawading, Vermont, Vermont South



## 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

### PERFORMANCE SUMMARY

Compared with Whitehorse 2021, Metropolitan group and State-wide results

● GREATER THAN METRO GROUP

● EQUAL TO METRO GROUP

● LESS THAN METRO GROUP

WHITEHORSE 2022	WHITEHORSE 2021		METROPOLITAN GROUP	STATEWIDE
67	69	OVERALL PERFORMANCE	65	59
51	53	OVERALL COUNCIL DIRECTION	53	50
76	74	CUSTOMER SERVICE	72	68
74	73	ARTS CENTRES & LIBRARIES	73	73
64	67	COMMUNITY & CULTURAL ACTIVITIES	65	65
57	57	CONSULTATION & ENGAGEMENT	58	54
68	70	ELDERLY SUPPORT SERVICES	65	67
64	66	ENFORCEMENT OF LOCAL LAWS	65	63
64	63	ENVIRONMENTAL SUSTAINABILITY	63	61
68	67	FAMILY SUPPORT SERVICES	66	65
60	59	INFORMING THE COMMUNITY	62	59
57	58	LOBBYING / ADVOCACY	55	53
61	60	MAKING COMMUNITY DECISIONS	59	54
54	54	PLANNING & BUILDING PERMITS	54	50
74	76	PUBLIC AREAS APPEARANCE	72	71
73	74	RECREATIONAL FACILITIES	73	69
68	71	SEALED ROADS	65	53
74	75	WASTE MANAGEMENT	71	68

### 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

#### CHANGES FROM 2021

##### Significantly higher

Whitehorse performed significantly higher than the State-wide and Metropolitan group averages on customer service, waste management and sealed local roads. Council also rated significantly higher than the Metropolitan group average in the area of elderly support services and the State-wide average in terms of value for money, appearance of public areas, recreational facilities, family support services, environmental sustainability, community decisions, lobbying, consultation and engagement, planning and building permits.

##### Significantly lower

Council did not perform significantly lower than the Metropolitan group average in any key service area.

##### Results by demographics

In general, higher scores were given by respondents who are residents of Nunawading East and lowest among residents aged 50-64 years old.

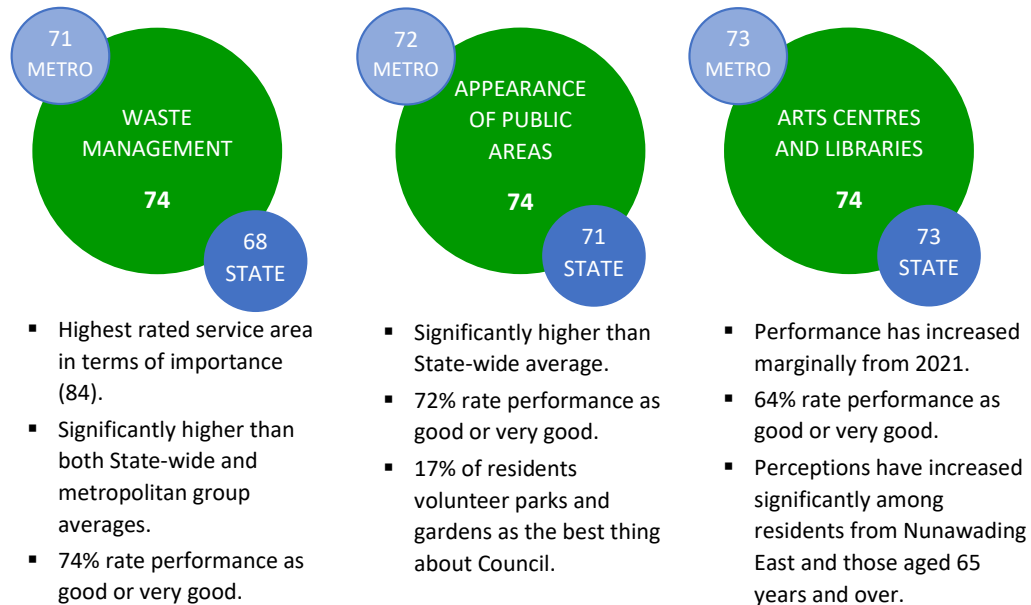
Performance Measure	Whitehorse Index Score 2022	Whitehorse Index Score 2021	Change from 2021 to 2022
CORE/COMPULSORY			
Overall Performance	67	69	-2
Community Consultation	57	57	0
Customer Service	76	74	+2
Lobbying / Advocacy	57	58	-1
Making Community Decisions	61	60	+1
Overall Council Direction	51	53	-2
Sealed Local Roads	68	71	-2
SERVICE AREAS			
Appearance of Public Areas	74	76	-2
Arts Centres and Libraries	74	73	-1
Community and Cultural Activities	64	67	-3
Elderly Support Services	68	70	-2
Enforcement of Local Laws	64	66	-2
Environmental Sustainability	64	63	+1
Family Support Services	68	67	+1
Informing the Community	60	59	+1
Planning and Building Permits	54	54	0
Recreational Facilities	73	74	-1
Waste Management	74	75	-1

Green = Improved from 2021 Yellow = Equal to 2021 Red = Less than 2021

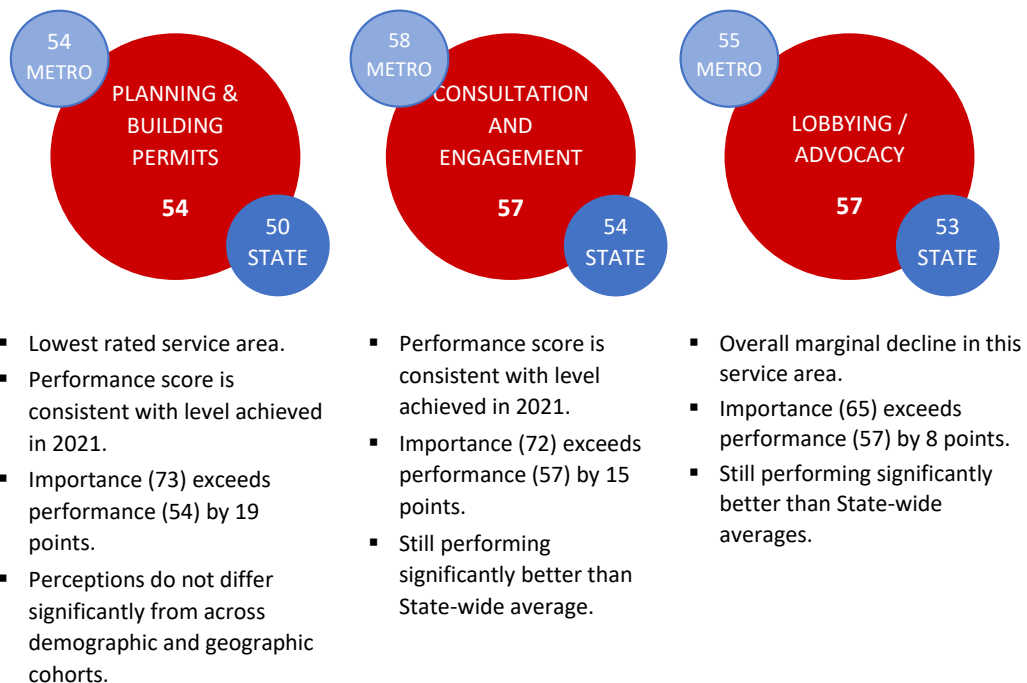
## 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

### HIGH AND LOW PERFORMANCE

#### AREAS WHERE COUNCIL IS PERFORMING WELL



#### AREAS OF LOW PERFORMANCE

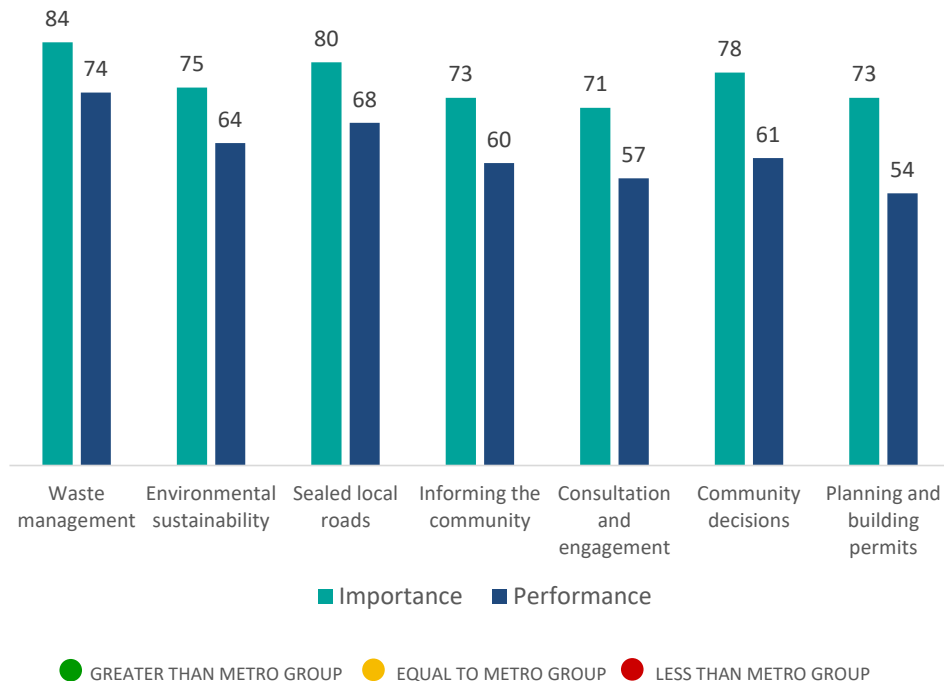


● GREATER THAN METRO GROUP ● EQUAL TO METRO GROUP ● LESS THAN METRO GROUP

### 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

#### FOCUS AREAS

Service areas in which importance exceeds rated performance by 10 points and/or received an index score 60 or less are identified as focus areas:



Importance ratings in the areas of planning and building permits, community decisions, community consultation and engagement, informing the community, sealed local roads, environmental sustainability and waste management all exceed Council's respective performance rating by 10 or more points, suggesting further investigation is necessary.

Relative to other services evaluated, respondents rated planning and building the lowest, though performance in this area has been gradually increasing since 2018. Those aged 50 to 64 years and those from the Nunawading West region rate this area the lowest.

Decisions in the interest of the community, community consultation and engagement, and informing the community are strongly linked areas. They all rated very important and performance was rated significantly lower. Perceptions of these service areas are least positive among residents aged 50 to 64 years and given they also have the least positive perceptions of Council's overall performance, these residents warrant extra attention in the year ahead. These three service areas also relate closely to perceptions of the overall council direction, which is one of two core performance areas where Whitehorse rates lower than other Metro councils (along with consultation and engagement).

Making community decisions, consultation and engagement, and informing the community relate to communication to and with the community. Results in relation to communication preferences are outlined on the next page.

## 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

### COMMUNICATIONS

Newsletters, sent via mail (38%) and email (34%), remain the preferred way for Council to inform residents about news, information and upcoming events. However for residents aged under 50, the preference is reversed with newsletters via email slightly more popular (33%), followed closely by mail (32%).

Overall demand for mailed newsletters has increased by 3 percentage points, while preferences for emailed newsletters increased by 4 percentage points. Since 2016 the popularity of mailed communications has increased among residents over 50 years of age from 29% to 48%.

Social media was the third preferred form of communication with all respondents, and although significantly lower than mail or email, saw an increase of 7 percentage points up to 21%. Social media was the fourth preferred form of communication for those over fifty years of age, behind Council Newspaper displayed in shops and Council facilities.

The least preferred communication method is a council newsletter as a local paper insert (0%), and advertising in a local paper (0%).

### CUSTOMER SERVICE

Council's customer service index of 76 is a two-point increase on the 2021 result. Customer service is rated significantly higher than the Metropolitan and State-wide average (index scores of 72 and 68 respectively).

Perceptions of Council's customer service are most positive among residents aged 18 to 34 years and women (index scores of 79 and 78 respectively).

Council's customer service rating increased across most demographic and geographic cohorts over the last 12 months – with exception of residents aged 50 to 64 years which experienced a 2 point decrease.

#### Contact with Council

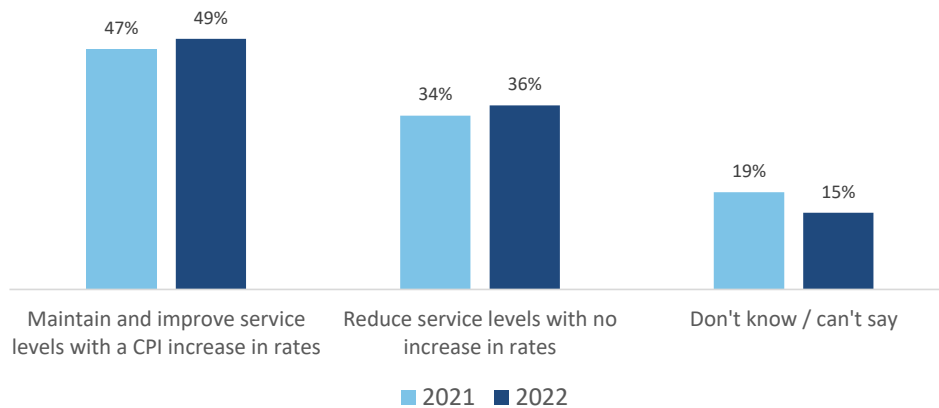
More than half of all households (55%) have had contact with Council in the last 12 months. This was highest among residents aged 50 to 64 years old (70%), with rates increasing significantly by six index points. Alternatively contact among residents aged 18 to 34 years declined significantly by 7 index points.

Among those residents who have had contact with Council, 75% provide a positive customer service rating of 'very good' or 'good', including 42% of residents who rate Council's customer service as 'very good'.

### 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

#### RATES V SERVICES

Rates capped at CPI versus service reduction



A tailored question has been included in the Community Satisfaction Survey since the introduction of rate capping.

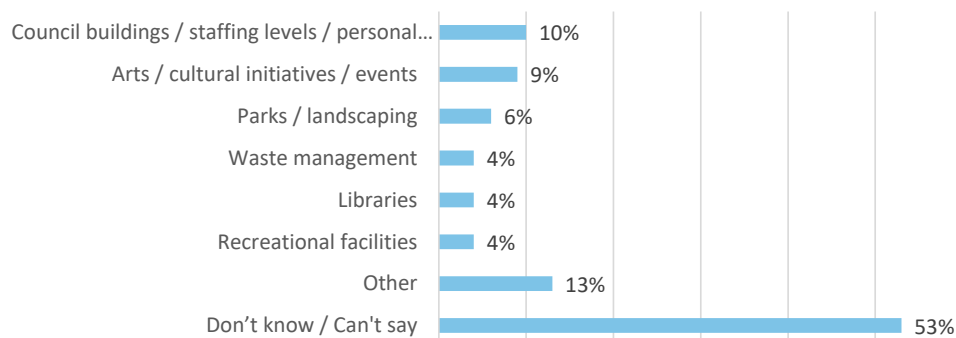
#### Tailored question:

*“Over the last few years, the State Government has implemented legislation that caps council rate increases at CPI. Council believes that to maintain or improve current levels of local services, it would need to increase rates by the CPI amount. With this in mind, would you prefer council to maintain and improve current service levels by implementing a CPI increase to council rates OR hold rates with no increase at their current level but with reduced service levels?”*

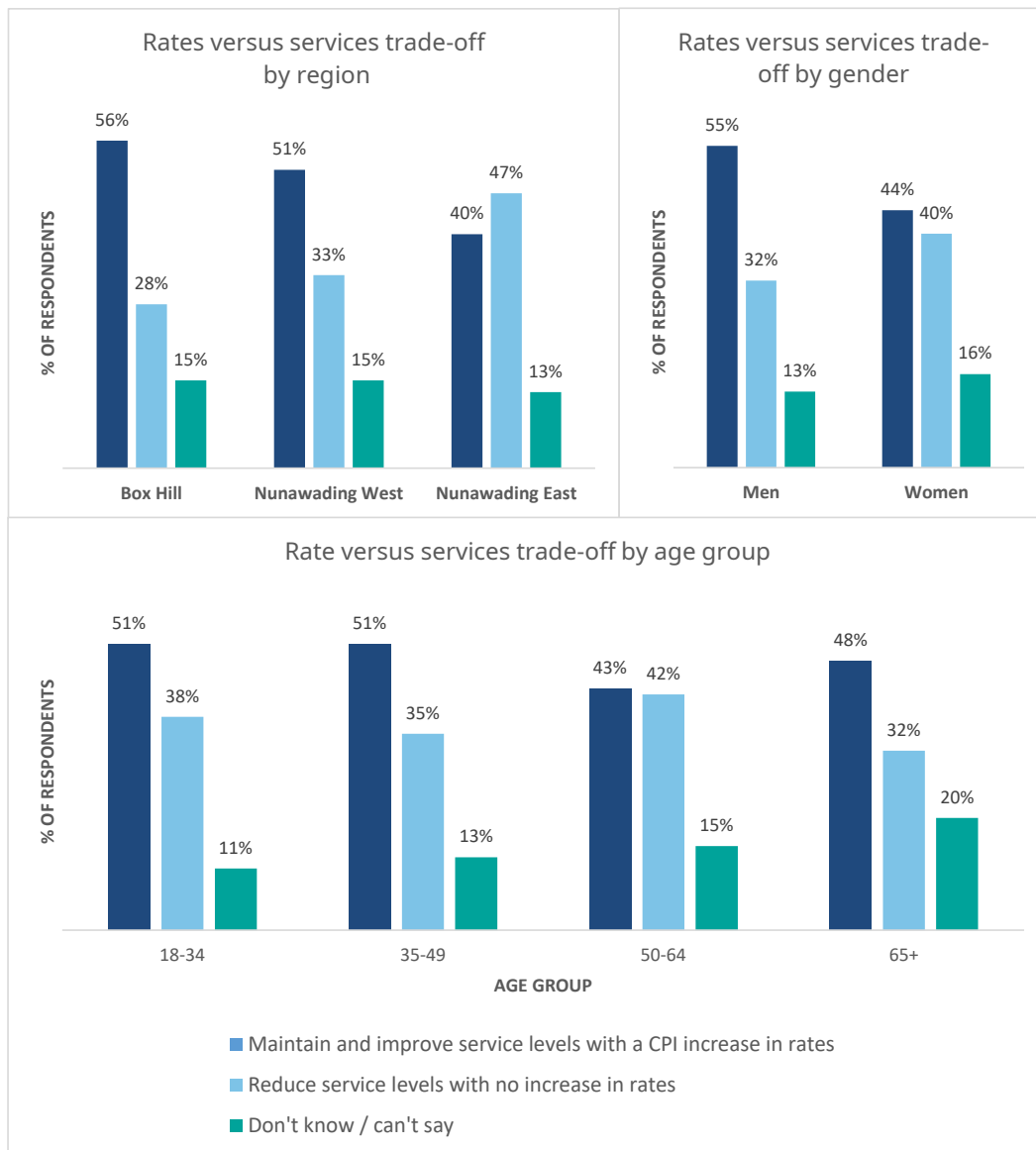
Last year the percentage of respondents who preferred to maintain and improve service levels dropped below 50% for the first time (47%), and in 2022 there was a marginal increase to 49%. Similarly there was a marginal increase in respondents who prefer to reduce service levels with no increase in rates (from 34% to 36%).

For the first time, respondents who preferred to reduce service levels with no increase in rates were asked which services they would like to reduce to maintain rates at the current level. The most common response was ‘Council buildings / staffing levels / personal expenses’ (10%), followed by ‘arts / cultural initiatives / events’ (9%) and ‘parks / landscaping’ (6%).

#### Services to Reduce to hold rates at current level (%)



11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

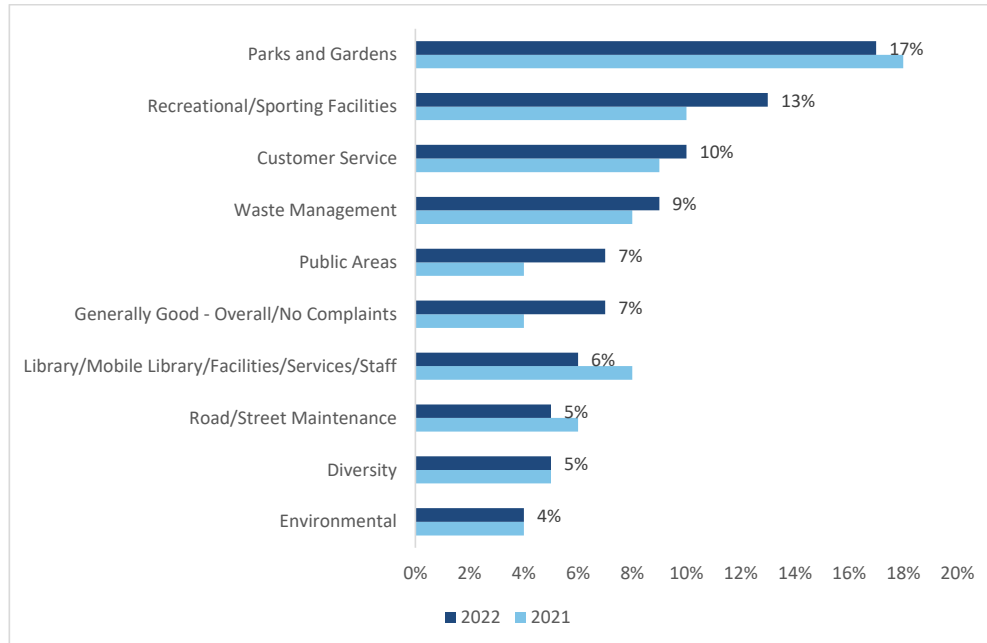




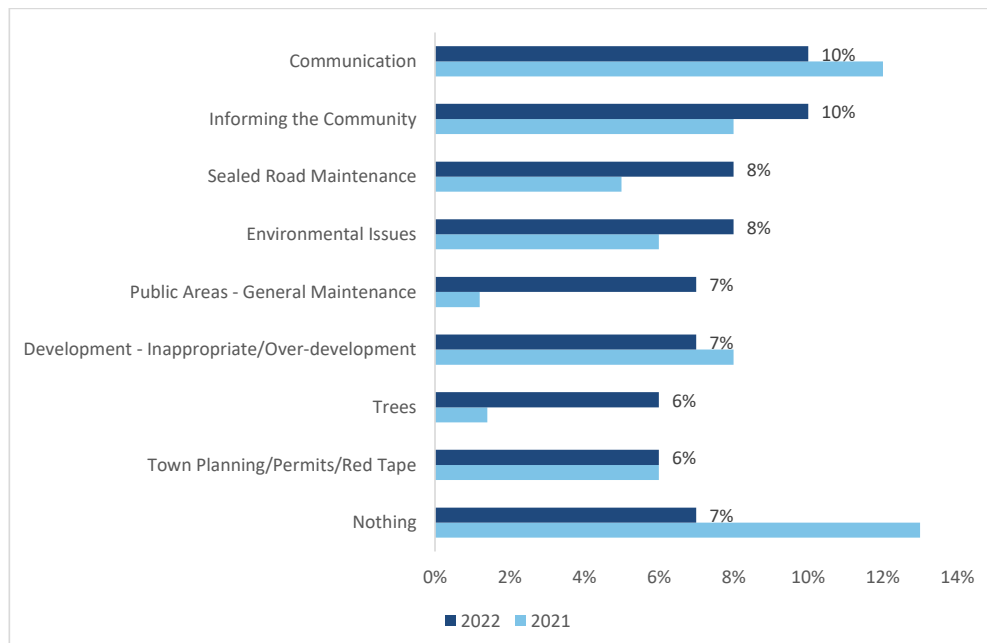
### 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

## THE BEST AND MOST IN NEED OF IMPROVEMENT

### THE BEST THING ABOUT WHITEHORSE CITY COUNCIL



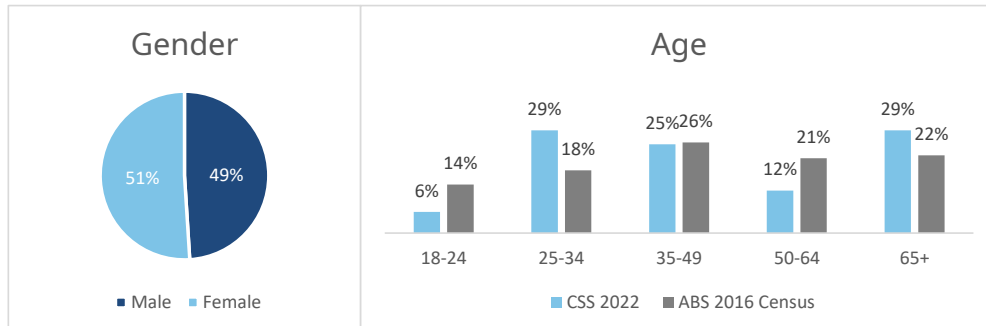
### AREAS IN NEED OF IMPROVEMENT



## 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

### DEMOGRAPHICS

#### SURVEY RESPONDENTS



The survey is reasonably well aligned with the distribution of gender and age cohorts from the Australian Bureau of Statistics 2016 Census. The largest discrepancy is in the 25-34 year cohort who were overrepresented by approximately 11%, followed by the 50-64 year cohort who were under-represented by approximately 9%.

#### HOUSEHOLDS

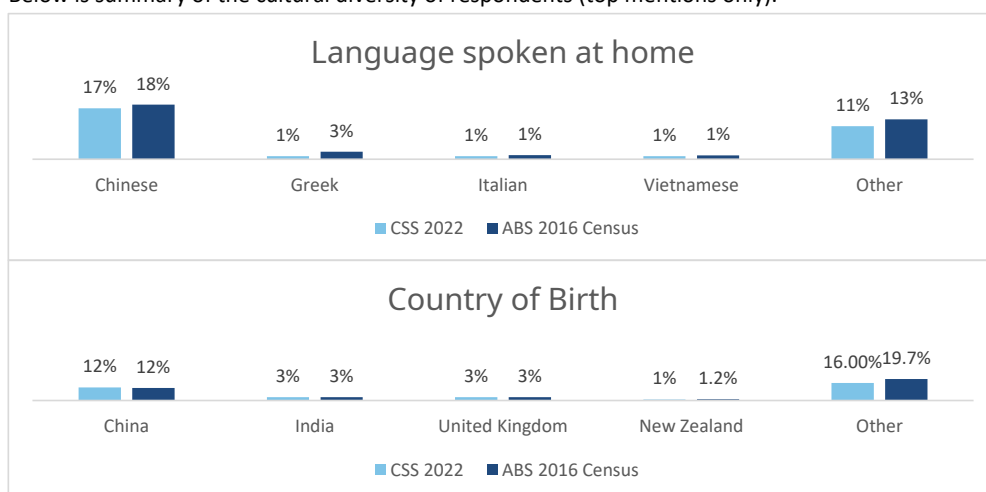
The following is a breakdown of key household structures:

- 25% of households were married or living with a partner, no children.
- 21% of households were married or living with partner with children aged 16 or under at home.
- 16% of households were married or living with partner with children but none 16 or under living at home.
- 18% single, living alone.

The majority of respondents have lived in Whitehorse for more than 10 years (68% in 2022, 67% in 2021) with a slight decline in residents having lived in Whitehorse for 5 to 10 years (15% in 2022 down from 16% in 2021).

#### DIVERSITY

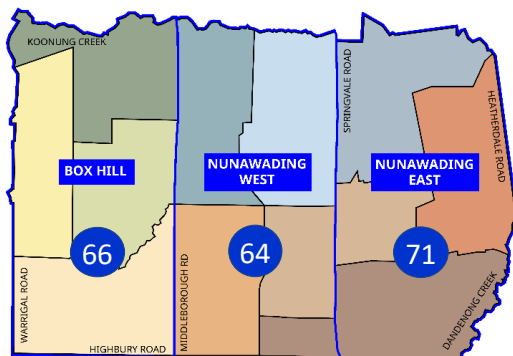
Below is summary of the cultural diversity of respondents (top mentions only).



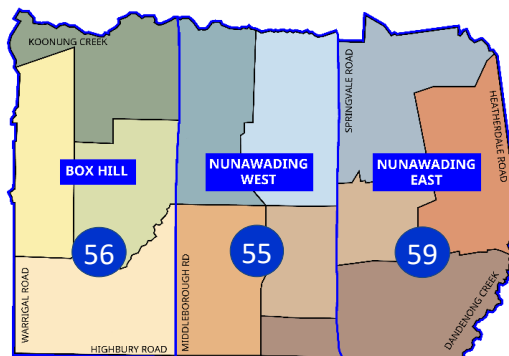
## 11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

### PERFORMANCE BY REGION

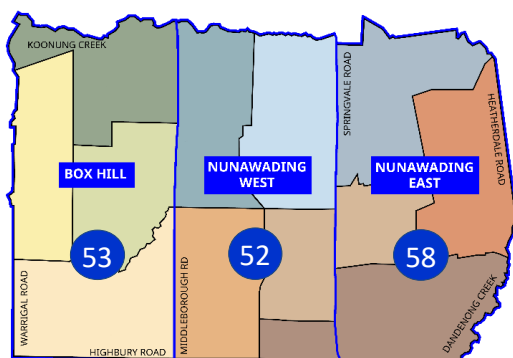
Overall Performance



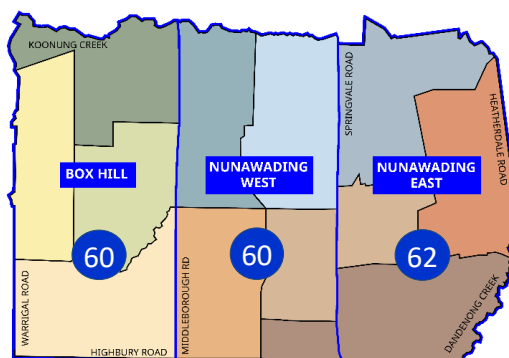
Community Consultation and Engagement



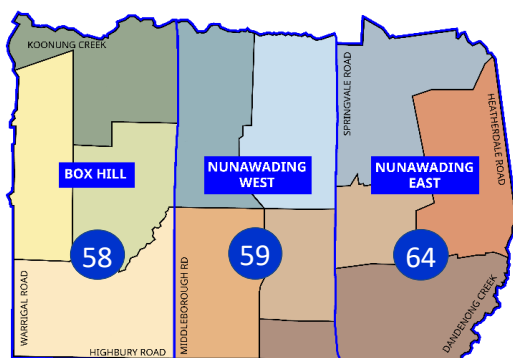
Planning and Building Permits



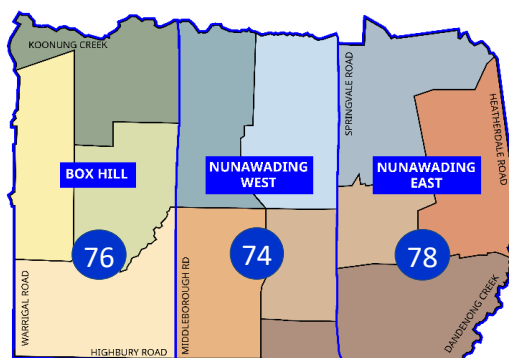
Decisions in the interest of the community



Informing the community







Customer Service (ratings)



11.3 – ATTACHMENT 2. 2022 CSS Results Analysis Summary Report

PERFORMANCE BY AGE GROUP

	18-34 	35-49 	50-64 	65+ 
Overall performance	68 (68)	66 (67)	62 (69)	69 (70)
Overall direction	54 (58)	50 (48)	45 (50)	51 (52)
Decisions in the interest of the community	65 (59)	60 (61)	51 (57)	59 (61)
Planning and building permits	59 (57)	57 (52)	42 (53)	49 (52)
Recreational facilities	69 (71)	73 (73)	78 (77)	77 (78)

Green = Highest score for this area Red = Lowest score for this area (XX) = 2018 results

11.4 – ATTACHMENT 1. Appendix to the 2022 Community Grant Report

Appendices to the Community Grant Report – July 2022

Appendix A: Community Cash Grants (All Categories)

Organisation	Grant Amount
1st Bennettswood Scout Group	\$918
1st Bennettswood Scout Group	\$918
1st/8th Blackburn Scouts	\$906
1st/8th Blackburn Scouts	\$906
9th Box Hill Scouts	\$1,000
9th Box Hill Scouts	\$1,000
1st Nunawading Scout Group	\$827
1st Nunawading Scout Group	\$827
1st Tally Ho Scout Group	\$906
1st Tally Ho Scout Group	\$906
Akira Centre Box Hill Inc	\$781
Akira Centre Box Hill Inc	\$781
Australian Italian Society of Victoria (AISOV) Inc.	\$6,500
Australian Italian Society of Victoria (AISOV) Inc.	\$6,500
Attalee Preschool Incorporated	\$753
Attalee Preschool Incorporated	\$753
Blackburn Creeklands Advisory Committee	\$1,000
Blackburn Creeklands Advisory Committee	\$1,000
Blackburn North Cricket Club	\$693
Blackburn North Cricket Club	\$693
Blackburn North Bowling Club	\$1,000
Blackburn North Bowling Club	\$1,000
Box Hill Chinese Elderly Citizens Club Inc	\$1,000
Box Hill Chinese Elderly Citizens Club Inc	\$1,000
Box Hill Chinese Senior Art Group incorporated	\$270
Box Hill Chinese Senior Art Group incorporated	\$270
Box Hill City Band Inc	\$1,000
Box Hill City Band Inc	\$1,000
Box Hill Historical Society	\$2,633
Box Hill Historical Society	\$2,633
Box Hill North Scout Group	\$927
Box Hill North Scout Group	\$927
Centre for Holistic Health	\$8,000
Centre for Holistic Health	\$8,000
Chinese Health Foundation of Australia	\$823
Chinese Health Foundation of Australia	\$823
Chinese Parents Special Support Network	\$3,750
Chinese Parents Special Support Network	\$3,750
Chinese Women's Association of Victoria Inc.	\$390
Chinese Women's Association of Victoria Inc.	\$390
Circolo Pensionati Italiani Nunawading and Box Hill	\$600
Circolo Pensionati Italiani Nunawading and Box Hill	\$600
Community of Cypriots of The Eastern Suburbs Elderly	\$1,000
Community of Cypriots of The Eastern Suburbs Elderly	\$1,000
Citizens Club Incorporated	\$1,063
Citizens Club Incorporated	\$1,063
Coolamundra Walk Advisory Committee	\$807
Coolamundra Walk Advisory Committee	\$807
Dr Stanley Cochrane Memorial Kindergarten Incorporated	\$807
Dr Stanley Cochrane Memorial Kindergarten Incorporated	\$807
East Burwood Football Club	\$802
East Burwood Football Club	\$802
East Burwood Tennis Club Inc.	\$1,000
East Burwood Tennis Club Inc.	\$1,000
Eastern Domestic Violence Service (EDVOS)	\$7,900
Eastern Domestic Violence Service (EDVOS)	\$7,900
Eastern Volunteers	\$7,938.89
Eastern Volunteers	\$7,938.89
Eastmont Pre-School	\$963
Eastmont Pre-School	\$963
Family Access Network	\$3,000
Family Access Network	\$3,000
Fanhua Senior Arts Performance Club Incorporated	\$384
Fanhua Senior Arts Performance Club Incorporated	\$384
Food is Free Mitcham	\$963
Food is Free Mitcham	\$963
Greek & Cypriot Elderly Citizens Club of Whitehorse & Districts Inc.	\$1,000
Greek & Cypriot Elderly Citizens Club of Whitehorse & Districts Inc.	\$1,000
Greek Elderly Citizens Club of Nunawading	\$300
Greek Elderly Citizens Club of Nunawading	\$300
Greek Orthodox Community of Box Hill & Districts Inc.	\$1,000
Greek Orthodox Community of Box Hill & Districts Inc.	\$1,000
HealthAbility (formerly Carrington Health Services)	\$842
HealthAbility (formerly Carrington Health Services)	\$842
Heatherdale Creek Parklands Advisory Committee	\$900
Heatherdale Creek Parklands Advisory Committee	\$900
Heatherdale Cricket Club	\$693
Heatherdale Cricket Club	\$693
Heathmont Jets Junior Football Netball Club	\$1,500
Heathmont Jets Junior Football Netball Club	\$1,500
Indochinese Elderly Association in the Eastern Suburbs	\$1,000
Indochinese Elderly Association in the Eastern Suburbs	\$1,000
Jasmine Senior Dance Group Incorporated	\$260
Jasmine Senior Dance Group Incorporated	\$260

**11.4 – ATTACHMENT 1. Appendix to the 2022 Community Grant Report**

<b>Organisation</b>	<b>Grant Amount</b>
Jing Song Senior Chinese Men's Incorporation	\$1,000
Koonung Park Tennis Club	\$758
Ladies Probus Club of Blackburn South Inc	\$460
LaoLaiLe Chinese Seniors Group East Incorporation	\$1,000
Lianmeng AusChina Senior Choir Inc.	\$3,364
Livingstone Netball Club	\$969
Maroondah Singers Inc.	\$606
Melbourne Korean Senior Citizens Community Inc	\$320
Melbourne Taiwan Ladies Association Inc	\$750
Melbourne Warblers Choir Incorporated	\$806
Mitcham Angling Club and Fish Protection Society	\$828
Mont Albert Cricket Club	\$906
Neighbourhood Watch Whitehorse	\$816
NLEC Community Care Inc. (New Life Evangelical Church)	\$1,967
North Box Hill Tennis Club Inc	\$969
Nunawading Hungarian Senior Citizens Club Inc	\$250
Nunawading Toy Library	\$1,000
Peranakan Association Australia Inc. 325 = 355	\$680
Probus Club of Blackburn Central Inc.	\$700
Scout Association (VIC) Whitehorse District	\$906
Scouts Victoria - Melbourne Gang Show	\$2372
Senior Citizens Club - Nunawading Inc.	\$750
Senior Citizens of the Greek Community of Forest Hill	\$590
St John Ambulance Victoria - Whitehorse Division	\$1,000
Surrey Park Football Club	\$321
Taiwanese Business Association of Melbourne	\$10,000
The Eastern Emergency Relief Network Inc	\$9,000
The Hong Kong Club Inc Vic 619	\$1,619
The Ladies' Probus Club of Blackburn Lake Inc.	\$250
The Ladies Probus Club of Box Hill South	\$460
The Whitehorse Club	\$1,777
Vermont Girl Guides	\$449
Vermont Uniting Church (Men's Shed)	\$598
VICSES Whitehorse Unit	\$809
Victoria Hua Xin Chinese Women's' Association	\$1,000
Whitehorse Chinese Senior "You Yi" Friendship Association Inc	\$1781
Whitehorse Churches Care	\$7085
Whitehorse Emergency Relief & Support Inc. (Formerly Box Hill CIS)	\$5,000
Whitehorse Historical Society Inc	\$3,080
Whitehorse Orchestra Inc.	\$1,500
Woodhouse Grove Kinder	\$871
Yarran Dheran Advisory Committee	\$955
<b>Total</b>	<b>\$139,578.89</b>

# **11.4 – ATTACHMENT 1. Appendix to the 2022 Community Grant Report**

## **Appendix B– Discount Support Free Tipping**

<b>Organisation</b>	<b>Grant Amount</b>
1 <sup>st</sup> Bennettswood Scouts	\$570
1 <sup>st</sup> / 8 <sup>th</sup> Blackburn Scouts	\$570
1 <sup>st</sup> Mitcham Scouts	\$570
1 <sup>st</sup> Nunawading Scouts	\$570
1 <sup>st</sup> Tally Ho Scouts	\$570
Alkira Op Shop	\$1140
Antonio Park Advisory Committee	\$1140
Blackburn Lions Club	\$1140
Box Hill Community Gardens	\$528
Burwood Community Gardens	\$264
Doncare	\$1140
Eastern Emergency Relief Network	\$6840
Eastmont Pre-School	\$1140
HealthAbility – Wattle Park	\$570
Lions Club of Vermont South	\$1140
Mitcham Angling Club & Fish Protection Society	\$570
Mitcham Rotary Op Shop	\$1140
Nunawading Community Garden	\$1710
Nunawading Toy Library	\$570
Rangeview Preschool	\$1140
RSPCA	\$6555
Scout Association of Victoria	\$570
Scouts Performing Arts	\$570
Vermont Uniting Men's Shed	\$1710
Whitehorse District Girl Guides	\$1995
<b>Total</b>	<b>\$34,422</b>

**11.4 – ATTACHMENT 1. Appendix to the 2022 Community Grant Report**

**Appendix C– Discount Support Hall Hire (Recipients to date)**

<b>Organisation</b>	<b>Grant Amount</b>
Australia – China Veterans Club Incorporated	\$5849.25
Bipolar Life Victoria Inc.	\$135.00
Box Hill Art Group	\$7763.32
Box Hill Ballet Association Inc.	\$4209.76
Box Hill Chorale	\$1116.82
Box Hill Clayworkers	\$2288.64
Box Hill Community Gardens Inc	\$75.89
Box Hill Hand Spinners and Weavers Inc	\$2024.73
Brotherhood Karyas Olymbou	\$555.96
Cake Decorators Association of Victoria Inc.	\$756.80
Circolo Pensionati Italiani Nunawading and Box Hill	\$4424.16
Community Of Cypriots Of The Eastern Suburbs Elderly Citizens Club Incorporated	\$4083.84
Combined Probus Club of Blackburn South Inc	\$638.10
Combined Probus Club of Whitehorse Inc.	\$893.34
Contemporary Women Painters	\$842.73
Eastern District Budgerigar Society	\$260.04
Eastern Suburbs Scale Modelling Club Inc.	\$446.73
Forest Kyokushin Karate Incorporated	\$2908.95
Friends of the Earth Australia (School Strike for Climate)	\$400.00
Greek & Cypriot Elderly Citizens Club of Whitehorse & Districts	\$3913.68
Greek Elderly Citizens Club of Nunawading	\$3190.50
Hand Tool Preservation Association of Australia Inc.	\$354.67
Idlers 4WD Club of Victoria Inc	\$283.62
Knitting For The Needy Community Support Group INC	\$360.91
Ladies Probus Club of Vermont South	\$638.10
Melbourne Ai-Yue Choir	\$1092.00
Melbourne Audio Club Inc.	\$360.91
Melbourne Chinese Opera Inc	\$2903.72
Melbourne Eastern Branch - Association of Independent Retirees (A.I.R.) Limited	\$1446.36
Melbourne Zhonghua Ensemble INC	\$6636.24
Morris Register of Victoria Inc	\$425.70
Nunawading Community Gardens Inc	\$283.56
Nunawading Hungarian Senior Citizen Club Inc	\$2552.40
Orchid Species Society of Victoria	\$354.75
Papermakers of Victoria Inc.	\$337.09
Probus Club of Forest Hill Inc.	\$765.72
Probus Club of Mitcham Nunawading Inc	\$1624.10
Probus Club Of Mitcham Orchards Inc.	\$1948.92
R & S Chrysler Valiant Car Club Of Victoria	\$325.05
Red Cross Blackburn Branch	\$1082.73
Russian Seniors Citizens Club Box Hill	\$3706.36



**11.4 – ATTACHMENT 1. Appendix to the 2022 Community Grant Report**

<b>Organisation</b>	<b>Grant Amount</b>
Sathya Sai	\$1630.68
Senior Citizens Club - Nunawading Inc.	\$3190.50
Senior Citizens of the Greek Community of Forest Hill	\$7444.50
Swiss Yodel Choir Matterhorn Incorporation	\$118.17
The Boite (Vic) Inc	\$908.18
The Eastern Districts Aquarium Society	\$360.91
The Hispanic Society Of Victoria Inc.	\$620.46
The Hong Kong Club Inc Vic	\$3913.68
The Marquetry Society of Victoria Incorporated	\$463.50
The Needlework Tapestry Guild of Victoria Inc	\$2913.14
The Victorian Bulb Society	\$425.52
Vermont Floral Art Group	\$709.05
Vermont Garden Club Inc	\$851.40
Victoria Hua Xin Chinese Women's Association	\$943.09
Whitehorse Activities Club Incorporated	\$3722.25
Whitehorse Cyclists Inc	\$557.61
Whitehorse Film Society Inc	\$1800.46
Whitehorse Orchestra	\$4012.09
Whitehorse Toastmasters	\$910.14
Youth Bands Program Inc.	\$1572.06
<b>Total</b>	<b>\$111,328.54</b>

11.5 – ATTACHMENT 1. Summary Options for Carbon Neutrality

**ATTACHMENT 1 = SUMMARY OPTIONS FOR CARBON NEUTRALITY**

	Option 1	Option 2	Option 3	Option 4
Type	Carbon Neutral (2022) – Current Strategy 2016-22	Certified Carbon Neutral (Climate Active (CA))	Applying Step-Scenarios (+ Option 2)	Business as Usual (BAU)
<b>Requirements</b>	<ul style="list-style-type: none"> <li>• All energy efficiency and greenhouse gas emission reduction initiatives delivered to 30 June 2021.</li> <li>• Adopt Climate Active (CA) framework, including reassessing emissions boundary and relevancy test.</li> <li>• Purchase non-certified offsets to achieve carbon neutral status voluntarily.</li> </ul>	<ul style="list-style-type: none"> <li>• All energy efficiency and greenhouse gas emission reduction initiatives delivered to 30 June 2021.</li> <li>• Adopt Climate Active (CA) framework, including reassessing emissions boundary and relevancy test.</li> <li>• Arrange Third-Party Validation.</li> <li>• Purchase Eligible Offsets.</li> <li>• Develop a Public Disclosure Statement.</li> </ul>	<ul style="list-style-type: none"> <li>• Source all Council assets' electricity from VECO Contract after the next committed Procurement Australia's (PA) fixed contract end date of 30 June 2024.</li> <li>• Purchase voluntary large-scale generation certificates (LGCs) for street lighting from Alinta Energy (PA-PPA).</li> <li>• Commence implementation of actions from the New Sustainability Strategy 2030.</li> <li>• Investigate the potential of carbon neutral supply chain, including contractors to offset their emissions for their services e.g. kerbside waste contractors.</li> <li>• Follow steps from Option 2 for CA certification process.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the same actions as Option 1 excluding offsets.</li> <li>• Address the future market risks of increased LGCs prices.</li> <li>• Address the reputational risks, including community expectation.</li> </ul>
<b>Annual Emissions (tCO2-e)</b>	14,268.5	14,268.5	8,837.9	14,268.5
<b>Total Estimated Annual Costs (\$) based on 20% local and 80% international carbon offsets</b>	\$261,889*	\$282,127	\$172,067	\$0
<b>Breakdown of Associated Costs (\$)</b>	Offsets: \$261,889*	Certification Cost: \$13,238 Estimated Third-party Verification Cost: \$7,000 Offsets: \$261,889	Certification Cost: \$7,985 Estimated Third-party Verification Costs: \$5,000 Offsets: \$159,082	Energy and operational costs' risks.
<b>On-going costs (\$)</b>	Offsets: \$261,889*	Certification Cost: \$13,238 Offsets: \$261,889	Certification Costs: \$7,985 Offsets: \$172,067	<ul style="list-style-type: none"> <li>• Increased electricity costs and price shock via conventional contracts when the price resets.</li> </ul>

11.5 – ATTACHMENT 1. Summary Options for Carbon Neutrality

	Option 1	Option 2	Option 3	Option 4
<b>Benefits</b>	<ul style="list-style-type: none"> <li>To achieve the 2022 Carbon Neutral Target.</li> <li>Exempt from certification and verification costs (~\$20,000).</li> <li>*International and lower cost offsets options available, including non-certified and other offset options. This calculation is based on certified offsets. Therefore, this is a conservative estimation.</li> </ul>	<ul style="list-style-type: none"> <li>To demonstrate that Council is taking climate action.</li> <li>To differentiate Council's carbon neutral status from voluntary to certified, increasing accountability and credibility.</li> <li>Meet growing stakeholder expectations and enhance Council's environmental responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Time to plan and implement actions for emission reduction from sources, including extensive supply chain, if identified within reportable scope.</li> <li>Delayed certification process, due to the commitment with PA's fixed contract and to transition to VECO from 1 July 2024.</li> <li>Offsets costs can be utilised for further energy-efficiency and solar projects until final commitment for certified path is made.</li> </ul>	<ul style="list-style-type: none"> <li>No ongoing offset or certification costs.</li> <li>No certification or offset costs involved.</li> </ul>
<b>Challenges &amp; Risks</b>	<ul style="list-style-type: none"> <li>Purchase of voluntary offsets and the potential environmental, social and ethical impacts associated to non-certified offsets.</li> <li>Risk arising with future regulatory changes.</li> </ul>	<ul style="list-style-type: none"> <li>Revise the current framework. This is still recommended even if carbon neutrality is not sort for industry alignment.</li> <li>Higher financial costs.</li> <li>Scope of reportable emissions profile may increase due to improved data collection, especially for contractor emissions based on relevancy and materiality tests completed.</li> </ul>	<ul style="list-style-type: none"> <li>The need to reassess potential risks associated to newly adopted targets in the Sustainability Strategy 2030, including financial impacts and regulatory changes.</li> <li>Ongoing capital funding required to implement continued energy efficiency projects.</li> <li>Additional costs associated to the purchase of voluntary LGCs and pursuing a carbon neutral supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Future market risks of increased LGCs prices.</li> <li>Risk of increased energy and operational costs.</li> <li>Community expectation and lack of transparency.</li> <li>Ongoing and increased climate change risks and its impacts, including extreme weather events, if necessary action is not undertaken.</li> </ul>