



Draft Council Plan

Whitehorse City Council



2017
/21

“A healthy vibrant, prosperous and sustainable community supported by strong leadership and community partnerships”

(City of Whitehorse Vision 2013-2023)



WELCOME

Welcome to Whitehorse City Council's *Council Plan 2017-2021* (*Council Plan*).

The *Council Plan* details how we will secure our municipality's liveability, prosperity and sustainability now and into the future while also focusing on our approach to working with our community, key stakeholders, community organisations and other levels of government to achieve our goals.

The *Council Plan* was developed through extensive community engagement, with Council embarking on one of our most comprehensive community engagement programs, Your Say Whitehorse. Your Say Whitehorse provided a wonderful opportunity for Council to understand more fully our community, and their needs and expectations of Council. This insight allowed us to better understand, from the community's perspective, where we (Council and community) are now, where we want to be, and ultimately, how we will get there.

Through engaging with our community and enabling this to feed into the decision-making process, we developed a series of goals which form the overarching framework for Council in this *Council Plan*. These goals are underpinned by the Strategic Directions contained within our community's long-term vision, '*Council Vision 2013-2023*', which are broad statements that articulate the aspirations of our community for the future.

Under each goal within the Council Plan, we have listed our approach to achieving that goal, including measures of success. In other words, we have listed what we plan to achieve (goal), what we will do to achieve that goal (approach) and how we will track our progress (measures of success).

The *Council Plan* also includes the *Strategic Resource Plan (SRP)*, which sets out the resources that will underpin the delivery of the Council Plan.

This Council Plan will guide what we do for the next four years to ensure our city is – and continues to be – a healthy, prosperous and sustainable community supported by strong leadership and community partnerships.

Development of the Council Plan

The Council Plan 2017-2021 is the result of several months of planning and deliberation that involved:



CONTENTS

The Community's Vision	1
Vision	1
Mission	1
Values	1
Message from the Mayor	2
Message from the Chief Executive Officer	3
About the City of Whitehorse	4
Councillors	8
The Organisation	14
Council's Integrated Corporate Planning and Reporting Framework	15
Council Plan 2017-2021	18
Strategic Direction 1 – Support a healthy, vibrant, inclusive and diverse community	19
Strategic Direction 2 – Maintain and enhance our built environment to ensure a liveable and sustainable city	22
Strategic Direction 3 – Protect and enhance our open spaces and natural environments	24
Strategic Direction 4 – Strategic leadership and open and accessible government	26
Strategic Direction 5 – Support a healthy local economy	29
Overall Supporting Strategies, Plans and Policies	31
Strategic Resource Plan	35
Comprehensive Income Statement	50
Balance Sheet	51
Statement of Changes in Equity	52
Statement of Cash Flows	53
Statement of Capital Works	54
Statement of Human Resources	55
Statement of Planned Human Resources Expenditure	56
Statement of Planned Capital Works Expenditure	58

THE COMMUNITY'S VISION

VISION

We aspire to be a healthy, vibrant, prosperous and sustainable community supported by strong leadership and community partnerships.

MISSION

Whitehorse City Council, working in partnership with the community to develop and grow our municipality through good governance, proactive strategic planning and advocacy, efficient, responsive services and quality infrastructure.

VALUES

In pursuing its goals, Whitehorse City Council believes in and is committed to the following values:

Consultation and Communication

Ensuring that members of our community are both, sufficiently informed and able to contribute, to Council's decision-making processes.

Democracy and Leadership

Recognising and valuing community participation in Council's decision-making as well as Council's role in providing leadership to the community.

Equity and Social Justice

Respecting and celebrating our social diversity to promote an inclusive community.

Integrity

Making decisions and acting in ways that reflect our values.

Openness and Accountability

Being transparent in its decision-making, Council welcomes public scrutiny and community feedback.

Sustainability

Making decisions about our social, economic, built and natural environments that will benefit both present and future generations.

Wellbeing

Commitment to supporting the community in all areas of health and wellbeing.

MESSAGE FROM THE MAYOR

The City of Whitehorse is a healthy, vibrant, prosperous and sustainable city with a culturally-diverse community. With a population of over 165,000, Council's key role is to support our community through the provision of quality programs and services for all of those who live, work, study and play in the municipality.

We support businesses and industry, which in turn creates greater economic opportunities and local jobs. We value our natural environment and embrace sustainability. We are a city rich in the arts and in our culture, while also being proud of our heritage.

Our city is continuing to grow and transform. We need a plan that not only meets the needs of our current community but also secures the health, prosperity, liveability and sustainability for our future generations. Our *Council Plan* embodies the vision, mission and values of our community, and sets the overall direction and goals for the municipality. It drives our approach, to ensure that it meets the current and future challenges of our community.

Our *Council Plan* details how we will deliver on the programs and services over the medium term. Over the next four years, Council will devote \$692 million to programs and services and invest \$242 million on capital works, while managing \$2.2 billion worth of property, infrastructure, plant and equipment assets.

Over the next 12 months alone, Council's planned priorities are underpinned by expenditure of \$166 million on programs and services, including home and community care, sustainability, waste and recycling, health and family, leisure facilities, maintenance of sports fields, parks and gardens, planning and building, maintenance of roads, footpaths and drains, arts and culture, traffic and community laws, libraries, community development, and business and economic development to name a few.

As the Mayor of the City of Whitehorse, I am honoured to represent the needs and interests of our community through this *Council Plan*. This *Council Plan* will guide everything we do for the next four years to ensure the City of Whitehorse remains a healthy, vibrant, prosperous and sustainable city with a culturally-diverse community.



A handwritten signature in dark ink that reads "Denise Massoud".

Cr Denise Massoud
Whitehorse Mayor

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

As the Chief Executive Officer of Whitehorse City Council, it gives me great pleasure to present our community with the new *Council Plan 2017-2021*.

Created through extensive community consultation and considering the thoughts of more than 1,200 people throughout our community, the new *Council Plan* was developed with and for our community. Through conversing with our community, conducting online surveys, holding community workshops and community pop-ups, Whitehorse City Council employee workshops as well as speaking to the vast array of customers in our key services, we were able to use this community feedback and input to help shape and inform our new *Council Plan*.

This *Council Plan* details the goals Council will work towards over the next four years and the related approach we will implement to ensure our success, as well as including how these will be financed through our Strategic Resource Plan. The *Council Plan* is linked directly to the *Council Vision 2013-2023*, which guides the future direction of the municipality over a ten-year period.

Further refinements and contributions to this *Council Plan* and its priorities were also made by our new 10-member Council, who were elected in October 2016 and carry first-hand experience of the aspirations of our community.

We have taken what our community has told us as important and made them our priorities for the next four years. I encourage you to take the time to read this document and find out more about Council's goals, and invite you to join us as we embark on the next four years to ensure that the City of Whitehorse remains a healthy, vibrant, prosperous and sustainable city with a culturally-diverse community.



A handwritten signature in black ink that reads "Noelene Duff".

Noelene Duff
Chief Executive Officer

ABOUT THE CITY OF WHITEHORSE



- ▶ Whitehorse is a vibrant city with an estimated 165,557 residents
- ▶ Our median age is 39
- ▶ Between 2016 and 2031, the projected population growth in Whitehorse is 10%; lower than the metropolitan average of 20%
- ▶ 1 in 3 adults spend more than 7 hours a day sitting (on weekdays)
- ▶ 70% of residents participate in arts and cultural activities
- ▶ 49% of 20-24 year olds attend a tertiary institution
- ▶ Our ageing population is increasing with more than 22% of people over the age of 60
- ▶ 5.8% of the population are babies and preschoolers
- ▶ 85% of the population stated they could definitely access community services and resources
- ▶ Whitehorse has the second lowest average rates for local governments across Metropolitan Melbourne
- ▶ Combined Aqualink attendances in 2015/16 – 1,593,1116
- ▶ Whitehorse is placed among the least disadvantaged 13% of municipalities across the state
- ▶ Morack Golf Course attendances in 2015/16 – 97,486.

Location

The City of Whitehorse is located just 15 kilometres east of Melbourne and covers an area of 64 square kilometres. The municipality is bounded by the City of Manningham to the north, the cities of Maroondah and Knox to the east, the City of Monash to the south and the City of Boroondara to the west. Whitehorse's suburbs include Blackburn, Blackburn North, Blackburn South, Box Hill, Box Hill North, Box Hill South, Burwood, Burwood East, Forest Hill, Mitcham, Mont Albert, Mont Albert North, Nunawading, Surrey Hills, Vermont and Vermont South.

Residents

In 2016 Whitehorse had an estimated population of 165,557.

The 2011 Census found that the most common household type in Whitehorse was couples with children (34 per cent), followed by couples with no children and lone-person households (24 per cent), single-parent families (10 per cent), group households (4 per cent), other households (3 per cent) and other families (1 per cent).

The municipality has a lower proportion of pre-schoolers and a higher proportion of people of older people 60 years and over than Greater Melbourne. In 2011, 22 per cent of Whitehorse residents were aged over 60, including nine per cent aged over 75. Our median average age of 39 compared with 36 for the rest of greater Melbourne.

Population forecasts predict that in the next 10 years the biggest growth in service age groups will occur among seniors (70-84 year olds), which will account for more than 20 per cent of all population growth. In 2026 the largest service age group will be 'Parents and Homebuilders' (35-49 year olds), which will account for nearly 20 per cent of the population.

Whitehorse is a diverse community, with a third of residents born overseas and 27 per cent from countries where languages other than English are spoken. In total, more than 110 languages are spoken. The most common other than English are Mandarin, Cantonese, Greek, Italian, Vietnamese, Hindi, Sinhalese, Chinese and Punjabi.

History

The City of Whitehorse was proclaimed in December 1994, following the amalgamation of the former cities of Box Hill and Nunawading. The birth of the city reunited the suburbs which formed the original Shire of Nunawading for more than 100 years. The municipality derives its namesake and logo from a white horse dating back to the 1850s, when a white horse statue adorned the front entrance of the city's first hotel and two-storey building. Today, a memorial stands on the former site of the hotel and the white horse symbolises the city's identity.

The city is also recognised as the home of the arts, stemming from its relationship with Box Hill as the original site of the Artists Camp. In 1885, artists established the first of their camps at Box Hill, and while the camp only lasted three years, some of the artists, including Frederick McCubbin, returned to the area often. The city has an impressive art collection containing works by members of the Box Hill Artists Camp, including McCubbin, Roberts and Streeton.

Logo

The city's logo is modelled on the knight, which is one of the most powerful and flexible pieces in the game of chess. The significance of the white horse emanates from the historical and mythological representation of strength, courage and fertility. The symbol of the white horse in Celtic mythology comes from the Goddess Epona (Gaul), Macha (Eire) and Rhiannon (Britain), each a guardian of good fortune 'for monarch and tribe'. In astrology the white horse characterises freedom, strength and growth.

Services and Facilities

Whitehorse City Council provides more than 100 high quality services and facilities across a range of areas including home and community care; sustainability; waste and recycling; health and family; leisure facilities; maintenance of sports fields, parks and gardens; infrastructure; engineering; maintenance of footpaths, drains and roads; arts and culture; planning and building; traffic and community laws; libraries; community development; and business and economic development.

Parklands

The City of Whitehorse has more than 690 hectares of open space, including quality bushland reserves, parks, formal gardens, recreation reserves and trails, combined with tree-lined residential streetscapes to form a pleasant urban environment.

Assets

The City of Whitehorse has a broad base of infrastructure assets, which provide services for our community. These include 617km of roads, 32km of laneways, 1182 km of kerb and channel, 1182km of footpaths, 843km of stormwater drainage network, 375 buildings and facilities, 53 sports fields, 177 playgrounds, and an immense asset register of street trees as well as extensive bushland and parkland.

Employees

Council values its employees and the contribution they make to the organisation and the wider community. As at 30 June 2016, there were 699.94 equivalent full-time positions. Whitehorse has a high percentage of staff who live locally with approximately 38 per cent of the workforce (500 staff members) living in the municipality.

Volunteers

Council is fortunate to have 378 registered volunteers who contribute their time, effort and interest to 19 different Council volunteer programs. Council values its volunteers and the significant contribution they make to our local community and environment.

Features

Whitehorse is uniquely characterised by quiet, tree-lined residential streets; an abundance of parks, gardens and natural bushland reserves; bustling shopping centres; a diverse range of arts and cultural opportunities; and sports and leisure facilities.

The Whitehorse community has access to an extensive public transport system with trains, trams and buses serving the area. Whitehorse boasts some of the region's leading educational, medical and leisure facilities.

Local Attractions

Whitehorse has many attractions for its residents and visitors to discover and experience including the following:

- Box Hill Town Hall is a vibrant hub for Whitehorse community groups and includes an accredited art space to display Council's comprehensive art collection and a convenient meeting place for local businesses.
- The Whitehorse Centre, the city's premier arts and cultural centre, attracts thousands of theatre lovers each year. The Whitehorse Professional Theatre and Music Season showcases some of the best professional theatre from around the country.
- Schwerkolt Cottage and Museum complex in Mitcham is a heritage-listed pioneers' stone cottage in a garden setting surrounded by 2.25 hectares of bushland. This popular attraction is open to the community on weekends.
- The Box Hill Community Arts Centre is an artistic and cultural hub, and home to a wide variety of local arts and community groups. The centre offers art and craft classes, an exhibition space, art shop, and community meeting space.
- Blackburn Lake Sanctuary is one of the area's most significant environmental assets and is regarded as one of the most important bird refuges in metropolitan Melbourne.
- Aqualink Nunawading, Aqualink Box Hill, Sportlink Vermont South, Nunawading Community Centre and Morack Golf Course are facilities that attract thousands of people each week.
- An outstanding range of community events and festivals, including Australia Day celebrations, the annual Spring Festival, Swing Pop Boom Music Series and Carols by Candlelight.

COUNCILLORS

Elected by the community, the Council is the decision-making body that sets the strategic direction and policy of the municipality. The City of Whitehorse has 10 councillors elected by residents to govern the city. The municipality is divided into five wards, with two councillors elected to represent each ward.



The councillors were elected as representatives of the City of Whitehorse on 22 October 2016 for a four-year term. Collectively, they have responsibility for setting the strategic direction for the municipality, developing policy, identifying service standards and monitoring performance. The Mayor of Whitehorse is chosen by the councillors to serve as the principal ambassador for the city for a 12-month term.

The following councillors were elected in October 2016 to serve until the local government elections in October 2020.

Central Ward

Cr Denise Massoud (Mayor)



Phone: 0409 230 499

Email: denise.massoud@whitehorse.vic.gov.au

Cr Denise Massoud, a Whitehorse resident for 32 years with degrees in chemistry, education, IT and a graduate of AICD, was first elected to Council in 2012. Her Council committees include focus on disability, business, domestic animals, visual arts and Box Hill. Denise passionately cares about our treed environment and protecting our parklands and enjoys volunteering for Blackburn Lake Sanctuary education program. She values the contributions of all volunteers to the health and wellbeing of our community.

Cr Andrew Munroe



Phone: 0429 138 140

Email: andrew.munroe@whitehorse.vic.gov.au

Cr Andrew Munroe was re-elected to Council in October 2016 for his third term and served as Mayor in 2012-13 and 2014-15. Cr Munroe has been a lifelong resident of the Centre Ward and works as a telecommunications engineer. His area of expertise is in information technology and he is a Founding Director and current Chairman of Blackburn South Community Bank.

Cr Tina Liu



Phone: 0418 121 357

Email: tina.liu@whitehorse.vic.gov.au

Cr Tina Liu was elected to Council in October 2016. She works in marketing and event management and has qualifications in information systems and commerce from Melbourne University. Cr Liu is an active member of the local community. Her interests include community service and engagement, community health and wellbeing, sustainability, marketing and events.

Cr Blair Barker



Phone: 0459 857 280

Email: blair.barker@whitehorse.vic.gov.au

Cr Blair Barker was officially sworn in as a Councillor on 15 May 2017 following a countback of votes from the 2016 Council Elections. This is his first term on Council. Cr Barker is married with two boys, and has a keen interest in sport and business. Cr Barker studied economics at Monash University and has worked predominately in human resources. He is particularly active in the sporting arena and has memberships with Kerrimuir United Cricket Club and Whitehorse Colts Junior Football Netball Club. He is an accredited coach with the Australian Football Coaches Association (AFCA) and was AFCA's East Auskick Coach of the Year in 2014. His areas of community interest include promoting the broader benefits of sport, strategic operations, planning, small business and employment, and government transparency and governance.

Cr Raylene Carr



Phone: 0400 886 889

Email: raylene.carr@whitehorse.vic.gov.au

Cr Raylene Carr was recently re-elected for her third term. Living in Vermont South for 32 years, she is married with two sons and a granddaughter. She has been chair of the Whitehorse Manningham Regional Library Corporation board and held positions on various Council sub-committees. Her passions include housing for the homeless, public open spaces, community safety, overhanging vegetation and street trees. She has a Diploma of Business and is a government approved dog training instructor.

Cr Bill Bennett



Phone: 0409 195 530

Email: bill.bennett@whitehorse.vic.gov.au

Cr Bill Bennett was re-elected to Council for his second term. He is married with two sons and has lived in Whitehorse since 1971. Cr Bennett is a member of the Lions Club of South Vermont, Vermont Men's Shed, Nunawading Community Gardens and the Alternative Technology Association. He holds a Bachelor of Science (Chemistry) and a Diploma of Renewable Energy. His interests include urban design, solar and wind power and the efficient use of water.

Cr Sharon Ellis



Phone: 0419 397 194

Email: sharon.ellis@whitehorse.vic.gov.au

Cr Sharon Ellis is serving her fifth term on Council. Cr Ellis has lived in Surrey Hills for many years and is married with three adult children. Her areas of interest include planning and environment, affordable housing, aged care and disability issues. Cr Ellis' achievements include being Whitehorse Mayor in 2005-06 and 2013-14 and four-time chair of the Whitehorse Manningham Regional Library Corporation. She has a Bachelor of Arts and served 14 years in the Victorian public service.

Cr Andrew Davenport



Phone: 0407 652 145

Email: andrew.davenport@whitehorse.vic.gov.au

Cr Andrew Davenport was first elected to Council in October 2012. He holds an MBA, Bachelor of Engineering and Bachelor of Commerce. Cr Davenport's areas of interest include supporting local businesses, increasing library services, council finance, maintaining the amenity across Whitehorse and encouraging female participation in sport. Cr Davenport is a member of Box Hill Hawks, a social member of Bennettswood Bowling Club and an Honorary Member of MASH Rotary club.

Cr Ben Stennett



Phone: 0448 375 937

Email: ben.stennett@whitehorse.vic.gov.au

Cr Ben Stennett was re-elected to Council in October 2016 for his fourth consecutive term. He was elected as Mayor in 2011-12. Cr Stennett's qualifications include a Bachelor of Applied Science (majoring in information technology and economics) and a Graduate Diploma in Education (Secondary). His areas of interest include the Whitehorse-Matsudo Sister City Relationship and improving child friendly facilities.

Cr Prue Cutts



Phone: 0409 867 540

Email: prue.cutts@whitehorse.vic.gov.au

Cr Prue Cutts was elected to Council in October 2016. Cr Cutts is a member of the Heatherdale Community Action Group and recent Chair of the Heatherdale Creek Parklands Advisory Committee. Her areas of interest include preserving neighbourhood character, heritage buildings and open spaces, engaging young people and the elderly, community health and wellbeing, affordable housing, reducing traffic congestion and enhancing community and sporting facilities.

THE ORGANISATION

To support the Council in its role, the chief executive officer is appointed to manage employees and the day-to-day operational activities of Council. Council employees provide advice with policy development and decision making, and ensure specific services and projects are carried out in accordance with the *Council Plan*, which supports the achievement of the Council Vision.

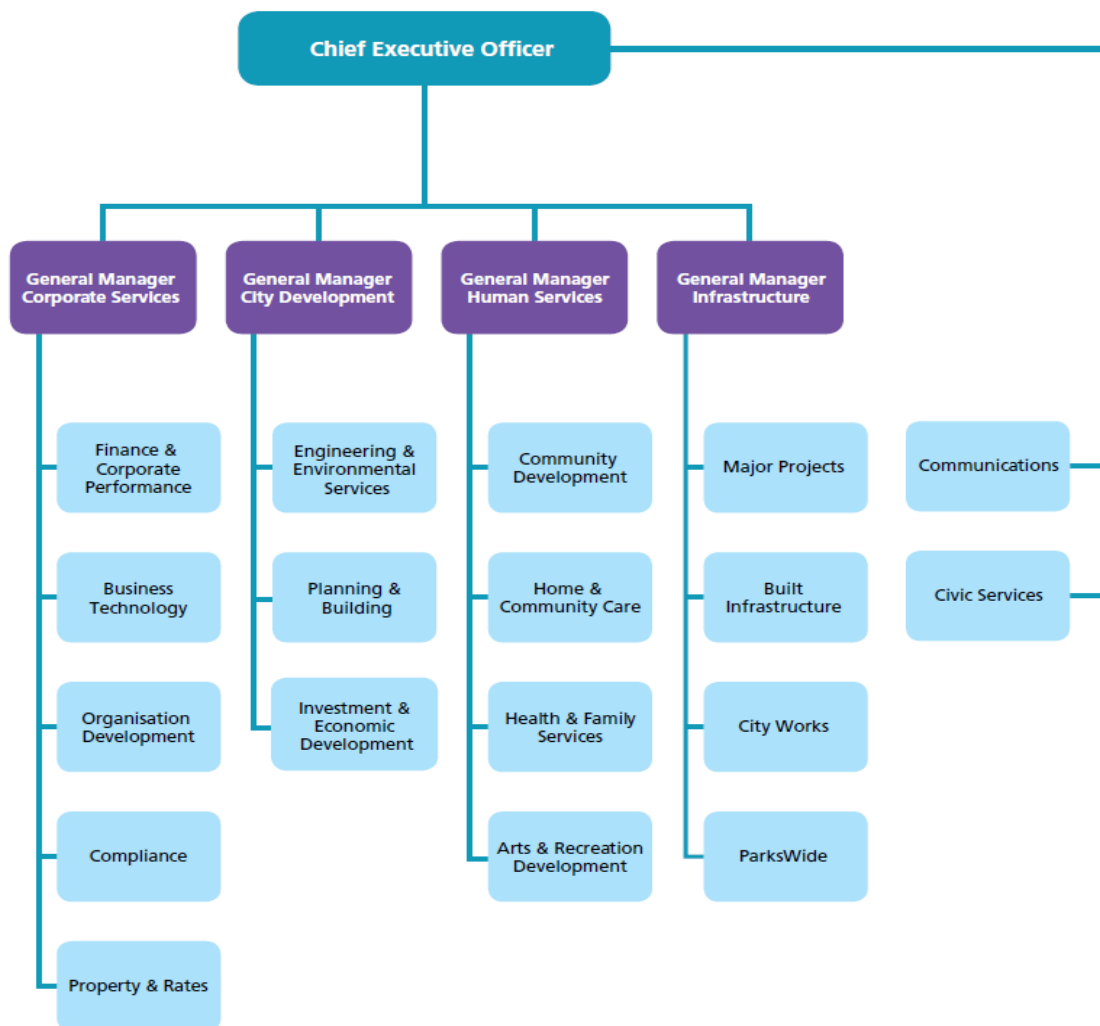
The Chief Executive Officer, **Noelene Duff**, reports directly to the Council and is supported by the Executive Management Team:

Peter Smith – General Manager Corporate Services

Jeff Green – General Manager City Development

Terry Wilkinson – General Manager Human Services

Phil Warner – General Manager Infrastructure



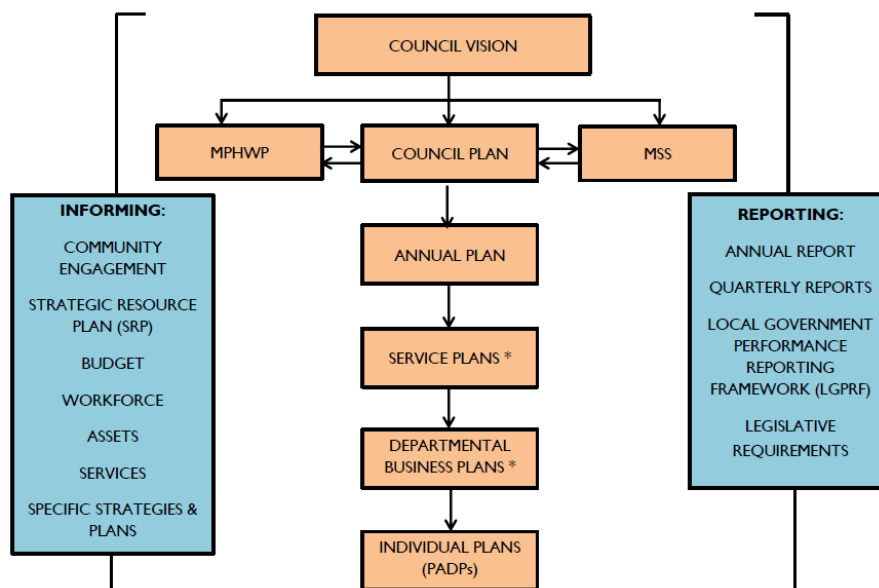
COUNCIL'S INTEGRATED PLANNING AND REPORTING FRAMEWORK

Council's integrated planning and reporting framework guides Council in identifying community needs and aspirations over the long term (*Council Vision*), medium term (*Council Plan*) and short term (*Annual Budget*, incorporating the *Annual Plan*), and then holding itself accountable (*Annual Report and Audited Statements*).

The purpose of integrated planning and reporting is:

- to determine the priorities for the municipality in terms of its future outlook, how our community want to live and the city we desire to be
- to consider what is changing in Whitehorse, and how these changes present an opportunity to shape our future
- to establish clear strategic direction for responding to change
- to prioritise Council business to identify projects and services which will deliver the best return on investment
- to inform Council's long-term financial planning and budgeting
- to inform annual Council planning, business planning and service planning across Council departments and
- to provide a line of sight for employees to see how their individual work tasks contribute to the overall strategic direction of Council and community.

The following illustration demonstrates Council's integrated planning and reporting framework.



*** UNDER DEVELOPMENT**
MPHWP – MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN
MSS – MUNICIPAL STRATEGIC STATEMENT

Council Vision

The *Council Vision* is informed by community engagement, research and consultation and holds the community's aspirations, while outlining the guiding principles for future action by Council.

Council Plan

The *Council Plan* details Council's contribution to the delivery of the *Council Vision* through an array of high level goals sitting beneath each Strategic Direction featured within the *Council 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 goals over the next four years. The *Council Plan* also informs Council's long-term financial planning and Council's ten-year capital works program. Finally, the *Council Plan* contains the *Strategic Resource Plan (SRP)* which is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the goals and related approach, as outlined in the *Council Plan*.

Municipal Public Health and Wellbeing Plan (MPHWP)

The *Municipal Public Health and Wellbeing Plan* outlines key priorities and objectives which work towards improving municipal health and wellbeing in partnership with the community, key stakeholders, community organisations and other levels of government.

Municipal Strategic Statement (MSS)

The *Municipal Strategic Statement* outlines Council's key strategic visionary documents, providing the overarching strategic directions for land use and development in Whitehorse.

Annual Plan

The *Annual Plan* is an annual action plan for Council based on the *Council Vision* and *Council Plan* and is contained within the *Annual Budget* (which outlines Council's annual commitment of resources to deliver the Annual Plan, as well as Council's services). It outlines the major initiatives, initiatives, financial statements and service performance indicators as outlined in the Local Government Performance Reporting Framework.

Service Plans and Departmental Business Plans

Service plans and departmental business plans are two levels of planning currently under development. Service plans allow Council to review and set the direction for services across Council. Departmental business planning is an annual plan which focuses on the actions – at a departmental level – that will help achieve the *Council Plan*. A departmental business plan can consist of *Annual Plan* actions (i.e. major initiatives and initiatives) as well as specific departmental actions, which are of a strategic or operational nature.

Individual Plans or Personal Development Plans (PADPs)

Individual plans or personal and development plans provide a clear line of sight for employees between the *Council Vision, Council Plan, Annual Plan* and their own work. Allowing them to see how their day-to-day tasks and projects contribute to the overarching goals and approach.

Annual Report

In order to monitor performance and provide transparency and accountability, Whitehorse City Council produces a number of reports to the community. One of these key reports is the *Annual Report*. This report details the activities of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.

COUNCIL PLAN 2017-2021

This section outlines the strategic directions, goals, approaches and measures of success to ensure the achievement of the *Council Plan* and its contribution towards the achievement of the *Council Vision*.

As required by the *Local Government Act 1989, s. 125*, Council is required to prepare a Council Plan and it must include strategic objectives, strategies for achieving these objectives and strategic indicators for monitoring achievement of the strategic objectives. For the purpose of this *Council Plan 2017-2021*, we have translated the titles as follows:

<i>Local Government Act s. 125</i>	<i>City of Whitehorse Council Plan 2017-2021</i>
Strategic Direction	Strategic Direction
Strategic Objectives	Goals
Strategies	Approach
Strategic Indicators	Measures of Success

Council has also featured the relevant strategies, plans and policies, that are externally focused and which support the goal/s. These documents feature the type of activities that support the outcomes we wish to achieve.

Furthermore, we have also included the services we deliver, as service delivery supports our municipality's areas of strength and is a key component to the achievement of each goal, for which some highlighted achievements have been incorporated under each goal.

STRATEGIC DIRECTION 1 – SUPPORT A HEALTHY, VIBRANT, INCLUSIVE AND DIVERSE COMMUNITY

Health and wellbeing of our community is a key priority and working closely with the community is critical to ensure the delivery of, and access to services and programs are sufficiently flexible and adaptable to meet the needs of a diverse and changing community.

Goal 1.1: A safe, inclusive, resilient and diverse community which benefits from good health and wellbeing through the delivery of services, facilities and initiatives		
Our Approach		Measures of success
1.1.1	In partnership, plan and deliver high quality responsive services and advocate for our diverse community based on current and future needs	<ul style="list-style-type: none"> ▪ The implementation and progress of actions of the <i>Municipal Public Health and Wellbeing Plan 2017-2021</i> ▪ Overall performance in the annual Community Satisfaction Survey ▪ Council's public childhood immunisation program rates ▪ Percentage of participation in the Maternal and Child Health Services (Local Government Performance Reporting Framework (LGPRF measure)) ▪ Percentage of participation in the Maternal and Child Health Services by Aboriginal Children (LGPRF) ▪ Percentage of active library members (LGPRF) ▪ Community satisfaction with Family Services ▪ Community satisfaction with Advocacy ▪ Implementation and progress of actions in the Positive Ageing Strategy Intergenerational Projects undertaken and participation rates ▪ The number of graffiti removals and Graffiti Program Education Attendance Rates ▪ Participation and actions undertaken as part of the Resilient Melbourne Strategy ▪ Investment in community groups and organisations (for example Community Grants) ▪ The number of participants at meetings and training events undertaken with the Whitehorse Volunteer Network ▪ The number of registered volunteers participating in Council-run programs and the range of opportunities for participation ▪ Program or service participation rates and number of visitors and users of facilities
1.1.2	Encourage and facilitate connections across the diverse age groups through activities and social interaction in our community	
1.1.3	Continue to work with the community and stakeholders in relation to community safety, including domestic violence, mental health, drugs and alcohol	
1.1.4	Work with community organisations to encourage social connections and support community participation.	
1.1.5	Continue to encourage and support volunteering to enable community participation opportunities	
1.1.6	Continue to provide opportunities for people to engage in the arts, festivals, recreation and sports leading to social connectedness and cultural diversity	
1.1.7	Increase awareness of and celebrate the diversity of our community	

		<ul style="list-style-type: none"> ▪ Community satisfaction with Council festivals and celebrations ▪ Community satisfaction with Recreation Facilities ▪ Level of attendance at Council festivals and celebrations ▪ Community satisfaction with Community & Cultural services
--	--	---

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Affordable Housing ▪ Arts & Culture Strategy ▪ Box Hill Gardens Master Plan ▪ CCTV in Public Places Policy ▪ Community Local Law ▪ Municipal Early Years Plan ▪ Municipal Youth Plan ▪ Open Space Strategy ▪ Positive Ageing Strategy ▪ Reconciliation Action Plan ▪ Resilient Melbourne Strategy ▪ Sustainability Strategy | <ul style="list-style-type: none"> ▪ Municipal Public Health and Wellbeing Plan ▪ Whitehorse Community Participation Strategy ▪ Whitehorse Cycling Strategy ▪ Whitehorse Disability Policy and Action Plan ▪ Whitehorse Diversity Policy and Action Plan ▪ Whitehorse Recreation Strategy ▪ Melbourne East Regional Sport and Recreation Strategy ▪ Whitehorse City Council Active Service Model & Diversity Plan |
|--|---|

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Libraries ▪ Community Development <ul style="list-style-type: none"> - Community Grants Program - Cultural Diversity, Community Strengthening and Projects - Social Planning ▪ Arts and Recreation Development ▪ Compliance and Community Laws | <ul style="list-style-type: none"> ▪ Parks Planning and Recreation ▪ Sports Fields ▪ Home and Community Care ▪ Family Services ▪ Environmental Health ▪ Cultural Facilities and Programs <ul style="list-style-type: none"> - Festivals and Events ▪ Leisure Facilities |
|---|--|

WHITEHORSE CITY COUNCIL:

- Runs four libraries with 670,000 visits annually
- Manages two major leisure facilities being Aqualink Box Hill and Aqualink Nunawading with patrons making 1.6 million visits annually
- Runs children's early learning services that provide an average of 270 early years education and care places
- Provides maternal and child health services for more than 25,000 families, including six maternal and child health family centres that monitor the growth and development of children
- Provides 186,705 hours of home and community care services to over 4,000 older community residents and residents with a disability. Includes 20,881 community transport trips made annually
- Inspects 1,050 food, 160 accommodation and 200 health businesses in the municipality
- Runs seven events and festivals per annum with two large-scale community events (Chinese New Year and Moon Festival) with approximately 50,000 attendees per annum
- Manages five creative facilities including the Whitehorse Centre with more than 58,000 attendees
- Provide approximately 96,000 meals to residents each year
- Manages and cares for close to 1,700 artworks, including 35 public artworks
- Supports 239 community organisations annually with community grants

STRATEGIC DIRECTION 2 – MAINTAIN AND ENHANCE OUR BUILT ENVIRONMENT TO ENSURE A LIVEABLE AND SUSTAINABLE CITY

The City of Whitehorse community values the municipality for its open space, the tree-lined streets and its central location with easy access through a range of sustainable, accessible, safe transport modes to high quality educational, health, leisure and commercial services. Our challenge is to maintain and build on these assets to ensure these meet the needs of the community now and into the future.

Goal 2.1: A well-connected City with a balanced approach to growth supported by infrastructure and development that respects our neighbourhood character		
Our Approach		Measures of Success
2.1.1	Development which respects our natural and built environments and neighbourhood character while achieving a balanced approach to growth in accordance with relevant legislation	<ul style="list-style-type: none"> ▪ Percentage of planning application decisions made within 60 days (LGPRF) ▪ Number of Vic Smart applications processed ▪ Value of development invested in Whitehorse ▪ Council's participation on the Eastern Affordable Housing Alliance ▪ Community Satisfaction with Transport ▪ Number of transport advocacy programs ▪ The number of multi-purpose facilities available to the community ▪ Capital Works Invested into maintenance, upgrades and development of community infrastructure ▪ Community satisfaction with the Aqualink sports facilities ▪ Number of actions or activities that protect neighbourhood character ▪ Cleaning hours undertaken in Box Hill ▪ Community events or celebrations attendance rates ▪ Audit results of the Road Management Plan (which is inclusive of active transport modes) ▪ Number of Council-owned buildings retrofitted with environmentally-sustainable design principles ▪ Number of initiatives that provide sustainable and quality infrastructure ▪ Number of environmentally sustainable development assessments undertaken
2.1.2	Advocate for greater housing diversity including affordable and social housing	
2.1.3	Advocate for enhanced transport accessibility and improved transport routes and modes (including active transport)	
2.1.4	Maintain, renew and sustainably invest in our community infrastructure that is relevant, modern and accessible, and can accommodate multi-purpose usage	
2.1.5	Maintain, enhance and create shared community spaces that promote the neighbourhood character and provide a safe and enjoyable meeting place for everyone	
2.1.6	Provide and maintain an infrastructure network that meets the needs of development growth while supporting residents, businesses and visitors in their daily activities	
2.1.7	Continue to encourage sustainable and quality retrofit of existing infrastructure (Council facilities, street lighting)	

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Asset Management Strategy
- Box Hill Gardens Master Plan
- Box Hill Transit City Activity Centre Structure Plan
- Burwood Heights Activity Centre Structure Plan
- Burwood Village Neighbourhood Activity Centre Framework Plan
- Community Road Safety Strategy
- Energy Action Plan
- Fleet and Plant Asset Management Plan
- Integrated Transport Strategy
- MEGAmile (west) and Blackburn Activity Centres Urban Design Framework
- Municipal Public Health and Wellbeing Plan
- Neighbourhood Activity Centre Urban Design Guidelines
- Open Space Asset Management Plan
- Open Space Strategy
- Play Space Strategy
- Road Management Plan
- Student Accommodation Guidelines and Policy
- Sustainability Strategy
- Tally Ho Major Activity Centre Urban Design Framework
- Whitehorse Cycling Strategy
- Whitehorse Disability Policy and Action Plan
- Whitehorse Housing Strategy
- Whitehorse Recreation Strategy
- Whitehorse Streetscape Policy and Strategy
- Municipal Strategic Statement
- Whitehorse Planning Scheme
- Neighbourhood Character Study

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Planning
- Building
- Engineering
 - Traffic Engineering, Road Safety and Sustainable Transport
 - Asset Management
 - Design and Construction, Urban Design and Public Street Lighting
- City Works
 - Cleansing and Graffiti removal
 - Maintenance Works: Drains, Footpaths, Roads
- Operations Centre and Plant and Vehicle Maintenance
- Building Project Management and Strategic Asset Management
- Major Projects
- Facilities Maintenance
- Compliance and Community Laws
- Arts and Recreation
 - Parks & Gardens Policy Development & Relationship Development
- Sportsgrounds Policy and Use Management

WHITEHORSE CITY COUNCIL:

- Manages 617 kilometres of roads
- Manages 32 kilometres of laneways
- Manages 1,182 kilometres of kerb and channel
- Manages 1,182 kilometres of footpath
- Manages approximately 1,500 planning applications per annum
- Manages 20,000 animal registrations
- Processes over 700 Report & Consent applications annually for building works
- Removes 16,052 square metres of graffiti from Council and private property annually
- Repairs or replaces 7,500 signs across the municipality

STRATEGIC DIRECTION 3 – PROTECT AND ENHANCE OUR OPEN SPACES AND NATURAL ENVIRONMENTS

The City of Whitehorse will continue to be one of the most liveable municipalities in Melbourne with a strong commitment to sustainable practices and the protection and enhancement of both the built and natural environments.

Goal 3.1: A place where passive and active open space is highly valued, shared and enhanced		
Our Approach		Measures of Success
3.1.1	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	<ul style="list-style-type: none"> Community satisfaction with appearance of public areas Number of trees planted annually in our streetscapes and parks Number of plants produced annually by the Whitehorse Nursery and planted on Council maintained land Number of plants produced by the Whitehorse Nursery that are indigenous to Whitehorse Number of open space inspections undertaken that support the local law education program within our parks supporting shared use Parkswide Environment Education Program attendance rates Planning tree education programs and events attendance rates
3.1.2	Continue to retain, enhance and increase the amount of open spaces to meet the needs of our diverse community with amenities that encourage opportunities for shared use	
3.1.3	Continue to educate and create awareness of the importance of sustaining our natural environment including the importance of trees and vegetation in an urban environment	

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Blackburn Creeklands Master Plan
- Box Hill Gardens Master Plan
- Bushland Reserves Fire Management Strategy
- Climate Change Adaption Plan
- Energy Action Plan
- Municipal Public Health and Wellbeing Plan
- Open Space Asset Management Plan
- Open Space Strategy
- Play Space Strategy
- Sustainability Strategy
- Whitehorse Cycling Strategy
- Whitehorse Peak Oil Action Plan
- Whitehorse Recreation Strategy
- Whitehorse Streetscape Policy and Strategy
- Whitehorse Urban Biodiversity Strategy
- Whitehorse Waste Management Plan

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Sustainability, Waste and Recycling
- Recycling and Waste Centre
- Tree Management
- Tree and environment education programs provided by Planning, Sustainability, Waste and Recycling and Open space Maintenance
- Open Space Maintenance
 - Maintenance and cleansing works in parks, gardens and open spaces
 - Whitehorse Nursery
 - Parkside Environment Education Program

WHITEHORSE CITY COUNCIL:

- Manages 53 sports fields
- Manages 177 playgrounds
- Manages 75,000 street trees and plants 700 new trees throughout the municipality annually
- Host National Tree Day events to encourage environment and sustainable principles and practices
- Delivers an annual tree education and awareness campaign and the impacts of tree removal on private property
- Manages over 3.1 million kerbside garbage bin collections, including 1.9 million recycling bin collections and almost 600,000 garden organic bin collection annually
- Sweeps over 2,500 tonnes of rubbish and debris from Council roads and car parks annually
- Collects approximately 35,296 hard waste collections, booked by ratepayers

STRATEGIC DIRECTION 4 – STRATEGIC LEADERSHIP AND OPEN AND ACCESSIBLE GOVERNMENT

Council recognises that it can only achieve the aspirations articulated within its Council Vision through the engagement, participation and support of the community. Consultation and collaborative arrangements to ensure that the community's involvement is very much a part of the way Council plans the services, projects-initiatives that contribute to the liveability and wellbeing of the community.

Goal 4.1: Good governance and resource management		
Goal 4.2: A high performing and engaged workforce		
Goal 4.3: A Council that communicates effectively, engaging with our community to enable the delivery of services and facilities that meet the needs of our diverse community		
Our Approach		Measures of Success
4.1.1	Continue to ensure financial sustainability and continue business improvement programs	<ul style="list-style-type: none"> Financial performance and sustainable capacity indicators (LGPRF) The number of business improvement initiatives undertaken and benefits achieved Percentage of Council decisions made at meetings closed to the public (LGPRF) Compliance with the annual Governance and Management Checklist under the Local Government Act (LGPRF) Legislated required changes are made across Council to meet the requirements of the new Local Government Act Participation attendance rates in leadership programs Attendance rates for corporate training program Staff retention rate/workforce turnover rates Staff satisfaction survey results Maintain 'Councils for Gender Equity' program national accreditation Number of actions undertaken as part of the Resilient Melbourne Strategy Customer service levels of activity across all channels and response rates Community satisfaction with Customer Service The number of business improvement initiatives undertaken and benefits achieved with the Customer Service Improvement
4.1.2	Promote and enhance good governance practices and conduct	
4.1.3	Progress the implementation of the Local Government Act Review	
4.2.1	Promote leadership and development opportunities for Council employees	
4.2.2	Continue to maintain and develop a high performing workforce that supports Council's ability to deliver services efficiently and effectively	
4.2.3	Continue to participate in the Resilient Melbourne Strategy; working collaboratively to deliver actions that will help make Whitehorse a viable, livable and prosperous city, long into the future	
4.2.4	Continue to provide a high standard of customer service while improving the customer experience	
4.3.1	Communicate Council services, facilities and initiatives through a wide range of accessible channels	
4.3.2	Undertake a digital transformation that improves the customer experience, business processes and provides operational benefits	

4.3.3	Apply the City of Whitehorse Community Engagement Framework to promote and improve the practice of public participation and community engagement across our diverse activities	Project <ul style="list-style-type: none"> ▪ Number of communication channels and reach used to promote/inform services, facilities and initiatives ▪ Digital Transformation Strategy Implementation reported progress and benefits ▪ Satisfaction with community consultation and engagement (LGPRF) ▪ Number of participants engaged in community engagement activities in the development of policies, strategies and major projects ▪ Community satisfaction with advocacy ▪ Number of annual advocacy campaigns
4.3.4	Collaborate with our stakeholders to inform policies, plans, projects, services and infrastructure that deliver positive relevant outcomes for the community	

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Community Engagement Framework
- Councillor Code of Conduct
- Customer Service Strategy
- Digital Transformation Strategy
- GIS Strategy
- Information Management Strategy
- Information Technology Strategy
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan
- Rating Strategy
- Risk Management Policy

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Executive Management
- Council Support
- Civic Services
 - Governance
 - Customer Service
- Communications
- Human Resources
 - Learning and Development
- Risk, Health and Safety
- Corporate Information
- Finance and Corporate Performance
 - Finance
 - Payroll
 - Procurement and Contracts
 - Corporate Performance and Continuous Improvement
- Business Technology
- Property
- Rates
- Watts Street Parking Services

WHITEHORSE CITY COUNCIL:

- Manages approximately 398,076 customer telephone enquiries with 83.55 per cent answered within 20 seconds
- Serviced 60,556 customers across our three service centres in addition to 45,163 in person cashiering transactions
- Applies business improvement programs to improve the customer experience and achieve benefits
- Achieves an annual budget surplus
- Develops staff capability and leadership
- Achieves six low risk (green) ratings for financial sustainability, based on the Victorian Auditor-General's Office's ratios
- Manages sister city relationship with the City of Matsudo (Japan) and friendship exchange agreement with City of Shaoxing (China)
- Convenes 12 committee and 12 Council meetings per year
- Responds to freedom of information requests

STRATEGIC DIRECTION 5 – SUPPORT A HEALTHY LOCAL ECONOMY

A healthy, vibrant local economy is important in terms of employment, investment and contributing to the City's prosperity. Council will work closely with key stakeholders in the business sector to ensure that Whitehorse is well positioned to support and strengthen the local economy.

Goal 5.1: Work in partnership to support a strong, active local economic environment that attracts investment and provides economic opportunities for businesses and employment for people		
	Our Approach	Measures of Success
5.1.1	Working in partnership to support the development of a sustainable and growing local economy which contributes to economic activity and employment growth	<ul style="list-style-type: none"> ▪ Business community satisfaction rating through biennial service survey ▪ Number of partnerships with neighbourhood houses to promote Learn Local Programs that support home based businesses, business start-ups and local multicultural businesses and communities ▪ Participation rates at business workshops, seminars and events ▪ Visitation numbers to business website: 'WBiz' ▪ Number of businesses supported to prepare for changes in technology including the National Broadband Network (NBN) rollout through workshop attendances
5.1.2	Working in partnership to support the commercial, private and public sector investment opportunities	<ul style="list-style-type: none"> ▪ Number of partnerships with stakeholders to develop training programs for young people to expand their skills
5.1.3	Working in partnership to support the growth of the health, education and commercial sectors	<ul style="list-style-type: none"> ▪ Number of investment and development facilitation enquiries ▪ Number of initiatives that support partnership opportunities with tertiary education institutions to have stronger linkages with local business
5.1.4	Maintain a regional presence through engagement with a range of Melbourne's eastern stakeholders	<ul style="list-style-type: none"> ▪ Number of investment and business growth enquiries ▪ Number of engagements with Melbourne's eastern stakeholders
5.1.5	Encourage and partner with local businesses to work with the community to create, participate in, and sponsor events which promote a sense of place	<ul style="list-style-type: none"> ▪ Number of engagements with local stakeholders ▪ Number of retail precincts and businesses promoted on WBiz Website ▪ Number of businesses participating and/or sponsoring at events and festivals

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Box Hill Transit City Activity Centre Structure Plan
- Burwood Heights Activity Centre Structure Plan
- Burwood Village Neighbourhood Activity Centre Framework Plan
- Economic Development Strategy
- Whitehorse Industrial Strategy
- MEGAmile (west) and Blackburn Activity Centres Urban Design Framework
- Municipal Public Health and Wellbeing Plan
- Nunawading MEGAmile Major Activity Centre and Mitcham Neighbourhood Activity Centre Structure Plan

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Investment and Economic Development
 - Business Programs and Services
 - Business Support
- Planning Services

WHITEHORSE CITY COUNCIL:

- Supports an \$8.2 billion economy
- Supports 61,000 jobs across the various sectors in the municipality
- Supports the retail, commercial, hospitality, health, education and other key industries including 9,000 businesses
- Manages Whitehorse Business Week, which attracts 850 attendees
- Manages the Boost Your Business workshop and seminar program, which attracts more than 250 attendees

OVERALL SUPPORTING STRATEGIES, PLANS AND POLICIES

As featured above, within each goal, Council has listed the key strategies, plans and policies that support the delivery of the Council Plan, and which are directly related to the specific goal.

The list below shows the overall key strategies, plans and policies which relate to each strategic direction. These documents are monitored and evaluated on an ongoing basis. Additional strategies, plans and policies are developed throughout the four-year period to reflect the needs of the community.

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: SUPPORT A HEALTHY, VIBRANT, INCLUSIVE, DIVERSE COMMUNITY	STRATEGIC DIRECTION 2: MAINTAIN & ENHANCE THE BUILT ENVIRONMENT TO ENSURE A LIVEABLE & SUSTAINABLE CITY	STRATEGIC DIRECTION 3: PROTECT & ENHANCE OUR OPEN SPACES & NATURAL ENVIRONMENTS	STRATEGIC DIRECTION 4: STRATEGIC LEADERSHIP & OPEN & ACCESSIBLE GOVERNMENT	STRATEGIC DIRECTION 5: SUPPORT A HEALTHY LOCAL ECONOMY
Affordable Housing Policy 2010					
Alcohol & Other Drugs Policy 2007 (currently under review)					
Arts & Culture Strategy 2014-2022					
Asset Management Strategy 2012-2016					
Blackburn Creeklands Master Plan 2002					
Box Hill Central Activities Area Car Parking Strategy 2014					
Box Hill Gardens Master Plan 2011					
Box Hill Transit City Activity Centre Structure Plan 2007					
Building Over Drainage Easements 2007					
Buildings Asset Management Plan 2014					
Burwood Heights Activity Centre Structure Plan 2006					
Burwood Village Neighbourhood Activity Centre Framework Plan 2008					
Bushland Reserves Fire Management Strategy 2010					
CCTV in Public Places Policy 2014					

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: SUPPORT A HEALTHY, VIBRANT, INCLUSIVE, DIVERSE COMMUNITY	STRATEGIC DIRECTION 2: MAINTAIN & ENHANCE THE BUILT ENVIRONMENT TO ENSURE A LIVEABLE & SUSTAINABLE CITY	STRATEGIC DIRECTION 3: PROTECT & ENHANCE OUR OPEN SPACES & NATURAL ENVIRONMENTS	STRATEGIC DIRECTION 4: STRATEGIC LEADERSHIP & OPEN & ACCESSIBLE GOVERNMENT	STRATEGIC DIRECTION 5: SUPPORT A HEALTHY LOCAL ECONOMY
Climate Change Adaption Plan 2011					
Community Local Law 2014					
Community Road Safety Strategy 2013					
Councillor Code of Conduct 2016					
Customer Service Strategy 2012-2015					
Domestic Animal Management Plan 2013-2017					
Drainage Asset Management Plan 2014					
Eastern Region Soccer Strategy 2007					
Economic Development Strategy 2014-2019					
Electric Line Clearance Management Plan 2016-2017					
Energy Action Plan 2009-2014					
Fleet and Plant Asset Management Plan 2014					
Guide for Councillors 2016					
Heritage Kerbs Channels and Laneways Policy 2001					
Information Management Strategy 2013-2017					
Information Technology Strategy 2014-2017					
Integrated Transport Strategy 2011-2021					
IT Asset Management Plan 2014					
MEGAmile (west) and Blackburn Activity Centres Urban Design Framework 2010					
Melbourne East Regional Sport & Recreation Strategy					
Municipal Early Years Plan 2014-2018					
Municipal Emergency Management Plan 2014					
Municipal Public Health and Wellbeing Plan 2013-2017					
Municipal Youth Plan 2014-2018					

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: SUPPORT A HEALTHY, VIBRANT, INCLUSIVE, DIVERSE COMMUNITY	STRATEGIC DIRECTION 2: MAINTAIN & ENHANCE THE BUILT ENVIRONMENT TO ENSURE A LIVEABLE & SUSTAINABLE CITY	STRATEGIC DIRECTION 3: PROTECT & ENHANCE OUR OPEN SPACES & NATURAL ENVIRONMENTS	STRATEGIC DIRECTION 4: STRATEGIC LEADERSHIP & OPEN & ACCESSIBLE GOVERNMENT	STRATEGIC DIRECTION 5: SUPPORT A HEALTHY LOCAL ECONOMY
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 2014					
Open Space Strategy (Part One, Part Two & Maps) 2007-2022					
Organisation Development Strategic Model					
Play Space Strategy 2011					
Positive Ageing Strategy 2012-2017					
Rating Strategy June 2014					
Reconciliation Action Plan 2016-2018					
Road Bridge and Paths Structures Strategy 2015					
Road Management Plan 2015					
Roads Asset Management Plan 2014					
Sports Field User Guide					
Student Accommodation Guidelines & Policy 2009					
Summary Asset Management Plan 2014					
Sustainability Strategy 2016-2022					
Tally Ho Major Activity Centre Urban Design Framework 2007					
Water Action Plan 2008-2013					
Whitehorse City Council 2015- 2016 ASM & Diversity Plan					
Whitehorse Community Participation Strategy 2014-2017					
Whitehorse Cycling Strategy 2016					

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: SUPPORT A HEALTHY, VIBRANT, INCLUSIVE, DIVERSE COMMUNITY	STRATEGIC DIRECTION 2: MAINTAIN & ENHANCE THE BUILT ENVIRONMENT TO ENSURE A LIVEABLE & SUSTAINABLE CITY	STRATEGIC DIRECTION 3: PROTECT & ENHANCE OUR OPEN SPACES & NATURAL ENVIRONMENTS	STRATEGIC DIRECTION 4: STRATEGIC LEADERSHIP & OPEN & ACCESSIBLE GOVERNMENT	STRATEGIC DIRECTION 5: SUPPORT A HEALTHY LOCAL ECONOMY
Whitehorse Disability Policy and Action Plan 2012-2016					
Whitehorse Diversity Policy and Action Plan 2012-2016					
Whitehorse Housing Strategy 2014					
Whitehorse Industrial Strategy 2011					
Whitehorse Peak Oil Action Plan 2011					
Whitehorse Recreation Strategy 2015 - 2024					
Whitehorse Responsible Gambling Policy 2011					
Whitehorse Streetscape Policy and Strategy 2002					
Whitehorse Urban Biodiversity Strategy 2024					
Whitehorse Waste Management Plan 2011					

STRATEGIC RESOURCE PLAN DEVELOPMENT

Council is required under the Local Government Act 1989 (the Act) to develop a Strategic Resource Plan that describes both the financial and non-financial resources required for at least the next four financial years to achieve the strategic objectives in the Council Plan. The Strategic Resource Plan includes a financial allocation plan based on Council's Long Term Financial Plan, Human Resource Strategy, Rating Strategy, Borrowing Strategy and Asset Management Strategy.

Council has prepared a Proposed Strategic Resource Plan (SRP) for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan.

In preparing the SRP, Council has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations; and
- Provide full, accurate and timely disclosure of financial information.

LONG TERM FINANCIAL PLAN

Council's long-term planning strategy is aimed at creating a sustainable fiscal environment to enable Council to continue to provide the community with high quality services and infrastructure into the medium and long term. The financial plan is a continuation of Council's responsible financial program. It is a financial plan aimed at:

- Balancing the community's needs and ensuring that Council continues to be financially sustainable in the long term
- Increasing Council's commitment to sustainable asset renewal and maintenance of the community's assets
- The maintenance of a strong cash position for financial sustainability
- To achieve efficiencies through targeted savings and an ongoing commitment to contain costs
- Rate and fee increases that are both manageable and sustainable; and
- Providing a framework to deliver balanced budgets including sustainable annual underlying surpluses.

The assumptions underpinning the Plan are:

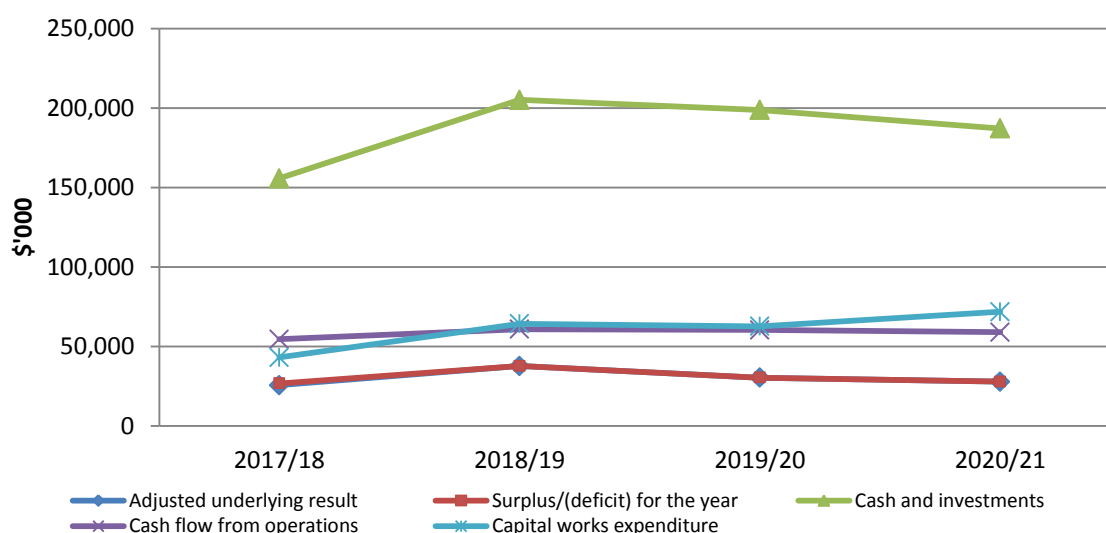
- A forward plan average rate increase between 2.0% - 2.5% in line with predicted CPI increases, subject to future year rate caps as announced by the Minister for Local Government
- State and federal government grant funding increases of up to 2.5% per annum
- Fees and charges overall revenue increase by 2.5% per annum
- Maintaining the long-term viability and value of the Council's Development Reserve to provide a funding source for major infrastructure projects
- Interest on investments estimated between 2.5% - 3.0% per annum.
- A combined increase of between 3.0% - 4.0% per annum has been allowed to cover annual EBA increases, periodic increases that occur as staff progress through the employee banding structure provided for in Awards and associated increases in Workcover and training and development costs
- Materials and services cost increases of no more than 2.5% per annum based on estimated CPI increases; and
- A capital works program of more than \$450 million over the next ten years, including a sustainable level of funding for the renewal and maintenance of the community's assets.

FINANCIAL RESOURCES

The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21.

Indicator	Proposed Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Surplus/(deficit) for the year	26,732	37,713	30,372	27,877
Adjusted underlying result	25,656	37,713	30,372	27,877
Cash and investments	155,781	205,193	198,897	187,235
Cash flow from operations	54,562	60,910	60,403	59,047
Capital works expenditure	43,126	64,288	62,722	71,819

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- **Financial sustainability** – Cash and investments are forecast to peak at \$205.19 million in 2018/19 due to an anticipated property sale, then show a gradual decline over the subsequent three years reflecting the use of reserves for the renewal of major community facilities.
- **Rating levels** – Modest average rate increases of between 2.0% - 2.5% are forecast over the four years in line with the predicted annual increase in CPI.
- **Service delivery** – Service levels are planned to be maintained throughout the four year period, however Council's operating surplus and adjusted underlying surplus are expected to begin to decline as a result of average rate rises being capped at between 2.0 – 2.5% per annum. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowing strategy** – Borrowings are forecast to reduce from \$5.43 million to nil over the four year period with no new borrowings planned in that period.
- **Asset management strategy** – Capital expenditure over the four year period will total \$241.96 million at an average of \$60.49 million per year and includes a sustainable level of funding for asset renewal and investment in major community facilities such as the Nunawading Community Hub and Whitehorse Centre.

FINANCIAL PERFORMANCE INDICATORS

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

Indicator	Measure	Notes	Budget 2017/18	Strategic Resource Plan 2018/19	2019/20	2020/21	Trend +/-
Operating position							
Adjusted underlying result	Adjusted underlying surplus (deficit) / adjusted underlying revenue	1	13.4%	18.3%	14.8%	13.3%	-
Liquidity							
Working capital	Current assets / current liabilities	2	447.6%	398.2%	411.1%	374.8%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	131.9%	132.8%	155.5%	146.2%	+
Obligations							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	4.5%	4.3%	0.0%	0.0%	+
Loans and borrowings	Interest and principal repayments / rate revenue		0.6%	0.2%	4.3%	0.0%	+
Indebtedness	Non-current liabilities / own source revenue	5	4.9%	2.0%	2.0%	2.1%	+
Asset renewal	Asset renewal expenditure / depreciation	6	109.6%	171.1%	150.5%	126.2%	+
Stability							
Rates concentration	Rate revenue / adjusted underlying revenue	7	58.2%	55.9%	58.0%	58.8%	-
Rates effort	Rate revenue / property values (CIV)	8	0.2%	0.2%	0.2%	0.1%	o
Efficiency							
Expenditure level	Total expenditure / no. of assessments	9	\$2,311	\$2,297	\$2,347	\$2,388	o
Revenue level	Residential rate revenue / no. of residential assessments	10	\$1,497	\$1,522	\$1,543	\$1,571	o
Workforce turnover	No. of resignations & terminations / average no. of staff	11	15.0%	15.0%	15.0%	15.0%	o

Key to Forecast Trend:

+ Forecasts improvement in Council's financial performance/financial position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to Indicators

1. **Adjusted underlying result** – An underlying surplus should be generated in the ordinary course of business to continue to provide core services and to provide funding for capital works. A decreasing adjusted underlying surplus over the four year outlook is as a result of rate capping and government grant funding not keeping pace with the increased cost of service delivery.
2. **Working capital** – Sufficient working capital is required to pay bills as and when they fall due. A high or increasing level of working capital suggests an improvement in liquidity.
3. **Unrestricted cash** – Sufficient cash which is free of restrictions is required to pay bills as and when they fall due. A high or increasing level of unrestricted cash suggests an improvement in liquidity.
4. **Loans and borrowings** – The level of debt should be appropriate to the size and nature of a council's activities. A low or decreasing level of debt suggests an improvement in the capacity to meet long term obligations.
5. **Indebtedness** – The level of long term liabilities should be appropriate to the size and nature of a council's activities. A low or decreasing level of long term liabilities suggests an improvement in the capacity to meet long term obligations.
6. **Asset renewal** - This percentage indicates the extent of Council's asset renewal against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
7. **Rates concentration** – Revenue should be generated from a range of sources. Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. A high or increasing range of revenue sources suggests an improvement in stability.
8. **Rates effort** – The rating level should be set based on the community's capacity to pay. Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. A low or decreasing level of rates suggests an improvement in the rating burden.
9. **Expenditure level** – Resources should be used efficiently in the delivery of services. A low or decreasing level of expenditure suggests an improvement in organisational efficiency.
10. **Revenue level** - Resources should be used efficiently in the delivery of services. A low or decreasing level of rates suggests an improvement in organisational efficiency.
11. **Workforce turnover** - Resources should be used efficiently in the delivery of services. A low or decreasing level of workforce turnover suggests an improvement in organisational efficiency.

NON-FINANCIAL RESOURCES (HUMAN RESOURCES)

In addition to the financial resources to be utilised over the planning period, Council will also utilise non-financial resources, in particular human resources. The following table summarises Council's anticipated human resources requirements for the next four years as set out in the SRP for years 2017/18 to 2020/21. Refer to the Summary of Planned Human Resources Expenditure for more detail.

	Proposed Budget 2017/18	Strategic Resource Plan Projections		
		2018/19	2019/20	2020/21
Staff expenditure (\$'000)				
Employee costs - operating	73,740	75,502	78,051	80,862
Employee costs - capital	1,814	1,874	1,949	2,017
Total staff expenditure	75,554	77,376	80,000	82,879
Staff numbers (EFT)				
Employees	761	758	752	749
Total staff numbers	761	758	752	749

Council recognises that one of its most important assets is its people. The human resources of Council are integral to the provision of a wide range of quality services delivered to the community.

Council's workforce is approximately 1,300 employees, the majority of which are in part-time or casual roles. The Equivalent Full Time (EFT) positions budgeted for 2017/18 is 761, reflecting the hours expected to be worked by all Council employees.

RATING INFORMATION

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

Rating Context

In developing the Strategic Resource Plan, rates were identified as an important revenue source accounting for 57.9% of all Council revenue. Planning for future rate increases has therefore been an important component of the planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and capital works to be undertaken for the Whitehorse community.

Once Council has identified the total budgeted amount required to be collected in rates revenue, the amount of rates payable by each property owner is calculated. Council establishes a rate in the dollar by dividing the total required rate revenue by the total value of all rateable properties in the municipality. The rate in the dollar is then multiplied by the value of each individual property to establish the amount to be paid by each property owner. This amount is known as the General Rates.

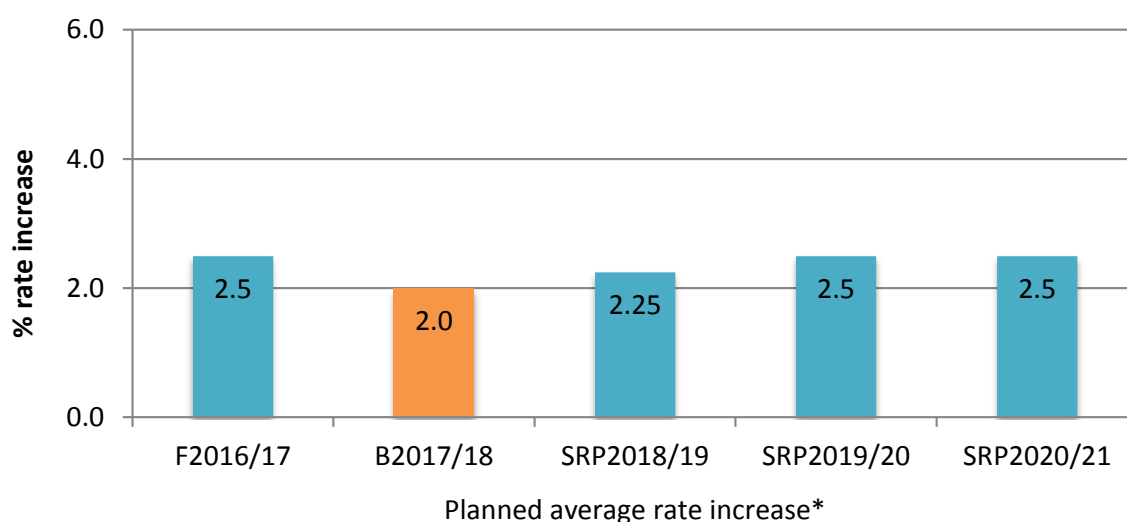
An increase in property values does not cause a rate rise. Property valuations are revenue neutral – they are used to distribute how much each ratepayer will pay, according to the value of their property compared to other properties within the municipality.

Current Year Rate

Whitehorse City Council's Strategic Resource Plan is premised on average rate increases based on predicted CPI increases over the four year outlook. This in line with the rate cap set by the Minister for Local Government under the new Fair Go Rates System (FGRS). For 2017/18, the cap of 2.0% is based on the forecast movement in the Consumer Price Index (CPI) for that period.

An average rate increase of 2.0% for 2017/18 represents a \$17 increase (\$0.33 cents per week) in the average rates per assessment from \$1,520 in 2016/17 to an average of \$1,537 per assessment in 2017/18.

Forecast Annual Average Rate Increases



* Note – the planned general rate increase excludes supplementary rates and is subject to future year rate cap determinations by the Minister for Local Government.

Rating Structure

Having reviewed the various valuation bases for determining the property value component of rates, Council made a decision in 1997/98 to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. CIV refers to the total market value of the property including land, buildings and other improvements and is relatively easy to understand for ratepayers.

The existing rating structure comprises a general rate, and a rate concession for recreational land. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to levy the rate for recreational lands at “such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands”. The rate concession for recreational land is set at 30% of the general rate. Council does not levy a municipal charge or a waste service charge.

The following table summarises the rates to be determined for the 2017/18 year.

Rate type	How applied	2016/17	2017/18	Cents in \$	Total Raised
Residential rates	Cents in \$ of CIV	0.168069	0.171430	2.0%	100,012
Commercial rates	Cents in \$ of CIV	0.168069	0.171430	2.0%	7,945
Industrial rates	Cents in \$ of CIV	0.168069	0.171430	2.0%	2,527
Recreational rates	Cents in \$ of CIV	0.050421	0.051429	2.0%	39

Council has adopted a formal Rating Strategy that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used. This Rating Strategy is available on Council's website.

General Revaluation of Properties

Under the requirements of the Local Government Act 1989 and the Valuation of Land Act 1960 Council is required to conduct revaluations of all rateable assessments every two years. Revaluations are undertaken by independent qualified property valuers and are based on an analysis of property sales. Revaluations are undertaken in accordance with the Valuation Best Practice Guidelines 2017 and are certified by the Valuer-General of Victoria. The last property revaluation was undertaken in 2015/16 and applies for the 2016/17 and 2017/18 financial years. The next property revaluation will be undertaken during 2017/18 and will apply for the 2018/19 financial year.

BORROWING STRATEGY

This section of the report considers Council's borrowing strategy including strategy development, current year borrowings and proposed borrowing levels for the future.

Strategy Development

In developing the Strategic Resource Plan borrowings were identified as an important funding source for major community infrastructure projects.

Current and Proposed Future Borrowings

Council currently holds borrowings that were used to fund the construction of the Sportlink multipurpose indoor sports facility and the major redevelopment of Aqualink Box Hill. Borrowings are forecast to reduce from \$5.43 million to nil over the four year SRP period with no new borrowings planned.

The following table sets out future proposed borrowings as per Council's Long Term Financial Plan.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	-	392	266	5,426
2017/18	-	426	232	5,000
2018/19	-	-	212	5,000
2019/20	-	5,000	88	-
2020/21	-	-	-	-

Council's infrastructure network represents a significant investment made over many generations and provides the foundation for the social, environmental and economic values of the community. This network provides necessary services and facilities to the community. Stewardship of community assets is a core Council function. Millions of dollars are spent annually managing and maintaining infrastructure and it is important that Council employs high-level management skills, practices and systems to ensure that services are delivered economically and sustainably.

Sound and sustainable asset management is necessary for Council to meet its responsibilities to:

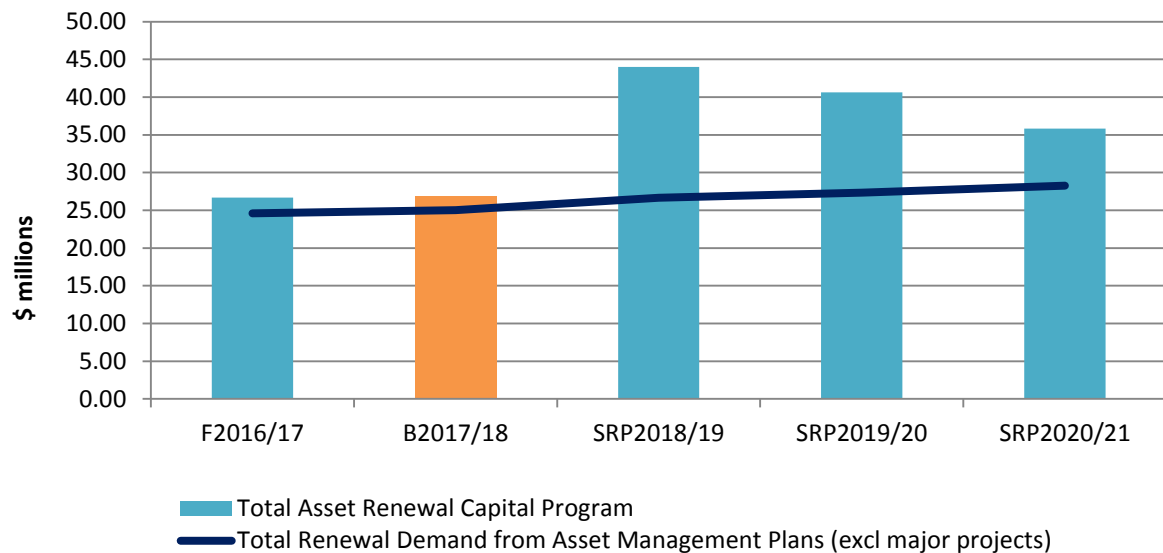
- Provide services to current and future generations
- Provide and maintain necessary community infrastructure; and
- Encourage and support the economic and social development of the area.

Council's approach to asset management includes: the application of best appropriate asset management practices; the implementation of a rolling Asset Management Strategy Improvement Program; the management of a suite of tactical Asset Management Plans which include defined levels of service; an organisational wide information system for asset data management, reporting and works planning; a planned and fully funded approach to timely asset renewal, and the consideration of lifecycle costing as a precursor to capital investment decisions for new infrastructure.

Council is a participant in the Municipal Association of Victoria's STEP Program, which includes the best practice guidelines contained in the Federal Government's National Asset Management Assessment Framework and Financial Sustainability Programs. Council will continue to respond to the MAV STEP Program obligations by continually enhancing its best practice asset management framework to maintain, as a minimum, a 'core' level of proficiency. This framework extends from Council's Asset Management Policy and Strategy to asset operations and information management systems.

As part of Council's approach to responsible asset management, Council's 10 Year Capital Works Program assigns funding priority to the renewal and upgrade of existing infrastructure over the creation of new assets. This is to ensure Council's existing infrastructure provides levels of service that are affordable and continue to meet broad community expectations. Council's Long Term Financial Plan makes provision to meet forecast renewal and upgrade asset demand funding over the next ten years. This strategy enables a fully funded long term approach to be implemented for capital expenditure on both existing assets and new infrastructure. Council acknowledges that funding for capital works must come primarily from its rate base and be supplemented by other income whenever possible.

The graph below sets out the required level of asset renewal based on Council's Asset Management Plans and the forecast asset renewal funding over the life of Council's Strategic Resource Plan, excluding major projects. Council is providing for a sustainable level of asset renewal funding.



Asset renewal demand forecasts are regularly reviewed and updated following cyclic asset condition audits and reviews of levels of service.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	External Sources			Council Cash		
		Grants \$'000	Contributions \$'000	Borrowings \$'000	Proceeds from sale of assets \$'000	Reserves \$'000	Council Operations \$'000
2016/17	36,078	1,439	121	-	4,623	3,543	26,352
2017/18	43,126	488	1,006	-	1,080	10,740	29,812
2018/19	64,288	418	-	-	1,100	23,627	39,143
2019/20	62,722	418	-	-	1,000	20,010	41,294
2020/21	71,819	605	-	-	1,000	26,930	43,284

Major Community Infrastructure Funding Strategy

Council's evaluation process for capital works projects involves multifaceted needs based justification considerations together with whole of life cost assessments prior to the formal consideration and adoption of project budgets by Council. Although a large proportion of capital projects fall into the low to medium cost range, Council adopts a financially responsible and much more detailed and comprehensive assessment of major projects which are defined as being of a value \$5 million or more.

Usually major projects involve the renewal or redevelopment of existing community facilities, for example Nunawading Community Hub (on the alternative former Nunawading Primary School site) and Aqualink Box Hill, but occasionally they may also involve the provision of a new facility following Council's consideration of a comprehensive business case to substantiate need and all relevant financial and budgetary implications.

While few in number, each will, at some point over time, require major redevelopment and upgrade and, in total, represent significant capital outlays. As such, it is important that they be considered and appropriate funding provision be made in Council's long term financial planning.

In 2014, Council adopted a major project business case assessment methodology together with a funding model following a development and testing process. This funding model has, as its core, a premise that major projects are funded by a mix of funding sources and not rates alone.

Key features of the funding strategy include:

- Prioritising facilities in order of need with project delivery mapped to an affordable funding solution
- Use of many funding sources without over-reliance on rates income
- A funding mix of responsible debt levels, draw down of reserves (and then rebuild by interest reinvestment back into the reserve), strategic asset sales, all available grant sources and rates income
- Explore opportunities for developer and private sector funding participation on a project by project basis
- A minimum of a 15 year planning horizon
- Maintain Councils financial sustainability rating of “low risk” as measured by the Victorian Auditor-General’s Office; and
- On Council approval of a completed business case, the project becomes formally funded and is added to Councils capital works program, budget, and strategic resource plan documents.

As a consequence of this last dot point, the Proposed Budget 2017/18 and Strategic Resource Plan detail a gradual building up of reserve and cash balances to fund future major projects once formally approved by Council to proceed.

SERVICE DELIVERY

The key objectives in Council's Strategic Resource Plan which directly impact the future service delivery strategy are to maintain existing service levels and maintain financially sustainable ongoing annual underlying surpluses to enable the delivery of Council's capital works program. The Rating Information also refers to modest average rate increases into the future planned in line with expected CPI increases. With these key objectives as a basis, a number of internal and external influences have been identified which influence the scope and level of services to be provided over the next four years.

The general influences and assumptions for all operating revenue and expenditure over the life of Council's Strategic Resource Plan include the following:

	2017/18	2018/19	2019/20	2020/21
	%	%	%	%
Consumer Price Index	2.0	2.25	2.5	2.5
Average rate increase	2.0	2.25	2.5	2.5
Employee costs *	3.0	3.3	4.0	3.5
Materials and services	2.0	2.25	2.5	2.5
Government funding	2.0	2.25	2.5	2.5
Victorian Grants Commission	3.5	1.0	1.0	1.0
User fees	2.5	2.5	2.5	2.5
Investment returns	2.5	2.75	3.0	3.0

** Employee cost increases include a combination of annual EBA increments and periodic increases that occur as staff progress through the employee banding structure provided for in Awards and associated increases in Workcover and training and development costs (1.0%).*

As well as the general influences, there are also a number of specific influences which relate directly to service areas or activities. The most significant changes are related to service growth and legislative changes in areas such as Home and Community Care and in Family Services.

STRATEGIC RESOURCE PLAN - FINANCIAL STATEMENTS

The following eight Strategic Resource Plan financial statements form a special purpose financial report prepared specifically to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources
- Summary of planned human resources expenditure
- Summary of planned capital works expenditure

COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2021

	Proposed Budget 2017/18 \$'000	Strategic Resource Plan Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income				
Rates and charges	111,623	115,359	119,448	123,340
Statutory fees and fines	7,164	7,343	7,527	7,715
User fees	40,804	41,586	41,526	42,564
Grants - operating	16,238	18,580	18,978	19,385
Grants - capital	488	418	418	605
Contributions - monetary	9,406	10,000	10,000	8,000
Interest income	3,781	4,284	6,156	5,967
Other income	3,105	3,075	1,652	1,906
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	229	5,651	110	110
Total income	192,838	206,296	205,815	209,592
Expenses				
Employee costs	73,740	75,502	78,051	80,862
Materials and services	58,672	58,501	61,399	63,600
Depreciation	26,106	26,846	28,195	29,351
Interest expense	232	212	88	-
Other expenses	7,356	7,522	7,710	7,902
Total expenses	166,106	168,583	175,443	181,715
Surplus/(deficit) for the year	26,732	37,713	30,372	27,877
Other comprehensive income				
Net asset revaluation increment/ (decrement)	-	-	-	-
Total comprehensive result	26,732	37,713	30,372	27,877

BALANCE SHEET

For the four years ending 30 June 2021

	Proposed Budget 2017/18 \$'000	Strategic Resource Plan Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets				
Current assets				
Cash and cash equivalents	155,781	205,193	198,897	187,235
Trade and other receivables	9,637	9,627	9,617	9,607
Other current assets	1,216	1,216	1,216	1,216
Non current assets held for sale	46,269	-	-	-
Total current assets	212,903	216,036	209,730	198,058
Non-current assets				
Trade and other receivables	46	46	46	46
Investment in associates	7,685	7,685	7,685	7,685
Property, infrastructure, plant and equipment	2,204,390	2,240,752	2,274,289	2,315,767
Total non-current assets	2,212,121	2,248,483	2,282,020	2,323,498
Total assets	2,425,024	2,464,519	2,491,750	2,521,556
Liabilities				
Current liabilities				
Trade and other payables	21,005	21,617	22,249	22,897
Trust funds and deposits	9,786	10,071	10,365	10,667
Interest bearing loans and borrowings	8	5,000	-	-
Provisions	16,767	17,568	18,406	19,284
Total current liabilities	47,566	54,256	51,020	52,848
Non-current liabilities				
Interest bearing loans and borrowings	5,000	-	-	-
Provisions	1,916	2,008	2,103	2,204
Other liabilities	1,720	1,720	1,720	1,720
Total non-current liabilities	8,636	3,728	3,823	3,924
Total liabilities	56,202	57,984	54,843	56,772
Net assets	2,368,822	2,406,535	2,436,907	2,464,784
Equity				
Accumulated surplus	804,054	799,901	834,816	876,294
Reserves	1,490,827	1,490,827	1,490,827	1,490,827
Other reserves	73,941	115,807	111,264	97,663
Total equity	2,368,822	2,406,535	2,436,907	2,464,784

STATEMENT OF CHANGES IN EQUITY

For the four years ending 30 June 2021

	Total Equity \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017/18				
Balance at beginning of the financial year	2,342,090	779,698	1,490,827	71,565
Surplus/(deficit) for the year	26,732	26,732	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	(13,119)	-	13,119
Transfer from reserves	-	10,743	-	(10,743)
Balance at end of the financial year	2,368,822	804,054	1,490,827	73,941
2018/19				
Balance at beginning of the financial year	2,368,822	804,054	1,490,827	73,941
Surplus/(deficit) for the year	37,713	37,713	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	(65,497)	-	65,497
Transfer from reserves	-	23,631	-	(23,631)
Balance at end of the financial year	2,406,535	799,901	1,490,827	115,807
2019/20				
Balance at beginning of the financial year	2,406,535	799,901	1,490,827	115,807
Surplus/(deficit) for the year	30,372	30,372	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	(15,468)	-	15,468
Transfer from reserves	-	20,011	-	(20,011)
Balance at end of the financial year	2,436,907	834,816	1,490,827	111,264
2020/21				
Balance at beginning of the financial year	2,436,907	834,816	1,490,827	111,264
Surplus/(deficit) for the year	27,877	27,877	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	(13,332)	-	13,332
Transfer from reserves	-	26,933	-	(26,933)
Balance at end of the financial year	2,464,784	876,294	1,490,827	97,663

STATEMENT OF CASH FLOWS

For the four years ending 30 June 2021

	Proposed Budget 2017/18 \$'000	Strategic Resource Plan Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Cash flows from operating activities				
Rates and charges	111,623	115,359	119,448	123,340
Statutory fees and fines	7,164	7,343	7,527	7,715
User fees	40,804	41,586	41,526	42,564
Grants - operating	16,238	18,580	18,978	19,385
Grants - capital	488	418	418	605
Contributions - monetary	9,406	10,000	10,000	8,000
Interest received	3,781	4,284	6,156	5,967
Trust funds and deposits taken	3,105	3,075	1,652	1,906
Other income	277	285	294	302
Employee costs	(72,891)	(74,611)	(77,116)	(79,884)
Materials and services	(58,077)	(57,887)	(60,770)	(62,951)
Other expenses	(7,356)	(7,522)	(7,710)	(7,902)
Net cash provided by/(used in) operating activities	54,562	60,910	60,403	59,047
Cash flows from investing activities				
Repayment of loans and advances	10	10	10	10
Proceeds from sale of property, infrastructure, plant and equipment	1,180	53,000	1,100	1,100
Acquisition of property, infrastructure, plant and equipment	(43,125)	(64,288)	(62,721)	(71,819)
Net cash provided by/(used in) investing activities	(41,935)	(11,278)	(61,611)	(70,709)
Cash flows from financing activities				
Repayment of interest bearing loans and borrowings	(436)	(8)	(5,000)	-
Interest paid	(232)	(212)	(88)	-
Net cash provided by/(used in) financing activities	(668)	(220)	(5,088)	-
Net increase/(decrease) in cash and cash equivalents	11,959	49,412	(6,296)	(11,662)
Cash and cash equivalents at beginning of year	143,822	155,781	205,193	198,897
Cash and cash equivalents at end of year	155,781	205,193	198,897	187,235

STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2021

	Budget 2017/18 \$'000	Strategic Resource 2018/19 \$'000	Plan 2019/20 \$'000	Projections 2020/21 \$'000
Property				
Land	1,680	1,680	1,130	1,930
Buildings	11,650	36,252	34,488	43,421
Building improvements	6,185	3,850	5,200	6,150
Total property	19,515	41,782	40,818	51,501
Plant and equipment				
Plant, machinery and equipment	3,283	3,100	3,250	3,250
Fixtures, fittings and furniture	578	428	473	327
Computers and telecommunications	1,405	1,135	1,400	1,070
Total plant and equipment	5,266	4,663	5,123	4,647
Infrastructure				
Roads	5,090	5,058	4,992	4,755
Bridges	100	100	100	-
Footpaths and cycleways	3,033	3,243	3,727	2,938
Drainage	1,865	1,885	1,935	1,985
Recreational, leisure and community facilities	2,865	1,855	1,625	1,780
Waste management	1,330	80	80	-
Parks, open space and streetscapes	3,480	4,047	3,952	3,638
Off street car parks	582	1,575	370	575
Total infrastructure	18,345	17,843	16,781	15,671
Total capital works	43,126	64,288	62,722	71,819
Represented by:				
Asset renewal	26,796	43,997	40,612	35,815
Asset upgrade	1,818	1,939	1,824	1,236
New assets	9,830	12,940	7,042	10,016
Asset expansion	4,682	5,412	13,244	24,752
Total capital works	43,126	64,288	62,722	71,819

STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2021

	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure				
Employee costs - operating	73,740	75,502	78,051	80,862
Employee costs - capital	1,814	1,874	1,949	2,017
Total staff expenditure	75,554	77,376	80,000	82,879
	EFT	EFT	EFT	EFT
Staff numbers				
Employees	761	758	752	749
Total staff numbers	761	758	752	749

SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE

For the four years ending 30 June 2021

	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure by Division	\$'000	\$'000	\$'000	\$'000
Executive Services				
Full time	2,364	2,420	2,502	2,592
Part time	1,040	1,065	1,101	1,141
Casual	361	370	383	397
Other	151	155	160	166
Total Executive Services	3,916	4,010	4,146	4,296
Corporate Services				
Full time	9,015	9,230	9,543	9,886
Part time	1,368	1,401	1,449	1,501
Casual	1,174	1,202	1,243	1,288
Other	2,984	3,055	3,159	3,273
Total Corporate Services	14,541	14,888	15,394	15,948
City Development				
Full time	6,872	7,036	7,275	7,537
Part time	1,126	1,153	1,192	1,235
Casual	3	3	3	3
Other	409	419	433	449
Capitalised	979	1,011	1,052	1,088
Total City Development	9,389	9,622	9,955	10,312
Human Services				
Full time	13,725	14,053	14,518	15,040
Part time	11,566	11,842	12,244	12,685
Casual	7,557	7,738	8,000	8,288
Other	2,433	2,491	2,575	2,668
Total Human Services	35,281	36,124	37,337	38,681
Infrastructure				
Full time	10,811	11,069	11,444	11,856
Part time	358	367	379	393
Other	423	433	448	464
Capitalised	835	863	897	929
Total Infrastructure	12,427	12,732	13,168	13,642
Total staff expenditure	75,554	77,376	80,000	82,879

SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE (CONTINUED)

For the four years ending 30 June 2021

	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff numbers by Division	EFT	EFT	EFT	EFT
Executive Services				
Full time	18	18	18	18
Part time	14	14	14	14
Casual	4	4	4	4
Total Executive Services	36	36	36	36
Corporate Services				
Full time	88	89	85	85
Part time	16	16	15	14
Casual	16	16	16	16
Total Corporate Services	120	121	116	115
City Development				
Full time	72	72	71	71
Part time	12	12	12	12
Casual	-	-	-	-
Total City Development	84	84	83	83
Human Services				
Full time	146	142	142	141
Part time	153	153	153	153
Casual	93	93	93	93
Total Human Services	392	388	388	387
Infrastructure				
Full time	125	125	125	124
Part time	4	4	4	4
Casual	-	-	-	-
Total Infrastructure	129	129	129	128
Total staff numbers	761	758	752	749

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2018

	Renewal \$'000	Upgrade \$'000	New Expansion \$'000	Total \$'000		Rates \$'000	Reserves \$'000	Asset Sales \$'000	Grants \$'000	Contribu tions \$'000	Loans \$'000	Total \$'000
Property												
Land	0	0	1,680	0	1,680	0	1,680	0	0	0	0	1,680
Buildings	2,775	0	5,850	3,025	11,650	4,950	6,700	0	0	0	0	11,650
Buildings Improvement	5,226	780	80	100	6,185	5,749	100	0	0	336	0	6,185
Property Total	8,001	780	7,610	3,125	19,515	10,699	8,480	0	0	336	0	19,515
Plant and equipment												
Plant, Machinery and Equipment	2,900	0	383	0	3,283	2,203	0	1,080	0	0	0	3,283
Fixtures, Fittings and Furniture	391	0	50	138	578	578	0	0	0	0	0	578
Computers and Telecommunications	540	180	145	540	1,405	1,405	0	0	0	0	0	1,405
Plant and Equipment Total	3,831	180	578	678	5,266	4,186	0	1,080	0	0	0	5,266
Infrastructure												
Roads	4,780	190	120	0	5,090	4,002	0	0	418	670	0	5,090
Bridges	100	0	0	0	100	100	0	0	0	0	0	100
Footpaths and Cycleways	2,591	20	422	0	3,033	2,963	0	0	70	0	0	3,033
Drainage	1,500	200	165	0	1,865	1,865	0	0	0	0	0	1,865
Recreational, Leisure and Community Facilities	1,810	95	180	780	2,865	2,165	700	0	0	0	0	2,865
Waste Management	1,267	34	29	0	1,330	0	1,330	0	0	0	0	1,330
Parks, Open Space and Streetscapes	2,792	319	270	99	3,480	3,250	230	0	0	0	0	3,480
Off Street Car Parks	125	0	457	0	582	582	0	0	0	0	0	582
Infrastructure Total	14,965	858	1,643	879	18,345	14,927	2,260	0	488	670	0	18,345
Total	26,796	1,818	9,831	4,682	43,126	29,812	10,740	1,080	488	1,006	0	43,126

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2019

	Renewal \$'000	Upgrade \$'000	New \$'000	Expansion \$'000	Total \$'000	Rates \$'000	Reserves \$'000	Asset Sales \$'000	Grants \$'000	Contribu tions \$'000	Loans \$'000	Total \$'000
Property												
Land	0	0	1,680	0	1,680	0	1,680	0	0	0	0	1,680
Buildings	22,877	42	8,203	5,130	36,252	15,072	21,180	0	0	0	0	36,252
Buildings Improvement	3,325	450	75	0	3,850	3,750	100	0	0	0	0	3,850
Property Total	26,201	492	9,958	5,130	41,782	18,822	22,960	0	0	0	0	41,782
Plant and equipment												
Plant, Machinery and Equipment	3,100	0	0	0	3,100	2,000	0	1,100	0	0	0	3,100
Fixtures, Fittings and Furniture	266	0	50	113	428	428	0	0	0	0	0	428
Computers and Telecommunications	835	180	50	70	1,135	1,135	0	0	0	0	0	1,135
Plant and Equipment Total	4,201	180	100	183	4,663	3,563	0	1,100	0	0	0	4,663
Infrastructure												
Roads	4,743	195	120	0	5,058	4,640	0	0	418	0	0	5,058
Bridges	100	0	0	0	100	100	0	0	0	0	0	100
Footpaths and Cycleways	2,801	20	422	0	3,243	3,243	0	0	0	0	0	3,243
Drainage	1,520	200	165	0	1,885	1,885	0	0	0	0	0	1,885
Recreational, Leisure and Community Facilities	1,385	250	220	0	1,855	1,775	80	0	0	0	0	1,855
Waste Management	17	34	29	0	80	0	80	0	0	0	0	80
Parks, Open Space and Streetscapes	2,700	568	680	99	4,047	3,540	507	0	0	0	0	4,047
Off Street Car Parks	330	0	1,245	0	1,575	1,575	0	0	0	0	0	1,575
Infrastructure Total	13,596	1,267	2,881	99	17,843	16,758	667	0	418	0	0	17,843
Total	43,997	1,939	12,939	5,412	64,288	39,143	23,627	1,100	418	0	0	64,288

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2020

	Renewal \$'000	Upgrade \$'000	New \$'000	Expansion \$'000	Total \$'000	Rates \$'000	Reserves \$'000	Asset Sales \$'000	Grants \$'000	Contribu tions \$'000	Loans \$'000	Total \$'000
Property												
Land	0	0	1,130	0	1,130	0	1,130	0	0	0	0	1,130
Buildings	17,684	132	3,615	13,057	34,488	15,988	18,500	0	0	0	0	34,488
Buildings Improvement	4,190	725	285	0	5,200	5,100	100	0	0	0	0	5,200
Property Total	21,874	857	5,030	13,057	40,818	21,088	19,730	0	0	0	0	40,818
Plant and equipment												
Plant, Machinery and Equipment	3,250	0	0	0	3,250	2,250	0	1,000	0	0	0	3,250
Fixtures, Fittings and Furniture	386	0	50	38	473	473	0	0	0	0	0	473
Computers and Telecommunications	1,120	180	50	50	1,400	1,400	0	0	0	0	0	1,400
Plant and Equipment Total	4,756	180	100	88	5,123	4,123	0	1,000	0	0	0	5,123
Infrastructure												
Roads	4,677	195	120	0	4,992	4,574	0	0	418	0	0	4,992
Bridges	100	0	0	0	100	100	0	0	0	0	0	100
Footpaths and Cycleways	2,649	20	1,058	0	3,727	3,727	0	0	0	0	0	3,727
Drainage	1,570	200	165	0	1,935	1,935	0	0	0	0	0	1,935
Recreational, Leisure and Community Facilities	1,485	0	140	0	1,625	1,625	0	0	0	0	0	1,625
Waste Management	17	34	29	0	80	0	80	0	0	0	0	80
Parks, Open Space and Streetscapes	3,315	338	200	99	3,952	3,752	200	0	0	0	0	3,952
Off Street Car Parks	170	0	200	0	370	370	0	0	0	0	0	370
Infrastructure Total	13,983	788	1,912	99	16,781	16,083	280	0	418	0	0	16,781
Total	40,612	1,824	7,042	13,244	62,722	41,294	20,010	1,000	418	0	0	62,722

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2021

	Renewal \$'000	Upgrade \$'000	New Expansion \$'000	Expansion \$'000	Total \$'000	Rates \$'000	Reserves \$'000	Asset Sales \$'000	Grants \$'000	Contribu tions \$'000	Loans \$'000	Total \$'000
Property												
Land	0	0	1,930	0	1,930	0	1,930	0	0	0	0	1,930
Buildings	11,490	184	7,186	24,560	43,421	18,421	25,000	0	0	0	0	43,421
Buildings Improvement	5,905	170	75	0	6,150	6,150	0	0	0	0	0	6,150
Property Total	14,103	694	775	99	15,671	15,066	0	0	605	0	0	15,671
Plant and equipment												
Plant, Machinery and Equipment	3,250	0	0	0	3,250	2,250	0	1,000	0	0	0	3,250
Fixtures, Fittings and Furniture	240	0	50	38	327	327	0	0	0	0	0	327
Computers and Telecommunications	828	188	0	55	1,070	1,070	0	0	0	0	0	1,070
Plant and Equipment Total	4,317	188	50	93	4,647	3,647	0	1,000	0	0	0	4,647
Infrastructure												
Roads	4,435	200	120	0	4,755	4,150	0	0	605	0	0	4,755
Bridges	0	0	0	0	0	0	0	0	0	0	0	0
Footpaths and Cycleways	2,868	20	50	0	2,938	2,938	0	0	0	0	0	2,938
Drainage	1,620	200	165	0	1,985	1,985	0	0	0	0	0	1,985
Recreational, Leisure and Community Facilities	1,640	0	140	0	1,780	1,780	0	0	0	0	0	1,780
Waste Management	0	0	0	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	3,265	274	0	99	3,638	3,638	0	0	0	0	0	3,638
Off Street Car Parks	275	0	300	0	575	575	0	0	0	0	0	575
Infrastructure Total	14,103	694	775	99	15,671	15,066	0	0	605	0	0	15,671
Total	35,815	1,236	10,016	24,752	71,819	43,284	26,930	1,000	605	0	0	71,819