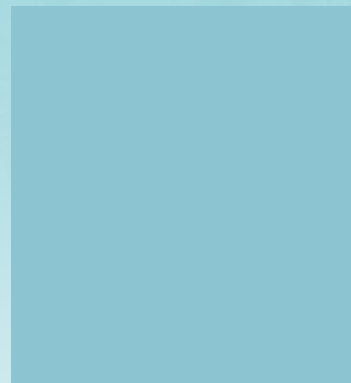
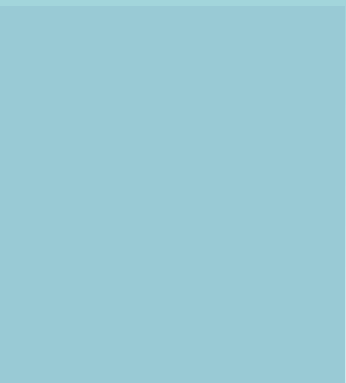
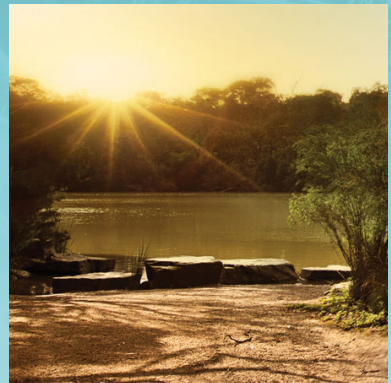
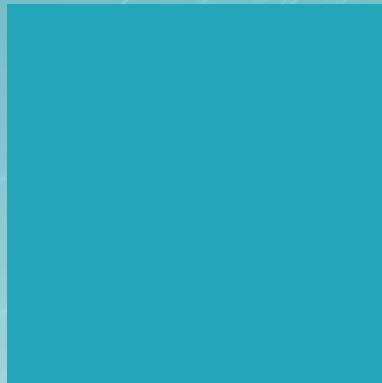
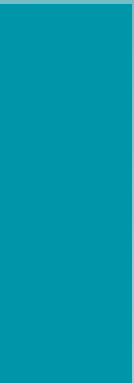
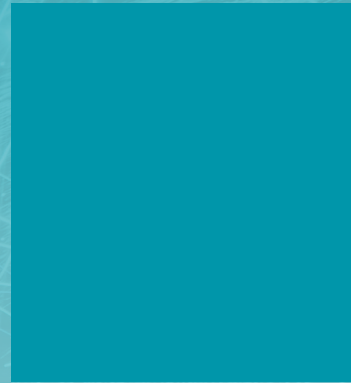




# CITY OF WHITEHORSE

## Annual Report

### 2016/2017



# **Welcome to Whitehorse City Council's Annual Report for 2016-17.**

**The Annual Report provides a thorough account of Council's achievements, challenges and performance from 1 July 2016 to 30 June 2017. It also provides audited financial statements and the performance statement.**

If you would like a printed copy or wish to provide feedback, please contact Council on 9262 6333 or email [customer.service@whitehorse.vic.gov.au](mailto:customer.service@whitehorse.vic.gov.au)

In the spirit of reconciliation, Whitehorse City Council acknowledges the Wurundjeri people as the traditional custodians of the land. We pay our respects to Elders past and present.

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## Mayor's Message

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Welcome to our new Annual Report for 2016-17.

This year's Annual Report is another example of how Whitehorse City Council keeps you informed of our progress in delivering on our Vision 2013-2023 and Council Plan 2013-2017.

It also includes your role in partnering with us on many projects and your interest in our actions and services.

This has been another busy year for Council. We have developed the new Council Plan 2017-2021, detailing how we will secure our municipality's liveability, prosperity and sustainability now and into the future working closely with our community, key stakeholders, community organisations and other levels of government to achieve our goals.

Council has also commenced the development of the new Municipal Public Health and Wellbeing Plan 2017-2021, outlining key priorities and objectives which work towards improving our community's health and wellbeing.

Council also continues to face challenges such as rate capping. Council continues to apply an average rate increase of 2.0%, in line with the Minister for Local Government's Fair Go Rates System. With an average rate increase of 2.0%, Whitehorse will continue to have one of the lowest levels of rates in metropolitan Victoria while continuing to meet the community's demand for high quality services and facilities while maintaining financial sustainability.

As Councillors, we are proud and passionate about our community and we want to continue to make the best possible decisions on your behalf. One of Council's important roles is to act as a voice for the local community. We make every effort to be heard and hope to see more actions taken by the state and federal governments in response to our advocacy on issues. In particular, there is a pressing need to address concerns relating to the areas of transport and infrastructure to ensure that the Whitehorse community continues to thrive.

I have been very proud of the achievements Council has accomplished since being elected in October 2016 including developing the Council Plan 2017-2021, achieving excellent results in the 2017 Local Government Community Satisfaction Survey and asking community members for their thoughts on numerous Council strategies and plans.

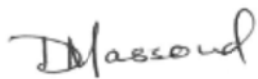
We also adopted a \$193 million budget which will enable Council to continue to prioritise significant funds for the renewal, upgrade and maintenance of community facilities, buildings and community assets.

Some of the highlights of this year's \$43.1 million Capital Works Budget include \$5.7 million for the redevelopment of the Harrow Street, Box Hill car park.

\$4.7 million for new and upgraded community sports pavilions, \$0.5 million for the refurbishment of Box Hill Library and \$0.2 million to continue development of the new Nunawading Community Hub. The budget also includes \$1.0 million to commence the \$78 million major redevelopment of the Whitehorse Centre.

New operational initiatives include \$0.20 million for the Healesville Freeway Reserve precinct coordination over the next four years, \$0.19 million additional City Works resources for cleaning the Box Hill area, \$0.15 million for a feasibility study/business case for the redevelopment of Morton Park Pavilion and \$0.07 million for scoping and a concept plan for the redevelopment of Walker Park Pavilion.

It has been a privilege to serve as Mayor. I look forward to being a Whitehorse Councillor next year and will remain active in our community working hard to make further positive differences for our city.



Cr Denise Massoud  
Whitehorse Mayor



## CEO's Message

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It is my pleasure to present the Annual Report 2016-17.

The past year has been another rewarding opportunity, filled with progress, achievement and growth in delivering Council's Vision 2013-2023 and Council Plan 2013-17 to our community. The City of Whitehorse's vision to be, 'A healthy, vibrant, prosperous and sustainable community supported by strong leadership and community partnerships', sees the organisation continue to deliver high quality services and facilities to our residents.

The Annual Report includes a summary of the Council Plan 2013-17, which is a comprehensive document, detailing Council's achievements over the past four years.

Council has continued to meet the community's demand for high quality services.

Council also decided to proceed with the proposed major redevelopment of the Whitehorse Centre. A redeveloped centre will provide a facility which meets the needs of our growing and diverse population, while enhancing the health and wellbeing outcomes of our community.

In terms of infrastructure, Council maintained its core maturity rating as defined in the National Asset Management Framework with a score of 1054 out of 1100. Additionally, Council commenced the development of a new Asset Management Strategy and Policy with a four year improvement plan.

Financially, Council ended the year in a sound financial position having achieved an adjusted underlying surplus of \$40.832 million. Council's Balance Sheet also reflects key measures being within guidelines including a strong working capital ratio that measures Council's ability to meet current commitments.

Council embarked on a comprehensive community engagement campaign, Your Say Whitehorse, during the year to help develop our new Council Plan 2017-2021 and Municipal Public Health and Wellbeing Plan 2017-2021.

The results of this year's state government Local Government Community Satisfaction Survey told us our Council's services continue to be highly rated. Art centres and libraries

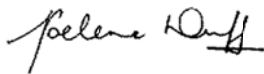
waste management and appearance of public areas were our top three performing areas, with scores of 79, 77 and 77 respectively (out of 100).

Council also continues to campaign strongly to the state and federal governments to secure funding for essential infrastructure and/or services for the municipality Two major grants received during 2016-17 included;

- \$1.379 million for the road reconstruction works of Station Street, Mitcham, Hotham Street, Mont Albert and Crest Grove, Nunawading from the federal Roads to Recovery Program.
- \$300,000 towards the redevelopment of the Bennettswood Pavilion Redevelopment state government funding

I would like to take this opportunity to thank all Whitehorse Council officers and volunteers for their ongoing service and commitment to Council's values, the Whitehorse community, Councillors and any individual or organisation that requires their assistance.

I would also like to thank you for taking the time to look through this important, informative document.



Noelene Duff  
Chief Executive Officer

# Highlights of 2016-17

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## Annual Community Satisfaction Survey Results

Council has performed well in the annual Community Satisfaction Survey coordinated by the Department of Environment, Land, Water and Planning. JWS Research, on behalf of the Victorian government department, surveyed 68 participating councils across Victoria. Four hundred Whitehorse residents and ratepayers over the age of 18 were selected at random for a telephone interview in between 1 February to 30 March 2017. Results reveal that Council received strong positive ratings on the core measures of sealed local roads, customer service and overall performance.

Council performed well on individual service areas and received positive ratings for most services. Highly rated services included recreational facilities, waste management, art centres and libraries, the appearance of public areas, community and cultural activities, and family support services.

## Whitehorse Centre Redevelopment

At Special Council Meeting on Monday 10 April 2017 saw Council decide to proceed with the proposed major redevelopment of the Whitehorse Centre and refer this redevelopment resolution to the 2017/18 Annual Budget. Council then adopted the 2017/18 Annual Budget, on Monday 26 June 2017, funding the first year of redevelopment of the Whitehorse Centre. Council's resolution responds to the comprehensive business case planning and extensive community consultation that recognises the value of the Whitehorse Centre for the community.

## Municipal Public Health and Wellbeing Plan (MPHWP)

The development of the new *Municipal Public Health and Wellbeing Plan (MPHWP)* has commenced. Extensive consultation has occurred with the community with targeted and specific consultation relating to the MPHWP taking place during January to March 2017. The cross-Council Advisory Group oversaw the plan's development. The draft MPHWP will go to Council in August 2017.

## Mitcham Shopping Centre Streetscape Renewal

Works on Stage 2 (north side of Whitehorse Road) between Mitcham Road and Edward Street (excluding the frontage of Britannia Mall) have been completed. The new paving works, street furniture and landscaping works have improved the appeal of the streetscape and made it a welcoming area for the community.

## Tree Education and Awareness Program

Tree education and sustainable gardening workshops took place to continue the delivery of the education, awareness and promotion on the benefits of tree planting and the impacts of tree removal on private property.

On Thursday 27 April 2017, Sustainable Garden Design for Small Spaces was held at Box Hill Library with 56 people attending. Sustainable Living Week also saw Create a Bird Friendly Garden and Home Gardens for Children events take place with 66 and 35 people attending respectively. These events were held at Blackburn Lake Sanctuary (Create a Bird Friendly Garden) and Nunawading Library (Home Gardens for Children).

## **Council Plan 2017-2021**

Post a successful community engagement program (Your Say Whitehorse), with over 1200 community members participating, and feedback from Councillors and staff, a new Council Plan 2017-2021 was developed and adopted by Council at an Ordinary Meeting on Monday 26 June 2017.

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

Through engaging with the community and enabling them to feed into the decision-making process, Council developed a series of goals which form the overarching framework for Council in the new Council Plan 2017-2021. These goals are underpinned by the Strategic Directions contained within the community's long-term vision, 'Council Vision 2013-2023', which are broad statements that articulate the aspirations of the community for the future.

Under each goal within the Council Plan, Council has listed their approach to achieving that goal, including 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.

The Council Plan 2017-2021 will guide what Council will do for the next four years to ensure the municipality is – and continues to be – a healthy, prosperous and sustainable community supported by strong leadership and community partnerships.

## **Box Hill Visitation Marketing Campaign**

The marketing and promotion of Box Hill is an ongoing strategy with the objective of improving visitation to Box Hill. The Box Hill website ([www.boxhill.com.au](http://www.boxhill.com.au)) has been created to promote visitation to Box Hill and showcase what's on offer. Marketing through Destination Melbourne features Box Hill as a visitor destination.



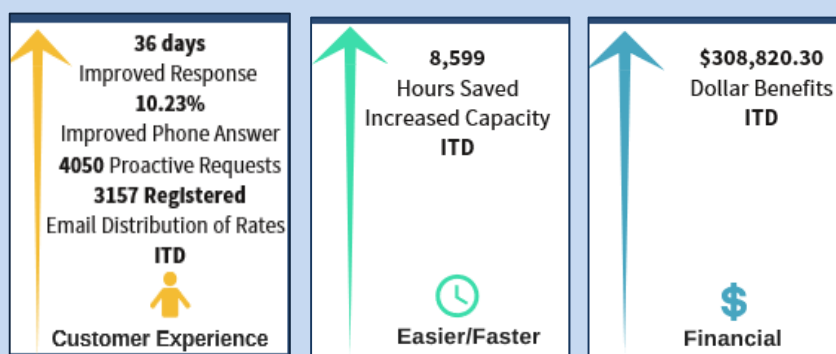
## Business Improvement Program

Council's Business Improvement Program provides support service to departments across Council using Whitehorse's own Business Improvement Framework to identify and implement efficiency gains in how we undertake our work and improve the service delivery for our community. Benefits achieved through the program are reported against 3 core principles being:

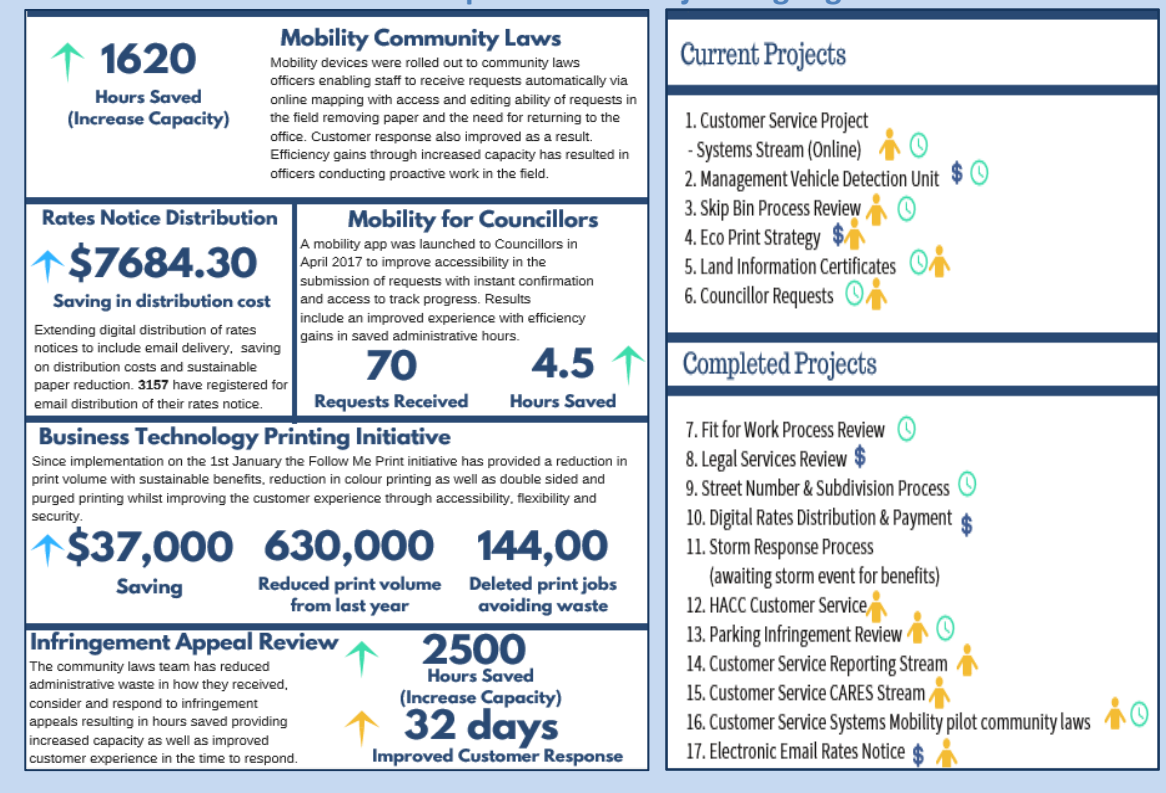
1. Customer Experience
2. Easier/Faster; and
3. Financial.

The program is in year two, with significant changes and improvements having been realised. Over 1000 days in staff time have been saved which allows our staff to focus their efforts on meeting customer needs and increased capacity to absorb the demands for services that are experienced with an increasing population.

## Summary of Project Benefits and Project Status



## Business Improvement Project Highlights



# Challenges and Opportunities of 2016-17

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## Annual Community Satisfaction Survey Results

Council has also identified areas for improvement as part of the Annual Community Satisfaction Survey, which will be taken into account in Council's future planning. These areas included planning and building permits, consultation and engagement (including making community decisions) and keeping the community informed.

## Bennettswood Reserve Sports Pavilion

The tender for the construction of the Bennettswood Reserve Sports Pavilion was issued in July 2016. Site establishment works commenced in February 2017; however, delays have been experienced with the installation of the piled foundations and associated environmental protective measures, due to the site being a former landfill with the added requirement to raise the new building floor level 1.1 metres above existing surface levels.

Building construction works are progressing and project completion is now scheduled for February 2018.

## Rate Capping

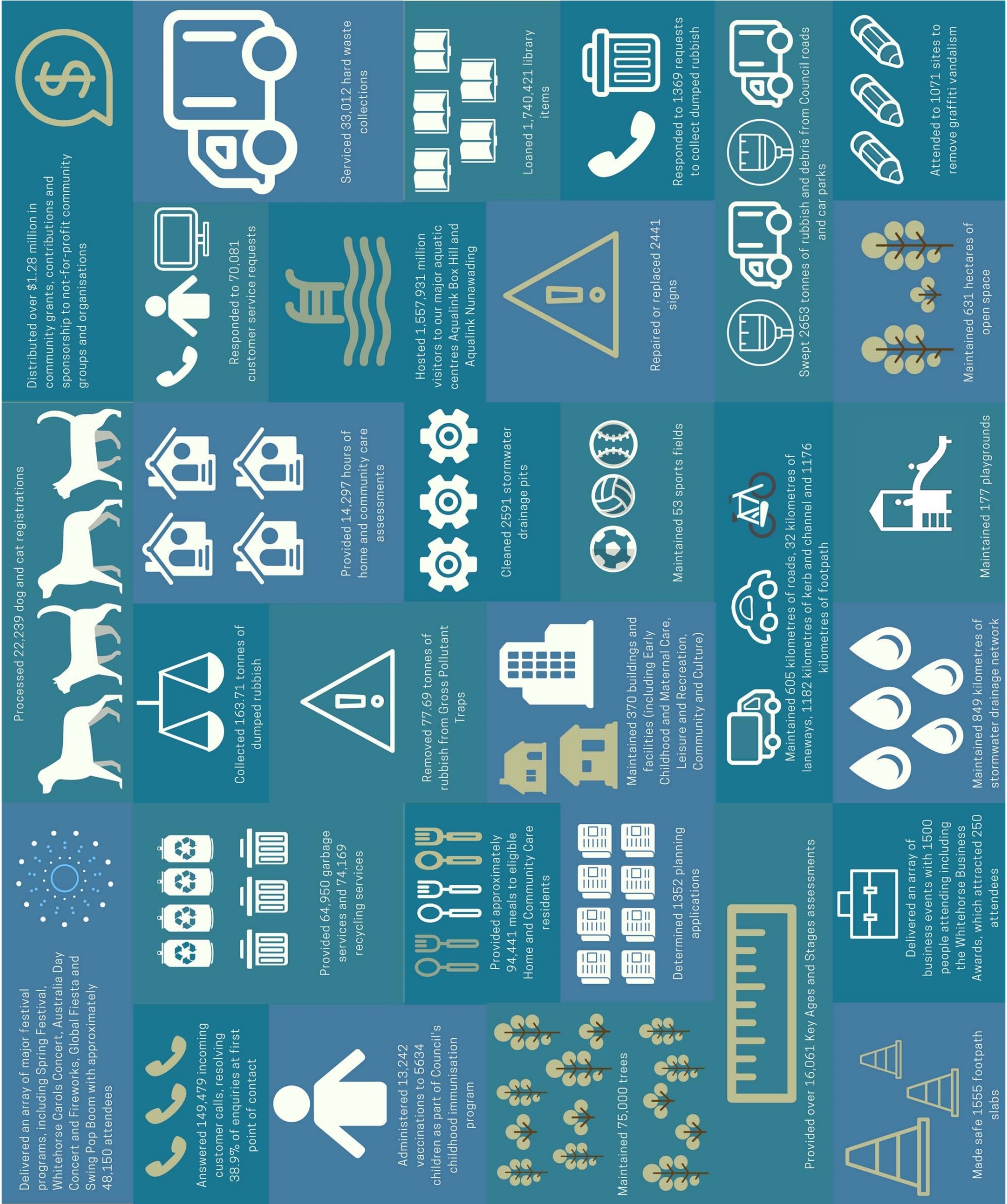
The state government continues to announce the capping of local government rate increases to forecasted CPI. Council has continued to review its services to contain the level of ratepayer subsidy for those we provide on behalf of state and federal governments, to avoid further cost shifting.

## Market Competition

The impact of market competition, including new gym and aquatic facilities opening within the region has reflected in our Local Government Performance Reporting Framework (LGPRF) indicator '*Utilisation of aquatic facilities*' for 2016-17 with a slight decline in visitation numbers.

# Fast Facts about Whitehorse City Council's Services

Whitehorse City Council is responsible for the delivery and maintenance of a range of facilities, assets and services during 2016-17. During 2016-17 we...





## Our Vision

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

## Our Mission

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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.

## Our Values

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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.



# Financial Year in Review

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## Financial Overview

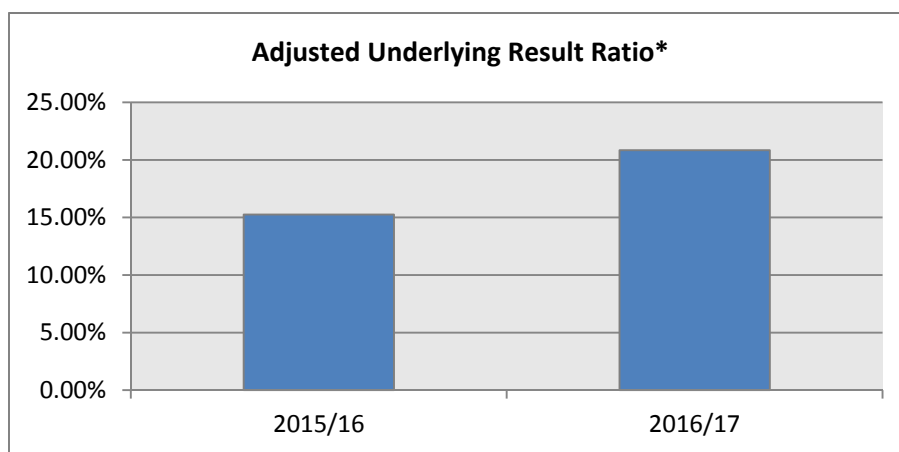
Council's operating surplus for the year further strengthens the Balance Sheet and our capacity to meeting ongoing and planned commitments.

## Adjusted Underlying Result

Council achieved an adjusted underlying surplus for 2016/17 of \$40.832 million compared to \$27.199 million in 2015/16. The adjusted underlying result assists in the determination of whether Council is operating sustainably.

The adjusted underlying surplus for the year excludes non-monetary assets contributed to Council (such as drainage and roads from developers or land from state government bodies such as VicRoads), non-recurrent government grants received for capital purposes and contributions for capital works.

Council's adjusted underlying result ratio for the 2016/17 year was 20.84% (2015/16 15.25%). This is a strong result that indicates Council's capacity to provide for the renewal of community assets and to fund future major community infrastructure projects as determined by Council.



\*Adjusted underlying surplus/Adjusted underlying revenue

## Operating Result

Council achieved an operating surplus of \$41.935 million, compared to the budgeted surplus of \$24.020 million. The operating result includes non-cash items such as non-monetary assets contributed to Council (such as drainage, roads and land), non-recurrent government grants received for capital purposes and contributions for capital works.

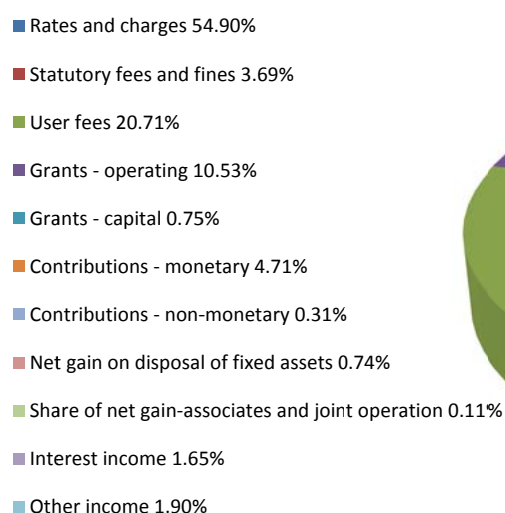
The key variances to budget were:

- A \$1.124 million increase in Planning fees mainly due to an increase in the statutory fee levels set by the state government effective from 13 October 2016 (the first increase since July 2000), as well as a higher than anticipated number of high cost applications received.
- A \$2.275 million increase in patronage at the Whitehorse Recycling and Waste Centre during 2016/17.
- Grants – operating are higher than budget primarily due to the receipt of \$2.196 million of the 2017-18 Financial Assistance Grant in advance in June 2017 by Victoria Grants Commission.
- Higher than anticipated public open space contributions\* of \$3.541 million resulting from increased property development within the municipality as well as increases in the values of properties being developed.
- The net gain on disposal of assets was \$1.477 million higher than budget mainly resulting from the settlement of a property sale in July, which was originally anticipated to occur in June 2016.
- A decrease of \$2.800 million in employee costs compared to budget as a result of unfilled vacant positions and staff taking leave. This is also impacted by a marginal reduction in the value of the employee benefit provisions.

\* These contributions are transferred to the Public Open Space Reserves and are restricted by statute to be used on public open space.

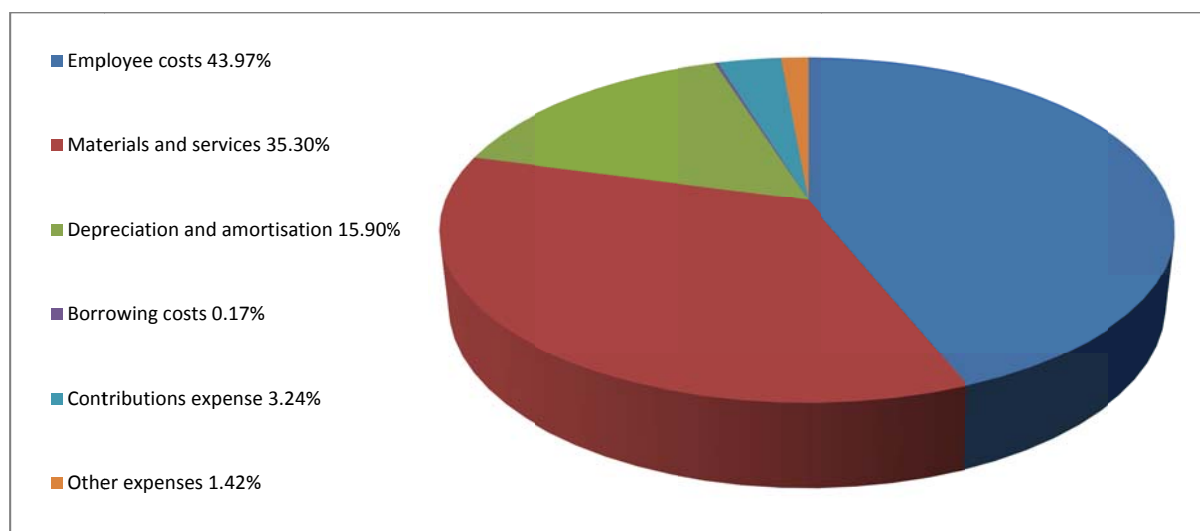
## Operating Income

The total operating income for the year of \$196.999 million was derived from a number of sources as per the graph below:



## Operating Expenditure

The total operating expenditure for the year of \$155.064 million was incurred from a number of sources as per the graph below:



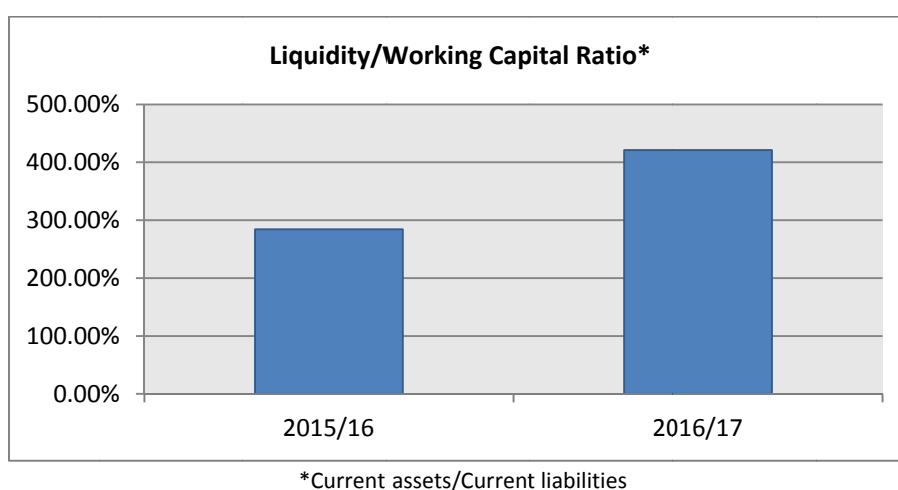
## Overall Financial Position

At 30 June 2017, Council's total assets were \$3.141 billion (2015/16: \$2.359 billion) and total liabilities were \$50.230 million (2015/16: \$53.596 million), resulting in net assets of \$3.091 billion (2015/16: \$2.305 billion).

## Liquidity

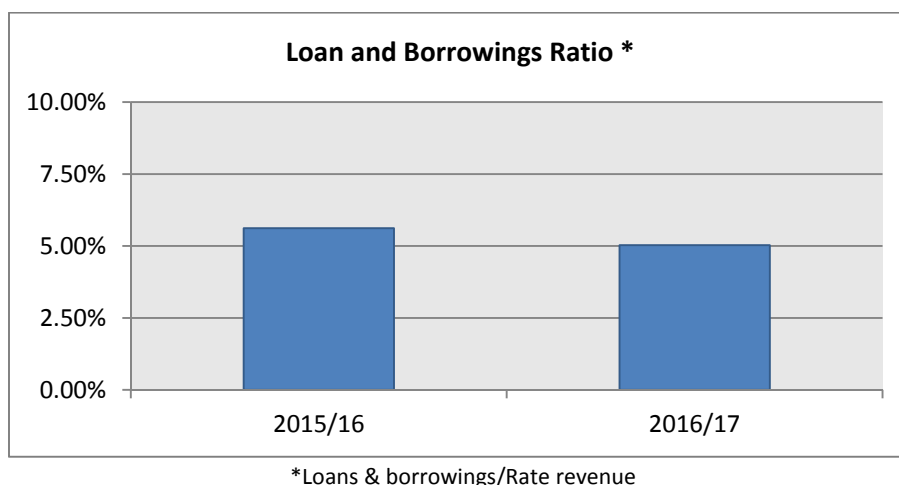
Council has maintained its strong liquidity/working capital position.

Council achieved a working capital (liquidity) ratio of 421.04% for 2016/17 (2015/16: 284.31%). This ratio assesses Council's ability to meet current commitments and is calculated by measuring Council's current assets as a percentage of current liabilities. The increase from the previous year indicates a strengthening of Council's financial position.



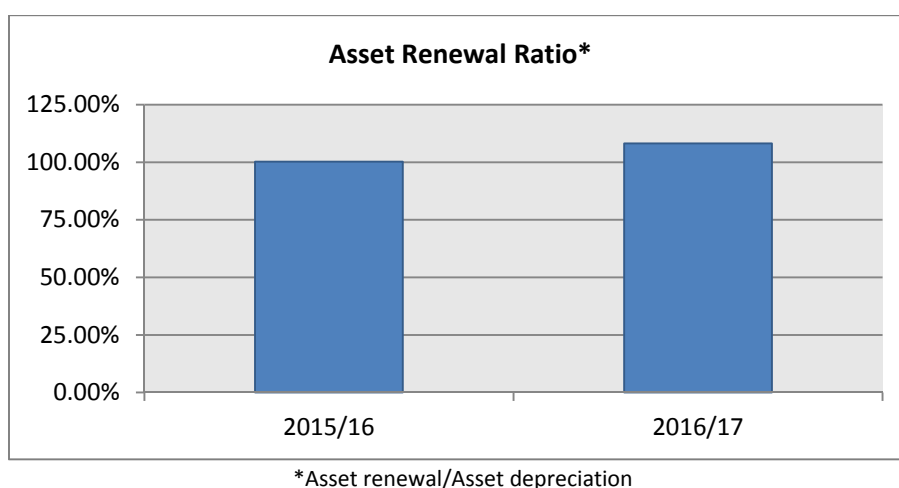
## Obligations

At the end of the 2016/17 year Council's loans and borrowings ratio which is measured by comparing interest-bearing loans and borrowings to rate revenue was 5.03% (2015/16: 5.62%). This demonstrates Council's capacity to take on further responsible levels of debt as a funding source for future major community infrastructure projects as determined by Council. There are no current plans to source further levels of debt.



Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. Council invested \$25.046 million in asset renewal works during the 2016/17 year (2015/16: \$24.617).

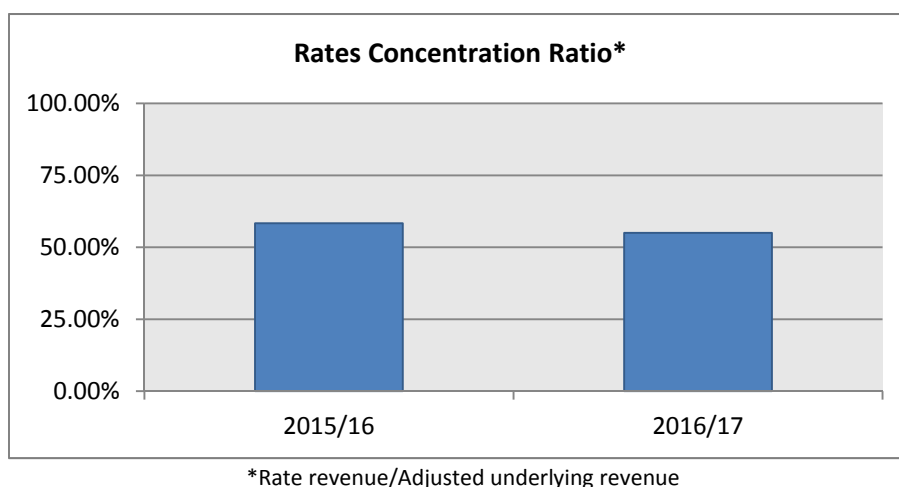
Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 103.30% (2015/16: 100.22%). This result demonstrates Council's increasing commitment to renewing existing community infrastructure as part of its Asset Management strategy.



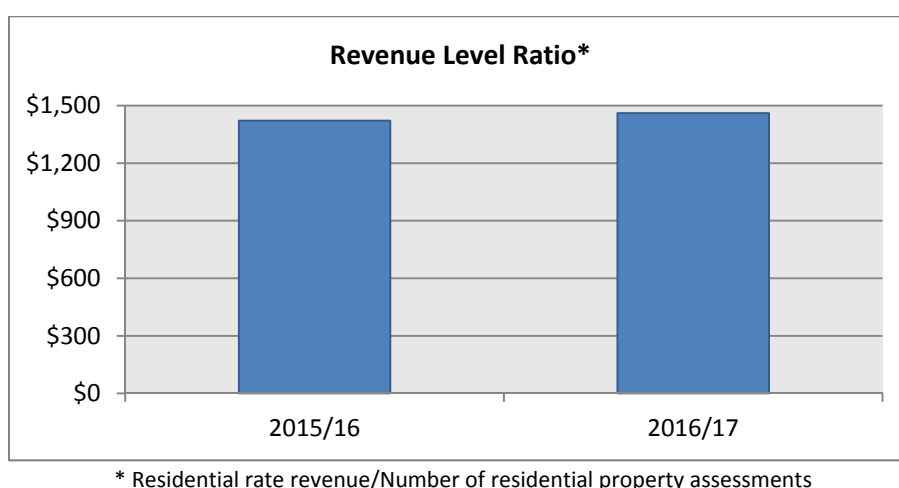


## Stability and Efficiency

Council derives a wide range of revenue to fund its operations including rates, user fees, fines, grants and contributions. Council's rates concentration (which compares rate revenue to adjusted underlying revenue) was 55.21% for the 2016/17 year (2015/16: 58.34%).



The average residential rate per residential assessment of \$1461.10 for the 2016/17 year (2015/16: \$1421.53) is one of the lowest across metropolitan Melbourne.



For a more detailed explanation please refer to the Financial Statements and Performance Statement contained within this Annual Report from page 143.

## Capital Works Program

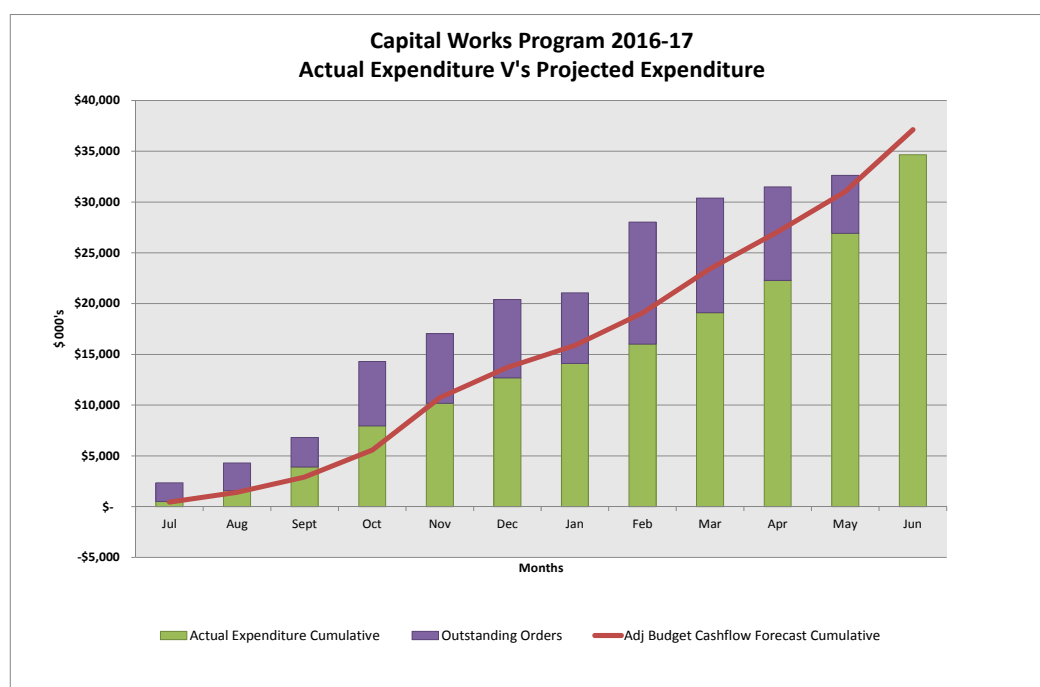
Council allocates funding on an annual basis to the renewal of the community's assets, which are valued at over \$2.73 billion (including land at \$1.41 billion). Funding is also allocated to the new, upgrade and asset expansion programs to deliver improvements that enhance the City's infrastructure and its ability to deliver services expected by the community

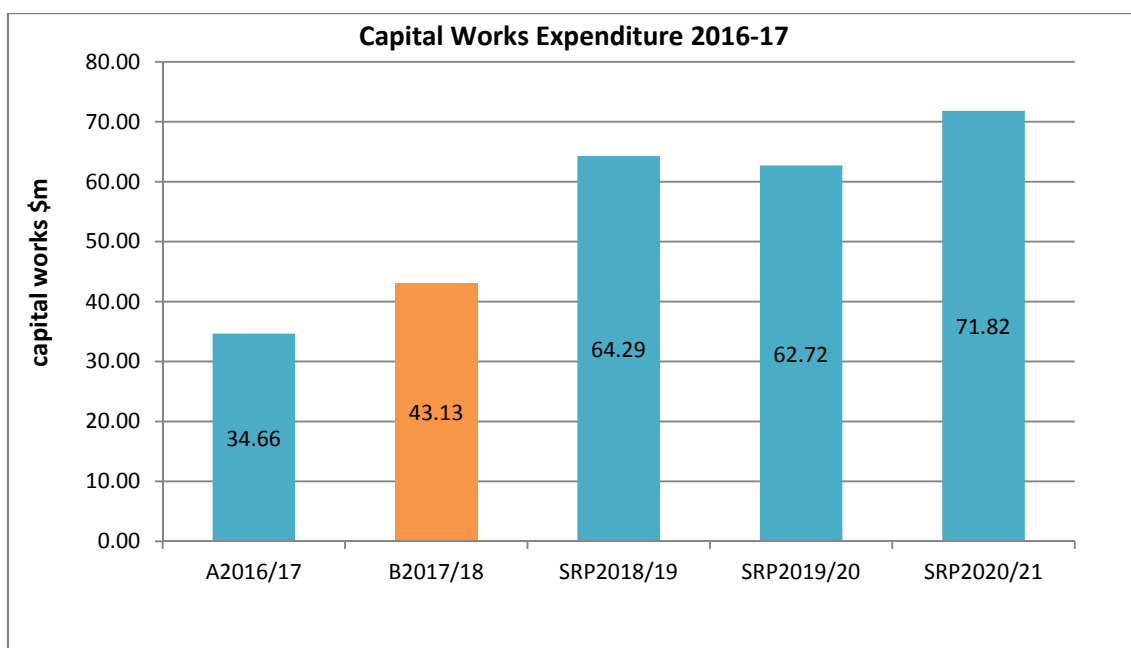
During 2016-17, Council completed capital works projects to the value of \$34.7 million.

A total of 201 of 208 projects (97%) were completed during 2016-17. Except for two multiyear projects, the remaining five projects will be completed during 2017-18.

In overall financial terms, 93.3% of the \$37.7 million total capital works funding available in 2016-17 was expended. The capital expenditure profile was as follows:

- Buildings and building improvements: \$9.3 million
- Streetscapes, passive and active parks: \$6.7 million
- Roads, bridges and off street car parks: \$5.1 million
- Plant and equipment including information technology, fittings and furniture: \$4.6 million
- Footpaths and cycleways: \$3.8 million
- Land acquisition: \$2.9 million
- Drainage: \$1.9 million
- Waste management: \$0.3 million





## Asset Management

Whitehorse City Council is responsible for the management of assets valued at more than \$2.73 billion. These include, however are not limited to:

- 605 kilometres of roads
- 32 kilometres of laneways
- 1182 kilometres of kerb and channel
- 1176 kilometres of footpath
- 849 kilometres of stormwater drainage network
- 370 buildings and facilities including: Early Childhood and Maternal Care, Leisure and Recreation, Community and Cultural Facilities
- 53 sports fields
- 177 playgrounds
- 75000 street trees, and
- 631 hectares of open space, including: quality bushland reserves, parks, formal gardens, recreation reserves and trails.

These assets play an integral part in delivering the services provided by Council to serve our municipality.

## Strategic Asset Management Achievements 2016-17

During 2016-17, Council maintained its core maturity rating as defined in the National Asset Management Assessment Framework with a score of 1054 out of 1100.

Furthermore, other achievements for 2016-17 include:

- Commissioned a works management system for Open Space Assets
- Commenced the development of a new *Asset Management Strategy and Policy* with a four year improvement plan

- Reviewed the asset renewal forecasts as part of the development of a 10 Year Capital Works Program and,
- Continued development of an Asset Management Mobility business case

These achievements coupled with the strategic management of Council's assets ensure their viability continues into the future to promote a healthy, vibrant, prosperous and sustainable community.

## Financial Outlook

Council's long-term planning strategy is aimed at creating a sustainable financial environment to enable Council to continue to provide the community with high quality services and infrastructure into the medium and long term. Council's Long Term 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 and the flexibility to respond to opportunities and unplanned major costs should they arise
- 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.

Council has prepared its budget for 2017/18 based on an average general rate increase of 2.0% which is in line with the rate cap set by the Minister for Local Government under the Fair Go Rates System. Council has been practical and fiscally responsible when preparing this budget to ensure that the Council is able to deliver services and capital works that will meet the needs of its diverse community for many years to come. Council will continue to have one of the lowest average rates per assessment in metropolitan Melbourne.

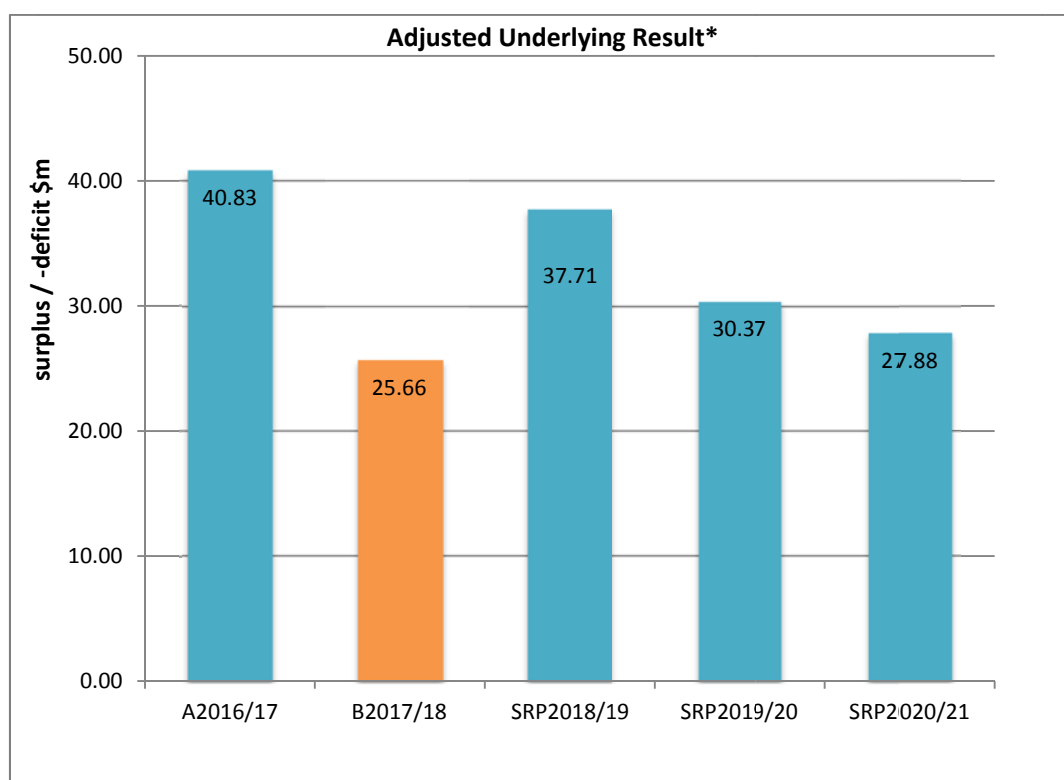
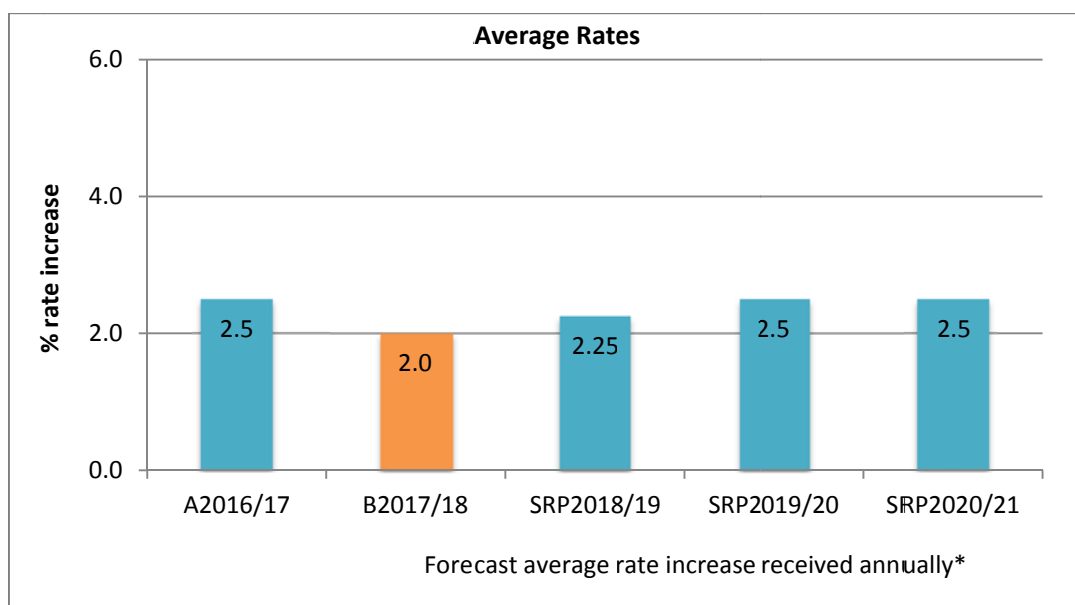
## Financial Sustainability

A high level Strategic Resource Plan (SRP) for the years 2017-2021 has been developed to assist Council in adopting a budget within a prudent longer term financial framework. The key objective of the Plan is financial sustainability in the medium to long-term, while still achieving the strategic objectives as specified in the Council Plan 2017-2021.

Council will achieve a surplus in the 2017/18 financial year while placing higher priority on the renewal of the community's infrastructure.

## Supporting Graphs

The following graphs highlight Council's *Long Term Financial Plan* for average rates, adjusted underlying result and capital works expenditure.



\* The adjusted underlying result excludes non-cash items such as non-monetary assets contributed to Council (such as drainage, roads and land), non-recurrent government grants received for capital purposes and contributions for capital works. When these items are included Council's Operating Surplus for 2016/17 was \$41.935 million.

Refer to page 143 onwards for the complete Financial Statements and Performance Statement.

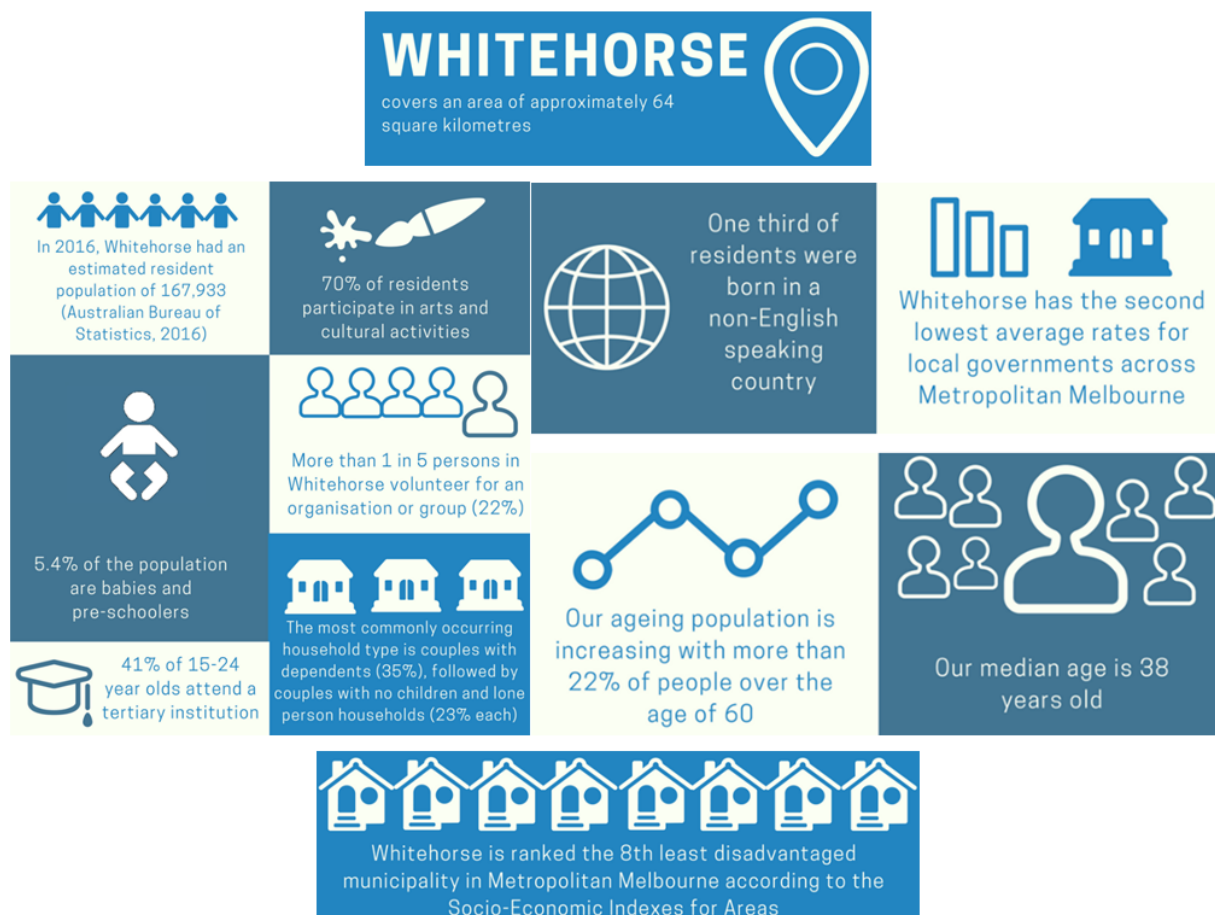
# Our Council

## Our City, Our People

Located 15 kilometres east of Melbourne's CBD, the City of Whitehorse is a major hub of cultural, commercial, business and innovative activity in the eastern suburbs of Melbourne. 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 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.

It is a diverse municipality, with 38.4 per cent of residents born overseas and a third from non-English speaking backgrounds. In total, more than 120 languages are spoken. The most common languages other than English are Mandarin (12.9 per cent), Cantonese (5.3 per cent), Greek (2.5 per cent), Italian (1.4 per cent) and Vietnamese (1.3 per cent).

## Facts about Whitehorse



## Our Councillors

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Elected by the community, the Council is the decision-making body that sets the strategic direction and policy of the municipality, consulting with community and working closely with the Chief Executive Officer and Council administration. The City of Whitehorse has 10 councillors elected by residents to govern the city. The municipality is divided into five wards being Central, Elgar, Morack, Riversdale and Springfield.



The following Councillors were elected as representatives of the City of Whitehorse on 22 October 2016 for a four-year term. Collectively, they have a 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.



Whitehorse City Council Councillors

Front Row (Left to Right): Cr Tina Liu, Cr Raylene Carr, Cr Denise Massoud – Mayor, Cr Sharon Ellis and Cr Prue Cutts  
Back Row (Left to Right): Cr Blair Barker, Cr Andrew Davenport, Cr Ben Stennett, Cr Bill Bennett and Cr Andrew Munroe

### Central Ward

**Cr Denise Massoud (Mayor)**

Phone: 0409 230 499

Email: [denise.massoud@whitehorse.vic.gov.au](mailto:denise.massoud@whitehorse.vic.gov.au)

Date Elected: 22 October 2016

Term: 2012 – 2016, 2016 – current

Mayoral Term: 2016 – 2017

**Cr Andrew Munroe**

Phone: 0429 138 140

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

Date Elected: 22 October 2016

Term: 2008 – 2012, 2012 – 2016, 2016 – current

Mayoral Term: 2012 – 2013, 2014 – 2015

### Elgar Ward

**Cr Tina Liu**

Phone: 0418 121 357

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

Date Elected: 22 October 2016

Term: 2016 – current

**Cr Blair Barker**

Phone: 0459 857 280

Email: [blair.barker@whitehorse.vic.gov.au](mailto:blair.barker@whitehorse.vic.gov.au)

Date Elected: 15 May 2017

Term: 2017 – current\*

*\* Following the resignation of Tanya Tescher on 3 April 2017, Cr Barker was elected via Countback on 9 May 2017 and officially sworn in as a Councillor on 15 May 2017*

### Morack Ward

**Cr Raylene Carr**

Phone: 0400 886 889

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

Date Elected: 22 October 2016

Term: 2008 – 2012, 2012 – 2016,  
2016 – current**Cr Bill Bennett**

Phone: 0409 195 530

Email: [bill.bennett@whitehorse.vic.gov.au](mailto:bill.bennett@whitehorse.vic.gov.au)

Date Elected: 22 October 2016

Term: 2012 – 2016, 2016 – current

### Riversdale Ward

**Cr Sharon Ellis**

Phone: 0419 397 194

Email: [sharon.ellis@whitehorse.vic.gov.au](mailto:sharon.ellis@whitehorse.vic.gov.au)

Date Elected: 22 October 2016

Term: 2003 – 2005, 2005 – 2008, 2008 – 2012,  
2012 – 2016, 2016 – current

Mayoral Term: 2005 – 2006, 2013 – 2014

**Cr Andrew Davenport**

Phone: 0407 652 145

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

Date Elected: 22 October 2016

Term: 2012 – 2016, 2016 – current

### Springfield Ward

**Cr Ben Stennett**

Phone: 0448 375 937

Email: [ben.stennett@whitehorse.vic.gov.au](mailto:ben.stennett@whitehorse.vic.gov.au)

Date Elected: 22 October 2016

Term: 2007 – 2008, 2008 – 2012, 2012 – 2016,  
2016 – current

Mayoral Term: 2010 – 2011

**Cr Prue Cutts**

Phone: 0409 867 540

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

Date Elected: 22 October 2016

Term: 2016 – current

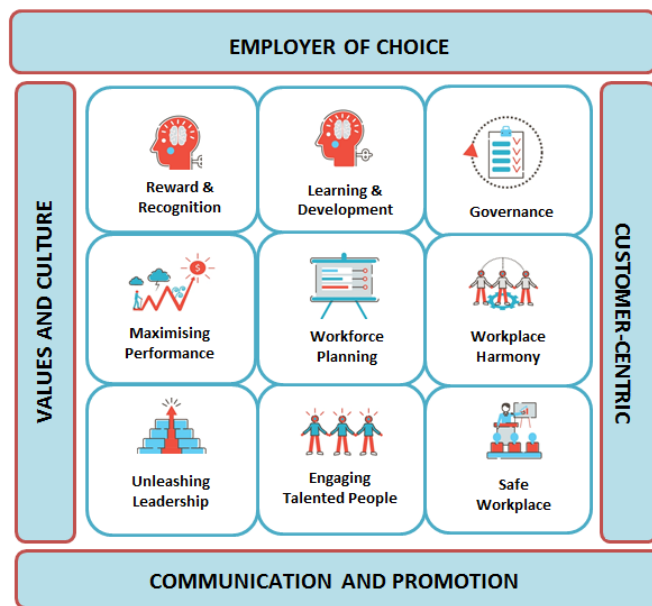
Robert Chong AM, Helen Harris OAM and Philip Daw held office from 27 October 2012 until election day on 22 October 2016. Tanya Tescher was elected on 22 October 2016 and held office from 9 November 2016 when she was sworn in as a Councillor until 3 April 2017 when she resigned.



# Our People, Our Organisation

Whitehorse City Council values the contribution of its dedicated employees and volunteers in delivering more than 100 different services to approximately 167,933 residents in the community. Our people assist in managing Council assets valued at approximately \$2.957 billion. Council prides itself on providing a safe and satisfying working environment, committed to ensuring the wellbeing of all employees and volunteers while they achieve Council's objectives to the best of their ability.

Council's Organisational Development Strategic Framework, The Volunteering and Community Participation Strategy and the *Whitehorse City Council Collective Agreement 2016* is central to our people management strategies.



*Council's Organisational Development Strategic Framework*

# Our Organisation

Whitehorse City Council's Executive Management Team comprises of **Noelene Duff**, the Chief Executive Officer. Noelene reports directly to the Council with the Communication and Civic Services departments reporting directly to Noelene.

Noelene is supported by:

**Peter Smith** – General Manager Corporate Services

Areas of responsibility include: Finance and Corporate Performance, Digital and Business Technology, Organisation Development, Compliance and Property and Rates

**Jeff Green** – General Manager City Development

Areas of responsibility include: Engineering and Environmental Services, Planning and Building and Investment and Economic Development

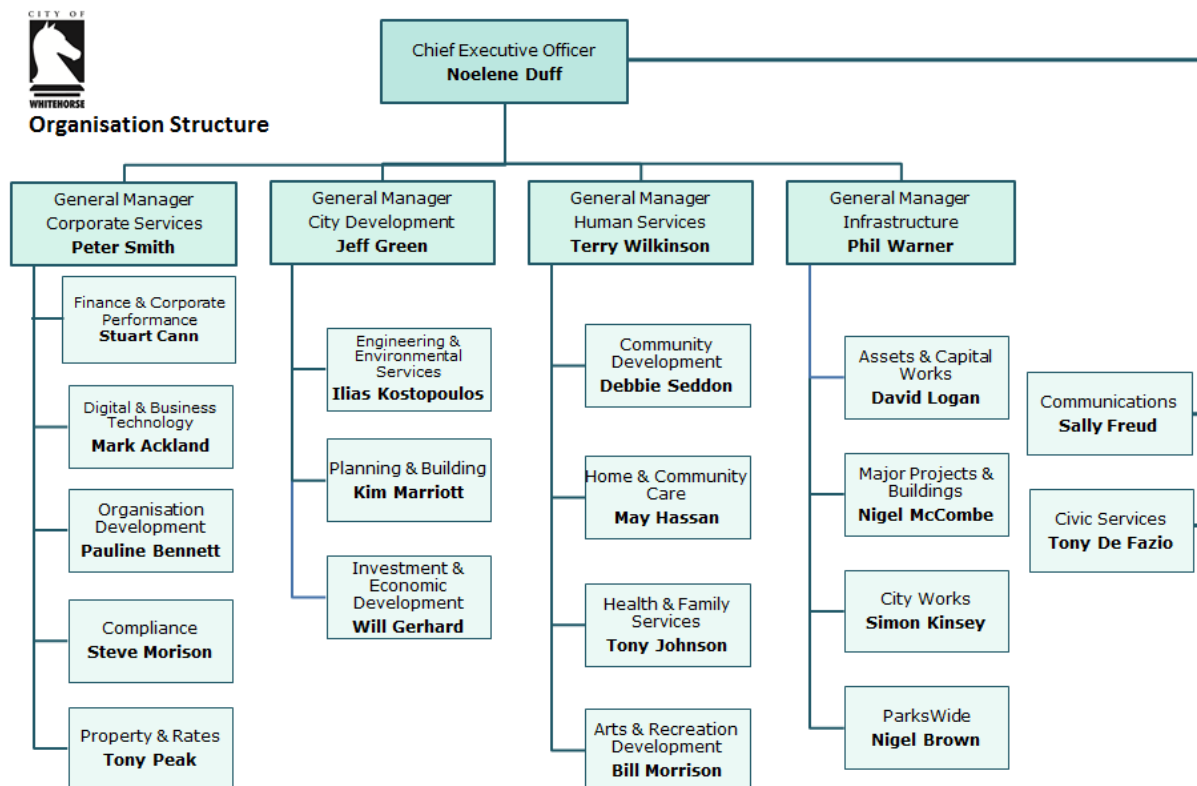
**Terry Wilkinson** – General Manager Human Services

Areas of responsibility include: Community Development, Home and Community Care, Health and Family Services and Arts and Recreation Development

**Phil Warner** – General Manager Infrastructure

Areas of responsibility include: Assets and Capital Works, Major Projects and Buildings, City Works and ParksWide

## Organisational Structure



During 2016-17, Council revised the structure of Major Projects and Built Infrastructure into two separate departments being Assets and Capital Works and Major Projects and Buildings.

## Council's People and Organisation Performance

As at 30 June 2017, a total of 1324 staff were employed by Council, comprising full-time, part-time, temporary and casual positions.

Overall, 6.46 permanent or temporary staff joined Council during the year, to fill vacant positions and meet increased legislative, project or operational requirements. This is approximately 0.91% higher than last year.

### Staff by Functional Area 2016-17 – as at 30 June 2017

Gender					Headcount							
Directorate	Female	EFT*	Male	EFT*	Total EFT	Full Time		Part Time		Casual		Total
						Female	Male	Female	Male	Female	Male	
Chief Executive Office	34	25.98	7	5.18	31.16	12	3	18	4	4	0	41
City Development	45	35.58	33	32.79	68.37	25	32	20	1	0	0	78
Corporate Services	147	66.89	101	51.17	118.06	34	42	33	2	80	57	248
Human Services	613	284.88	226	92.40	377.28	93	41	278	76	242	109	839
Infrastructure	19	17.42	99	94.10	111.52	15	95	4	3	0	1	118
Total	858	430.76	466	275.64	706.40	179	213	353	86	326	167	1324

EFT = Equivalent Full Time

\* Excludes Vacant Positions

Casual EFT calculated by actual hours

Council Staff by Employment Classification

Employment Classification <sup>^</sup>	Female EFT	Male EFT	Total EFT
Band 1	0	0.47	0.47
Band 2	92.77	41	133.77
Band 3	39.67	62.50	102.16
Band 4	109.86	36.06	145.92
Band 5	55.90	28.70	84.60
Band 6	58.26	37.02	95.29
Band 7	24.36	28.98	53.33
Band 8	0.83	1.21	2.04
Other*	49.12	39.70	88.82
<b>Total</b>	<b>430.77</b>	<b>275.64</b>	<b>706.40</b>

<sup>^</sup> = Temporary EFT have been included (which was 80.04 EFT)

\* 'Other' includes non-banded workforce members including nurses, sessional (leisure centre) staff, tutors, school crossing supervisors and senior officers

Volunteers

Volunteers	
Female	212
Male	131
Total	343

## Workforce Planning and Professional Development

A critical component of our Organisational Development Strategic Framework is effective workforce planning, encouraging all employees to reach their full potential by pursuing and developing their career and professional development interests. A range of formal and informal learning opportunities and development activities are provided to employees at Whitehorse. These programs have been identified in consultation with management and employees through Council's annual Performance Appraisal and Development Program.

## Equal Opportunity

Whitehorse City Council takes its equal opportunity responsibilities seriously and is committed to upholding the principles of the *Equal Opportunity Act 2010*. Council is committed to providing a workplace free of all forms of discrimination, bullying and harassment in all aspects of the employment and volunteering relationship. It aims for equality of opportunity for all employees and volunteers to ensure that the principles of the Human Rights Charter are embedded in our employee and volunteer policies, practices and culture.

The aim of Council's Equal Opportunity and Human Rights Policy and programs is to ensure that we attract and retain the most talented employees and volunteers and create a positive environment by providing a clear and consistent approach to managing and resolving Equal Opportunity and Human Rights issues.

The objective of Council's Equal Employment Opportunity Program is to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment.

The objectives and indicators of the Equal Opportunity and Human Rights program continue to be monitored on an ongoing basis by the Equal Opportunity and Human Rights Committee that meets regularly to promote employee and management awareness, consider relevant issues and contribute to resolution and advice.

## Health and Wellbeing at Work

Whitehorse City Council ensures there is a focus on health and wellbeing to support and promote a safe, healthy and productive work environment. The aim is to encourage self-engagement and motivation to adopt healthy habits which are beneficial for a healthy work life balance.

For 2016-17, Council promoted a calendar of targeted Health and Wellbeing initiatives focused on the identified areas of need, which include physical activity, healthy eating, smoking and mental health. The Health and Wellbeing of staff and such initiatives has received further support in 2017/18 Council budget with approval of a temporary Health and Wellbeing Officer resource within the Risk, Health and Safety Team.

## Injury Management

Whitehorse continues to achieve and maintain positive return-to-work results. This is reflected in Council's performance rating (in relation to its workers' compensation premium), where the Employer Performance Rating = 0.805157 which is 20% better than its industry cohorts as assessed and credited by Council's WorkSafe insurance agent.

## Safety Activities

Whitehorse City Council is committed to providing a work environment that is safe and without risk to health and safety. Employee consultation in relation to OHS occurs on several levels. The Corporate OHS Consultative Committee is the main consultative mechanism; however, consultation also occurs via local OHS team meetings and is integrated to other health and safety processes (e.g. hazard inspection, risk assessment).

OHS training is risk based and is driven from a training need analysis used to identify and target training requirements of the various positions within Council. An OHS training calendar has been developed and, via the learning and development system, individual department training plans are created. Further developments in the health and safety arena have included the expansion of wellness and injury prevention activities to deliver an effective, proactive and customer focused wellness and injury prevention program and services.

## Risk and Emergency Management

### Business Continuity Planning

Whitehorse's Business Continuity Plan was reviewed, updated and endorsed; including the establishment of an alternate site should the Civic Centre not be operational. A series of exercises also took place throughout the year to test divisional and departmental recovery and response plans. A number of opportunities to improve these plans were identified and incorporated.

The Business Continuity Management Steering Committee met four times throughout 2016-17 to review planning and preparedness strategies. As a result of recommendations from 2015-16, a new generator was commissioned in 2017, providing back up power to the Civic Centre and Library precinct. The generator provides full power load capacity in the event of a power failure.

### Emergency Management

A major focus for 2016-17 was updating the Whitehorse Municipal Emergency Management Plan in readiness for a planned audit. Whitehorse's emergency management planning arrangements complied with the provisions of the Emergency Management Manual Victoria and *Emergency Management Act 1986* with the existing plan considered best practice. The review included assessments of actions taken under the eight identified community emergency risk assessments incorporating an updated Whitehorse Storm and Flood Emergency Management Plan, Animal Welfare Plan and finalisation of the level crossing removal project.

The Whitehorse emergency management arrangements were activated on three occasions with the most significant being the October windstorm. The impact of the storm resulted in the Emergency Relief Centre in Box Hill being opened, with 35 local residents provided for. Two properties (one with 71 units) sustained significant damage. In excess of 160 requests for assistance were made.

### Risk Review

Council's Strategic and Operational risks are reviewed on a monthly basis through a risk review timetable at a monthly Risk Management Committee. The committee comprises all members of the Executive Management Team, the managers from the department whose risks are being reviewed and representatives from the Risk Health and Safety team. The managers are in attendance to present their high and medium risks and the controls/treatments to the committee to demonstrate ownership and allow for robust risk conversations. Council fulfils its governance requirements by providing the minutes of these meetings and specific risk reports to Council's Audit Committee which ensures risks are effectively monitored, reviewed and reported.

### Insurance Claims against Council

Council has an insurance program in place to cover its identified insurable risk. Insurance is reviewed in detail annually to ensure adequate insurance coverage is provided. In addition Council's "Uninsured" risk is assessed to identify any insurance gaps. Council continues to manage risk in the area of road management and application of the *Victorian Road Management Act 2004*. All claims against Council are reviewed against a legal framework. Currently Council's Public Liability and Professional Indemnity insurance are with the MAV Scheme.

### Managing Risk

Council acknowledges it has an obligation to:

- Provide a safe environment for all staff, contractors, residents and visitors
- Manage its financial resources in a responsible manner
- Comply with all legislation relevant to its local government activities
- Maintain and protect its physical assets.

Whitehorse City Council recognises Risk Management as an essential business strategy for current and future operations of the organisation and is fundamental to Council's ability to deliver on its strategic objective of strong leadership and governance in partnership with community. Council has a responsibility in developing a Risk Management culture through effective communication and training. Council's current Risk Management Policy, structured by the *Risk Management Standard ISO 31000-2009*, seeks to develop a systematic approach to:

- Identify and prioritise risks
- Develop and implement responses to minimise risks
- Link risk assessment issues both to operational and strategic plans
- Determine the level of resourcing required to respond to specific risk categories
- Report on foregone opportunities.

Council has a risk management framework that is appropriate to its activities and operating environment. It provides an effective process for the identification, analysis and management of impacts (both negative and positive) on finances, people, business processes and systems, the environment, reputation and image, thereby supporting sustainability and safeguarding Council's assets, including people, finances, property and reputation.

### Collective Agreement

During the past year, Council has continued to implement the provisions of the Whitehorse City Council Collective Agreement 2016. Negotiations for a new Collective Agreement were completed in July 2016. The Whitehorse City Council Consultative Committee is an important consultation mechanism for the organisation. It is comprised of five delegates each of employees, union and management who consult on a range of issues arising from the Collective Agreement, relevant legislation and industrial relations matters and seeks to contribute to maintaining a cooperative, productive and satisfying workplace.

### Volunteers

Council engages approximately 350 volunteers in many different roles and programs including Meals on Wheels, advisory committees, an Education Program and more. Our volunteers contribute and add value in many different ways.

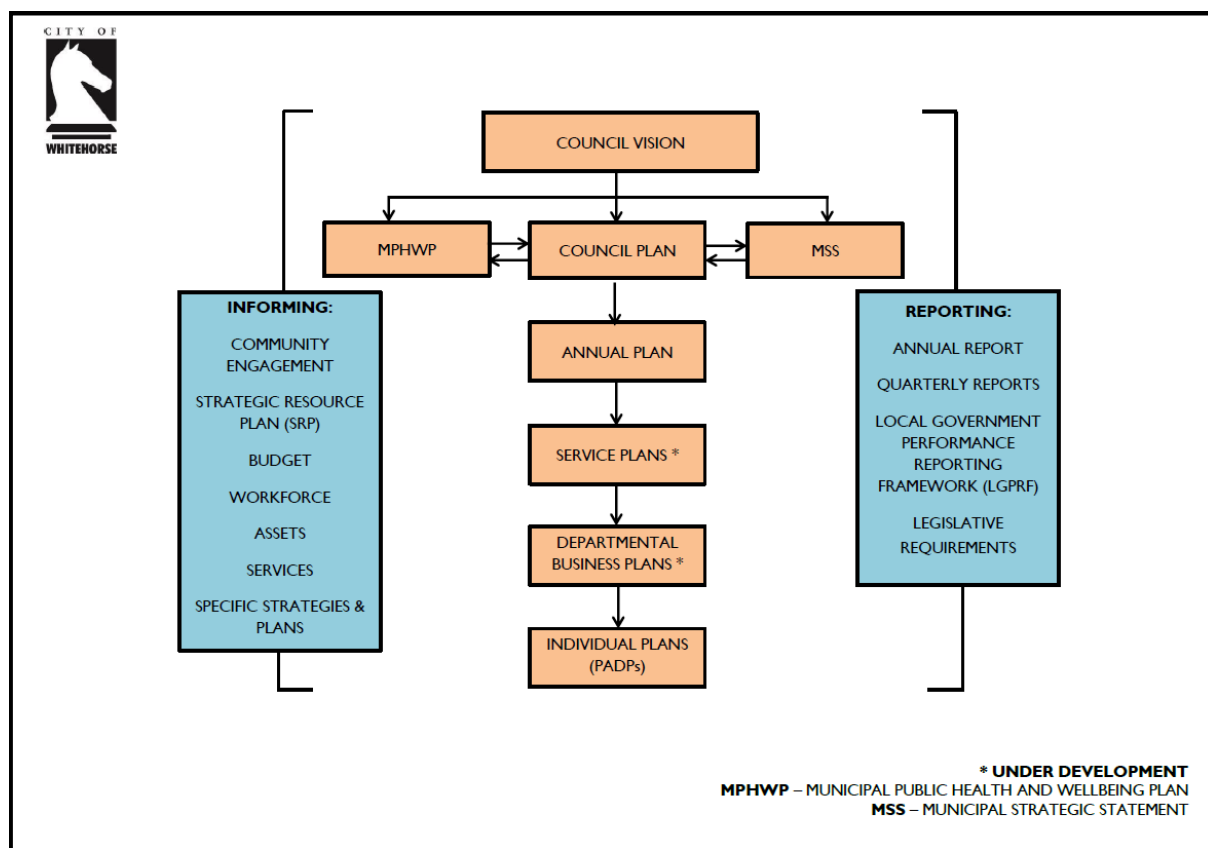
## Our Performance

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.





## 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 (LGPRF).

## 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 Performance Appraisal and Development Program

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 this *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.

## Details of Our Performance

In this section, you will find the following information under each Strategic Direction:

- **Four-year Council Plan Strategies:** As this is the final year for our Council Plan 2013-2017, we have included under each strategic objective, the progress comments of those strategies which were adopted under the Council Plan 2013-2017. You will also find the progress results and comments relating to the four-year Council Plan strategic indicators that measure the progress of the strategies. Please note that in relation to the strategic indicators, over the four-year Council Plan period (2013-17) there have been changes to methodology impacting on the manner in which strategic indicators are represented and reported.
- **Annual Plan Initiatives:** Details of the Annual Plan achievements for 2016-17.
- **Services:** The services which most closely align to the Strategic Direction, and where relevant, the associated LGPRF measures and results.

# Strategic Direction One: Support a healthy, vibrant, inclusive and diverse community

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## Council Plan 2013-17

### Strategic Objective

Appropriate multipurpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities.

**Strategy 1.1.1 Continue to develop existing council facilities accessible and adaptable to inter-generational and diverse and multicultural community users.**

Developing existing Council facilities to ensure that they are accessible and adaptable to intergenerational and diverse and multicultural community users has been a pivotal initiative in the Council Plan 2013-2017.

Council has worked with community committees of management and facility users to ensure that the Neighbourhood Houses, the Community Hub at Forest Hill and the Senior Citizens Centres are accessible, adaptable and diverse, responding to local community needs. This includes recent work carried out at Box Hill Senior Citizens Centre at Carrington Road. The utilisation of this space has increased from approximately 60 people to over 500 people per week. This has been achieved through programming changes, promotion and minor updates to the facility.

Furthermore, the Box Hill Community Arts Centre has enjoyed a partnership with the Afalyca Community Arts Centre, Baucau, Timor-Leste since 2009, with students from Afalyca presenting exhibitions in the BHCAC in 2013. The collaborative exhibition explored how different cultures viewed 'water' and what it means to different communities. The association was further strengthened with the Director of Afalyca, Marqy Da Costa, completing a three month internship with BHCAC during August 2015. The internship was an enriching mutual exchange of ideas and practices. This opportunity has provided life changing experience for Marqy Da Costa and his ongoing work and knowledge will benefit the people of Timor-Leste.

**Strategy 1.1.2 Promote benefits of flexible, multipurpose spaces.**

Council recognises and acknowledges the benefits of flexible multipurpose spaces which meet the current needs of the Whitehorse community both now and into the future. The Box Hill Town Hall, Box Hill Community Arts Centre, Whitehorse Centre and community halls have been greatly used by the community. These spaces are hireable and many not-for-profit community groups hold regular bookings or one-off events that accommodate their booking requirements. One example includes the Community Resource Centre (Forest Hill) Tenant Management Committee, who operates from a Council multipurpose space.

The flexibility and variety of these spaces ensure maximised use by our diverse community, from early years to older persons' groups to those whom work with the Culturally and Linguistically Diverse community.

Council also recently completed the construction of a new multipurpose room and associated amenities at the Livingstone Reserve, Vermont South. This new multipurpose room will provide another space for sporting clubs and community groups to utilise.

### **Strategy 1.1.3 Promote services, programs and facilities to meet the needs of community.**

To ensure Whitehorse meets the needs of our community, and have the appropriate services, programs and facilities in place we ensure we engage with our community. With the recent development of our new Council Plan 2017-2021 and Municipal Public Health and Wellbeing Plan 2017-2021, Council embarked on a community engagement program 'Your Say Whitehorse' during November and December 2016. Your Say Whitehorse provided Council a greater opportunity to understand the Whitehorse community and what their needs and expectations are of Council, specifically in relation to programs, services and facilities now and into the future. The Program reached approximately 163,697 people through the distribution of the Whitehorse Leader and Whitehorse News, and more than 10,200 people were directly targeted through the distribution of promotional postcards and surveys.

The results from the Your Say Whitehorse program were then used to develop the new Council Plan 2017-2021 and Municipal Public Health and Wellbeing Plan 2017-2021.

### **Strategy 1.1.4 Review service accessibility for emerging health priorities**

Emerging health priorities for Whitehorse include an ageing population and mental disabilities such as dementia. Council in partnership with the local community are working towards creating a dementia friendly community, where people living with this condition are supported to live a high quality life with meaning, purpose and value. This includes advocating for change to both the physical and social environment.

Council has also reviewed its service accessibility within the events area, and have ensured the presence of Auslan Interpreters at events such as Carols by Candlelight and the Australia Day concert. The introduction of Auslan Interpreters since 2014 at Council's Carols by Candlelight and Australia Day events has provided a valuable opportunity for people with hearing impairments to participate. This has naturally resulted in a steady increase in the number of people with hearing impairments attending these events.

### **Strategy 1.1.5 In partnership, plan and provide appropriate services to our ageing population, youth, families, individuals and children based on current and future needs.**

Council continues to partner with the community, as well as state government bodies, community agencies, service providers and advocacy groups to name a few to ensure that we provide appropriate services to our community cohorts. Over the last four years of our Council Plan 2013-2017, in relation to our ageing population, Council has worked with residents to increase participation in community life to reduce social isolation through the provision of person-centred services with a capacity building approach.

Council has also funded and provided a range of support services to the community including Social Support, Transport, Personal Care and Active Ageing Programs to eligible older residents. These programs are delivered in partnership with community agencies and other service providers.

In relation to youth, families, individuals and children, the Whitehorse Early Learning Service Box Hill Centre will be further developed to be a greater and more modern child care facility servicing the growing local community. Planning for this commenced in late December 2017.

Whilst for youth, Council has continued working with the Whitehorse Youth Representative Committee (WYRC) – a group of 12 young volunteers aged between 12-25 years old, who advocate on behalf of all young people in the municipality to Council and the wider community on important youth

issues. During 2016, the WYRC facilitated a forum at the Box Hill Town Hall covering a range of key issues affecting young persons including mental health, bullying and LGBTIQ (Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning).

#### Strategy 1.1.6 Promote programs and services that foster social connections within the community

Promoting and enhancing community connectedness, connectivity and engagement is a focus of Council. Council's Neighbourhood project brings together a number of officers across Council to work together with the local community to activate spaces as well as fostering community connections.

In addition, and as part of the engagement process for the development of the new *Municipal Public Health and Wellbeing Plan 2017-2021*, connectedness and feeling connected to the local community has arisen as a priority for Whitehorse residents. Actions will be developed over the next four years to further enhance resident's feelings of connectedness to the local community.

Through the Victorian Seniors Festival, which provides activities specifically for older people, Whitehorse held an annual afternoon tea and show during the month of October 2017 with approximately 180 people attending.

Furthermore, Council's Intergenerational Grants to early years providers, schools and community organisations enables new connections and the sharing of knowledge between children or young people and older people in the community, fostering mutual respect and understanding.

#### Strategy 1.1.7 Promote programs that foster wellness and the prevention of disease

Council's current *Municipal Public Health and Wellbeing Plan 2013-2017* encourages programs that foster wellness and prevention of disease. The plan identifies community's priorities in regard to health and wellbeing, and develops an annual action plan to respond to these priorities with the aim of enhancing health and wellbeing.

Implemented programs over the course of 2013-2017 include the construction of a one kilometre circuit path around the perimeter of Box Hill Gardens, encouraging community members to keep active through walking, running or cycling.

Furthermore, Council commenced works on the extension of the Box Hill Skate Park, Box Hill South. This includes a separate new beginner area, a street plaza style skating element, a new basketball half court and the installation of lighting, allowing the utilisation of the Skate Park at all hours. Overall encouraging various ages and groups to utilise the park for greater physical activity.

The Whitehorse Early Learning Service (WELS) Vermont South also partnered with Blue Cross to provide a cross generational program for children and residents. The children at the Vermont South centre visit Blue Cross weekly, encouraging wellness for both groups.

Council supports volunteering and participation in the local community as a means of increasing social connectedness and for its positive impacts on physical and mental wellbeing. Council currently has approximately 400 volunteers.

These are just a few of the many programs that Council implements which foster wellness and prevention of disease across the municipality.

**Strategy 1.1.8 Continue to support volunteers and explore civic participation opportunities for increased community involvement.**

Whitehorse has an active volunteering network, with approximately 343 volunteers. As mentioned in Strategy 1.1.7 Promote programs that foster wellness and the prevention of disease, Council supports volunteering for its positive impacts on physical and mental wellbeing. Volunteering and community participation are promoted through regular articles in Whitehorse News and the local press, including a monthly "Volunteer Profile".

The National Volunteer Week Years of Service held during May 2017, and International Volunteer Day held on Monday 5 December 2016, recognise and celebrate Council volunteers and their contribution to the community.

**Strategy 1.1.9 Further strengthen partnerships to implement policies, plans and projects that deliver positive outcomes for the community.**

Council continues to strengthen its partnerships with its key stakeholders to ensure the implementation and delivery of various policies, plans and projects.

The Recreation Strategy, endorsed by Council during 2014 is a key example of a plan delivering positive outcomes for the community. The Recreation Strategy has provided Council with a decision-making framework for recreation and sporting for the next ten years. Through the implementation of this Strategy, Council has further developed the skate park at Box Hill South, optimised shared use of sports pavilions, through the provision of pavilion upgrades to include multipurpose rooms for broader community use, and developed a Masterplan for Elgar Park.

Council has also redeveloped and implemented a number of key strategic plans which are integrated and connected to the *Whitehorse Health and Wellbeing Plan 2013-2017*. These include:

- *Whitehorse Volunteering and Community Participation Strategy*
- *White Community Health and Wellbeing Plan*
- *Whitehorse Positive Ageing Strategy*
- *Whitehorse Reconciliation Policy and Action Plan*
- *Whitehorse Diversity Policy and Action Plan*
- *Whitehorse Disability Policy and Action Plan*
- *Whitehorse Municipal Early Years Plan*
- *Whitehorse Youth Plan*
- *Whitehorse Arts Strategy, and*
- *Whitehorse Recreation Strategy.*

**Strategy 1.1.10 Continue to provide financial and in-kind support to community groups and organisations.**

The Whitehorse Community Grants program supports the local community by assisting the resourcing of community organisations to provide initiatives, programs and services that respond to community needs, provide value for money, promote community spirit and celebrate Whitehorse's heritage and diversity.

Those that are funded closely align with Council's Strategic Directions and strive to meet the social, cultural, economic, recreational and development needs of residents, foster a sense of community identity, maximise access to programs and activities by people who have had limited participation in community life and encourage cooperation between organisations, which leads to enhanced initiative delivery as well as the most efficient use of resources.

**Strategy 1.1.11 Promote the role of Council and community in relation to community safety, amenity and healthy neighbourhoods.**

Whitehorse continues to work with key stakeholders in the community, such as Victoria Police to ensure that Whitehorse is a safe place for people to live, work, study and play. According to Victoria Police statistics, Whitehorse has the second lowest overall crime rate in the Eastern Metropolitan Region (Crime Statistics Agency, 2017).

Council's work in this area includes the Prevention of Violence Against Women, Safety Month activities and working proactively with Victoria Police on initiatives which benefit the community. This includes translating information for our Chinese community about community safety and the services that can assist them.

Furthermore, The Box Hill Assertive Outreach Program for youth provides a regular outreach program to young people using collaborative resources in the local community. Through this initiative, Council's Youth Services coordinates a range of community agencies and Victoria Police to provide support and resources to young people in an outreach capacity in the Box Hill area. The Box Hill Assertive Outreach Program enables support is provided to young people who struggle to access the service.



## Council Plan Strategic Indicators

Indicator	Progress Result			Comments
	2013-14	2014-15	2015-16	
Level of overall satisfaction with Whitehorse City Council	92% (Nexus)	88% (Nexus)	67 (JWS)	Please note that the methodology in this indicator has changed over the period of the Council Plan 2013-17. During 2013-14 and 2014-15, the indicator was measured by the Nexus Resident Survey and from 2015-17, the survey was measured by the JWS Local Government Community Satisfaction Survey.  Council is progressively moving towards a higher index score for the level of overall satisfaction with Council.
			67 (JWS)	
Program or service participation rates and number of visitors and users to facilities* (attendees)				The figures demonstrate a robust visitation rate to Council programs, services and facilities. During 2013-14, Aqualink Box Hill had a significantly lower number than compared to more recent years due to the Centre being redeveloped over the course of 2013-14. The attendance has also slightly decreased over 2015-16 and 2016-17 with the opening of
Aqualink Box Hill	497,439	993,326	976,607	
Aqualink Nunawading	673,163	660,994	616,512	
Box Hill Community Arts Centre	53,304	53,561	58,849	
Whitehorse Centre	122,635	120,865	116,330	
Whitehorse Arts Space	8340	7774	8414	
Box Hill Town Hall	113,961	97,855	110,000	
Box Hill Town Hall Community Hub	55,122	60,602	58,278	53,729

Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
Minor Halls	20,277	20,743	27,626	21,500	Aquation in Ringwood, with the community in Whitehorse having further choices on where to recreate and visit.
Schwerkolt Cottage	3487	3936	3619	4440	
Library Computer Bookings	135,917	173,486	169,056	165,695	
Library Visitation (Door Counter)	692,430	690,318	669,147	667,506	
<b>Level of attendance at Council events and celebrations (estimated attendees)</b>					Council has had a diverse range of events and celebrations within the municipality. Significant events include 'Footprints – The Journey of Lucy and Percy Pepper' which was in recognition of National Reconciliation Week. This exhibition traced the lives of an Aboriginal family in the first half of the twentieth century.
Spring Festival	20,000	20,000	20,000	20,000	
Whitehorse Carols Concert	11,000	9000	8000	9000	
Australia Day Concert and Fireworks	15,000	15,000	16,000	15,000	
Swing Pop Boom Cinema	500	700	200	700	
Swing Pop Boom Shake at the Lake	800	800	500	450	Council also continues to attract leading national companies and has experienced a number of sold out shows with a strong subscription base of regular patrons enjoying this program in their local area.
Global Fiesta	4500	4500	4000	2500	
<b>Increase in the number of volunteers participating in a broader range of community activities (volunteers)</b>	408	400	394	343	Council engages volunteers in many different roles and programs including Meals on Wheels, advisory committees, an Education Program and more.

Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
					Our volunteers contribute and add value in many different ways.
<b>Number and value of grants provided to community groups and organisations</b>					Council has provided over \$3.74 million in Cash Grants and \$1.36 million in Discount Support to our community groups and organisations.
Number of Grants – Cash Grants	108	115	104	118	
Number of Grants – Discount Support	143	146	136	134	
Value of Grants – Cash Grants	\$915,634	\$944,998	\$945,228	\$940,424	
Value of Grants – Discount Support	\$332,931	\$337,786	\$350,702	\$343,240	
* Council provides a diverse range of services, programs and facilities and is not limited to the facilities listed below.					

## Annual Plan 2016-17

### Major Initiatives

#### Nunawading Community Hub

**Construct Nunawading Community Hub and engage with stakeholders to develop an inviting, highly accessible place with a range of flexible internal and external spaces for active and passive activities, providing for a broad range of groups and individuals now and into the future.**

Council and consultants have completed the initial space programming schedules taking into consideration user and stakeholder needs. A third round of consultation with user and stakeholder groups was completed and space programming schedules presented. Approval in principle was received from user groups with a more detailed phase to following in the new financial year.

#### Whitehorse Centre Redevelopment

**In 2015, Council made publicly available the Whitehorse Centre business case and appointed an independent consultant, JWS Research, to conduct community consultation on the future of the Whitehorse Centre. The three options of redevelopment, essential works or closure and demolition are being considered through a comprehensive and qualitative and quantitative research program. Council will consider the Whitehorse Centre business case and its associated reports, as well as the 2016 community consultation research outcomes, to determine future the Whitehorse Centre.**

A redeveloped centre will provide a facility that:

- meets the needs of our growing and diverse population
- is accessible for all users
- is a fit-for-purpose arts centre servicing our not-for-profit community groups
- will enhance the health and well-being outcomes of our community
- is an arts hub for artists and patrons to use and enjoy in their local area

#### Health and Wellbeing Plan

**Commence development of the *Municipal Public Health and Wellbeing Plan*, which will identify key priorities and objectives to implement over the next four years to improve the health and wellbeing of the municipality (funded within operational budget).**

The development of the new *Municipal Public Health and Wellbeing Plan (MPHWP)* has commenced. Extensive consultation has occurred within the community with targeted and specific consultation relating to the MPHWP taking place during January to March 2017. The cross-Council Advisory Group, have overseen the plan's development. The draft MPHWP will go to Council in August 2017.

## Initiatives

### Box Hill Affordable Housing Project – Stage 2

Council, along with the Department of Health and Human Services (DHHS), is exploring the potential for a vibrant and innovative housing development in Box Hill. The vision is for a building that will include a mix of affordable and private housing, potential commercial opportunities, and which will also form part of a pedestrian hub with a walkway through to Box Hill Gardens. Stage 2 of the project includes finalising a joint Expression of Interest with DHHS and developing a probity plan, communication strategy and transactional agreements.

The Box Hill Affordable Housing project expression of interest (EOI) was presented to Council for consideration on Monday 30 May 2016. All of the Housing Associations which submitted an EOI also submitted a Request for Proposal. The Requests for Proposals were scored against the key selection criteria and a further report was presented to Council, consisting of the recommendations from the Evaluation Panel, including Council having been briefed on the Request for Proposal submissions.

### Connecting Council-owned CCTV to Forest Hill and Box Hill Police Stations

**This project will promote community safety by enabling footage from Council-owned CCTV in Mitcham, the Box Hill Mall and surrounding laneways to be transmitted to the new Forest Hill Police Station and Box Hill Police Station respectively. In the event of an incident, police will be able to view live footage from Council-owned CCTV.**

Planning commenced in consultation with Victoria Police as to the best way to transfer CCTV footage data. This included quotation for works from Telstra being accepted and planning commencing shortly after with Victoria Police as to the best way CCTV footage can be transmitted to Victoria Police at Box Hill Police Station and Forest Hill Police Station, with there being ongoing maintenance to provide CCTV connections. This included the procurement of hardware, which was installed. The project ensures community safety, which promotes and delivers community wellbeing.

### Livingstone Pavilion Refurbishment

**Construct a multipurpose space adjacent to the Livingstone Primary Oval Sports Pavilion.**

Construction for the Livingstone Pavilion refurbishment has been completed, together with the associated landscaping and carpark improvements. The building was handed over to clubs in September 2016.

## Services

### Home and Community Care

**This service supports people who are elderly, frail or with disabilities and their carers to stay active, independent and living at home as long as possible. Services include home delivered and community based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support, and social housing at two residential housing facilities.**

During 2016-17, quality reviews were conducted by the Aged Care Quality Agency of the Whitehorse City Council Commonwealth Home Support Programme and the Commonwealth Home Care Programme resulting in Council meeting all 18 quality outcomes and demonstrating compliance with legislative quality standards.

Mountainview Cottage also received the Excellence in Care 2017 Leading Aged Care Australia Awards, recognising high level of person-centred services and excellent client outcomes that facilitate social connections and build client capacity to remain living in the community.

### Family Services

**This service area provides family oriented support services including centre based childcare (Whitehorse Early Learning Service), integrated kindergarten, kindergarten lease management, inclusion support, maternal and child health and youth support services.**

Council continues to conduct regular New Parents Groups for our Chinese Community, with an interpreter. These continue to be well attended with grandparents also attending sessions. Furthermore the Lactation Clinic at the Box Hill South Family Centre has conducted over 300 consultations, with the recent customer satisfaction survey undertaken indicating a very high level of satisfaction.

Utilisation of Council's Whitehorse Early Learning Service Child Care Centre Service remains high with occupancy reaching 93% during 2016-17.

Council's youth program 'The Whitehorse FReeZA Committee (Flying Pig Events)' ran several events in 2016-17, including Battle of the Bands, Spring Festival Youth Area, Global Fiesta and National Youth Week.

### Libraries

**This service represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.**

Whitehorse Manningham Regional Library Corporation has seen the launch of the Community Stories Project, with two major programs released being Remarkable Women of Manningham and Whitehorse and Here's to the Story Makers. Both projects highlighted significant local stories within the Whitehorse community and provided opportunities for the community to connect.

A Living Libraries Infrastructure grant of \$258,000 was received from the state government for a minor refurbishment of Box Hill Library. Finally, completion of a community survey of residents in the cities of Manningham and Whitehorse has seen respondents contributing to the development of the new

four year library plan. Eighty-five percent of library user respondents indicated that the libraries impacted in their lives in a positive way.

### Leisure Facilities

**This service provides the Whitehorse community with a range of leisure facilities including Morack Golf Course, aquatic facilities including Aqualink Box Hill and Aqualink Nunawading, Sportlink and Nunawading Community Centre.**

The combined Aqualink membership has reached a new level, with 7500 members joining the Centres during March 2017. Furthermore, two new pieces of gym equipment were acquired for Aqualink Box Hill as part of the 2016-17 capital works program, which were well received.

Sportlink developed a new in-house basketball program – Hot Streak, which was aimed at casual basketball players wanting to play an informal 5 on 5 social competitions. Games are short and sharp, with players officiating the games themselves. Resulting in lower costs and as a result, reduced fees. Staff and volunteers coordinate the evening games, ensuring everyone receives fair court time and plays in the spirit of the games.

Morack Golf Course has seen new ergonomic tables and chairs being installed at the Clubhouse replacing the old furniture. The feedback from the resident golf club members has been very positive in relation to this new addition.

FJMT have been selected as the project architects for the design of the new Nunawading Community Hub which will replace the existing Nunawading Community Centre. The consultation phase will commence soon.

### Environmental Health Services

**This service area provides health education and protection services such as immunisations, food safety management, communicable disease surveillance, tobacco control and environmental protection.**

Council introduced the online eHealth portal in November 2016 which publishes food safety performance (star) rating of food businesses and facilitates on-line renewal/payment of registrations.

Council also achieved its targets under MAV Service Agreement for Tobacco control activities under the *Tobacco Act 1987*. This included 54 test purchases for cigarette sales to minors resulting in eight sales and interventions.

### Compliance

**This program includes a range of Council's regulatory functions to ensure the safety and wellbeing of the community including domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality to ensure fair and equitable access to on-street parking for the community, and to ensure that streets are safe for pedestrians and other road users.**

Council's responsible pet ownership program and reunification levels of lost animals with their owners, has seen the animal impound rates significantly reduced with 818 animals impounded during 2016-17 (compared to 903 animals in 2015-16).

The Domestic Animal Management Advisory Committee also met three times during 2016-17 to establish a framework for the review of Council's Domestic Animal Management Plan.



## Community Development

**This service focuses on the development of policies and strategies and providing support to the Whitehorse community, in particular relating to areas of social health and wellbeing, ageing population, people with disabilities, diversity, volunteering, and provides community grants to local not-for-profit groups and organisations. Council also offers support with community festivals, including Chinese New Year and Moon Festival.**

The Disability Advisory Committee and Reconciliation Advisory Committee met to explore challenges and considerations as part of the National Disability Scheme roll out. Furthermore, there has been continued development with the Dementia Friendly Communities Project in partnership with the inner east Primary Care Partnership.

## Arts and Recreation (including Cultural Facilities and Programs)

**This service provides a diverse and ongoing program of arts, cultural and heritage events as well as access to the Whitehorse Art Collection, meeting room hire and function services. Cultural facilities include the Whitehorse Centre, Box Hill Town Hall and other minor halls, Box Hill Community Arts Centre, Whitehorse Artspace, Schwerkolt Cottage and Museum Complex. A range of Council events are also offered including the Australia Day Concert, Carols Concert, Spring Festival, Heritage Week and Swing Pop, Boom! Music Series. Council also offers support with community festivals including Chinese New Year and Moon Festival.**

Schwerkolt Cottage and Museum Complex visitor numbers are up by 11.5% when compared to 2015-16, with visitor attendance being 4440 people.

Furthermore, the Box Hill Community Arts Centre (BHCAC) has seen attendance in 2016-17 at 60,139, with venue hire and class bookings performing well. Council also programmed for Sustainability Week at the BHCAC a 'Speed Date a Sustainability Expert' and 'Fair Trade Fashion Movie Night'. BHCAC complemented these events with an exhibition by six artists that produce art using recycled materials. The exhibition was well attended and admired.

In relation to the Box Hill Town Hall, as part of the Neighbourhood Project, the Box Hill Town Hall lawn area was transformed into an outdoor cinema for the screening of *Babe*. Families brought their rugs and bean bags and enjoyed a wonderful outdoor cinema event.

For festivals, Council has continued to successfully deliver the Spring Festival, Whitehorse Carols Concert, Australia Day Concerts and Fireworks, Global Fiesta, Swing Pop Boom – Moonlight Cinema, Swing Pop Boom – Shake at the Lake and Swing Pop Boom – Cheek to Cheek. Attendance for 2016-17 reached 48,150 people.

Finally the Whitehorse Centre has seen attendance for 2016-17 at 107,157 people, with the professional season continuing to attract great audiences. The 2016-17 main season and midweek matinee annual program has attracted an audience of 16,897 patrons, an increase of 10% relative attendance when compared to the previous year.

### Parks Planning and Recreation (including Sports Fields)

**This service manages the utilisation of community recreation facilities such as sporting grounds and pavilions, provides support to community groups and provides planning and strategy development for parks and recreation facilities and infrastructure.**

As part of the implementation of the Mont Albert Reserve Concept Plan, a pedestrian circuit path has been constructed around the perimeter of Mont Albert Reserve to encourage walking and passive recreation. A new cricket practice facility, including four synthetic and eight turf wickets has also been constructed including demolition of the old cricket net practice facility. These new facilities will benefit both the sports clubs and local residents, encouraging a healthy and active community.

Council is also continuing implementation of the Box Hill Gardens Masterplan, with the concept planning for the new gathering space and playground completed. The gathering space includes barbeques and shelters, with the playground concept also including an innovative and visually appealing field of poles with playground equipment nestled amongst them.

## Local Government Performance Reporting Framework Indicators

The following are the results of the prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist you in understanding the results.

Service/Indicator/Measure		2015	Result 2016	2017	Material Variation and Comments
<b>Aquatic Facilities</b>					
<b>Service Standard</b>					
<b>Health inspections of aquatic facilities</b> [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]		1.00	1.00	1.00	Council operates two indoor aquatic facilities - Aqualink Box Hill and Aqualink Nunawading. There were two health inspections during the financial year, one at each centre. In addition to this, Council engages a laboratory to conduct quarterly microbiological testing of all pools and centre staff conduct four hourly testing of all pools during operating hours.
<b>Reportable safety incidents at aquatic facilities</b> [Total number of WorkSafe reportable aquatic facility safety incidents]		0.00	2.00	0.00	There were no reportable safety incidents during the financial year.
<b>Service Cost</b>					
<b>Cost of indoor aquatic facilities</b> [Direct cost of indoor aquatic facilities less income received/Number of visits to indoor aquatic facilities]		\$0.28	-\$0.08	-\$0.11	Council continues to provide a competitive rate for the wide variety of programs and activities offered at the leisure centres.
<b>Cost of outdoor aquatic facilities</b> [Direct cost of outdoor aquatic facilities less income received/Number of visits to outdoor aquatic facilities]		\$0.00	\$0.00	\$0.00	Whitehorse City Council does not operate an outdoor aquatic facility.
<b>Utilisation</b>					
<b>Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities/Municipal population]		10.11	9.62	9.28	Aquatic facilities were well utilised, offering a broad range of accessible aquatic and dry area facilities. The decrease in the utilisation of aquatic facilities is the result of a fall in the number of visits, which has been impacted by the opening of a new aquatic facility in a neighbouring municipality. In the 2017 Community Satisfaction Survey, Council's recreational facilities were one of the top performing areas, significantly exceeding the Metropolitan group and State-wide averages.

Service/Indicator/Measure		Result		Material Variation and Comments	
		2015	2016	2017	
<b>Animal Management</b>					
<b>Timeliness</b>					
<b>Time taken to action animal management requests</b> [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]		<b>0.00</b>	<b>2.01</b>	<b>1.45</b>	With a focus on responsiveness to requests for service, this has resulted in an improved initial engagement with the customer, improving the result for 2016/17.
<b>Service Standards</b>					
<b>Animals Reclaimed</b> [Number of animals reclaimed/Number of animals collected]		<b>64.00%</b>	<b>70.33%</b>	<b>91.57%</b>	Council endeavours to return animals to their owners where possible, prior to being impounded.
<b>Service Cost</b>					
<b>Cost of animal management service</b> [Direct cost of the animal management service/Number of registered animals]		<b>\$25.58</b>	<b>\$26.69</b>	<b>\$28.09</b>	The cost of the animal management service increased mainly due to a significant increase in pound fees. The increase in costs can also be attributed to legal assistance, which was engaged to assist with undertaking prosecutions for breaches of the Act. Animal registration levels in the municipality remain consistent.
<b>Health and Safety</b>					
<b>Animal management prosecutions</b> [Number of successful animal management prosecutions]		<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	The number of animal management prosecutions varies from year to year. Matters reported are investigated and where the circumstances of the incident meet statutory provisions, prosecutions are initiated against the animal's owner. This year, nine incidents were reported and all nine incidents were successfully prosecuted. This result represents the effectiveness of the animal management service as all attacks that met the <i>Domestic Animal Act 1994</i> criteria were successfully prosecuted.
<b>Food Safety</b>					
<b>Timeliness</b>					
<b>Time taken to action food complaints</b> [Number of days between receipt and first response]		<b>0.00</b>	<b>1.88</b>	<b>2.03</b>	From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. This has been implemented to better align reporting with the

Service/Indicator/Measure		Result		Material Variation and Comments	
		2015	2016	2017	
action for all food complaints/Number of food complaint]					Department of Health and Human Services. This may result in some variances year on year. Previously this indicator was reported on by financial year, with the exception of 2015, whereby the indicator was not required to be reported on.
<b>Service Standard</b>					
<b>Food safety assessments</b>					
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> /Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ]		99.00%	100.88%	100.00%	841 class 1 and class 2 food premises have received an annual food safety assessment. Transfer and final inspections for new premises are included in this figure.
<b>Service Cost</b>					
<b>Cost of food safety service</b>					
[Direct cost of the food safety service/Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]		\$488.04	\$513.09	\$508.84	As of the 30 June 17 there were 1,070 Class 1, 2 and 3 registered food premises with 202 Class 4 notifications. This figure varies for each period depending on the number of new and closed registrations/notifications during each period.
<b>Health and Safety</b>					
<b>Critical and major non-compliance notifications</b>					
[Number of critical non-compliance notifications and major noncompliance notifications about a food premises followed up/Number of critical non-compliance notifications and major noncompliance notifications about food premises]		92.00%	98.97%	100.00%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
<b>Libraries</b>					
<b>Utilisation</b>					
<b>Library collection usage</b>					
[Number of library collection item loans/Number of library collection items]		7.37	7.69	7.62	Collection usage statistics remain comparable to the previous year.
<b>Resource Standard</b>					
		74.00%	79.10%	77.50%	Collection items are variable at any time due to the

Service/Indicator/Measure		Result			Material Variation and Comments
		2015	2016	2017	
<b>Standard of library collection</b> [Number of library collection items purchased in the last 5 years/Number of library collection items]					nature of floating collections throughout the library service.
<b>Service Cost</b> <b>Cost of library service</b> [Direct cost of the library service/Number of visits]		\$5.08	\$5.72	\$6.17	Cost of library service increased slightly due to additional funding provided for risk mitigation projects.
<b>Participation</b> <b>Active library members</b> [Number of active library members/Municipal population]		15.00%	15.28%	14.84%	The active members indicator fluctuates each year. This year the estimated resident population for Whitehorse has increased, whilst the number of active members has remained static, resulting in a slightly lower percentage. The indicator does not include members who attend the library for other purposes such as using the internet, Wi-Fi services or attendance at library programs.
<b>Maternal and Child Health</b>					
<b>Satisfaction</b> <b>Participation in first MCH home visit</b> [Number of first MCH home visits/Number of birth notifications received]		99.00%	99.15%	100.28%	Council's Maternal and Child Health (MCH) service transitioned to a new state-wide Child Development Information System (CDIS) in April 2017. The new system is experiencing a number of issues, and as such Council is unable to verify the accuracy of the data. Council is currently working with the Municipal Association of Victoria to verify this data and rectify these issues. The participation in first MCH home visit rate increased slightly compared to prior year as there were birth notices which were carried over from the previous financial year. This includes mothers who were residing in the municipality temporarily.
<b>Service Standard</b> <b>Infant enrolments in MCH service</b> [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received]		100.00%	95.97%	94.03%	Council's Maternal and Child Health service transitioned to a new state-wide Child Development Information System (CDIS) in April 2017. The new system is experiencing a number of issues, and as such Council is unable to verify the accuracy of the data. Council is

Service/Indicator/Measure		Result		Material Variation and Comments	
		2015	2016	2017	
					currently working with the Municipal Association of Victoria to verify this data and rectify these issues. Some infants cannot receive home visits as may they remain in hospital due to prematurity, or families may be staying with relatives for the first few weeks post discharge. This means they are unable to be enrolled in the service initially, however once discharged or upon returning to their Whitehorse address, these families are enrolled in the service.
<b>Service Cost</b>					
<b>Cost of MCH service</b> [Cost of the MCH service/ Hours worked by MCH nurses]		<b>\$0.00</b>	<b>\$77.74</b>	<b>\$84.97</b>	Whitehorse City Council's Maternal Child Health service continues to provide support and information to families within the municipality who have children aged from birth to school age.
<b>Participation</b>					Council's Maternal and Child Health service transitioned to a new state-wide Child Development Information System (CDIS) in April 2017. The new system is experiencing a number of issues, and as such Council is unable to verify the accuracy of the data. Council is currently working with the Municipal Association of Victoria (MAV) to verify this data and rectify these issues. This result demonstrates that Maternal and Child Health participation rates are high in the City of Whitehorse and is supported by the positive results in our most recent Maternal and Child Health Satisfaction Survey.
<b>Participation in MCH service</b> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service]		<b>80.00%</b>	<b>78.37%</b>	<b>83.36%</b>	
<b>Participation in MCH service by Aboriginal children</b> [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service]		<b>73.00%</b>	<b>75.53%</b>	<b>68.33%</b>	Council's Maternal and Child Health service transitioned to a new state-wide Child Development Information System (CDIS) in April 2017. CDIS is a web-based child and youth centric information management system that was developed in collaboration by the state government and the Municipal Association of Victoria (MAV). At the



Service/Indicator/Measure	Result			Material Variation and Comments
	2015	2016	2017	
				end of the financial year, the new system was unable to generate a report for this indicator. Therefore, the MAV have provided the participation in the MCH service by Aboriginal rate for the 2016/17 financial year for the purpose of reporting this indicator's result. The MAV is working to implement this system capability by the next release cycle. In the first year of life, 100% of families attended the service, in the second year 80% attended, the attendance rate drops off considerably after this in years 3, 4, and 5.



# Strategic Direction Two: Maintain and enhance our built environment to ensure a liveable and sustainable city.

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## Council Plan 2013-17

### Strategic Objective

Maintain, develop and enhance our built environment.

**Strategy 2.1.1 Improve the links and usage of transport modes with regard to efficiency, sustainability and safety.**

Council has made numerous improvements to the links and usage of transport modes.

Pedestrian safety, accessibility and connectivity improvements were made at a number of sites throughout the municipality. Treatments include the installation of new tram crossings, footpaths, tactile ground pavers, raised pavements at intersections, works to meet the requirements of the *Disability Discrimination Act 1992*, pedestrian fencing, wayfinding signage, upgrade of shared paths, and the construction of a new school crossing.

Council has also constructed various shared paths, on-road bicycle lanes and off-road bicycle paths. A bike shelter was also constructed for community and staff members visiting the Whitehorse Civic Centre at Nunawading.

Council has also successfully advocated for the installation of bus shelters and associated bus stop infrastructure at 75 sites within the municipality. The level crossings at Heatherdale Road Mitcham, Mitcham Road Mitcham, Rooks Road Nunawading, Springvale Road Nunawading, Blackburn Road Blackburn and Middleborough Road Box Hill have now been removed. Advocacy continues for the remaining level crossing in Whitehorse (Mont Albert Road, Mont Albert) to be removed.

There is ongoing implementation of community education programs regarding cycling, pedestrian safety, driving and using public transport. Examples include Transit, Bike It, Bike Ed, Ride to Work Day, Fit to Drive, Wiser Driver, CycleWise, vehicle child restraint fittings, Wiser Walker Wiser Traveller, use of speed trailers in local streets, L2P Learner Driver Mentor program, and Seniors Stepping Out Safely.

The development of the *Whitehorse Community Road Safety Strategy* in 2013 to guide road safety activities over the coming five years; and the development of the Whitehorse Cycling Strategy in 2016; to guide cycling education and infrastructure programs over the coming 10 years, is ongoing.

**Strategy 2.1.2 Continue to lobby for improved pedestrian linkages and transport connectivity.**

With construction of stage 1 of the shared use path along the Melbourne Water pipe track complete, Council successfully advocated for funding from the state government to assist with the construction of stages 2 and 3 of the shared use path.

Council also successfully advocated for lifts to be installed at the new Blackburn and Mitcham train stations to assist people with limited mobility. Including advocating for the installation of new pedestrian operated signals at the intersection of Surrey Road and Junction Road Blackburn.

Council also continues to lobby to the state government for improved pedestrian linkages and transport connectivity, particularly for the upgrade of the Box Hill transport interchange, construction of a shared use path along the former Healesville Freeway Reservation, extension of the tram line along Burwood Highway from Vermont South to Knox, appropriate design and construction of the Box Hill to Ringwood shared use path, and safety improvements for pedestrians and cyclists across and along arterial roads. Council also continues to advocate for increased state government funding for the supervision of school crossings.

**Strategy 2.1.3 Continue to maintain and enhance Council's physical assets for long-term sustainability, safety, public amenity and appearance.**

Council continues to maintain and enhance physical assets for long-term sustainability, safety, public amenity and appearance. Council developed a works management system for roads and drainage assets. This included a major review and update of Council's Asset Management Plans for roads, drains, buildings, open space, plant and fleet and IT assets.

Furthermore, Council achieved core maturity status in the Commonwealth Government's National Asset Management Assessment Framework.

Council also commenced preparation for a 10 year Capital Works Program, including reviewing the asset renewal forecasts as part of the development of a 10 year Capital Works Programs.

More recently, development of a new *Asset Management Strategy and Policy* with a 4 year improvement plan was completed, whilst commissioning a works management system for open space assets.

**Strategy 2.1.4 Support and promote greater housing diversity (including affordable housing) balanced with preserving the heritage, landscape, cultural and natural environments.**

Council monitored and updated the Whitehorse Planning Scheme and undertook corrections and amendments where appropriate. This included carrying out planning scheme amendments to increase land availability for residential development across the municipality in various contexts. Activity Centres such as Box Hill, which has good public transport, and the ability to cater for increased density as well as local neighbourhoods that comprise single detached dwellings with backyards were considered as part of the amendments.

Council also continued the strategic planning work to allow the development of the Burwood Brickworks site in Burwood to accommodate additional housing types. This also included the facilitation of the development plan for the Daniel Robertson Brickworks to enable a mixture of residential and retail development.

Furthermore, Council was awarded the Heritage Assistance Fund to assist with preserving heritage buildings and continues to participate in the Eastern Affordable Housing Alliance (EAHA).

The EAHA's mission is to advocate for increased affordable housing in the Eastern Metro region of Melbourne to meet the needs of our communities for safe, secure and affordable housing now and in the future.

Key achievements for EAHA over 2013-17 include:

- Developing resources to promote the work of the EAHA and provide information on the need;

- Facilitated site visits and bus tours of best practice affordable housing examples in Victoria;
- The development and implementation of the 'Housing the Future Together' forum;
- Regular media releases;
- The research and development of a vacant and under-utilised land guide;
- The formation of local partnerships with housing associations, housing providers and developers;
- Facilitated Candidates Forum on social and affordable housing in the lead up to the 2016 Federal Election, with presentations by Labor and the Greens parties (Liberals invited);
- Continued advocacy for more social and affordable housing to state and federal Government Ministers;
- EAHA Network Resource Structure and;
- The review and update of social housing data for the Eastern Metropolitan Region.

#### **Strategy 2.1.5 Continue to improve the utilisation of council assets including optimal multi-purpose usage.**

Council continues to improve the utilisation of council assets including optimising multipurpose usage. The construction of a new multipurpose room and associated amenities at Livingstone Reserve Vermont South is an key example of council assets being utilised by both sporting clubs and community groups.

Sports field floodlights were upgraded at Livingstone Primary School sports fields, Vermont South, improving the level of floodlighting in accordance with Australian Standards to optimise the use by sports clubs.

Works also commenced on the extension of the Box Hill Skate Park, Box Hill South. Works included a separate new beginner area, street plaza style skating elements, a new basketball half court and installation of lighting which optimises use by people across a number of age groups and encourages family as well as non-skate related use.

Council also improved the pavilion and recreational facilities provided at Eley Park, Blackburn South. This included a refurbishment of the pavilion change rooms to better cater for females and the installation of new coaches boxes and a spectator shelter.

#### **Strategy 2.1.6 Continue to encourage sustainable quality retrofit of existing council facilities.**

All Council major retrofit projects include consideration and subsequent implementation of relevant energy and water-efficient measures, where practicable within the project budget.

Some examples include:

- Energy efficient lighting, which was installed at various building including Livingstone Pavilion, Strabane Chapel Hall, Slater Reserve Basketball Stadium, Box Hill Library, Box Hill Town Hall and Aqualink Nunawading
- Energy efficient measures which were identified in an audit of two sporting facilities. That being Billabong Park Pavilion and East Burwood Reserve South Pavilion. This is all part of an Eastern Alliance for Greenhouse Action project 'Save it for the Game'; and
- Rainwater tanks which were installed at Heatherdale Reserve Pavilion, Vermont Reserve Pavilion and Mahoney Reserve North Pavilion.

Sustainable design elements were also included in the architect brief for the design of the new Nunawading Community Hub facility. Energy efficient appliances and water efficient tapware, toilets and showers continue to be installed at a range of Council buildings.

**Strategy 2.1.7 In partnership with the community and key stakeholders develop policy and principles that define and guide responsible and appropriate development.**

Council has undertaken Planning Scheme Amendments that help to further define and guide development comprising inclusion of additional properties in the Heritage Overlay, inclusion of additional trees in the Vegetation Protection Overlay, and rezoning of land through the 'corrections' amendment to ensure land is appropriately zoned for purpose.

Council has also undertaken community engagement activities with the community on the preparation of various policies, including *Municipal Wide Tree Study*, *Burwood Brickworks* and *Box Hill Built Form Guidelines*.

**Strategy 2.1.8 Continue to provide affordable, effective, and sustainable Council waste services and initiatives.**

Kerbside waste and recycling collections of domestic garbage, recycling, garden organics and hard waste were delivered satisfactorily and in accordance with the contract and service conditions.

The waste and recycling contracts are closely monitored to ensure the services are delivered effectively, whilst meeting the required customer service levels. Each of Council's waste and recycling services were initially publically tendered using contract specifications based on best practice waste management standards. The 7-year contract period allows the costs of delivering the services to be evenly spread across the contract period, ensuring financial affordability and sustainable collection costs. The result of the competitive tendering process also delivered favourable contract rates, which continue to ensure affordable services. Council's waste and recycling costs are typically below the metropolitan average, and Council's recycling costs are especially low due to favourable contract rates received in the recycling contract tender.

**Strategy 2.1.9 Improve shared civic open spaces**

Developing existing Council facilities to ensure that they are accessible and adaptable to intergenerational and diverse and multicultural community users has been a pivotal initiative in the Council Plan 2013-17.

Council has worked with community committees of management and facility users to ensure that the Neighbourhood Houses, the Community Hub at Forest Hill and the Senior Citizens Centres are accessible, adaptable and diverse, responding to local community needs. This includes recent work carried out at Box Hill Senior Citizens Centre at Carrington Road. The utilisation of this space has increased from approximately 60 people to over 500 people per week. This has been achieved through programming changes, promotion and minor updates to the facility.

Council also developed the land located at 46 Graham Place, Box Hill into a park for local residents to use. Open Space development included the construction of a 'small local' level play space, installation of bollards and park furniture and the planting of various garden beds and trees.

Council additionally completed the design to develop a respite area in Box Hill Gardens, providing a range of spaces on the Nelson Road edge of the Box Hill Gardens for the community and for those taking time out from the adjacent hospitals or Box Hill urban area.

## Council Plan Strategic Indicators

Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
<b>Percentage of planning applications decided within 60 days</b>	N/A	44.00%	57.01%	46.08%	This is a Local Government Performance Reporting Framework indicator, which was introduced by the state government in 2014-15. Furthermore from the 1 July 2016 this indicator was updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year.
<b>Increased kilometres of walking tracks, shared pedestrian and bicycle paths</b>	N/A	N/A	0.42km increase	1.1 km increase	In 2013-15, work was being undertaken to commence collecting data in relation to this indicator. In 2015-16, Council had a 0.42km and 1.1km increase in 2016-17 of walking tracks, shared pedestrian and bicycle paths.
<b>Reduction in Council's water consumption</b>	8.4% increase	24.0% decrease	15.4% increase	6.9% decrease	Council continues to steadily decrease its water consumption with an average 7.4% decrease in water consumption over the 4 years.
<b>Reduction in Council's energy consumption</b>	19.4% increase	8.2% increase	0.8% decrease	0.6% decrease	Council is moving towards decreasing its energy consumption more readily. With the changeover of Council's street lighting to more energy-efficient light globes, this will continue to ensure the reduction in Council's energy consumption.

Percentage decrease in waste to landfill per capita	5.4% decrease	1.5% decrease	0.8% decrease	2.1% decrease	The decrease in waste to landfill has declined steadily over the duration of the Council Plan 2013-17, with an overall 9.8% decrease.
Number of Council owned building retrofitted with Environmentally Sustainable Design principles (buildings)	12	4	8	9	Over the duration of the Council Plan 2013-17, a total of 33 buildings were retrofitted with environmentally sustainable design principles, ensuring Council meets its strategic objective of maintaining, developing and enhancing our built environment.
Audit results of the Road Management Plan annual action plan	100%	100%	100%	100%	Council has achieved a 100% audit result in terms of the <i>Road Management Plan</i> annual action plan.

## Annual Plan 2016-17

### Major Initiatives

#### Elgar Park North Sports Pavilion Redevelopment

**Council is committed to the provision of safe and functional community facilities. This project will develop designs for the redevelopment of the Elgar Park north pavilion in collaboration with the tenant clubs. The intent is to retain (refurbish) the existing building and construct a new building extension to meet the functional requirements of the tenant clubs. The outcome will provide documentation that will allow construction works to the Elgar Park north pavilion.**

Internal demolition works to refurbish the existing pavilion into change rooms has commenced with most of the in-ground services completed. In ground services and the suspended concrete slab for the adjacent new pavilion have been completed and the majority of the structural steel has been erected.

#### New “Pipetrack” shared Path

**Complete stages 1A, 1B and 1C of the project to turn a gravel track into a shared path for use by cyclists and pedestrians.**

The Pipetrack construction contract was awarded on Friday 23 September 2016, with works commencing soon after on Monday 17 October 2016. Works were then completed with the path opened to users from Wednesday 8 February 2017.

### Initiatives

#### Mitcham Shopping Centre Streetscape Renewal

**Complete the Mitcham Shopping Centre streetscape renewal, including renewal of footpaths and street furniture.**

Works on Stage 2 (north side of Whitehorse Road) between Mitcham Road and Edward Street (excluding the frontage of Britannia Mall) have been completed. The new paving works, street furniture and landscaping works have improved the appeal of the streetscape and made it a welcoming area for the community.

#### Burwood Brickworks

**Facilitate development at the former Burwood Brickworks site in Middleborough Road, East Burwood. This will involve working with the proponents to implement the outcomes of the Development Plan.**

Council has continued to facilitate proposed planning permit applications with the landowner, with several applications having been lodged for the initial stages of the development. Work has also continued on addressing conditions of approval of the Development Plan.

#### Statutory Planning Service Improvement

**Undertake a continuous improvement project to improve the efficiency of the Statutory Planning Service to provide high quality and timely planning permit application assessments and advice.**

The benchmark project commenced in March and is almost at completion. This will then inform the remainder of the project. Council has also purchased the Trapeze computer program and will work with the vendor and an internal working group to streamline planning processes.

## Municipal Strategic Statement Review Implementation

**Implement the outcomes of the *Whitehorse Planning Scheme Review 2014* to strengthen and improve its operation and its use to guide the assessment of development applications in the City.**

Amendment C189 has been approved by the Minister for Planning with changes. Changes were made to include Schedule 1 to Clause 32.08 in accordance with Council's request on Monday 13 February 2017 and minor changes have been made to the instruction sheet and explanatory report to ensure correct formatting and terminology. The amendment is yet to be formally gazetted.

Officers have continued to identify areas of the planning scheme that can be strengthened and improved for consideration in the next MSS review in the 2017-18 financial year.

## Urban Realm Vision

**The Urban Realm Vision is a collaborative project within Council that is intended to provide a strong strategic direction in the planning, design, development, activation and management of the public realm across the municipality. Activation projects will be implemented during 2016/17 such as the 'Neighbourhood Project'.**

Following on from the completion of the Neighbourhood Project, Council will focus on reviewing and refining our processes to ensure that interested community members can work with Council in an efficient and streamlined manner to encourage community-led placemaking initiatives. A project brief was developed to engage a placemaking consultant to prepare the Community-led Placemaking Procedure with the remaining funds from the Neighbourhood Project.

## Bennettswood Reserve Sports Pavilion

**Undertake a tender process for the appointment of a builder and commence construction of a new sports pavilion to replace the existing sports pavilion facilities.**

The tender for the construction of the Bennettswood Reserve Sports Pavilion was issued in July 2016. Council completed an evaluation of tenders with the tender evaluation report and the builder having being appointed in December 2016. Site establishment works commenced in February 2017, however delays are experienced with the installation of the piled foundations and associated environmental protective measures, given the site was a closed former landfill with the added requirement to raise the new building floor level 1.1 metres above existing surface levels.

Building construction works are progressing and project completion is now scheduled for February 2018.

## Environment Sustainable Development (ESD) Advisor

**Funding for an ESD Advisor to manage an increased number of ESD referrals due to the recent approval by the Minister for Planning of the ESD policy in the Whitehorse Planning Scheme. To achieve an environmentally sustainable city, Council ensures that new developments meet high environmental standards from the design stage through to construction and operation.**

The ESD Advisor continues to provide referral responses based on the policy trigger. The Advisor has also been involved in establishing a reporting framework on the ESD policies for the state government, resulting in the state government recently extending the expiry date on the local planning policy.



## Waste Management and Charging Strategy

### **Review Council's waste management and charging strategy.**

Waste charging system for Council's waste and recycling services was reviewed in detail, including the completion of an independent business case assessment of waste charging systems. The review considered a number of different waste charging systems and compared Council's current waste service charging system with those in other Councils, as well as providing options for what charging systems Council may consider in future. The outcomes of this review will feed into the preparation of a new Whitehorse *Waste Management Strategy* in 2017/18.

## Services

### Planning

**This program provides for the provision of statutory and strategic land use planning. The statutory planning functions include processing applications, amendments and subdivisions, together with ensuring compliance of land uses and developments with Whitehorse's planning controls. Strategic planning functions include: development and implementation of structure plans and Urban Design Framework; review and updating of the Whitehorse Planning Scheme, as well as local planning policy projects. The program also includes a Heritage Adviser and provides for the department's additional role of implementing Structure Plans and managing Council's Place Making Program in Box Hill.**

In April 2017, the Better Apartments Design Standards were introduced through a Planning Scheme Amendment to improve the liveability and sustainability of apartments across Victoria.

The following Amendments also took place:

- Amendment C191 to introduce an interim Significant Landscape Overlay to apply to all land in a residential zone was submitted to the Minister for Planning for approval. The Minister for Planning has advised that the application requires further review.
- Amendment C196 to introduce a permanent Significant Landscape Overlay to apply to all land in a residential zone was submitted to the Minister for Planning for authorisation. The Minister for Planning has advised that the application requires further review.
- Amendment C195 altered the planning scheme maps and the Schedule to the Heritage Overlay so that the Whitehorse Planning Scheme is consistent with the Victorian Heritage Register. The Amendment was undertaken by Heritage Victoria and approved by the Minister for Planning on 11 May 2017.
- The Minister for Planning approved Amendment C157 (Part 2) with changes. The amendment applies a Heritage Overlay HO272 partially over the site at 104-168 Hawthorn Road, Forest Hill (Former ATV-O Television Studios).
- Amendment C182 was approved by the Minister for Planning and gazetted on 22 June 2017. The amendment rezoned land at 217 and 219-233 Burwood Highway, Burwood East, from Residential Growth Zone (Schedule 2) to the Mixed Use Zone and applies an Environmental Audit Overlay to the land.

Furthermore, a compulsory conference at VCAT was held for the Daniel Robertson Development Plan on 29 June 2017. Council and the proponent were able to agree on conditions of approval and are awaiting orders to approve the Development Plan subject to conditions.

Council was also awarded funding from the Victorian Planning Authority (VPA) to engage a consultant to undertake a scoping project of the potential for Development Contributions in the Box Hill Activity Centre. The findings will be presented to Council in the new financial year 2017-18.

The Box Hill Urban Realm Treatment project is to proceed. This project will update the 2011 Box Hill Urban and Landscape Design Guidelines and provide strategic and technical direction for a public realm treatment in Box Hill. This project is funded as part of the VPA Developer Contributions project.

Finally, the Built Environment Awards were held on 24 May 2017. This event was well attended by award nominees and Councillors. Winners and commendations were provided across ten categories.

## Building Services

The principal focus of this program is to enhance the health, safety and amenity of the built environment through administration of Council's responsibilities under the *Building Act 1993* and *Building Regulations 2006*. The program includes the administration, education and enforcement of various public and community safety aspects, provision of a community focused building permit service, maintenance of various registers and records required by the Building Act 1993, provision of information and investigation of building related matters.

Council has been active contributors to the OPTUS mobile trial and upgrades. Furthermore meetings continue with other Councils' building and planning departments to seek best practice for better ways to implement full electronic data capture, recording information transfer for all building and planning files.

## Engineering Services

This includes provision of transport engineering services including strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection, and the strategic management of Council roads and drainage assets.

### ***Transport***

In 2016-17 Council's Engineering Services was instrumental in promoting community education courses and programs in conjunction with program partners, or through independent sponsorship and delivery which encouraged healthy and safe transportation within the municipality. These programs aimed to improve awareness and skills of children, youth, adults and seniors. Topics covered included:

- riding a bicycle
- respectful sharing of roads and paths by pedestrians, cyclists and drivers
- learning to drive
- being fit to drive
- driving wisely
- walking safely
- walking and riding to school
- riding to work
- motorcycle safety
- child restraint and
- bicycle maintenance.

In terms of completed infrastructure improvement projects, Council installed bicycle parking hoops at eight locations throughout the municipality. Whilst also completing stage 1 of the shared path along the Melbourne Water pipe track from Highbury Road to Ballantyne Street Burwood East.

Council has also placed its speed observation trailers in 300 local streets to remind motorists to slow down and be aware of other road users. Council also received \$10,000 as part of a Walk to School grant and \$7500 as part of a VicRoads Community Road Safety Grant to develop a Safe and Active School Travel Plan.

### ***Civil Capital Works – Design and Construction***

Council completed partial streetscape improvements at Woodhouse Grove and Station Street Shopping Centres; this has led to an improvement in the aesthetics of these community shopping areas.

Council also completed the annual program of asphalt resurfacing of local roads, which contributes towards our high rating of community satisfaction with local roads in the annual community satisfaction survey.

### ***Engineering Assets***

The inspection and condition assessment of a selection of drainage assets has been completed. The condition of drainage assets will assist in the future planning of capital works for drainage assets.

There have also been an increased number of applications for consents to undertake works in road reserves as well as other applications relating to building works and civil infrastructure.

Council has also continued to provide advice to key stakeholders and agencies regarding the Blackburn and Heatherdale Road level crossing removal projects.

Furthermore, Council completed revaluation of roads assets, which is required every three years, based on the field condition assessment of all Council roads, laneways, kerb and channel and footpaths in the last financial year.

Finally, revaluation of stormwater drainage assets was completed, based on the additional drainage assets "gifted" to Council by developers.

### **City Works**

**This service is responsible for ensuring the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, stormwater drainage pits and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an afterhours emergency response service.**

The City Works service has:

- Attended to 15,387 requests
- Actioned 4357 maintenance requests on behalf of VicRoads as part of the Blackburn Road and Heatherdale Road level crossing removal projects.
- Made safe 1555 footpath slabs.
- Replaced 33,921 square metres of footpath slabs.
- Repaired or replaced 2441 signs.
- Cleaned 2591 stormwater drainage pits.
- Cleared 12,629 lineal metres of stormwater drainage pipe.
- Removed 77.69 tonnes of rubbish from gross pollutant traps.
- Responded to 1369 requests to collect dumped rubbish.
- Collected 163.71 tonnes of dumped rubbish.
- Collected 191 dumped mattresses.

- Collected 293.76 tonne of waste from Council's street litter bins.
- Attended to 1071 sites to remove graffiti vandalism.
- Removed 12,971 square metres of graffiti from Council and private property.
- Responded to 321 after-hours emergency requests.
- Swept 2653 tonnes of rubbish and debris from Council roads and car parks.

Furthermore, Council has continued to provide barbeque cleaning, township cleansing and cleaning of conventional and automated public toilets.

New boardwalks were constructed in Abbey Walk, Yarran Dheran and Bellbird Dell south. The bridge deck in Blacks Walk was painted and repaired and the deck on the northern boardwalk in Bellbird Dell was replaced.

### Operations Centre and Plant and Vehicle Maintenance

**This service provides for the operation of Council's Operations Centre and the replacement, maintenance, insurance and registration costs of Council's plant and vehicle fleet.**

The Operations Centre and Plant and Vehicle Maintenance service continued to maintain Council's plant and fleet. Larger purchases of plant and fleet included a prime mover and trailer for the Recycling and Waste Centre and two new buses for the Home and Community Care service.

### Building Project Management and Strategic Asset Management

**This service is responsible for the project management of capital building projects, and the planning and implementation of asset management improvement initiatives across the organisation including the continuing implementation of Council's corporate Asset Management System.**

Council commissioned a Works Management System for Open Space assets. Council also commenced development of a new Asset Management Strategy and Policy with a 4 year improvement plan.

Council also maintained its core maturity rating as defined in the National Asset Management Assessment Framework, with a score of 1054 out of 1100.

### Major Projects

**This service is responsible for the development, monitoring and performance reporting of Council's Capital Works Program and the facilitation of major projects.**

The commissioning of a new, online capital project nomination and evaluation system for staff use and the establishment of a new 10 year capital works program database was completed. This included reviewing the existing 5 year Capital Works Program and expanding it into a 10 year capital works program.

Twenty four building renewal and improvement projects, with a construction value of \$3 million, were completed by Council's Facilities Maintenance Team.

Council also completed construction works, to the value of \$5.4 million, on twenty four larger building capital projects.

Finally, planning, procurement, governance, probity and design works on the Nunawading Community Hub and the Harrow Street Multi-deck carpark projects were completed at a cost of \$0.75 million.

## Facilities Maintenance

**This service provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. It also includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations and defined level of service standards to ensure the facilities present in a safe, secure and fully operational state for use by Council staff and the public.**

A total of 5270 planned and reactive maintenance works orders and 223 capital works improvement works orders were raised, with 5424 closed in the 12 month period to June 2017. The quantity of works ordered was similar to the workload experienced in the previous financial year.

Mechanical Services were upgraded at the following sites to reduce the risks associated with gas heaters: Mahoney's Reserve North Pavilion, Strabane Chapel Hall, Jaycees Hall, Vermont South Community Shed, Burwood Neighbourhood House, Halliday Park Services Building and Laburnum Angling Club.

Council completed heating and cooling upgrades at the following Council buildings: Burgess Family Centre and Box Hill Senior Citizens Centre, Horticultural Centre, Box Hill Community Arts Centre, Koonung Reserve Pavilion, Bennettswood Neighbourhood House, Box Hill Senior Citizens, Slater Reserve Pavilion and Aqualink Nunawading Café.

Council installed new LED lighting at Aqualink Box Hill (external pool lights), Nunawading Courtyard Room, Whitehorse Civic Centre and Aqualink Nunawading.

The backup generator power supply works were completed at Whitehorse Civic Centre and the Nunawading Library. This included the upgrading of two mechanical switchboards and connections to the buildings direct digital controls.

Painting works were completed at Box Hill Town Hall, Vermont South Library, Whitehorse Civic Centre Courtyard Room, Aqualink Nunawading, Aqualink Box Hill, six Sporting Pavilions, two Kindergartens, Mitcham Community House and Lucknow Children's Services Centre.

## Local Government Performance Reporting Framework Indicators

The following are the results of the prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist you in understanding the results.

Service/Indicator/Measure		2015	Result 2016	2017	Material Variation and Comments
<b>Roads</b>					
<b>Satisfaction</b>					
<b>Sealed local road requests</b> [Number of sealed local road requests/Kilometres of sealed local roads] x100		<b>46.35</b>	<b>44.41</b>	<b>69.92</b>	The increase in sealed local road requests relates to an increase in requests relating to minor defects in the roads. A contributing factor to the increase is the improved ease of reporting defects through mobile technology. A further reason is also the increase in major developments occurring within the municipality. The overall condition of Council's local road network remains a very high standard with requests promptly attended.
<b>Condition</b>					
<b>Sealed local roads maintained to condition standards</b> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed local roads]		<b>99.00%</b>	<b>99.03%</b>	<b>98.90%</b>	This result reflects the high standard of local roads in the City of Whitehorse.
<b>Service Cost</b>					
<b>Cost of sealed local road reconstruction</b> [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]		<b>\$166.50</b>	<b>\$166.44</b>	<b>\$216.78</b>	Contracts for road reconstructions are awarded following an extensive public tender process. Council reconstructs roads, when required, to a high standard and at the same time renews associated infrastructure like kerb and channel, drainage and vehicle crossings. This holistic approach results in an extended life for the entire road and minimises maintenance costs. The increase in cost for 2016/17 is attributed to the significant road reconstruction project at Station Street Mitcham.
<b>Cost of sealed local road resealing</b> [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]		<b>\$26.30</b>	<b>\$23.84</b>	<b>\$19.18</b>	The asphalt resurfacing contract, including additional resurfacing projects, were awarded following an extensive public tender and quotation request process, to

Service/Indicator/Measure		Result			Material Variation and Comments
		2015	2016	2017	
<b>Satisfaction</b> <b>Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]		<b>64.00</b>	<b>73.00</b>	<b>73.00</b>	ensure Council achieves the best value for money for the community. The decrease in costs is the result of the competitiveness of the contractors tender submissions to our annual program, a reduction in the amount of macadam (existing pavement material) that was removed during the edge profiling process, and a reduction in the amount of pre-treatment (SAMI seals or Geo-fab seals) required on the roads prior to resurfacing.  Satisfaction with sealed local roads remains consistent with prior year. In the 2017 Community Satisfaction Survey, Council performed best in the area of sealed local roads, significantly exceeding the Metropolitan group and State-wide averages.
<b>Statutory Planning</b> <b>Timeliness</b> <b>Time taken to decide planning applications</b> [The median number of days between receipt of a planning application and a decision on the application]		<b>123.00</b>	<b>71.00</b>	<b>99.00</b>	The time taken to assess planning applications has increased, and is reflective of the increased number of applications received. Delays in assessment of applications have resulted. In analysing the actual number of applications, Council has consistently received more applications per quarter than the metropolitan average. However, a comparison of the average gross and median days in determining applications between the metropolitan area and Whitehorse City Council, shows only minor differences in the number of days.
<b>Service Standard</b> <b>Planning applications decided within required time frames</b> [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits/Number of planning application decisions made]		<b>44.00%</b>	<b>57.01%</b>	<b>46.08%</b>	From 1 July 2016 this indicator was updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year. The percentage of planning applications determined within statutory time has dropped significantly due to the increased volume of applications.



Service/Indicator/Measure		Result		Material Variation and Comments	
		2015	2016	2017	
<b>Service Cost</b> <b>Cost of statutory planning service</b> [Direct cost of the statutory planning service/Number of planning applications received]		\$1977.96	\$1560.60	\$1895.81	The cost of the statutory planning service has increased due to a number of factors: <ul style="list-style-type: none"> <li>- An increase in the number of applications received for high-end complex planning applications that require significant officer time and expert advice.</li> <li>- An increase in the number of major applications heard by VCAT, which requires both representation for Council and expert evidence.</li> <li>- Use of contract staff due to respond to increased demand.</li> </ul> Please note that the prior year results have been updated to reflect a change in the methodology of calculating the cost, to ensure consistency across the comparative periods.
<b>Decision Making</b> <b>Council planning decisions upheld at VCAT</b> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications]		52.00%	40.66%	48.98%	This year's outcome is a result of changes to the VCAT process which require most applications to undertake compulsory conferences. There is considerable pressure to resolve issues prior to a hearing or at least narrow the scope of contested issues VCAT hearings. The result can be a significant improvement on plans originally considered by Council, but as this is not measured, it does not reflect through the statistic.

# Strategic Direction Three: Protect and enhance our open space and natural environments.

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## Council Plan

### Strategic Objective

Increase in the amount of quality open space and improvement in the sustainability of our natural environment.

#### Strategy 3.1.1 Continue to develop a municipality which retains, enhances and increases open space and sustainable streetscapes.

Increasing open space and sustainable streetscapes is a vital for Council. As part of this strategy, Council adopted the Elgar Park Master Plan to guide further developments at Elgar Park, Mont Albert North. Furthermore, a concept plan for land purchased at 23 Oak Street, Surrey Hills was created to guide the development of a new local park for local residents and the wider community to enjoy.

Council also developed the land located at 46 Graham Place, Box Hill into a park for local residents to use. Open Space development included the construction of a 'small local' level play space, installation of bollards and park furniture and the planting of various garden beds and trees.

Council additionally completed the design to develop a respite area in Box Hill Gardens along the Nelson Road frontage. The purpose of the project is to provide a range of spaces on the Nelson Road edge of Box Hill Gardens for the community or for those taking time out from the adjacent hospitals or Box Hill urban area.

#### Strategy 3.1.2 Identify environmental priorities that preserve biodiversity.

Council has continued involvement with the Eastern Alliance for Greenhouse Action biodiversity monitoring project linking biodiversity within Whitehorse with broader regional biodiversity and wildlife corridors.

Council has also assisted with the promotion of community workshops about the importance of biodiversity and trees, and what the community can do to improve biodiversity on private land.

#### Strategy 3.1.3 Consider and plan for climate change impacts on our natural environment.

Council's Climate Change Adaptation continues to be implemented, including Council organising community workshops on measures which reduce greenhouse gas emissions and the impacts of climate change on homes and gardens.

Council also continued to implement measures from Council's *Climate Change Vulnerability Study on Council Buildings*, such as the provision of shading around Council buildings, plumbing and roof upgrades to better cope with extreme weather events, and including other sustainable features such as energy and water savings.

Finally, Council continues to participate in the Eastern Alliance for Greenhouse Action program relating to the eastern regional Climate Change Adaption Plan. This includes advocating to state and federal governments to accelerate climate change adaption measures which ensure Council meets

Paris Climate Accord targets and energy efficient projects which support renewable energy measures to reduce reliance on fossil fuel sourced electricity.

#### **Strategy 3.1.4 Community education and awareness programs to raise awareness of the benefits of trees and vegetation in an urban environment.**

Community education and awareness on the benefits of trees and vegetation in an urban environment is a pivotal factor for Council, as the green and leafy feel of the municipality is a key factor of why residents live, work, study and/or play in the City of Whitehorse, as indicated in our Community Engagement Findings for the development of the Council Plan 2017-2021 and the Municipal Public Health and Wellbeing Plan 2017-2021.

Council held a Sustainable Garden Design for Small Spaces event at Box Hill Library to encourage sustainability at home. Furthermore, with trees, Council regularly holds a tree program, highlighting the importance of native vegetation as part of Sustainable Living Week festival, which is usually held in the late autumn and early winter months of the year.

#### **Strategy 3.1.5 Enhance Council's tree planting program.**

Council intends to increase its population through strategic street tree planting by way of whole street upgrades, an aging urban forest renewal program as well as selective infill tree planting.

Council has implemented the position of a Tree Establishment Officer within its Arbor Unit. The position is responsible for Council's planting and tree establishment program to achieve maximum service delivery with regard to safety, cost, quality, timeframes and contractual requirements.

Council commits for planting to be undertaken in up to two suburbs in Whitehorse annually, and will select streets for refurbishment as part of the Streetscape Upgrade Program. All tree stock is sourced through Council's approved list of contracted suppliers, including the ParksWide Nursery. Trees purchased for planting will be in accordance with Australian Standard AS2303 Tree Stock for Landscape Use and sourced from nurseries with Nursery & Garden Industry Australia Accreditation.

Council also undertakes significant tree planting in parks and open space through the Indigenous Tree Planting Program, and infill planting programs. There has been a commitment by Council to increase the canopy cover from 2013 (\*22.9%) to 2016 (\*23.5%) a net gain of .6%.

**\* RMIT research**

## Council Plan Strategic Indicators

Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
<b>Net increase in number of trees planted</b>	1284 trees	1317 trees	1025 trees	1195 trees	Over the duration of the Council Plan 2013-17, Council has planted a total of 4821 trees supporting our strategic objective of improving the sustainability of our natural environment.
<b>Number of completed funded open space improvements</b>	32	31	31	32	Council continues to fund open space improvements, which include renewal/upgrade and expansion/new.
<b>Total number of plants produced at the Whitehorse Plant Nursery</b>	28,016 plants	28,883 plants	28,953 plants	25,797 plants	
<b>Reduction in volume of litter caught in Gross Pollutant Traps (installed in selected Whitehorse major catchment drains) including vegetation, rubbish and solids</b>	54.16 tonnes	163.59 tonnes	87.18 tonnes	77.69 tonnes	These are the amounts for the total tonnes of materials removed by Council's Gross Pollutant Traps each year. In total, 382.62 tonnes of waste has been removed, which would have otherwise been washed into our water ways.  Please note that during 2014-15, there was a significant storm event within the Whitehorse municipality. There were three major storm and flooding events over September 2014, January 2015 and February 2015, whereby an increased amount of debris was washed into our Gross Pollutant Traps, causing the increased tonnage of 163.59.

## Annual Plan 2016-17

### Initiatives

#### Open Space Works Management System

**Activate the work management module of the Asset Management System for all Open Space asset maintenance activities.**

An Open Space Works Management Specification has been developed. This is for configuration and implementation of the works management module of Council's Asset Management Information System. Project implementation involving the configuration and set up of the works management module in Council's Asset Management System, IPS, commenced in January 2017. The use of Council's Asset Management System, IPS for the registration and works management of all reactive Open Space repair and maintenance requests commenced in May 2017.

#### Municipal Tree Study

**Analyse and implement the recommendations from the Municipal Tree Study. The study commenced in 2015/16 to investigate the importance of vegetation, in particular tree cover, to the municipality, examine the existing strategic framework for vegetation controls and scope options to protect and enhance tree canopy as development and future growth inevitably occurs over time.**

The Amendment was submitted to the Minister for Planning in May 2016, seeking approval for interim controls (Amendment C191) and authorisation and approval for exhibition of permanent controls (Amendment C196). The Minister for Planning has advised that he requires additional time to undertake a review of the amendment requests.

#### Energy Efficient Street Lighting Changeover

**Commence stage 2 of the changeover of street light globes to energy efficient as part of the Sustainability Road Map.**

The contract for the installation of the energy efficient street lights was awarded on Friday 19 August 2016. Installations commenced in 2016-17, with the completed changeover and installation of 1499 energy-efficient LED lights. In addition to achieving ongoing significant financial savings for Council, these lights use less electricity, and therefore are providing environmental benefits through subsequent reduction in greenhouse gas emissions.

### Urban Forest Strategy

**Achieve an increase in overall tree numbers within Whitehorse through the ongoing implementation of the Street Tree Upgrade Program and Indigenous Tree Planting in Parks Program.**

First section of tree planting under both Street Tree Upgrade Program and Indigenous Tree Planting in Parks Program has been completed. Both programs were paused during the summer weather, with planting recommencing in March 2017. Council has continued its commitment to the Urban Forest through the planting of an additional 1324 trees through the ongoing implementation of the Street Tree Upgrade Program and Indigenous Tree Planting in Parks Program.

### Whitehorse Urban Biodiversity Strategy

**Develop an inventory of Whitehorse biodiversity assets and urban habitat.**

Council developed a brief for the inventory, conducted a tender assessment and appointed Practical Ecology to undertake the Biodiversity Inventory over the next twelve months. The completed inventory will identify high value biodiversity assets and areas of high opportunity habitat within Whitehorse and recommend sustainable ways to manage them. It will also form the base data for measuring the success of future interventions.

### Tree Education and Awareness Program

**Continue delivery of the education, awareness and promotion campaign on the benefits of tree planting and the impacts of tree removal on private property.**

Tree education and sustainable gardening workshops took place to continue the delivery of the education, awareness and promotion on the benefits of tree planting and the impacts of tree removal on private property.

On Thursday 27 April, Sustainable Garden Design for Small Spaces was held at Box Hill Library with 56 people attending. Sustainable Living Week also saw Create a Bird Friendly Garden and Home Gardens for Children events take place with 66 and 35 people attending respectively. These events were held at Blackburn Lake Sanctuary (Create a Bird Friendly Garden) and Nunawading Library (Home Gardens for Children).

Whitehorse Nature Play Program ran events from April to June 2017. These included:

- Nature's Playground Nature Play Week (Wednesday 12 to Monday 24 April 2017), Yarran Dheran Nature Reserve, 35 people
- Nature's Magic, Tuesday 16 May 2017, Yarran Dheran Nature Reserve, 45 people
- International Mud Day, Tuesday 20 June 2017, Yarran Dheran Nature Reserve, 50 people
- Holland Road Replanting Program, which was conducted to six households

## Services

### Whitehorse Recycling and Waste Centre

**This service provides Council's Recycling and Waste Centre for the disposal of general or bulky non-hazardous waste, including building and demolition materials. The centre incorporates the latest technologies and follows best practice industry guidelines to ensure safety, minimum waste contamination and efficient traffic management.**

The Whitehorse Recycling and Waste Centre performed 132,754 transactions and received a total of 65,788 tonnes of material to site with 42,004 tonnes being transported to landfill. In regards to green waste, 13,135 tonnes was mulched and recycled. Cardboard and paper recycling included 965 tonnes with 3475 tonnes of steel recycled, 121 tonnes of television and computer products recycled, 1493 tyres recycled and 3444 mattresses. A total of 36.5 percent of material was diverted and recycled. Plus non-weighted items such as tyres and mattresses.

### Sustainability, Waste and Recycling

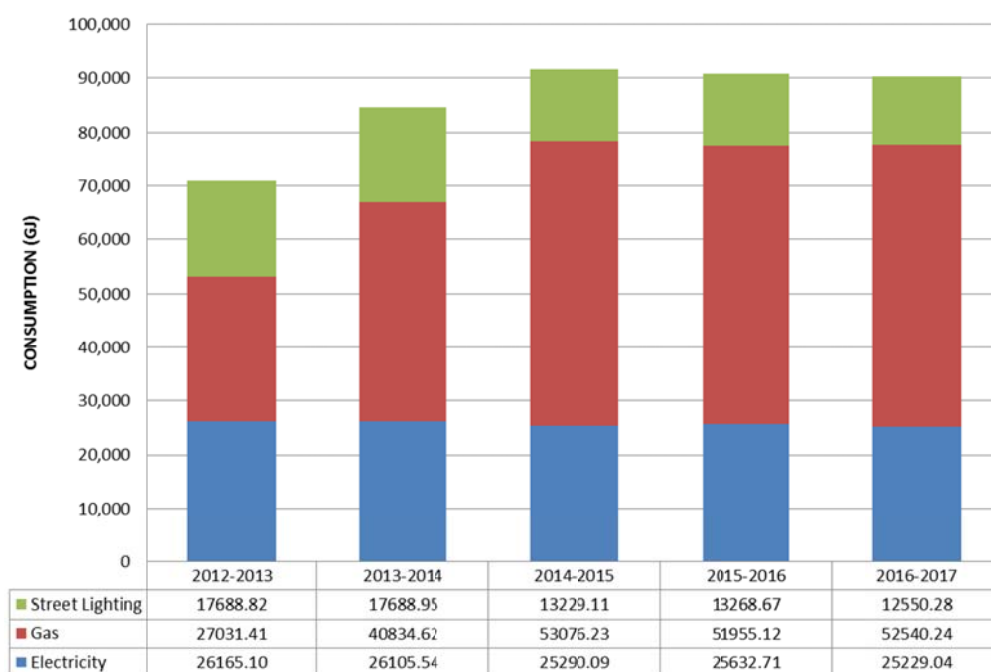
**This service facilitates the implementation of actions from the Sustainability Strategy particularly in the planning for energy and water reduction programs and waste management strategic planning. This service also includes contracts for waste collection including domestic garbage collection, kerbside recycling, and hard and green waste collection. Waste services are provided through external contractors.**

Council delivered three very successful Smarter Living Workshops, including 'Curbing Clothing Waste', 'Vertical Gardens' and 'How Did Life Become So Plastic?' with 133, 202 and 200 attendees respectively. Council also delivered 20 diverse events over 10 days as part of Council's Sustainable Living Week program, which was attended by approximately 1800 people. Events included workshops, tour of waste sites, nature play events, an indigenous plant sale, gardening talks and an art exhibition to name a few.

Nine schools and early learning centres also participated in a Stephanie Alexander Kitchen Garden Workshop, to guide teachers on how to introduce the Workshop to students to encourage gardening and cooking skills.

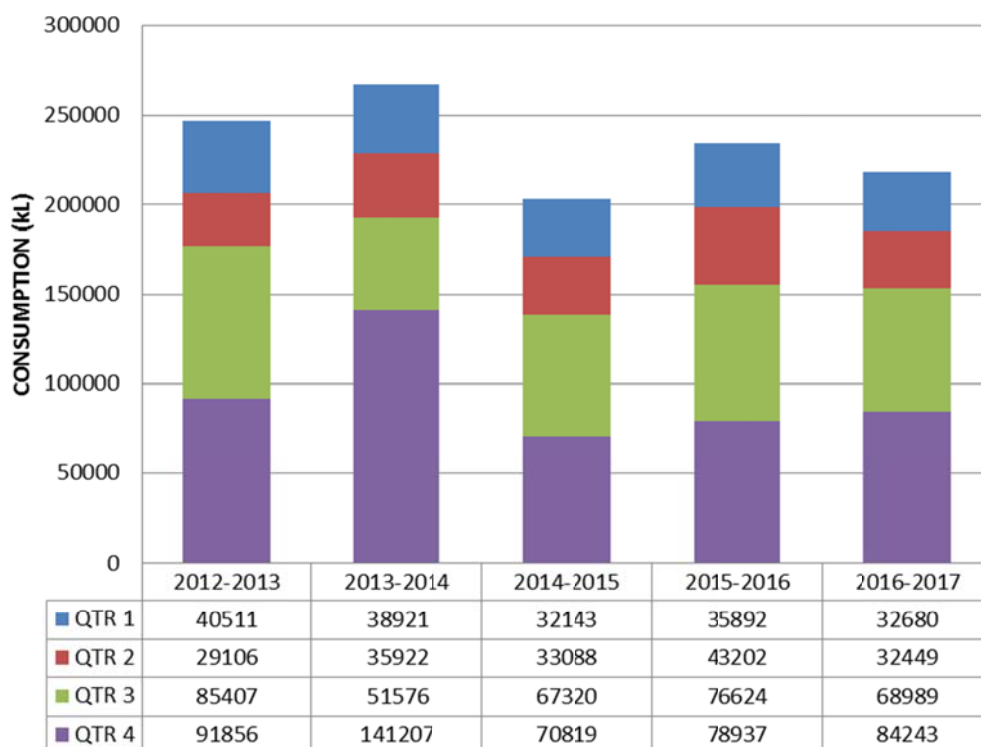
In relation to Corporate Energy Consumption, energy consumption in 2016-17 has reduced by 1% overall compared with 2015-16. The main components of Council's energy consumption are buildings, recreational facilities and street lighting. While electricity use for its assets and street lighting has reduced steadily in 2016-17, gas use has increased slightly by 1.1%.

Street lighting has seen the most significant reduction over the last four years. This is attributed to the Energy Efficiency Street Lighting Change-Over Program, where all of the 80 Watt Mercury Vapour streetlights on local Council roads are progressively being changed over to energy efficient T5 lights. Since the commencement of the program in 2013-14, there has been a 29% reduction in energy use in 2016-17. A further reduction is anticipated in 2017-18, when the program is due for completion.



**Total Corporate Energy Consumption (GJ) from 2012/13 to 2016/17**

Whilst Corporate Water Consumption in 2016-17 has decreased by 6.9% overall, when compared with 2015-16. The main components of Council's water consumption are buildings, sporting fields and reserves, and recreational facilities such as the Aqualinks and pavilions. This decrease may be attributed to the change in meter structure at Aqualink Box Hill.



**Total Corporate Water Consumption (kL) from 2012/13 to 2016/17**



### Open Space Maintenance (ParksWide)

**ParksWide maintains and enhances open space sites for residents to enjoy the natural environment, to contribute to the visual attractiveness of the municipality and to ensure the safety of park users and visitors. It is responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. Council also provides an education program on ecological and environmental issues largely centred on Blackburn Lake.**

ParksWide continues to deliver a range of daily operational maintenance activities and upgrade projects. The high levels of rainfall during the year have impacted on some operational activities such as mowing, weeding and gravel path maintenance.

Preparation garden works continue to be undertaken at the Civic Centre for Spring Festival, ensuring the gardens are presented at their best.

Council also completed landscape upgrade projects including Halliday Park War Memorial, Schwerkolt Cottage, Gawler Chain, Box Hill Library, Tassels Park Play Space and a number of strip shopping centres.

## Local Government Performance Reporting Framework Indicators

The following are the results of the prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist you in understanding the results.

Service/Indicator/Measure		2015	Result 2016	2017	Material Variation and Comments
<b>Waste Collection</b>					
<b>Satisfaction</b>					
<b>Kerbside bin collection requests</b> [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x 1000		89.23	112.23	77.16	Close monitoring of the waste and recycling contracts and improvements to collection truck technology and driver procedures has resulted in improved overall performance in delivering the waste and recycling collections.
<b>Service Standard</b>					
<b>Kerbside collection bins missed</b> [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000		4.52	4.97	3.40	Close monitoring of the waste and recycling contracts and improvements to collection truck technology and driver procedures has resulted in improved overall performance in delivering the waste and recycling collections.
<b>Service Cost</b>					
<b>Cost of kerbside garbage bin collection service</b> [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]		\$97.26	\$99.62	\$97.63	The cost of the kerbside garbage bin collection service dropped largely due to fuel prices reducing slightly. Fuel is a significant cost component in the CPI annual cost adjustments for waste collection contracts. Please note that the prior year results have been updated to reflect more accurate data as a result of a change in computer systems.
<b>Cost of kerbside recyclables bin collection service</b> [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]		\$1.56	\$2.17	\$3.46	The net cost of the kerbside recyclables collection service has increased due to declining levels of income received for recyclables. Council receives income per tonne of recyclables that helps to offset the collection cost. Recycling tonnages have declined significantly in 2016/17 due to industry factors with light weighting of recycling packaging and declining glass and newsprint tonnages.
<b>Waste Diversion</b> <b>Kerbside collection waste diverted from</b>		51.00%	50.12%	51.12%	Diversion from landfill of 51.12% is consistent with Council's Waste Management Plan 2011 and our continual efforts to reduce waste to

Service/Indicator/Measure	Material Variation and Comments		
	2015	Result 2016	2017
<b>landfill</b> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins]			landfill. With less paper and lighter packaging, Council has maintained a diversion rate above 50%. This is an excellent achievement, due to the weight of recyclables declining in recent years. A point to note, however, is as a result of Council's waste reduction measures, the amount of garbage waste to landfill has also declined, offsetting the decline in the weight of recyclables. This has resulted in a consistent result compared to the prior years. In the 2017 Community Satisfaction Survey, waste management was the second highest performing service area.

# Strategic Direction Four: Strategic leadership and open and accessible government.

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## Council Plan

### Strategic Objective

Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation.

#### Strategy 4.1.1 Communicate decisions through a wide range of mediums that are accessible.

Council continues to communicate through a wide range of mediums which are accessible. This includes the Whitehorse News, Council's corporate website, a suite of videos about Council activities and our various social media sites including Facebook, Twitter, Instagram, YouTube and LinkedIn. Council also has a Community Engagement Framework, which is based on IAP2 Public Participation Spectrum. This outlines the principles and commitments Council has adopted in relation to community engagement.

#### Strategy 4.1.2 Further strengthen key financial management strategies that promote efficiency and accountability.

Council continues to take a strategic leadership role ensuring it provides responsiveness and accurate financial management, procurement, payroll, corporate planning, reporting and customer focused continuous improvement services. Council also ensures it facilitates a culture of continuous improvement efficiency, accountability and transparency, whilst ensuring responsible and sustainable stewardship of Council's finances.

#### Strategy 4.1.3 Promote leadership development opportunities for councillors, community leaders and council staff.

Seven Leadership Forums have been delivered during this period, with 576 employees attending across these sessions. The topics included: Leading Organisational Performance, Leading Change in your Team and our Organisation, Build Leadership Capability and Drive Transformational Change, Strategic Thinking for Leaders, Council Plan Workshop, and Unconscious Bias.

Internal training programs offered include: professional development, information technology, legislative compliance and employee induction. The 2015/16 Emerging Leaders Program has seen 14 high potential employees participate in a focused leadership program with a series of workshops over an 8 month period.

#### Strategy 4.1.4 Maintain and continue to develop a high performing workforce that supports Council's ability to deliver its services efficiently and effectively.

Council has continued to offer a comprehensive internal training calendar for employees to upskill them in their professional skills, IT literacy and Council's compliance training regime. Customer Service skills continue to be a high priority as are skills in service improvement and effectiveness. Employees are also encouraged to undertake further study with some assistance from Council where the studies are of benefit to Council. Council has also completed the Emerging Leaders inaugural program, with

the implementation also of a new program. In turn, these programs encourage the development of employees and ensure Whitehorse remains an employer of choice for recruitment of talented staff.

**Strategy 4.1.5 Maintain strong partnerships with other government departments, local services and agencies to deliver services/initiatives/programs.**

Council works and maintains strong partnerships with other government departments, local services and agencies to deliver services, initiatives and programs. This includes working with Victoria Police to deliver a Milk Bar and Alcohol Project. This project involved the provision of community safety audits to small business owners, and the provision of support to reduce vulnerability to crime.

Council was also awarded, through the Attorney-General's Department, a \$25,000 grant in 2014-15 under the Safer Streets Program. The funds assisted Council to upgrade two graffiti removal vehicles with state of the art pressure washers, generators and spray guns.

Council also more recently in partnership with Victorian State Emergency Services, Red Cross and Victoria Police, undertook an extensive review of the Whitehorse Municipal Flood and Storm Emergency Plan. Council, also in partnership with the Metropolitan Fire Brigade developed and implemented a comprehensive risk assessment and treatment management program of known fire risks in the Whitehorse built environment.

These are only a few of the many examples in which Council continues to maintain strong partnerships with other government departments, local services and agencies to continue delivering services, initiatives and programs for our Community.

**Strategy 4.1.6 Continue to advocate and address the needs of Whitehorse's community including people from Culturally and Linguistically Diverse (CALD) backgrounds, people with a disability and older people.**

Council works with and advocates on behalf of the community. In addition, there is specific work that is carried out with specific segments of the community, including:

- Culturally and Linguistically Diverse (CALD) – convenes the Whitehorse Interfaith Network, work with CALD Seniors groups
- People with a Disability – the MetroAccess program specifically works with people with a disability and their families and carers, convene the Whitehorse Disability Advisory Committee.
- Older People – Councils Healthy Ageing Officer and the entire HACC team work on behalf of older people in the community. Initiatives include direct service provision through the HACC department to strategic initiatives such as Elder Abuse, Dementia Friendly Communities and so on.
- Reconciliation – Council convenes the Whitehorse Reconciliation Advisory Committee, holds the annual Flag Raising Ceremony to commemorate Sorry Day and so on.
- Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning (LGBTIQ) – Council works with the Youth Services team to deliver initiatives and respond to the needs of the LGBTIQ community.

**Strategy 4.1.7 Maintain 'Council's for Gender Equity' program national accreditation.**

Council continues to have a strong focus on gender equity through its Equal Opportunity plan implementation and more recently its involvement in the Listen, Learn and Lead Gender Equity Program initiated by Local Government Victoria. This program is continuing and will involve employees nominating any barriers to gender equity in our organisation. Council continues with its Bronze

accreditation for the national 50/50 Councils for Gender Equity program and as a signatory to the Victorian Local Government Women's Charter.

#### **Strategy 4.1.8 Maintain and enhance strong customer service in line with Council staff values and Council's Customer Service Charter**

Whitehorse City Council is committed to providing the highest level of customer service. The Whitehorse CARES Customer Service program, was developed and successfully adopted throughout the Organisation. The program provides a framework of principles and expected behaviours, for a seamless and consistent Customer journey. It endorses the message "Customer Service; It's Everyone's Business", highlighting that all staff have a responsibility to deliver excellence in Customer Service. Launched in 2015, the Customer Service Improvement project builds on the CARES program and was initiated to review Council's approach to customer service, identifying opportunities to improve the effectiveness and responsiveness of service delivery to our Community. The Customer Service Improvement Project has recently been selected as a finalist for the 2017 LGPro Customer Service Awards.

#### **Strategy 4.1.9 Continue to promote Council projects and initiatives for knowledge sharing to the community and to recognise its achievements.**

Council promotes the diverse range of Council projects and initiatives for knowledge sharing to the community via our key media outlets. This includes the Whitehorse Leader and Whitehorse News. Council also promotes its projects and initiatives via our corporate website and social media sites including Facebook, Twitter, Instagram, YouTube and LinkedIn. Ratings on Know Your Council and through utilising media printed in languages other than English.

#### **Strategy 4.1.10 Enhance and nurture the ongoing sister city relationship between the City of Whitehorse and the City of Matsudo Japan.**

Now in its 46<sup>th</sup> year, the Sister City Relationship with the City of Matsudo Japan has continued to develop. The Civic Services department has fostered international relations by supporting the Whitehorse Matsudo Sister City Relationship through a student exchange arrangement between a Whitehorse Secondary College and Matsudo high schools, supporting a series of events during May 2017, including classes, workshops, exhibitions and performances at the Box Hill Community Arts Centre, and providing ongoing facilitation, support and fostering of the Sister City Relationship for community and educational groups.

This year, Whitehorse celebrated the 46<sup>th</sup> anniversary of the Matsudo Sister City Relationship and Green Tree Day in May 2017 with a tree planting ceremony.

#### **Strategy 4.1.11 Nurture the ongoing friendship city relationship with Shaoxing China.**

Friendship Cities aim to build community to community relationships over a long period of time and to foster international liaisons and links, greater cultural understanding, awareness and appreciation. Friendship relationships offer those in our community the opportunity to get involved at the grass roots level with a specific community, business or educational source.

The Civic Services Department has provided support to the Friendship City Relationship between City of Whitehorse and the City of Shaoxing by facilitating contact between local sporting/community groups and the City of Shaoxing to participate in exchange arrangements as opportunities arose.

## Council Plan 2013-2017 Strategic Indicators

Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
Increased number of people participating in community engagement activities	N/A	N/A	66,022 people	66,491 people	<i>The Whitehorse Community Engagement Framework and Strategy</i> was developed and adopted during 2013-14, with furthermore engagement champions across the organisation being trained in 2014-15. As a result, there are no formal data in relation to the number of participants in community engagement activities for 2013-14 and 2014-15. However in 2015-16 and 2016-17 Council conducted a number of community engagement activities, which resulted in over 132,000 people participating in just two years.
Community satisfaction with Council performance on making decision in the interest of the community	N/A	N/A	57	59	Please note that the methodology in this indicator has changed over the period of the Council Plan 2013-17. During 2013-14 and 2014-15, the indicator was measured by the Nexus Resident Survey and from 2015-17, the survey was measured by the JWS Local Government Community Satisfaction Survey. In relation to 2013-14, Council did not ask the community its satisfaction with Council performance on making decisions in the interest of the community and in 2014-15 Council did not complete the survey. However when the survey was conducted in 2015-16 and 2016-17 by JWS Research, our results has steadily increased from 57 to 59 points respectively.
Community satisfaction with Council performance on community consultation and engagement efforts	63	N/A	56	57	Please note that the methodology in this indicator has changed over the period of the Council Plan 2013-17. During 2013-14 and 2014-15, the indicator was measured by the Nexus Resident Survey and from 2015-17, the survey was measured by the JWS Local Government Community Satisfaction Survey.

Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
					Community satisfaction with Council performance on community consultation and engagement efforts has remained steady. During 2014-15, Council did not complete the survey. However when the survey was conducted in 2015-16 and 2016-17 by JWS Research, our results has increased from 56 to 57 points respectively.
<b>Achievement of the six low risk (green) ratings for financial sustainability conducted by the Victorian Auditor-General's Office (VAGO)</b>	6	6	6	6	Council has remained steady in obtaining 6 low risk (green) rating for financial sustainability over the majority of the Council Plan 2013-17 period.
<b>Number of leaders who have participated in Council's support and development programs</b>	80	88	346	588	The number of leaders who have participated in Council's support and development programs has steadily increased. From 2013-15, Council provided one leadership forum per financial year. However during 2015-17, Council provided two leadership forums per financial year including the commencement of Council's Emerging Leaders Program, which provided additional leadership learning and development opportunities, hence increasing the numbers from 80 and 88 to 346 and 588 attendees respectively.
<b>Community satisfaction with Council performance on customer service</b>	74	N/A	70	72	Please note that the methodology in this indicator has changed over the period of the Council Plan 2013-17. During 2013-14 and 2014-15, the indicator was measured by the Nexus Resident Survey and from 2015-17, the survey was measured by the JWS Local Government Community Satisfaction Survey. Community satisfaction with Council performance on customer service has remained steady. During 2014-15, Council did not complete the survey. However when the survey was conducted in 2015-16 and 2016-17 by JWS Research, our results has steadily increased from 70 to 72



Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
Maintained or improved staff satisfaction rating (biennially survey)	98.45%	No Survey Conducted	84.00%	No Survey Conducted	points respectively. Council continues to maintain a high staff satisfaction rating.

## Annual Plan 2016-17

### Major Initiative

#### 2016 Council General Elections

**Oversee the integrity and efficient conduct of the 2016 local government general elections, including implementing electoral reforms arising from the Local Government Amendment.**

The October 2016 Whitehorse Council General Election was conducted by the Victorian Electoral Commission. Council (the Governance Unit) provided oversight in relation to the conduct of the election, and planning and implementation for the induction of the incoming Council, with associated training and development. The induction was supportive to Councillors in assisting them in their role. A count back and further induction was successfully conducted due to the resignation of Elgar ward councillor Tanya Tescher. The new Councillor to replace the former Councillor Tescher was Councillor Blair Barker.

#### Customer Service Continuous Improvement Project

**Continue to implement the Customer Service improvement project, an organisation-wide project focusing on improving effectiveness, responsiveness, systems and reporting.**

The Customer Service Improvement Project has continued to drive service and efficiency improvements. Throughout 2016-17, a number of initiatives have been implemented across all Streams of the Project. The CARES, Systems and Reporting Streams have further developed policies and processes for capturing, recording and reporting customer feedback. A sound foundation has been built for reporting, and the analysis of both customer complaints and compliments.

In addition to this, training has been developed to provide education and support to staff at all levels across the Organisation. CityWatch, to capture Councillor requests, has been trialled and now implemented. This will result in significant improvements, allowing Councillors to capture and monitor requests in real time from their portable devices. The Customer Service Quarterly report continues to be communicated to all throughout the organisation, raising awareness of departmental performance against agreed measures, enhancing accountability and transparency.

#### Council Plan 2017-2021

**Develop the Council Plan 2017-2021 for adoption by 30 June 2017, including conducting community consultation to inform development of the plan.**

Council is required under the Local Government Act 1989 to develop a four-year Council Plan within six months of a general election or by 30 June. Post a successful community engagement program (*Your Say Whitehorse*), with over 1200 community members participating, and feedback from Councillors and staff, a new Council Plan 2017-2021 was developed and adopted by Council at an Ordinary Meeting on Monday 26 June 2017.

## Initiatives

### Risk Management

**Enhance the organisational risk management framework by implementing a new software system that consolidates Council's risk register, incident reporting and auditing for hazard inspections and other actions arising from audits in the one system, and which has the capacity for mobile and in the field access as well**

New software system for consolidating Council's risk register, incident reporting and auditing for hazard inspections has been implemented into the organisation. Training has been, and continues to be, provided to employees on how to use and apply the software to best fit the various department needs.

### Volunteer Management

**Develop processes for managing volunteers, including recruitment, induction and occupational health and safety**

To ensure that Council has best practice volunteer management processes in place, Council has commenced reviewing our current practices against the National Standards for volunteer involvement, have provided professional development for our volunteer managers on these standards and recruitment and selection of volunteers, undertaken a review of our current volunteer roles and compliance requirements and have partnered with LGPro to develop an online induction program. First Aid training and First Aid kits have been made available to our Parkland Advisory Committees.

## Services

### Civic Services

**This service includes the provision of customer service at Council's three service centres and governance services including the coordination of Council meeting documents, managing Freedom of Information applications and maintaining Council's statutory records, fostering international relations particularly with Council's Sister City Matsudo, and cleaning and maintaining the municipal offices.**

This year was another busy year for Council with 383,385 calls answered across all departments, 84.52% of which were answered within 20 seconds. Council's Customer Service Centres answered over 149,000 calls accounting for over 38% of all calls. 67.36% of enquiries were resolved at the first point of contact. Council's Customer Service Centres served 61,092 customers over the counter and 46,329 cashiering transactions were processed in person. An additional 276,959 transactions were made through alternate payment options such as the internet, BPAY and Australia Post.

Council's Civic Service department supported all Ordinary Council Meetings, Special Council and Committee Meetings, and Councillor briefing and strategic sessions. Council's Civic Services department also continued to meet compliance requirements with statutory registers and FOI requests, and provided mayoral and Councillor support with events and citizenship ceremonies. One initiative that was completed during the year was the implementation of the 'Councillor Dashboard', an intranet hub for Councillors and the Executive Management Team. The Councillor Dashboard provides easy and secure mobile delivery of content in a central location for reference documents, agenda and minutes, website links, contacts, etc.

Civic Services also facilitated the visit and home hosting of visitors from Council's Sister City of Matsudo Japan, conducted Green Tree Day and many other activities to celebrate Matsudo week.

### Communications

**This service manages Council's communications activities including the production of Council publications such as the Whitehorse News and Annual Report. The service also manages content on Council's seven websites, six Facebook pages and produces printed and electronic communication for the community, Councillors and the organisation.**

The Communications service has seen Council produce:

- 11 editions of the Whitehorse News
- 86 speeches, 126 media responses
- 209 media responses
- provided induction to 2016 Local Government election and brochures to officers and Councillors of Caretaker Period requirements, including managing the certification of documents during Caretaker Period
- produced 312 banners, postcards, plans and general publications
- designed 44 Whitehorse Leader advertisements,
- produced the 2017 Council calendar featuring Whitehorse Buildings,
- coordinated the 2015-16 Annual Report on operations,
- provided 12 sets of on-hold messages,
- prepared 50 communications strategies for various departments and business units and
- updated 25 Information sheets.

In terms of Community Consultation and Advocacy, Council has, as part of the Eastern Metropolitan Council initiative, advocated to state government for the retention of the School Focused Youth Service (SFYS) Beyond the end of 2017. The SFYS is an important program aimed at identifying and supporting highly vulnerable young people who are at risk of dropping out of school to be able to remain in the education/vocational training system. The advocacy campaign included a meeting of Local Government representatives including Whitehorse Mayor Cr Denise Massoud and the Minister for Education and Emergency Services, as well as Deputy Premier and Deputy Leader for the Labor Party, The Hon. James Merlino. The advocacy was successful with an announcement by the state government in June 2017 that the program would continue for a further two years.

Council also continued to have ongoing strong advocacy for the development of the Box Hill Public Transport Interchange. With the experienced commercial and residential growth in recent years in Box Hill, advocacy activity will lead to an improved interchange, improving overall passenger safety and pedestrian safety.

Council has also consulted with the community in the development of its new Council Plan 2017-2021 and Municipal Public Health and Wellbeing Plan 2017-2021 (MPHWP). The Your Say Whitehorse campaign provided a range of avenues for engagement with the community between Wednesday 16 November and Tuesday 20 December 2016. Your Say Whitehorse also provided Council a greater opportunity to understand the Whitehorse community and their needs and expectations of Council. This insight allows Council 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. It provides Council with the opportunity to identify its approach and priorities for the next Council Plan and MPHWP, whilst also documenting the breadth and value of Council departments (programs, services, initiatives, plans and policies) and the work undertaken to achieve Whitehorse's vision.

During the five week Your Say Whitehorse community engagement process, residents, visitors, community groups, employees, stakeholders and local businesses were invited to share their thoughts in terms of where we are now, where we want to be and how we get there through various community engagement activities ranging from completing a survey (in person, in writing or online), to attending a community workshop, visiting a pop-up event or going online to the Your Say Whitehorse discussion forum/website.

The many opportunities to get involved were widely promoted, with the Your Say Whitehorse program reaching approximately 165,000 people through distribution of the Whitehorse Leader and Whitehorse News, and more than 10,200 people directly targeted through distribution of postcards and surveys.

## Organisation Development

**This service manages all aspects human resource management including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.**

The Organisation Development department managed all aspects of human resource management including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.

A full review of the Human Resource Policy Framework was completed. With furthermore, conclusion of the negotiation of the 2016 Collective Agreement and the implementation of new provisions under that agreement taking place.

Council has also implemented the Child Safe Standards including reviewing and expanding the Working with Children Checks regime. As part of this, Council has also continued to roll out and support training in relation to Family Violence matters.

Finally in relation to volunteers, Council has implemented an on-line application for people wishing to be volunteers. This includes the commencement of an on-line induction program for volunteers and quarterly training programs for volunteer supervisors.

### Occupational Health and Safety and WorkCover

**This service administers Council's occupational health and safety program and ensure compliance with occupational health and safety legislation.**

There is an ongoing commitment from Council to ensure occupational health and safety programs are compliant with legislative requirements. Statistical measures are produced to track the organisations performance.

Implementation of a new electronic incident reporting system and operationalising of the mobile element of that particular system has ensured employees can report risks, hazards and incidents immediately after they occur on field.

Council has also developed and implemented a new Occupational Violence policy with commensurate reporting mechanisms now implemented.

In relation to the new Smoke Free Workplace policy, Council has implemented the policy across the organisation, including arranging Quit training for employees. On the part of health and wellbeing, Council has also enhanced of the existing Health and Wellbeing program to include stretching, healthy eating and mental health initiatives.

Finally early intervention and return to work initiatives, has resulted in some of Council's larger departments having few or no WorkCover claims for the year.

### Risk Management

**This service manages Council's insurance program and implement the risk management framework.**

All of Council's insurances have been reviewed, sourced and placed to ensure 2017-18 insurance coverage. The implementation of the risk management policy and framework is based on the continuous improvement model.

Implementation of a new model assessing and managing Public Liability Under Excess claims has commenced. Furthermore, implementation of the risk management component of the new electronic incident report system has been completed, with risks and incidents residing in one system.

Regular reporting to the Risk Committee (monthly) and Audit Committee (six monthly) on Council's strategic and operational risks takes place.

Finally, conclusion of the outstanding items from the PWC Audit of risk based inspections has taken place, with this primarily being the implementation of the electronic risk system.

## Finance and Corporate Performance

**This service manages Council's corporate planning, performance and continuous improvement functions, financial management, payroll, and procurement, tendering and contract administration.**

The Finance and Corporate Performance service has seen Council produce the new Council Plan 2017-2021. Council is required under the Local Government Act 1989 to develop a four-year Council Plan within six months of a general election or by 30 June. Post a successful community engagement program (Your Say Whitehorse), with over 1200 community members participating, and feedback from Councillors and staff, a new Council Plan 2017-2021 was developed and adopted by Council at an Ordinary Meeting on Monday 26 June 2017.

In terms of Continuous Improvement Council has completed eleven continuous improvement projects, which has improved customer service, time management in terms of the delivery of some of Council services and/or provided a financial benefit.

Financially, Council is preparing for the 2017/18 Annual Budget and the Strategic Resource Plan within legislative timeframes.

## Corporate Information

**This service manages and maintains Council's corporate record system and information across the organisation.**

The Corporate Information service responded to internal system enquiries and privacy enquires, processed incoming correspondence in a timely manner, provided training for Council's Record Management system, provided action tracking reports to the Executive Management Team and Managers, and presented the Data Migration Strategy to the IT Steering Committee.

The Corporate Information service also assisted with the BluQ and Mercury systems Privacy Impact Assessment and service contract review to ensure Council complied with privacy requirements, and assisted with the Customer Complaint process implementation and delivered training sessions to support the rollout.

## Information Technology

**This service manages and maintains Council's computer systems and networks.**

Highlights of the Information Technology service include network redundancy and security improvements, telephony redundancy Improvements, server and desktop improvements, policy development and review, core business application upgrades, and Wi-Fi rollout to remote sites.

## Property and Rates

**This service manages Council properties, conducts property valuations, and maintains the Geographic Information System. This service also undertakes rate revenues and fire services property levy collection.**

The Property and Rates service has managed a number of property related matters. This includes:

- In July 2016, Council resolved at a Special Meeting to accept a formal offer to sell property known as 517-521 Station Street, Box Hill. A combined rezoning and town planning permit application was lodged in accordance with the Planning and Environment Act 1987 by the purchaser in December 2016. The final sale settlement will occur on final planning approval being granted which is likely to occur in 2018-19.

- In April 2016 Council having considered public submissions resolved to sell the property known as 2-4 Bruce Street, Box Hill in accordance with the public notice published in The Age on 20 February 2016. Negotiations are proceeding as at 30 June 2017.
- On 17 July 2017, in accordance with Sections 189 and 223 of the *Local Government Act 1989*, Council having considered public submissions resolved to sell the property known as 2 Carrington Road Box Hill for the consideration of \$2.068 million (excluding GST) in accordance with the public notice published in The Age newspaper on 22 April 2017. Council executed the contract at the 17 July 2017 Council meeting.
- Successfully tendered the management of the Council owned car park located at 5 Watts Street Box Hill for an initial term of ten years with two five-year options. The new management agreement was undertaken in accordance with S86 of the *Local Government Act 1989* and Council's "Procurement Policy". In addition to a new management arrangement, the ticketing and payments system were upgraded and implementation of the new system was successful.
- In accordance with Council's Open Space Strategy using funds from the Open Space Reserve, Council successfully purchased, at public auction on 3 September 2016, 17 Rowland Street Mont Albert. Owing to the state of disrepair the dwelling was demolished in February 2017.
- As part of the Blackburn Road level crossing removal, Yarra Valley Water compulsory acquired an easement over a section of Morton Park Blackburn. As the dispossessed land owner Council was entitled to claim compensation in accordance with the *Land Acquisition and Compensation Act 1986*. The final compensation settlement is pending.
- Land and Building asset valuations for balance sheet purposes were undertaken in accordance with appropriate accounting standard and have been approved by the Victorian Auditor General Office. Building replacement cost valuations for Council's insurance book were also completed.

Council continues to invoice all rates and charges levied in accordance with the *Local Government Act 1989*, and remit the Fire Services Property Levy to the State Revenue Office in a timely manner. The Property and Rates service also manages the CEO's Voters' Roll for the 2016 Council Election, and awarded a five-year debt collection contract, the new contract was undertaken in accordance with S86 of the *Local Government Act 1989* and Council's "Procurement Policy".

In relation to Council's Geographic Information System (GIS), a new five-year GIS Strategy was undertaken, with the aim to align the GIS with Council's overall strategic objectives. New Aerial Imagery and Historic Aerial Imagery successfully uploaded, and the publication of the "Whitehorse Maps" web service through Council's Corporate Website was successfully completed.



## Local Government Performance Reporting Framework Indicators

The following are the results of the prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist you in understanding the results.

Service/Indicator/Measure		2015	Result 2016	2017	Material Variation and Comments
<b>Governance</b>					
<b>Transparency</b>					
<b>Council decisions made at meetings closed to the public</b> [Number of council resolutions made at Ordinary or Special meetings of council, or at meetings of a Special Committee consisting only of councillors closed to the public/Number of council resolutions made at Ordinary or Special meetings of council or at meetings of a Special Committee consisting only of councillors]		7.00%	8.65%	5.04%	A very low number of resolutions made at meetings closed to the public represents transparency in Council decision making.
<b>Consultation and Engagement</b>					
<b>Satisfaction with community consultation and engagement</b> [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]		60.00	56.00	57.00	Whitehorse City Council's community consultation and engagement rating improved compared to the previous year and was higher than the State-wide average.
<b>Attendance</b>					
<b>Councillor attendance at council meetings</b> [The sum of the number of councillors who attended each ordinary and special council meeting/(Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election)]		94.00%	95.26%	100.00%	Whitehorse City Council continue to have a high level of attendance at Council meetings and is an indicator of Council's commitment to representing the Whitehorse community.
<b>Service Cost</b>					
<b>Cost of governance</b> [Direct cost of the governance service/Number of councillors elected at the last council general election]		\$49,284.83	\$46,671.09	\$49,130.20	Ten new Councillors were elected in October 2016 to represent the City of Whitehorse for the 2016-2020 Council term. The slight increase in this indicator is a result of new communication equipment issued to all Councillors.
<b>Satisfaction</b>					
<b>Satisfaction with council decisions</b>		56.00	57.00	59.00	Council has seen improvement in satisfaction with council decisions over the past two years. The result

Service/Indicator/Measure	Result		Material Variation and Comments
	2015	2016	
[Community satisfaction rating out of 100 with the performance of council in making decisions in the interest of the community]			highlights Council's continued efforts in making decisions which are in the best interest of the community. In the 2017 Community Satisfaction Survey, Council exceeded the metropolitan result and significantly exceeded the state-wide result on making community decisions.

# Strategic Direction Five: Support a healthy local economy.

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## Council Plan

### Strategic Objective

Dynamic local economic environment that is regionally connected.

#### Strategy 5.1.1 Support the development of a sustainable growing local economy.

Council continues to support the development of a sustainable growing local economy. Council's Investment Facilitation Office was established at the Box Hill Library in response to the increased investment activity in Box Hill and throughout Whitehorse.

Furthermore, through Council's Investment and Development Facilitation service, investment enquiry is encouraged in seeking out best investment and community outcomes for future growth and employment opportunities. Sixty-five large scale investment and development enquiries were facilitated in the past twelve months.

Council continues to work with all stakeholders locally and throughout the eastern region to sustain appropriate investment, which drives economic growth and employment opportunities.

#### Strategy 5.1.2 Support the industrial and retail sectors.

Council continues to assist the industrial and retail sectors by providing opportunities to business owners and staff to network, be informed and access training and advice towards their growth and development. The Whitehorse Business Group encourages businesses to network through a range of events and be recognised through the Whitehorse Business Awards program. Council provides free mentoring services to all businesses to improve their strategic positioning and improvement opportunities.

Small business workshops and seminars are held throughout the year, covering topics such as, sales, marketing, financial management, online trading and business planning. The WBiz business website provides up to date information to all local businesses including grant funding opportunities from state and federal agencies. Through Council's Investment and Development Facilitation processes, sites across Whitehorse are investigated to improve the economic and employment opportunities for the local community.

#### Strategy 5.1.3 Support the growth of health, education and business sectors.

Council Completed the 8th Whitehorse Tertiary Business Skills Program with Deakin University. This is a program where tertiary students take up placements within local businesses over a 16 week intern program. Over 175 students have participated in the program since its inception.

Council also continues to form strong partnerships with its health and education sectors through collaboration in events, expo's, surveys and programs. This cooperative association is to position growth sectors to enable local businesses to engage, participate and maximise their potential business development opportunities.

Formation of the “Box Hill First” Group has enabled key stakeholders and the local business community to collaborate and advocate for improved transport services and infrastructure improvements that provide for economic and employment growth within the Box Hill Metropolitan Activity Centre.

**Strategy 5.1.4 Support businesses to prepare for changes in network technology including the National Broadband Network rollout.**

Council has supported businesses to prepare for changes in network technology including the National Broadband Network rollout. Over the course of the Council Plan 2013-17 period, Council has conducted 19 workshops, with over 420 attendees.

## Council Plan 2013-2017 Strategic Indicators

Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
<b>Improved community rating through biennial service survey</b>	No survey conducted	95%	No survey conducted	96%	Business community satisfaction with Council remains steady, with a slight increase in 2016-17.
<b>Number of visits to the online council business directory</b>	3250 businesses listed	1577 businesses listed	1500 businesses listed	1764 businesses listed	The number of businesses listed on Council's business directory has remained steady over 2014-15 and 2015-16, with a significant increase in 2016-17 to 1764 businesses listed.
					The significant decline in 2013-14 to subsequent years is due to a major cull of inactive business listings having been completed at the end of 2013-14.
<b>Visitation numbers to business website: 'WBiz'</b>	18,000 visits	37,392 visits	25,000 visits	34,642 visits	During 2016-17, the number of visits to the WBiz site increased due to a major redevelopment of the WBiz website and substantial increase in investment and development interest in Whitehorse. As well as new website pages depicting retail and activity precincts in Whitehorse.
					The majority of the NBN Workshop Program was conducted over 2014-15 and 2015-16. The program had 66 attendees overall during 2013-14, with Council conducting three workshops. During 2014-15, Council in partnership
<b>Participation rates at NBN workshops</b>	66 attendees	280 attendees	80 attendees		

Indicator	Progress Result				Comments
	2013-14	2014-15	2015-16	2016-17	
					with the Victorian Chamber of Commerce and Industry conducted a Digital Enterprise Program, which attracted 280 attendees over 12 workshops. The program was completed at the end of June 2016. During 2016-17, Council conducted four workshops in which 80 attendees participated.

### Initiatives

#### Building a Better Box Hill – Stakeholder Support

**Obtain support from local and regional stakeholders for the preliminary business case to 'Build a Better Box Hill'. The preliminary business case supports the cooperative redevelopment of the Box Hill transport interchange and town centre. The expression of support will be presented to the Ministerial Advisory Committee that is advising the Public Transport Minister on the interchange.**

Building a Better Box Hill, Stakeholder Engagement Project Preliminary Business Case Report has been completed. The Preliminary Business Case gained support from a range of stakeholders including the Box Hill Reference Group, Box Hill First Stakeholder Group, local business associations, Eastern Group of Council CEO's, Melbourne East Regional Economic Development Group and the Regional Development Australia Melbourne East Committee.

A letter from the Mayor included the Building a Better Box Hill Preliminary Business Case Report and all letters of support have been circulated throughout government, at both federal and state at the highest levels, including the Ministerial Advisory Group for the Box Hill Transport Interchange, and throughout the various levels within government departments. This work, in a research and advocacy sense, is now complete as Council awaits the direction and decision making from the Victorian Government.

#### Box Hill Visitation Marketing

**Produce a series of marketing materials to promote dining, shopping, investment opportunities, education and medical services at the Box Hill major activity centre. Partner with Destination Melbourne and stakeholders in the Box Hill community to distribute and communicate marketing collateral.**

The marketing and promotion of Box Hill is an ongoing strategy with the objective of improving visitation to Box Hill. The Box Hill website has been created to promote visitation to Box Hill and showcase what's on offer. Marketing through Destination Melbourne features Box Hill as a visitor destination. A range of marketing material that includes the Discover Box Hill brochure, Discover Box Hill flyers, Bin Surrounds and Flags are widely promoted locally and regionally. Local traders are encouraged to investigate the opportunities through Council's outdoor / footpath trading policy.

## Services

### Investment and Economic Development

**This service is responsible for the delivery of specific activities and programs as outlined in the Whitehorse Economic Development Strategy 2014-2019.**

The Business Newsletter, “Down to Business” was distributed to 5500 businesses and 1200 businesses registered online. Furthermore, Council held the Whitehorse Business Week in August 2016. This attracted over 650 business representatives to six major networking events. An average attendance of 108 representatives per event was consistent to recent Business Week programs and a 9% increase in participation since 2008. Council also completed the 8th Whitehorse Tertiary Business Skills Program with Deakin University. Over 175 students have participated in the program since inception.

Council also continues to deliver its quarterly Small Business Mentoring Services to local businesses, attracting approximately 30 start-up businesses. The Small Business Mentoring Bus attended Council's Civic Centre and Box Hill Town Hall on multiple occasions attracting over 40 drop in visits.

The Whitehorse Business Group delivered networking opportunities through events to the Whitehorse Business Community. Events throughout 2016-17 attracted over 1500 attendees including the delivery of the Whitehorse Business Awards, which attracted over 250 attendees to the Gala Dinner Awards Presentation in October 2016.



# Governance and Statutory Information

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## Governance

Whitehorse City Council is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- taking into account the diverse needs of the local community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring that resources are managed in a responsible and accountable manner
- advocating the interests of the local community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums such as ward meetings and the ability to make submissions to Special Committees of Council.

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. Council delegates some of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

## Council Meetings Including Special Committees

Council conducts open public meetings on the second and third Monday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to the Council, make a submission or speak to an item.

For the 2016-17 year Council held the following meetings:

- 12 Ordinary Council Meetings
- 4 Special Council Meetings
- 10 Special Committee of Council Meetings (Special Committees section).

The following table provides a summary of Councillor attendance at Council meetings and Special Council meetings for the 2016-17 financial year.

	Central Ward		Elgar Ward					Morack		Riversdale		Springfield		
Meetings of Council	Cr Andrew Munroe	Cr Denise Massoud	Cr Helen Harris OAM	Cr Robert Chong AM	Cr Tina Liu	Cr Tanya Tescher	Cr Blair Barker	Cr Bill Bennett	Cr Raylene Carr	Cr Sharon Ellis	Cr Andrew Davenport	Cr Ben Stennett	Cr Philip Daw	Cr Prue Cutts
	(10)	(12)	(3)	(4)	(8)	(5)	(2)	(11)	(12)	(12)	(12)	(11)	(4)	(8)
	(4)	(4)	(0)	(0)	(4)	(2)	(0)	(4)	(4)	(4)	(4)	(4)	(0)	(4)
	(2)	(0)	(1)	(0)	(0)	(1)	(0)	(1)	(0)	(0)	(0)	(1)	(0)	(0)
Leave of absence granted to Councillors	Ordinary Council		Ordinary Council			Ordinary Council, Resignation not in office; (2) Special Council Resignation not in Office (1)		Ordinary Council				Ordinary Council		

Cr Tina Liu and Cr Prue Cutts: term commenced 9 November 2016 – 8 Ordinary Council meetings and 4 Special Council Meetings were held

Cr Tanya Tescher term: 9 November 2016 to 3 April 2017 when she resigned as a Councillor – 5 Ordinary Council meetings and 2 Special Council meetings were held

Cr Blair Barker: Cr Blair Barker was elected via countback to fill the vacancy caused by Cr Tescher's resignation. Term commenced 15 May 2017 – 2 Ordinary Council meetings and no Special Council meetings were held

Cr Robert Chong AM, Cr Philip Daw, Cr Helen Harris OAM: term concluded on 22 October 2017 – 4 Council meetings were held.

## Special Committee

The Local Government Act 1989 allows councils to establish one or more special committees consisting of:

- Councillors
- Council Staff
- Other Persons
- Any combination of the above.

Council has established a Special Committee of Council which comprises all Councillors. The Committee has delegated decision making power from Council and is a Special Committee in accordance with Section 86 of the *Local Government Act 1989*.

The provisions of Council's Local Law relating to Meeting Procedures, as applicable to the Special Committee apply to Committee meetings. An important role of the committee is to enhance the consultative process and facilitate public participation and involvement in meetings of the Committee in accordance with Council's Council Plan strategies – good governance, its Meeting Procedures and *Common Seal Local Law 2013*.

The committee shall operate in accordance with its Instrument of delegation. For example, the committee may note information reports, and consider proposals requiring community input and consultation, such as master plans, studies on policy development and draft local laws.

	Central Ward		Elgar Ward					Morack		Riversdale		Springfield		
	Cr Andrew Munroe	Cr Denise Massoud	Cr Helen Harris OAM	Cr Robert Chong AM	Cr Tina Liu	Cr Tanya Tescher	Cr Blair Barker	Cr Bill Bennett	Cr Raylene Carr	Cr Sharon Ellis	Cr Andrew Davenport	Cr Ben Stennett	Cr Philip Daw	Cr Prue Cutts
Committee														
Special Committee of Council	(10)	(10)	(2)	(3)	(6)	(3)	(1)	(9)	(10)	(9)	(10)	(9)	(4)	(6)
Leave of absence granted to Councillors	(0)	(0)	(2)	(1)	(0)	(2)	(0)	(1)	(0)	(1)	(0)	(1)	(0)	(0)

Cr Tina Liu and Cr Prue Cutts: term commenced 9 November 2016 – there were 6 Special Committee meetings held

Cr Tanya Tescher: term was 9 November 2016 to 3 April 2017 when she resigned as a Councillor – there were 3 Special Committee meetings held

Cr Blair Barker: Cr Blair Barker was elected via countback to fill the vacancy caused by Cr Tescher's resignation. Term commenced 15 May 2017 – there was 1 Special Committee meeting held

Cr Robert Chong AM, Cr Helen Harris OAM, Cr Philip Daw: term concluded on 22 October 2017 - there were 4 Special Committee of Council meetings held

## Code of Conduct

The *Local Government Amendment (Improved Governance) Act 2015* required Councils to develop and approve a Councillor Code of Conduct by 4 July 2016. The revised code was adopted by Council at the Special Meeting of Council held on 27 June 2016. After the General Election held on Saturday 22 October 2016, Council called a Special Council meeting on 20 February 2017 to review the Councillor Code of Conduct.

On 20 February 2017, Council adopted a revised Councillor Code of Conduct which is designed to:

- assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- attract the highest level of confidence from Council's stakeholders
- assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the code also outlines:

- other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- roles and relationships
- dispute resolution procedures.

## Conflict of Interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the interest of the public

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act has resulted from it. Council has guidelines to assist councillors and staff, as well as a comprehensive procedure to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. Conflicts of Interest disclosed at Ordinary Council meetings, Special Council meetings and Special Committee of Council meetings are recorded in the minutes of the meetings. A register is maintained to record all other disclosed conflict of interests.

During 2016-17, five conflicts of interest were declared at Council and Special Committee meetings.

## Councillor Allowances and Councillor Expenses

In accordance with Section 74 of the *Local Government Act 1989*, councillors are entitled to receive an allowance while performing their duty as a councillor. The Mayor is also entitled to receive a higher allowance.

The state government sets the upper and lower limits for all allowances paid to councillors and mayors. Councils are divided into three categories based on the income and population of each Council. In this instance Whitehorse City Council is recognised as a category three council.

For the period 1 July 2014 to 30 November 2015, the councillor annual allowance for a Category 3 council (as defined by the *Local Government Act 1989*) was fixed at \$28,202 per annum and the allowance for the mayor was \$90,081 per annum. The Minister for Local Government approved an annual adjustment of 2.5 per cent to take effect as from 1 December 2015. The annual allowances were adjusted for the period 1 December 2015 to 30 June 2016 at \$28,907 per annum for the councillor allowance and \$92,333 per annum for the Mayoral allowance. Councillors also received the equivalent of the Superannuation Guarantee Contribution of 9.5 per cent for the 2015/16 year.

These allowances are not subject to tax withholding arrangements.

The following table contains a summary of the allowances paid to each councillor during the year.

Summary of the allowances paid to each councillor during the year

Central Ward		Elgar Ward					Morack		Riversdale		Springfield		
Cr Andrew Munroe	Cr Denise Massoud	Cr Helen Harris OAM	Cr Robert Chong	Cr Tina Liu	Cr Tanya Tescher	Cr Blair Barker	Cr Bill Bennett	Cr Raylene Carr	Cr Sharon Ellis	Cr Andrew Davenport	Cr Ben Stennett	Cr Philip Daw	Cr Prue Cutts
\$30,583.53	\$76,216.68	\$9,785.42	\$9,785.42	\$20,798.11	\$12,957.26	\$4,186.44	\$30,583.53	\$30,583.53	\$30,583.53	\$30,583.53	\$30,583.53	\$31,255.48	\$20,798.11

	Central Ward			Elgar Ward			Morack			Riversdale		Springfield		
	Cr Andrew Munroe	Cr Denise Massoud	Cr Helen Harris OAM	Cr Robert Chong	Cr Tina Liu	Cr Tanya Tescher	Cr Blair Barker	Cr Bill Bennett	Cr Raylene Carr	Cr Sharon Ellis	Cr Andrew Davenport	Cr Ben Stennett	Cr Philip Daw	Cr Prue Cutts
Expenses (ex GST)														
Travel, including Meals and Accommodation	\$1,492.06	\$2,959.51	\$502.99	\$238.85	\$1,174.82	\$0.00	\$0.00	\$1,623.42	\$1,163.88	\$3,789.66	\$332.13	\$0.00	\$256.75	\$1,542.16
Car Mileage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$416.05	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Information and Communication Technology	\$939.20	\$952.73	\$441.88	\$597.76	\$363.89	\$600.76	\$40.39	\$757.86	\$737.49	\$1,213.16	\$918.40	\$1,501.38	\$1,581.47	\$501.38
Conferences and Training	\$2,161.32	\$5,507.20	\$0.00	\$0.00	\$2,468.59	\$965.86	\$2,500.00	\$3,358.97	\$1,904.04	\$2,732.93	\$2,510.31	\$365.86	\$450.00	\$2,919.50
TOTAL	\$4,592.58	\$9,419.44	\$944.87	\$836.61	\$4,007.30	\$1,566.62	\$2,540.39	\$5,740.25	\$4,221.46	\$7,735.75	\$3,760.84	\$1,867.24	\$2,288.22	\$4,963.04

## Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment	
<b>1. Community Engagement Policy</b>  Policy outlining Council's commitment to engaging with the community on matters of public interest	Policy  Community Engagement Framework  Date of operation of current policy: 23 June 2014	✓
<b>2. Community Engagement Guidelines</b>  Guidelines to assist staff to determine when and how to engage with the community	Guidelines  Date of operation of current guidelines: 23 June 2014	✓
<b>3. Strategic Resource Plan</b>  Plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years	Adopted in accordance with section 126 of the Act  Date of adoption: 26 June 2017	✓
<b>4. Annual Budget</b>  Plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required	Adopted in accordance with section 130 of the Act  Date of adoption: 26 June 2017	✓
<b>5. Asset Management Plans</b>  Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years	Plans  Date of operation of current plans: Summary Asset Management Plan 8 May 2014, Roads Asset Management Plan 4 June 2014, Drainage Asset Management Plan 14 June 2014, IT Asset Management Plan 4 December 2013, Buildings Asset Management Plan 22 March 2014 (under review), Open Space Asset Management Plan 22 April 2014 and Plant and Fleet Asset Management Plan 1 December 2016	✓
<b>6. Rating Strategy</b>  Strategy setting out the rating structure of Council to levy rates and charges	Strategy  Date of current strategy: 22 June 2014	✓

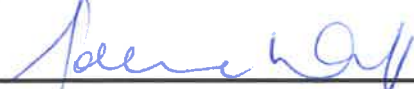


Governance and Management Items	Assessment	
<b>7. Risk Policy</b>  Policy outlining Council's commitment and approach to minimising the risks to Council's operations	Policy  Date of current policy: 1 November 2015	✓
<b>8. Fraud Policy</b>  Policy outlining Council's commitment and approach to minimising the risk of fraud	Policy  Date of operation of current policy: 1 April 2017	✓
<b>9. Municipal Emergency Management Plan</b>  Plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986  Date of preparation: 14 February 2017	✓
<b>10. Procurement Policy</b>  Policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works	Prepared and approved in accordance with section 186A of the Act  Date of approval: 1 June 2017	✓
<b>11. Business Continuity Plan</b>  Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster	Plan  Date of operation of current plan: 1 November 2016	✓
<b>12. Disaster Recovery Plan</b>  Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster	Plan  Date of operation of current plan: 28 June 2017	✓
<b>13. Risk Management Framework</b>  Framework outlining Council's approach to managing risks to the Council's operations	Framework  Date of operation of current framework: 1 November 2015	✓
<b>14. Audit Committee</b>  Advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory	Established in accordance with section 139 of the Act  Date of establishment: 1 November 1996	✓


Governance and Management Items	Assessment	
requirements		
<b>15. Internal Audit</b>  <b>Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls</b>	Engaged  Date of engagement of current provider: PricewaterhouseCoopers 1 July 2013 – 30 June 2017, Crowe Horwath 1 July 2017 to present	✓
<b>16. Performance Reporting Framework</b>  <b>A set of indicators measuring financial and non-financial performance including the performance indicators referred to in section 131 of the Act</b>	Framework  Date of operation of current framework: 1 July 2014	✓
<b>17. Council Plan Reporting</b>  <b>Report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six months of the financial year</b>	Reports  Dates of report: 17 October 2016	✓
<b>18. Financial Reporting</b>  <b>Quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure</b>	Statements presented to Council in accordance with section 138(1) of the Act  Date statements presented: 17 October 2016, 12 December 2016, 20 February 2017, 15 May 2017	✓
<b>19. Risk Reporting</b>  <b>Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies</b>	Reports  Dates of reports: 6 February 2017, 15 May 2017	✓
<b>20. Performance Reporting</b>  <b>Six-monthly reports of indicators measuring results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act</b>	Reports  Dates of reports: 17 October 2016, 21 February 2017	✓
<b>21. Annual Report</b>  <b>Annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements</b>	Considered at meeting of Council in accordance with section 134 of the Act  Date of consideration: 17 October 2016	✓

Governance and Management Items	Assessment	
<b>22. Councillor Code of Conduct</b>  <b>Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors</b>	Reviewed in accordance with section 76C of the Act  Date reviewed: 20 February 2017	✓
<b>23. Delegations</b>  <b>A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff</b>	Reviewed in accordance with section 98(6) of the Act  Date of review: Instrument of Delegation from Council to Chief Executive Officer – 18 May 2015, Instrument of Delegation from Council to staff – 15 August 2016	✓
<b>24. Meeting Procedures</b>  <b>A local law governing the conduct of meetings of Council and special committees</b>	Meeting procedures local law made in accordance with section 91(1) of the Act  Date local law made: 19 August 2013	✓

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

  
**Noelene Duff**  
 Chief Executive Officer

Dated: [date] 19/7/17

  
**Cr Denise Massoud**  
 Mayor

Dated: [date] 19/7/2017

## Audit Operations

### Audit Advisory Committee

The Audit Advisory Committee is an Advisory Committee of Council, which assists Council in certain decision making processes. The committee's role is to provide independent assurance and assistance to Council and Management on Whitehorse City Council's risk, internal control and compliance framework and its external accountability and legislative compliance responsibilities.

Council's Audit Advisory Committee receives regular reports on the organisation's risk management position and performance. This committee reviews the effectiveness of Council's risk management framework and activities and reports to Council on its findings and recommendations for enhancement and improvement.

This is not a decision-making forum but performs a review function. On occasions the committee may refer matters to the Council for decision. The Audit Advisory Committee comprises two appointed Councillors and two independent persons with industry experience, one of whom is appointed as chair.

The first independent member and Chairperson for the Audit Advisory Committee is Mr Michael Said, who was appointed in July 2004. Mr Said is also Chairperson of the Audit Committees of Darebin City Council and Whittlesea City Council and the Shires of Baw Baw, Colac Otway and Moorabool and is a member of Yarra City Council and Chisholm Institute of TAFE's Audit Committees.

The second independent member is Mr Greg Hollyman, who was appointed in June 2011. The Chief Executive Officer is required to be present at the meeting and the General Manager Corporate Services and Manager Finance and Corporate Performance attend each meeting unless advised to the contrary. The internal auditor is invited to each meeting and the external auditor may be invited where appropriate.

#### Audit Advisory Committee Members:

- Chairperson/independent member – Mike Said (appointed July 2004)
- Independent member – Greg Hollyman (appointed June 2011)
- Councillor representative – Cr Tanya Tescher (December 2016 – April 2017)\*
- Councillor representative – Cr Ben Stennett (November 2013 – October 2016, April 2017 – Present)
- Councillor representative – Cr Andrew Davenport (March 2016 – October 2016)
- Councillor representative – Cr Denise Massoud (November 2016 – Present)

\* Cr Tanya Tescher: term was 9 November 2016 to 3 April 2017 when she resigned as a Councillor.

## Internal Audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. This is resourced by an external provider who has extensive local government experience. A risk based three-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment; prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit Advisory Committee annually. The Internal Auditor attends Audit Advisory Committee meetings where required to report on the status of the SIAP to provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked in Council's performance management system. Managers provide status updates that are reviewed by the Internal Auditor and reported to the Audit Advisory Committee. Quality assurance is measured through client satisfaction surveys for each review, the annual Audit Advisory Committee self-assessment and completion of the internal audit plan.

PricewaterhouseCoopers (PwC) Chartered Accountants have been Council's internal auditors since July 2012. Council in April 2016 endorsed an extension of the contract with PwC to 30 June 2017.

In May 2016 the Audit Advisory Committee approved the Strategic Internal Audit Plan for 2017 – 2019. The Audit Advisory Committee also recommended that Council approve the 2016/17 internal audit work program. Council endorsed this in June 2016.

As part of the 2016-17 Annual Internal Audit program, the Audit Advisory Committee received reports on the following:

1. Cash Handling Processes at Selected Centres
2. Sundry Debtors
3. Planning Permits
4. External Complaints Management
5. IT Disaster Recovery

## External Audit

The external auditor is the Victorian Auditor-General who conducted the annual statutory financial report and performance statement audit for the 2016-17 year.

## Statutory Information

The following information is provided in accordance with legislative and other requirements applying to Council.

### Privacy and Data Protection

*The Privacy and Data Protection Act 2014* states that Council must not contravene Information Privacy Principles in respect of personal information it has collected, held, managed, used, disclosed or transferred.

Council's Privacy Policy is a public document available from Council's website at [www.whitehorse.vic.gov.au](http://www.whitehorse.vic.gov.au) or on request. The policy was reviewed in September 2015.

One complaint was received and investigated by Council during 2016-17, found no evidence indicating a breach of Information Privacy Principles (IPPs) under the *Privacy and Data Protection Act 2014*. No complaints were received or investigated for breaches of the *Health Records Act 2001*. Any enquiries regarding Council's obligations under the *Privacy and Data Protection Act 2014* and *Council's Privacy and Data Protection Policy*, please contact Council's Privacy Officer on 03 9262 6333 or [customer.service@whitehorse.vic.gov.au](mailto:customer.service@whitehorse.vic.gov.au)

Council's Privacy Officer: Coordinator Corporate Information

### Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in its Annual Report, or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately, however provides the following summary of the application and operation of the Act.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- It should be in writing.
- It should identify as clearly as possible which document is being requested.
- It should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged by email.

Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

Further information regarding FOI can be found at [www.foicommissioner.vic.gov.au](http://www.foicommissioner.vic.gov.au) [www.foi.vic.gov.au](http://www.foi.vic.gov.au) and on the Whitehorse City Council website [www.whitehorse.vic.gov.au](http://www.whitehorse.vic.gov.au).

For the period 1 July 2016 to 30 June 2017 there were 13 requests made regarding Freedom of Information:

- Part access was granted on one occasion.
- Full access was granted on three occasions.
- Access was denied on one occasion.
- Documents were processed outside the FOI process on four occasions.
- Two requests remained in process at 30 June 2017.
- There were two occasions where an applicant did not proceed with a request.

There were no requests to the Freedom of Information Commissioner for internal review of a decision.

There were no applications for review lodged with the Victorian Civil and Administrative Tribunal (VCAT) relating to requests processed throughout the year.

The provisions of the Act under which the above decisions were made:

- Access denied in full – section 25A(5) of the Act
- Access denied in part – section 35(1)(b) of the Act

The names and designation of the officers with authority to make a decision on a request are:

- Principal Officer: Chief Executive Officer
- Freedom of Information Officer: Manager Civic Services
- Freedom of Information Officer: Team Leader Governance.
- Freedom of Information Officer: Customer Liaison Officer

## Road Management Act

*The Road Management Act* requires Council to develop a road management plan, which in effect provides opportunity to establish a policy defence against civil liability claims associated with the management of its road network. Council's road management plan outlines roads under management, inspection regimes and service and maintenance standards against which Council will manage its roads and road-related assets. In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its Annual Report.

In 2016-17, Council did not receive any Ministerial directions in relation to the Road Management Act.

## National Competition Policy

Whitehorse City Council continues to comply with the requirements of the National Competition Policy and The Australian Consumer Law legislation in the operation of our business. Whitehorse's significant businesses operate in accordance with the principles of competitive neutrality to ensure that Council does not unduly influence the private market in the provision of services. Council's Procurement Policy is inclusive of National Competition requirements.

Officer responsible for National Competition Policy: Head of Finance and Corporate Performance

## Contracts

During the year council did not enter into any contracts valued at \$150,000 or more in accordance with section 186(5) (a) and (c) of the Act, or without first engaging in a competitive process.

Council has an ongoing commitment to competitive neutrality as a matter of good business and transparency and adheres to competitive neutrality principles.

### Protected Disclosure Act

*The Protected Disclosure Act 2012* came into effect on 10 February 2013. Whitehorse City Council adopted its Protected Disclosure Policy and procedures in September 2014, and they are available on Council's website and Council's offices.

During 2016-17 three potential disclosures were made. Council assessed these disclosures.

Protected Disclosure Coordinator/Responsible Person: Manager Organisation Development

### Charter of Human Rights and Responsibilities

The Victorian Charter of Human Rights and Responsibilities (1 January, 2008) contains 20 protected civil and political rights. In accordance with the Charter, it is unlawful for a public authority to act in a way that is incompatible with a human right, or in making a decision, to fail to give proper consideration to a relevant human right. Whitehorse City Council continues to give consideration to Human Rights in all its decision making processes including the formulation of local laws.

The Charter of Human Rights aims to:

- promote dialogue about human rights;
- enable participation for all, but especially marginalised or disadvantaged groups;
- enhance accountability and transparency.

Therefore, Council must:

- respect human rights (that is, refrain from interfering, directly or indirectly, with the enjoyment of human rights)
- protect human rights (that is, prevent third parties from interfering in any way with the enjoyment of human rights);
- promote human rights (that is, take positive steps to promote, support and provide for the realisation of human rights); and
- fulfil (realise, avoid the loss of) human rights

Council's Equal Opportunity and Human Rights Committee oversees the implementation of Council's Human Rights Plan.

### Best Value

In accordance with the Local Government Act 1989, Council applies best value principles to its strategic and service planning processes. At Whitehorse City Council this happens through our regular process of future planning, and ensuring continuous review and improvement across Council's service areas.

This means:

- All services provided by Council must meet quality and cost standards;
- Each service provided by Council must be accessible to those members of the community for whom the service is intended;



- All services provided by Council must be responsive to the needs of the community;
- Council works towards providing continuous improvement in its service provisions for its community;
- Council has developed a program of regular consultation with its community about the services it provides; and
- Council reports regularly to its community on its achievements against the principles.

Please refer to the Business Improvement Section of this report on page 13 for an overview of projects undertaken and benefits achieved through our Business Improvement Program.

### Documents Available for Inspection

For the purposes of section 222 of the *Local Government Act 1989*, the following are prescribed documents if they are not published on Council's website ([www.whitehorse.vic.gov.au](http://www.whitehorse.vic.gov.au)).

- a) A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including the name of the Councillor or member of Council staff, the dates on which the travel began and ended, the destination, the purpose and the total cost to the Council of the travel, including accommodation costs;  
To inspect this document contact Team Leader Governance 9262 6337
- b) the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information with the meaning of section 77(2) of the Act; Published on Council's website.
- c) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act; Published on Council's website.
- d) a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6) respectively, of the Act;  
To inspect this document contact Team Leader Governance 9262 6337
- e) a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;  
To inspect this document contact Manager Property and Rates 9262 6469
- f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section;  
To inspect this register contact Team Leader Governance 9262 6337
- g) a list of donations and grants made by the Council during the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant;  
To inspect this list contact Financial Accountant 9262 6321

## Food Act 1984

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

## Disability Act 2006 – Disability Action Plan

Whitehorse City Council is committed to working with its partners with the aim of creating a community that is accessible, welcoming and inclusive of everyone. Of the current 167,933 residents in Whitehorse, approximately 18.3% of the general population reports a level of disability, which represents approximately 30,731 people in our community.

Council recognise that initiatives to create a more accessible and inclusive community cannot be achieved without addressing the specific needs and rights of people with disabilities, their families and carers. The *Whitehorse Disability Policy and Action Plan 2012-2016* constitutes Council's Fourth Disability Action Plan and incorporates a strategic framework that guides Council's initiatives across the organisation and the community, in partnership with key stakeholders, as well as advocating for the rights of people with a disability and enhancing access and inclusion, to benefit the whole community.

This report is the final for Council's *Disability Policy and Action Plan 2012-2016*, with the next iteration of the Disability Action Plan currently being developed.

## Disability Action Plan 2012-2016

Priority Area 1. Changing Attitudes	
<b>What our future could and should look like</b>	Council promotes respect for all people living in the Whitehorse community regardless of difference. Council will continue to raise awareness of the challenges facing people with a disability, as well as building the capacity of the organisation and the broader community to be responsive to the needs of people with a disability.
<b>How we are tracking (number of actions completed in the life of the Disability Action Plan 2012-2016)</b>	This priority area resulted in 55 different actions being reported throughout the course of this plan. Of those reported 4 actions ran over a four year period
<b>2016-17 Highlights:</b>	<p>Through a partnership with Nadrasca young people with disabilities participated in the consultations for the <i>Council Plan</i> and <i>Municipal Public Health and Wellbeing Plan</i>.</p> <p>Councils MetroAccess and Diversity Officers partnered with Neami National, Eastern Health and the Whitehorse Interfaith Network to deliver the <i>Lets Talk Community Forum</i> which focused on the social and emotional health and wellbeing of people from culturally and linguistically diverse backgrounds that experience mental illness.</p> <p>The forum was attended by 36 people from the community and staff from local community organisations. Two participants from NEAMI shared their personal journeys, demonstrating differences in perception of mental illness, privacy and trust, as well as gender roles within families and communities.</p> <p>A partnership Women with Disabilities Victoria and the inner east Councils was formed to offer the Enabling Women leadership course.</p> <p>Enabling Women was offered to 12 women from the Inner Eastern Region of Melbourne with representatives living in all 4 Council areas. MetroAccess was active in the employment of a program co-facilitator who also took on the role of Mentor liaison, who was then supported by the Whitehorse MetroAccess Officer. The Enabling Women Program was offered from October to December 2016.</p> <p>Mentors for the participants were recruited through partner organisations. Mentors included 3 members of the Whitehorse Disability Advisory Committee.</p> <p>Through the six week course there was noted changes in the sharing of information, the depth of questions and understanding of concepts. Outcomes included reports of increased confidence to ask medical staff at a hospital questions and be assertive without being angry. Following some assistance with her resume, as part of the mentoring agreement one young woman has taken on part time employment. Another participant has continued to build a</p>

	detailed business plan.	Disability was the focus of the September 2016 Whitehorse Women's Forum. Women with Disabilities Victoria shared their advocacy focus and the programs that support the empowerment of women with a disability. A member of the Whitehorse Disability Advisory Committee shared their families experience and the MetroAccess Officer presented Councils approach, highlighting the work across Council connected to the Disability Action Plan.
<b>Priority Area 2. Social Connectedness</b>		
<b>What our future could and should look like</b>		Council promotes equitable access and inclusion of people with disability in Council services, programs and activities which support people with a disability. The aim is to ensure that people can participate in the life of the community. Council works in partnership with local disability service providers, community organisations and businesses to build up the social experiences and connections of people with a disability and their families within the Whitehorse community. When actions fall outside Council's responsibility, we advocate to relevant organisations and state and federal government departments on behalf of people with disability, their families and carers.
<b>How we are tracking (number of actions completed in the life of the Disability Action Plan 2012-2016)</b>		<p>This priority area resulted in 63 different actions being reported throughout the course of this plan. Of those reported 12 actions ran over multiple years.</p> <p>2 Actions ceased due to state and federal funding changes.</p> <p>Funding for the Access All Abilities Program funding was transferred to State Sporting Authorities and Regional Sporting Assemblies.</p> <p>Federal government funding for the Inclusion Support Program was tendered to a community service.</p>
<b>2016-17 Highlights:</b>		<p>Students from specialist schools participated in Councils <i>Bike It</i> and <i>Walk to School</i> and Blackburn Lake Sanctuary education activities.</p> <p>People with disabilities are active participants in programs and courses offered through Box Hill Community Arts Centre, Sportlink and Aqualink. This includes a range of arts programs, wheelchair rugby, swimming programs and school holiday activities.</p> <p>Council's has continued to raise awareness of the impact of violence against women with a disability and children with a disability through participation in initiatives emanating from the Together for Equality and Respect project.</p>

	Pop Up engagement events saw an increased number of people with a disability participating in the engagement activities Council undertook to gain feedback into the <i>Council Plan</i> and <i>Municipal Public Health and Wellbeing Plan</i> .
<b>Priority Area 3. Information and Communication</b>	
<b>What our future could and should look like</b>	Council will continue to develop, promote and provide information that is accessible to people with a disability, facilitating opportunities and addressing any barriers that prevent people with disability communicating with or receiving information from Council.
<b>How we are tracking (number of actions completed in the life of the Disability Action Plan 2012-2016)</b>	This priority area resulted in 26 different actions being reported throughout the course of this plan. Of those reported 10 actions ran over multiple years
<b>2016-17 Highlights:</b>	<p>The Whitehorse Disability Advisory Committee were consulted with and contributed to the development of the following submissions, program developments and strategic plans</p> <ul style="list-style-type: none"> <li>o Blackburn Library</li> <li>o <i>State Disability Plan</i></li> <li>o <i>Council Plan 2017-2021</i></li> <li>o <i>Municipal Public Health and Wellbeing Plan 2017-2021</i></li> <li>o Blackburn Grade Separation project</li> <li>o National Disability Insurance Scheme Transition</li> </ul> <p>The Accessible Communication Workshop was attended by 30 representatives connected to the Regional Family Violence Partnership; this workshop also featured an introduction to disability action planning, which has resulted in commencing conversations to support organisations to develop disability action plans, with the view to the services becoming more accessible to people with disability.</p> <p>A further two Accessible Communication Workshops were subsequently held, with a further 15 Council Officers attending.</p> <p>Review of Council's Complaint Resolution Process was conducted with the aim of providing greater accessibility in relation to the process.</p> <p>MetroAccess, along with a Home and Community Care Officer, presented the role of local government in working with people with a disability, to a Timorese Government Delegation.</p>

Priority Area 4. Built Environment	
<b>What our future could and should look like</b>	Council's commitment to planning for and improving access in the built environment will continue in relation to parks, signage, roads, footpaths, buildings and other facilities such as libraries and leisure centres that fall within Council's responsibilities and sphere of influence
<b>How we are tracking (number of actions completed in the life of the Disability Action Plan 2012-2016)</b>	<p>This priority area resulted in 28 different actions being reported throughout the course of this plan. Of those reported 20 actions ran over multiple years</p> <p>Three actions resulted in:</p> <ul style="list-style-type: none"> <li>26 building developments or redevelopments implementing universal design principles in their planning and design</li> <li>20 maintenance projects increased accessibility</li> <li>9 sites benefited from capital gravel path upgrades</li> </ul>
<b>2016-17 Highlights:</b>	<p>The continued implementation of Councils Play Space Strategy has seen an increase in the range of accessible equipment provided in play spaces throughout the municipality.</p> <p>Increasing the accessibility of Council buildings continues to be guided by universal design principles. This year the following projects were undertaken:</p> <ul style="list-style-type: none"> <li>o Livingstone Multipurpose Pavilion, Vermont South</li> <li>o Box Hill Skate Park Extension</li> <li>o Accessible coaches boxes at Eley Park Blackburn South and Bennettswood Reserve, Burwood</li> <li>o Box Hill Gardens Respite from the City Project</li> <li>o Play spaces at Cootamundra Walk, Blackburn</li> </ul> <p>Bushy Creek Box Hill North and Mont Albert Park, Mont Albert North</p> <p>Council's maintenance program has increased accessibility through the following projects:</p> <ul style="list-style-type: none"> <li>o Upgrade of pathway structures at:</li> </ul> <p>Yarran Dheran, Mitcham Bellbird Dell, Vermont Abbey Walk, Vermont</p> <ul style="list-style-type: none"> <li>o Station Street Mitcham Streetscape</li> <li>o Station Street Box Hill Streetscape</li> <li>o Woodhouse Grove Box Hill Streetscape</li> </ul> <p>Melbourne Water Pipe Track Shared User Path between Highbury Road and Ballantyne Street Burwood East</p> <p>Capital Gravel Path Upgrades included:</p>

	<p>Blacks Walk, Blackburn</p> <p>Antonio Park, Mitcham</p> <p>Wandinong Sanctuary, Blackburn</p> <p>Blackburn Lake Sanctuary, Blackburn</p> <p>RE Gray Reserve Nunawading</p> <p>Rooks Reserve, Nunawading</p> <p>Heatherdale Reserve Mitcham and</p> <p>Wurundjeri Walk Blackburn South and</p> <p>Mont Albert Reserve walking track Mont Albert North</p>
<b>Priority Area 5. Employment Training and Volunteering</b>	
<b>What our future could and should look like</b>	Council will continue to work to understand and address the barriers experienced by people with a disability accessing paid employment, training and volunteering opportunities in relation to the opportunities available within Council and in the broader community context.
<b>How we are tracking (number of actions completed in the life of the Disability Action Plan 2012-2016)</b>	This priority area resulted in 39 different actions being reported throughout the course of this plan. Of those reported 10 actions ran over multiple years.
<b>2016-17 Highlights:</b>	<p>People with disability accessing Alkira and students from Burwood Special Development School are volunteers in Council's Meals on Wheels Program.</p> <p>Members of the Whitehorse Disability Advisory Committee were featured in volunteer media promotions.</p> <p>As part of the Corporate Induction Program Council's Metro Access Development Officer raised awareness of the issues impacting on people with a disability in the community.</p> <p>Accessible Communication Workshops continue to be offered to Council Officers and service providers in the community.</p> <p>Box Hill Community Art Centre staff and tutors as well as Aqualink Staff, undertook Autism Awareness Training.</p> <p>Council partnered with the Catholic Education Office to host a "Careers Speed Dating" session for students with additional needs attending local Catholic Secondary Colleges.</p>



## Domestic Animal Management Plan November 2017

In accordance with the *Domestic Animals Act 1994 (Act)*, Council is required to prepare a Domestic Animal Management Plan (DAMP) at four yearly intervals and evaluate its implementation in the annual report.

The Act requires DAMPs to be prepared by Councils and must:

- A. set out a methodology on the effectiveness of its services and
- B. outline programs for the training of authorised officers; and
- C. outline programs, services and strategies:
  - i) to promote and encourage the responsible ownership of dogs and cats; and
  - ii) to ensure that people comply with this Act, the regulations and any related legislation; and
  - iii) to minimise the risk of attacks by dogs
  - iv) to address any over-population and high euthanasia rates for dogs and cats; and
  - v) to encourage the registration and identification of dogs and cats; and
  - vi) to minimise the potential for dogs and cats to create a nuisance; and
  - vii) to effectively identify all declared dogs in the municipality; and
- D. provide for the review of existing orders; and
- E. provide for the review of any other matters related to the management of dogs and cats; and
- F. provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.

Council has established Domestic Animal Management Plan Advisory Committee made up of key stake holders including peak bodies (RSPCA, VCA), local vets, Councillors and staff to proactively promote responsible pet ownership across the municipality and to address the legislative requirements as listed

## Community Grants

The Community Grants Program supports the Whitehorse community by providing funding to not-for-profit community organisations to facilitate services that meet community needs, provide value for money, promote community spirit and celebrate Whitehorse's heritage and diversity.

Community Grants	Amount(\$) excluding GST
<b>Organisations</b>	
Arts Access Victoria and Burke and Beyond	5500
Ashburton United Soccer Club	4000
Asian Business Association of Whitehorse Inc.	22,960
Australian Chinese Dancers' Association	600
Avenue Neighbourhood House	35,702



Community Grants	Amount(\$) excluding GST
<b>Organisations</b>	
Bennettswood Neighbourhood House	28,814
Blackburn Pre School	1000
Blind tennis Int'l Tournament 2017 - Sporting Grant	200
Boroondara Stroke Support Group Inc.	1000
Box Hill Choral Society Inc.	2000
Box Hill City Band	1000
Box Hill Community Information and Support Inc.	10,600
Box Hill Historical Society	900
Box Hill Italian Senior Citizen's Club	500
Box Hill Miniature Steam Railway Society	1495
Box Hill Senior Citizen's Club	1200
Box Hill South Neighbourhood House	28,814
Buckanbe Park Advisory Committee	2350
Burwood Neighbourhood House	28,814
Cancer Patients Foundation	4000
Carrington Health	2038
Centre for Holistic Health	2000
Chinese Health Foundation of Australia	2000
Circolo Anziani Whitehorse Club	3937
Circolo Pensionati Italiani	2736
Circolo Pensionati italiani-Nunawading	1200
City of Whitehorse Band	500
Clota Cottage Neighbourhood House Inc.	

Community Grants	Amount(\$) excluding GST
<b>Organisations</b>	
	28,814
Combined Probus Club of Burwood	500
Combined Probus Club of Burwood East	500
Combined Probus Club of Whitehorse	500
Communities Council on Ethnic Issues	1500
Cootamundra Walk Advisory Committee	500
Cypriots Community Eastern	3136
Designer Art Shop Association	1500
Dr Stanley Cochrane Memorial Kindergarten Inc.	1000
EACH Ltd	228,739
East Burwood Pre School	1000
Eastern Emergency Relief Network	8715
Eastern Volunteer Resource Centre	4538
Elderly Citizens of Greek Orthodox	6672
Family Access Network	20,000
Family Access Network - Life Skills Program for Young Men and Women	35,244
Florence Road Pre School Centre	1000
Forest Hill Uniting Church Monday Companions	500
Greek and Cypriot Elderly Citizens Club of Whitehorse and Districts	1200
Greek and Cypriots Elderly Citizens	3136
Greek Orthodox Community of Box Hill & District Elderly Citizen's Club	1400
Guides Vic - 3rd Box Hill Extreme Guides	1000
Hamro Nepali Pathshala Inc.	1000

Community Grants	Amount(\$) excluding GST
<b>Organisations</b>	
Hispanic Society of Victoria Inc.	90
Inclusive Music Theatre Incorporated	1215
Indochinese Elderly in the Eastern Suburbs Inc.	1000
Jing Song Senior Chinese Men's Inc.	1000
Joiningthedots International	1000
Kerrimuir Neighbourhood House	28,814
Knox Hungarian Senior Citizens	1750
Kolo Ukrainian Playgroup	500
Koonung Cottage Community House	28,814
Ladies Probus Club of Blackburn South	800
Ladies Probus Club of Box Hill South	800
Life Activities Club of Whitehorse	1000
LInc Whitehorse	582
Lions Club of South Vermont	1000
Little Hippos Playgroup	500
Living Streams Community Care	1000
Louise Multicultural Centre	25,945
Maroondah Hospital Scalp Cooling Fundraiser	1500
Melbourne Bipolar Network, Inc.	1000
Melbourne Chinese U3A	500
Melbourne Numismatic Society Inc.	500
Mitcham Community House	35,703
Mitcham Community House Family Violence Program	

Community Grants	Amount(\$) excluding GST
<b>Organisations</b>	
	16,646
Multiple Sclerosis Ltd & Multiple Sclerosis Ltd Singers	1840
Nadrasca	3500
Nieuw Holland Social Club Inc.	550
NLEC Community Care Inc.	500
Nunawading Football Club	770
Nunawading Hungarian Senior Citizen's Club Inc.	3336
Nunawading Toy Library	500
People with Multiple Sclerosis	1500
Peranakan Association Australia Inc.	500
Probus Club of Blackburn Central Inc.	800
Probus Club of Mont Albert Inc.	800
Russian Senior Citizens Club	2286
Scouts Vic - 1st Mont Albert Scout Group	500
Scouts Vic - 1st/ 8th Blackburn South Scout Group	500
Scouts Vic - 6th Box Hill Hellenic Scouts	500
Scouts Vic - 9th Box Hill Scout Group	500
Senior Citizens Club Nunawading	4636
Senior Citizens of the Greek Community of Forest Hill	4136
SSA INT'L 15U Netball Team - Sporting Grant	200
St Andrews Senior Citizens	2736
St Francis Xavier Autumn Friendship Club	500
St John Ambulance (Vic) Inc. - Whitehorse Division	1000

Community Grants	Amount(\$) excluding GST
<b>Organisations</b>	
Taiwanese Business Association of Melbourne Inc.	9225
Taralye - Advisory Council for Children with Impaired Hearing (Vic)	1428
Timorese Taiwan Alumni Association Inc.	500
U3A Box Hill Inc.	1500
U3A Nunawading Inc.	1000
Uniting Care East Burwood Centre	25,164
Vermont South Community House	35,702
Victoria Hua Xin Chinese Women's Association	749
Victoria State Emergency Service	16,052
Victorian Skateboard Association	5000
Whitehorse Arts Association	1000
Whitehorse Business Group Inc	60,000
Whitehorse Chinese Senior YouYi Friendship Association	1000
Whitehorse Community Chest Inc.	13,665
Whitehorse Day Club	600
Whitehorse Friends for Reconciliation	2500
Whitehorse Historical Society Inc.	1500
Whitehorse Orchestra Inc.	1000
Whitehorse Pre School Association	29,734
Whitehorse Toastmasters Club Inc.	500
World Championships of Beach Ultimate 2017 - Sporting Grant	200
World Championships of Beach Ultimate 2017 - Sporting Grant	200
Yarran Dheran Advisory Committee	

Community Grants	Amount(\$) excluding GST
Organisations	
	500
<b>TOTAL</b>	<b>940,424</b>

Organisation Discount Support	Amount(\$) excluding GST
Alcoholics Anonymous Box Hill	1507
Alkira Centre - Box Hill Inc.	1901
Asian Business Association of Whitehorse Inc.	779
Australian Chinese Dancers' Association	1466
Australian Orchid Foundation	146
Australian Quilters Association Inc.	3679
Australian Red Cross - Blackburn Unit	1124
Australian Woodturning Exhibition	3409
Babirra Music Theatre Inc.	20,000
Barriburn Pre-School	520
Blackburn Primary School	2274
Bor Youth Association of Aust	2000
Box Hill Art Group Inc.	10,412
Box Hill Auxiliary for Aurora School	374
Box Hill Ballet	8750
Box Hill Choral Society Inc.	2636
Box Hill Clayworkers	4227
Box Hill Community Gardens Inc.	907
Box Hill Hand Spinners and Weavers	6239
Box Hill Historical Society	451
Box Hill Life Drawing Group	348
Box Hill Russian Senior Citizen's Club	3139
Box Hill South Pre School	934
Brotherhood Karyas Olympou	1108
Burwood Community Gardens	520
Cake Decorators Association of Victoria Inc.	93

Organisation Discount Support	Amount(\$) excluding GST
Caribbean Assoc of Victoria	434
Carrington Health	202
Chang Sen Xue Longevity Inc. Vic	303
Circolo Pensionati italiani-Nunawading	2030
City of Whitehorse Band	1900
Combined Probus Club of Blackburn South	1882
Combined Probus Club of Whitehorse	1624
Communities Council on Ethnic Issues	242
Community of Cypriots of the Eastern Suburbs Elderly Citizens Club	7258
Contemporary Women Painters	2149
Designer Art Shop Association	726
Doncare	3120
East Burwood Pre School	520
Eastern & Mountain District Radio Club Inc.	1555
Eastern Climate Action Melbourne	606
Eastern Districts Aquarium Society	2078
Eastern Emergency Relief Network	5200
Eastern Health & Mental Health Alliance	2159
Eastern Metro Region Palliative Care Consortium	808
Eastern Suburbs Scale Modelling Club	475
Eastmont PreSchool	260
Eley Park Football Club	2376
Greek and Cypriot Elderly Citizens Club of Whitehorse and Districts	8364
Greek Elderly Citizens Club of Nunawading	6273
Hand Tool Preservation Society	278
Heritage Roses in Australia Inc. (Greater Melbourne Group)	246



Organisation Discount Support	Amount(\$) excluding GST
Hispanic Society of Victoria Inc.	1008
Inc.lusive Music Theatre Incorporated	1900
Katrina Pre School	313
Kerrimuir Primary School	2149
Knitting for the Needy	375
Korean Society of Victoria	1264
Ladies Probus Club of Nunawading	1129
Ladies Probus Club of Vermont South	832
Learning Democracy Centre Inc.	1057
Linc Whitehorse	3120
Lions Club of Blackburn North	1300
Lions Club of Mitcham Inc.	1560
Lions Club of South Vermont	1300
Marquetry Society of Victoria	788
Melb Uni Mindful Centre	177
Melbourne Ai-Yue Choir	1555
Melbourne Children's Chinese Choir	2107
Melbourne Chinese & Tibetan Friendship Assoc	202
Melbourne Chinese Choir	1256
Melbourne Chinese U3A	3198
Melbourne Numismatic Society Inc.	255
Melbourne Taiwanese Ladies Association	1370
Mindful Centre - Melbourne Uni Research Unit	160
Mission Opportunity Shop	1560
Morris Register of Victoria	690
Nadrasca	375

Organisation Discount Support	Amount(\$) excluding GST
Neami National	409
Needlework and Tapestry Guild of Victoria	4675
Nova Music Theatre Inc.	20,000
Nunawading Community Gardens Inc.	1300
Nunawading Hungarian Senior Citizen's Club Inc.	7792
Orchid Species Society of Victoria	868
Our Holy Redeemer Primary School	2070
Our Lady's Primary School	983
Papermakers of Victoria	296
Perwira Indonesian Society of Victoria	5596
Polish Senior Citizen's Club of Doncaster	7560
Pope Road Kindergarten	2016
Probus Club of Forest Hill Inc.	1513
Probus Club of Mitcham Nunawading Inc.	3078
R&S Chrysler Valiant Car Club of Victoria	451
Rangeview Pre-School	260
Roberts McCubbin Primary School	661
Rotary Club of Box Hill	11,708
Rotary Club of Box Hill Central	1900
Rotary Club of Mitcham - Rotary Clothesline Opportunity Shop	1560
Rotary Club of Mont Albert	473
Rotary Farmers Market	1560
Rotary Recycle Opportunity Shop	1560
Royal Society for the Prevention of Cruelty to Animals	6760
Scouts Vic - 1st Bennettswood Scout Group	260
Scouts Vic - 1st Mont Albert Scout Group	520

Organisation Discount Support	Amount(\$) excluding GST
Scouts Vic - 1st Tally Ho Scout Group	520
Scouts Vic - 1st/ 8th Blackburn South Scout Group	1350
Scouts Vic - 9th Box Hill Scout Group	520
Senior Citizens Club Nunawading	5670
Senior Citizens of the Greek Community of Forest Hill	18,066
St Alfred's Anglican Church	1181
St Andrews Greek Orthodox Elderly Citizen's Club	5643
St Marks Anglican Church	390
Taiwanese Women's Dancing Group	1882
Taralye - Advisory Council for Children with Impaired Hearing (Vic)	520
The Boite Vic Inc.	2475
The Hong Kong Club Inc.	1025
Tungaru Victorian Association	2274
U3A Nunawading Inc.	20,000
Vermont Floral Art Group	1045
Vermont Garden Club	789
Vermont Primary School	1100
Victoria Hua Xin Chinese Women's Association	1968
Victoria Samoan Advisory Council	1290
Victorian Bulb Society Inc.	1218
Victorian Go Club Inc.	1023
Wado Ryu Karate	3140
Whitehorse Arts Association	390
Whitehorse Cyclists Inc.	262
Whitehorse Orchestra Inc.	3306
Whitehorse Pioneer Football Club	2785

Organisation Discount Support	Amount(\$) excluding GST
Whitehorse Primary	779
Whitehorse Showtime	10,870
Wildlife Victoria	236
Youth Education Support	2683
<b>TOTAL</b>	<b>343,240</b>

# Performance Statement

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## Understanding the Performance Statement

Council is required to prepare and include a performance statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's Strategic Resource Plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement. Council has approved materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature. Council has, however, provided comments against every indicator to assist readers in interpreting the results.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 26 June 2017 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council or obtained from Council's website [www.whitehorse.vic.gov.au](http://www.whitehorse.vic.gov.au).

## Description of Municipality

The City of Whitehorse is located just 15 kilometres east of Melbourne and covers an area of 64 square kilometres. The municipality has an estimated residential population of 167,933 residents (Australian Bureau of Statistics, 2016). Whitehorse has a diverse population. According to the 2016 census, 38 per cent of residents were born overseas and 37 per cent speak a language other than English at home. The most common languages are Mandarin, Cantonese, Greek, Italian, Vietnamese, Hindi, Sinhalese, Korean and Persian/Dari. Whitehorse City Council provides high quality services and facilities across a range of areas including community services, environmental services, customer services, health and wellbeing, planning and building, parks and gardens and more. Whitehorse has more than 631 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.

## Sustainability Capacity Indicators

For the year ended 30 June 2017

Dimension/Indicator/Measure	2015	Results 2016	2017	Material Variations and Comments
<b>Capacity</b>				
<b>Population</b> <b>Expenses per head of municipal population</b> [Total expenses / Municipal population]	\$906.87	\$912.94	\$923.37	This result demonstrates Council's continual ability to maintain a relatively low cost per head of population. Council ensures service delivery and adequate maintenance of community infrastructure within the parameters of a responsible budget.
<b>Population</b> <b>Infrastructure per head of municipal population</b> [Value of infrastructure / Municipal population]	\$4,913.42	\$4,912.03	\$5,022.44	This result reflects Council's continual commitment to invest in high quality infrastructure.
<b>Population</b> <b>Population density per length of road</b> [Municipal population / Kilometres of local roads]	265.31	268.33	263.63	This result demonstrates Council's ability to continually maintain a well-developed road network to support the size of its population.
<b>Own Source Revenue</b> <b>Own source revenue per head of municipal population</b> [Own source revenue / Municipal population]	\$871.39	\$934.83	\$981.87	This result reflects Council's continual ability to generate revenue from different sources without relying on funding from other levels of government.
<b>Recurrent Grants</b> <b>Recurrent grants per head of municipal population</b> [Recurrent grants / Municipal population]	\$130.59	\$102.93	\$130.74	The result reflects Council receiving in 2016/17 the full allocation of the 2016/17 Victoria Grants Commission funding and 50% of the funding 2017/18 allocation.
<b>Disadvantage</b> <b>Relative Socio-Economic Disadvantage</b> [Index of Relative Socio-Economic Disadvantage by decile]	9.00	9.00	9.00	This result indicates that Whitehorse continues to be a municipality with a relatively low socio economic disadvantage.

## Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

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

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.



## Service Performance Indicators

For the year ended 30 June 2017

Service/Indicator/Measure	2015	Results 2016	2017	Material Variations and Comments
<b>Aquatic Facilities</b>				
<b>Utilisation</b> <b>Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	<b>10.11</b>	<b>9.62</b>	<b>9.28</b>	<p>Aquatic facilities were well utilised, offering a broad range of accessible aquatic and dry area facilities.</p> <p>The decrease in the utilisation of aquatic facilities is the result of a fall in the number of visits, which has been impacted by the opening of a new aquatic facility in a neighbouring municipality.</p> <p>In the 2017 Community Satisfaction Survey, Council's recreational facilities were one of the top performing areas, significantly exceeding the Metropolitan group and State-wide averages.</p>
<b>Animal Management</b>				
<b>Health and Safety</b> <b>Animal management prosecutions</b> [Number of successful animal management prosecutions]	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<p>The number of animal management prosecutions varies from year to year. Matters reported are investigated and where the circumstances of the incident meet statutory provisions, prosecutions are initiated against the animal's owner. This year, nine incidents were reported and all nine incidents were successfully prosecuted. This result represents the effectiveness of the animal management service as all attacks that met the Domestic Animal Act 1994 criteria were successfully prosecuted.</p>
<b>Food Safety</b>				
<b>Health and Safety</b> <b>Critical and major non-compliance outcome notifications</b> [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises]	<b>92.00%</b>	<b>98.97%</b>	<b>100.00%</b>	<p>From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.</p>

Service/Indicator/Measure	2015	Results 2016	2017	Material Variations and Comments
<b>Governance</b>				
<b>Satisfaction</b> <b>Satisfaction with council decisions</b> [Community satisfaction rating out of 100 with the performance of council in making decisions in the interest of the community]	<b>56.00</b>	<b>57.00</b>	<b>59.00</b>	Council has seen improvement in satisfaction with council decisions over the past two years. The result highlights Council's continued efforts in making decisions which are in the best interest of the community. In the 2017 Community Satisfaction Survey, Council exceeded the Metropolitan result and significantly exceeded the State-wide result on making community decisions.
<b>Libraries</b>				
<b>Participation</b> <b>Active library members</b> [Number of active library members / Municipal population]	<b>15.00%</b>	<b>15.28%</b>	<b>14.84%</b>	The active members indicator fluctuates each year. This year the estimated resident population for Whitehorse has increased, whilst the number of active members has remained static, resulting in a slightly lower percentage. The indicator does not include members who attend the library for other purposes such as using the internet, Wi-Fi services or attendance at library programs.
<b>Maternal and Child Health (MCH)</b>				
<b>Participation</b> <b>Participation in the MCH service</b> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service]	<b>80.00%</b>	<b>78.37%</b>	<b>83.36%</b>	Council's Maternal and Child Health service transitioned to a new state-wide Child Development Information System (CDIS) in April 2017. The new system is experiencing a number of issues, and as such Council is unable to verify the accuracy of the data. Council is currently working with the Municipal Association of Victoria (MAV) to verify this data and rectify these issues. This result demonstrates that Maternal and Child Health participation rates are high in the City of Whitehorse and is supported by the positive results in our most recent Maternal and Child Health Satisfaction Survey.

Service/Indicator/Measure	2015	Results 2016	2017	Material Variations and Comments
<b>Participation</b> <b>Participation in MCH service by Aboriginal children</b> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service]	73.00%	75.53%	68.33%	Council's Maternal and Child Health service transitioned to a new state-wide Child Development Information System (CDIS) in April 2017. CDIS is a web-based child and youth centric information management system that was developed in collaboration by the state government and the Municipal Association of Victoria (MAV). At the end of the financial year, the new system was unable to generate a report for this indicator. Therefore, the MAV have provided the participation in the MCH service by Aboriginal rate for the 2016/17 financial year for the purpose of reporting this indicator's result. The MAV is working to implement this system capability by the next release cycle. In the first year of life, 100% of families attended the service, in the second year 80% attended, the attendance rate drops off considerably after this in years 3, 4, and 5.
<b>Roads</b>				
<b>Satisfaction</b> <b>Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	64.00	73.00	73.00	Satisfaction with sealed local roads remains consistent with prior year. In the 2017 Community Satisfaction Survey, Council performed best in the area of sealed local roads, significantly exceeding the Metropolitan group and State-wide averages.
<b>Statutory Planning</b>				
<b>Decision Making</b> <b>Council planning decisions upheld at VCAT</b> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications]	52.00%	40.66%	48.98%	This year's outcome is a result of changes to the VCAT process which require most applications to undertake compulsory conferences. There is considerable pressure to resolve issues prior to a hearing or at least narrow the scope of contended issues for VCAT hearings. The result can be a significant improvement on plans originally considered by Council, but as this is not measured, it does not reflect through the statistic.
<b>Waste Collection</b>				

Service/Indicator/Measure	Results			Material Variations and Comments
	2015	2016	2017	
<b>Waste Diversion</b> <b>Kerbside collection waste diverted from landfill</b> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins]	51.10%	50.12%	51.12%	<p>Diversion from landfill of 51.12% is consistent with Council's Waste Management Plan 2011 and our continual efforts to reduce waste to landfill.</p> <p>With less paper and lighter packaging, Council has maintained a diversion rate above 50%. This is an excellent achievement, due to the weight of recyclables declining in recent years. A point to note, however, is as a result of Council's waste reduction measures, the amount of garbage waste to landfill has also declined, offsetting the decline in the weight of recyclables. This has resulted in a consistent result compared to the prior years.</p> <p>In the 2017 Community Satisfaction Survey, waste management was the second highest performing service area.</p>

## Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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

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

## Financial Performance Indicators

For the year ended 30 June 2017

Dimension/Indicator/Measure	2015	Results 2016	2017	2018	2019	2020	2021	Material Variations
<b>Efficiency</b>								
<b>Revenue Level</b>								
<b>Average residential rate per residential property assessment</b> [Residential rate revenue / Number of residential property assessments]	\$1,338.28	\$1,421.53	\$1,461.10	\$1,497.19	\$1,522.43	\$1,543.16	\$1,570.68	This result confirms Whitehorse City Council's low average rates per assessment and is among the lowest across Metropolitan Melbourne. Future rate increases are anticipated to be in line with the rate cap.
<b>Expenditure Level</b>								
<b>Expenses per property assessment</b> [Total expenses / Number of property assessments]	\$2,151.48	\$2,148.34	\$2,157.02	\$2,310.65	\$2,297.18	\$2,347.47	\$2,388.25	This result demonstrates Council's continual ability to deliver quality services within a responsible budget.
<b>Workforce Turnover</b>								
<b>Resignations and terminations compared to average staff</b> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year]	7.16%	8.33%	10.27%	15.00%	15.00%	15.00%	15.00%	The result reflects an increase in the staff leaving the organisation. However the result is consistent with the forecast which is in the upper range of positive workforce turnover and refreshment.
<b>Liquidity</b>								
<b>Working Capital</b>								
<b>Current assets compared to current liabilities</b> [Current assets / Current liabilities]	278.81%	284.31%	421.04%	447.59%	398.18%	411.07%	374.77%	This demonstrates Council's extremely strong cash position. This will contribute to funding for major community infrastructure projects. The result reflects Council's strong operating

Dimension/Indicator/Measure	2015	Results 2016	2017	2018	2019	Forecasts 2020	2021	Material Variations
<b>Unrestricted Cash</b> <b>Unrestricted cash compared to current liabilities</b> [Unrestricted cash / Current liabilities]	188.90%	194.18%	257.97%	242.48%	287.52%	273.55%	227.19%	performance in 2016/17 and the increase in Assets now available for sale in the forthcoming year.  This demonstrates Council's strong unrestricted cash position, strong operating performance in 2016/17 and reflects the cash available after accounting for trust funds and deposits and statutory reserves. This will contribute to funding for major community infrastructure projects.
<b>Obligations</b>								
<b>Asset Renewal</b> <b>Asset renewal compared to depreciation</b> [Asset renewal expense / Asset depreciation]	75.75%	100.22%	103.30%	102.64%	163.89%	144.04%	122.02%	This result continues the upward trend of Council's Asset's renewal expenditure. This demonstrates Council's continual commitment to renew its existing community infrastructure with projects such as the Whitehorse Centre Redevelopment and the Nunawading Community Hub.

Dimension/Indicator/Measure	Results 2015	Results 2016	2017	2018	Forecasts		Material Variations
					2019	2020	
<b>Loans and Borrowings</b> <b>Loans and borrowings compared to rates</b> [Interest bearing loans and borrowings / Rate revenue]	6.53%	5.62%	5.03%	4.49%	4.33%	0.00%	Council continues to have a relatively low level of current borrowings which will reduce over time. There were no new borrowings in the 2016/17 year and this is not expected to change over the forecasted period.
<b>Loans and Borrowings</b> <b>Loans and borrowings repayments compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue]	8.46%	0.67%	0.62%	0.60%	0.19%	4.26%	Consistent with the loans and borrowings compared to rates ratio, Council continues to have a relatively low level of current borrowings with the associated interest and principle repayments. There were no new borrowings in the 2016/17 year and this is not expected to change over the forecasted period.
<b>Indebtedness</b> <b>Non-current liabilities compared to own source revenue</b> [Non-current liabilities / Own source revenue]	6.89%	5.75%	5.10%	5.18%	2.10%	2.17%	This result demonstrates Council's continual ability to meet its long term obligations. This ratio will continue to improve over the forecasted period.
<b>Operating Position</b>							
<b>Adjusted Underlying Result</b> <b>Adjusted underlying surplus (or deficit)</b> [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue]	12.33%	15.25%	20.84%	13.38%	18.28%	14.76%	This result represents another strong result for 2016/17, however the forecast trend is expected to decline due to the introduction of rate capping.



Dimension/Indicator/Measure	2015	Results 2016	2017	2018	Forecasts			Material Variations
					2019	2020	2021	
<b>Stability</b>								
<b>Rates Concentration</b> <b>Rates compared to adjusted underlying revenue</b> [Rate revenue / Adjusted underlying revenue]	56.44%	58.34%	55.21%	58.21%	55.92%	58.04%	58.85%	This result is consistent with prior years in respect to the reliance on rates as a funding source. This percentage is not expected to significantly change in the forecasted period.
<b>Rates Effort</b> <b>Rates compared to property values</b> [Rate revenue / Capital improved value of rateable properties in the municipality]	0.20%	0.21%	0.17%	0.17%	0.15%	0.16%	0.15%	This result illustrates the relatively low rating burden for the Whitehorse community that will decrease over the forecasted period.

## Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

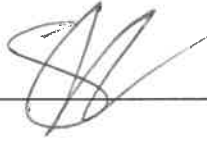
"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

## Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



**Stuart Cann CPA**  
**Principal Accounting Officer**  
**Dated: 21 August 2017**

In our opinion, the accompanying performance statement of *Whitehorse City Council* for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

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



**Denise Massoud (Mayor)**  
**Councillor**  
**Dated: 21 August 2017**



**Ben Stennett**  
**Councillor**  
**Dated: 21 August 2017**



**Noelene Duff**  
**Chief Executive Officer**  
**Dated: 21 August 2017**

# Independent Auditor's Report

## To the Councillors of Whitehorse City Council

### Opinion

I have audited the accompanying performance statement of Whitehorse City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2017
- sustainable capacity indicators for the year ended 30 June 2017
- service performance indicators for the year ended 30 June 2017
- financial performance indicators for the year ended 30 June 2017
- other information and
- the certification of the performance statement.

In my opinion, the performance statement of Whitehorse City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

### Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the *Auditor's responsibilities for the audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Councillors' responsibilities for the performance statement

The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

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**Auditor's  
responsibilities for the  
audit of the  
performance  
statement**

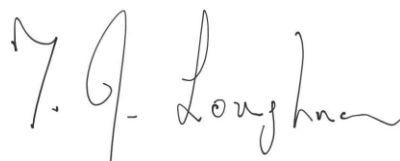
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or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

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

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

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

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MELBOURNE  
22 August 2017

Tim Loughnan  
*as delegate for the Auditor-General of Victoria*

# Annual Financial Report 2016-17

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## Understanding the Annual Financial Report

The Annual Financial Report is one of Council's key reports to the community. It shows Council's financial performance during the year and the financial position at the end of the year.

The Annual Financial Report is prepared under the requirements of the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and Interpretations as well as the Local Government Model Financial Report, which are designed to standardise financial reporting for local government bodies throughout Victoria.

Council is committed to accountability. For this reason this simple guide has been developed to assist readers understand the Annual Financial Report.

## What is contained in the annual financial report?

Council's Annual Financial Report contains the following sections:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Notes to the Financial Statements
- Certification of the Annual Financial Report
- Auditor General's Independent Audit Report

These sections are described in more detail below.

## Comprehensive Income Statement

The Comprehensive Income Statement measures Council's financial performance over the year and shows if a surplus or a deficit results from delivering Council's services. The Comprehensive Income Statement shows total income, total expenses and the surplus (deficit) for the year.

The Statement includes all sources of income less all operating expenses or expenses incurred in delivering these services. This includes depreciation, which is the writing down over time the value of buildings, roads, footpaths, drains and all other infrastructure assets which are used to provide Council services.

These assets are depreciated over the life of the asset as they are used. Capital costs or new assets purchased or created during the year are excluded from the Statement but as indicated above, are depreciated as they are used.

The Statement is prepared on an 'accrual' basis. This means that income is recognised when earned and expenses are recognised when incurred, regardless of when the cash is actually received or paid.

## Balance Sheet

The Balance Sheet is a snapshot of Council's financial position at the end of the financial year. It shows what Council owns as assets and what it owes as liabilities. Assets and liabilities are separated into current and non-current. Current Assets are assets that are either cash or could be readily converted to cash within 12 months while liabilities are regarded as current when they require payment or are entitled to be paid within this same timeframe.

The components of the Balance Sheet are explained below.

Current and non-current assets include:

- Cash and cash equivalents – This includes cash held in banks and petty cash. It also includes Council's cash investments in term deposits with a maturity of 3 months or less.
- Other Financial assets – This includes term deposits with a maturity of greater than 3 months.
- Trade and other receivables – This represents monies owed to Council by rate payers, parking debtors, and other debtors.
- Other assets – This includes inventories and prepayments.
- Investments in associates and joint operation – This represents the value of Council's ownerships and investments in the Regional Landfill Clayton South, Whitehorse Manningham Regional Library Corporation, and Narre Warren User Group.
- Property, infrastructure, plant and equipment – This is the most significant component of Council's worth and includes land, buildings, roads, drainage, land improvements, plant and machinery, equipment, furniture and fittings, other structures, and the art collection.

Current and non-current liabilities include:

- Trade and other payables – This represents monies owed to creditors by Council and deposits held in trust.
- Provisions – This includes annual leave and long service leave employee entitlements.
- Interest-bearing loans and borrowings – This relates to loans and borrowings from financial institutions.

Net assets is calculated as total assets less total liabilities and represents the net worth of Council, which has been built up over many years. Net assets equals total equity.

The components of total equity are:

- Accumulated surplus – This refers to the value of all net assets accumulated over time less funds transferred to other reserves.
- Reserves – This consists of the Asset revaluation reserve which is the difference between the previously recorded value of assets and their current valuations and Other reserves which comprise various reserves where funds have been allocated from the accumulated surplus for specific purposes.

## Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in Council's net worth (or net assets). The Statement of Changes in Equity also shows the total comprehensive income for the year, which consists of the surplus (deficit) for the year and any other comprehensive income (asset revaluations), and transfers between accumulated surplus and other reserves.

## Statement of Cash Flows

The Statement of Cash Flows shows Council's cash inflows and cash outflows for the financial year and the net 'cash in hand' position. It differs from the Comprehensive Income Statement in that:

- it excludes non-cash expenses, such as depreciation
- it excludes the accruals taken into account by the Comprehensive Income Statement
- it includes payments or receipts in relation to capital items
- it includes any 'financing' activities, such as any additional cash that Council may hold as a result of proceeds from borrowings.

Council uses the Statement of Cash Flows in conjunction with the rest of the Financial Statements to evaluate changes in net assets, analyse the financial structure (including the liquidity and solvency of Council), and make decisions concerning the amounts and timing of cash flows in order to adapt to changing circumstances and opportunities.

The Statement of Cash Flows contains three sections:

- Cash flows from operating activities – This relates to revenue-producing activities. It includes receipts from rates, user fees and charges, grants and subsidies, interest received, and other income. This is offset by payments for employee benefits, materials and services and other expenses.
- Cash flows from investing activities – This relates to transactions associated with the acquisition and disposal of long-term assets and other investments. It includes proceeds from the sale of assets, payments for the acquisition of assets and net cash movements in term deposits (investments).
- Cash flows from financing activities – This relates to transactions associated with loans and borrowings and includes loan repayments and interest payments (finance costs).

## Statement of Capital Works

The Statement of Capital Works is a summary of all amounts expended by Council on capital works for the financial year. It shows a breakdown of the expenditure by area including land, buildings, plant machinery and equipment, fixtures, fittings and furniture, roads, drainage, parks, open space and streetscapes. The Statement of Capital Works also splits the total capital works expenditure into asset renewal, upgrade, new assets or asset expansion. Asset renewal expenditure is expenditure on existing assets through renewing, restoring and replacing existing assets.



## Notes to The Financial Statements

The Notes to the Financial Statements provide further information in relation to the rules and assumptions used to prepare the Financial Statements as well as additional information and detail about specific items within the Statements. The Notes also advise the reader if there have been any changes to Accounting Standards, accounting policies or Legislation which may change the way the Statements are prepared (see Note 1 of the Annual Financial Report).

Within the five Financial Statements, there is a 'Note' column to indicate which Note the reader can refer to for additional information.

Information in the Notes is particularly useful where there has been a significant change from the previous year's comparative figure. The Notes should be read together with other parts of the Financial Report to get a clear picture of Council's financial performance and financial position.

## Certification of the Financial Report

The Certification of the Financial Report is made by the Principal Accounting Officer, the Chief Executive Officer and two Councillors on behalf of Council.

The certification by the Principal Accounting Officer is made by the person responsible for the preparation of the Financial Report. It certifies that in their opinion, the reports have met all the statutory and professional reporting requirements.

The certification by the Chief Executive Officer and representative Councillors certifies that in their opinion, the Financial Report is presented fairly and is not misleading or inaccurate.

## Auditor-General's Independent Auditor's Report

The Victorian Auditor-General's Independent Audit Report provides the reader with an independent opinion on the Financial Report and will advise the reader if there are any issues of concern.

Whitehorse City Council received a clear audit for 2016/17 with no issues of concern.

**WHITEHORSE CITY COUNCIL**  
**ANNUAL FINANCIAL REPORT**  
**For the year ended 30 June 2017**



## WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

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#### Certification of the annual financial report

#### Auditor-General's Independent Audit Report



WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

COMPREHENSIVE INCOME STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 \$'000	2016 \$'000
<b>Income</b>			
Rates and charges	3	108,151	104,261
Statutory fees and fines	4	7,271	5,566
User fees	5	40,796	37,397
Grants - operating	6	20,737	15,926
Grants - capital	6	1,476	1,596
Contributions - monetary	7	9,277	6,613
Contributions - non-monetary	7	620	23,318
Net gain on disposal of property, infrastructure, plant and equipment	8	1,466	102
Share of net gain of associates and joint operation	9	219	952
Interest income	10	3,241	2,818
Other income	11	3,745	3,672
<b>Total Income</b>		<u>196,999</u>	<u>202,221</u>
<b>Expenses</b>			
Employee costs	12	68,177	67,195
Materials and services	13	54,739	52,116
Depreciation and amortisation	14	24,656	24,563
Borrowing costs	15	266	299
Contributions expense	16	5,026	4,787
Other expenses	17	2,200	2,184
<b>Total expenses</b>		<u>155,064</u>	<u>151,144</u>
<b>Surplus for the year</b>		<u>41,935</u>	<u>51,077</u>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus in future periods</b>			
Net asset revaluation increment	30	743,898	4,331
<b>Total comprehensive result</b>		<u>785,833</u>	<u>55,408</u>

The Comprehensive Income Statement should be read with the accompanying notes.

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

BALANCE SHEET AS AT 30 JUNE 2017

	Note	2017 \$'000	2016 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	18	18,205	14,116
Other financial assets	19	125,723	100,643
Trade and other receivables	20	10,856	9,657
Non-current assets classified as held for sale	21	18,954	1,430
Other assets	22	2,350	1,216
<b>Total current assets</b>		<u>176,088</u>	<u>127,062</u>
<b>Non-current assets</b>			
Trade and other receivables	20	44	46
Investment in associates and joint operation	9	7,805	7,685
Property, infrastructure, plant and equipment	23	2,956,546	2,223,285
Intangible assets	24	940	878
<b>Total non-current assets</b>		<u>2,965,335</u>	<u>2,231,894</u>
<b>Total assets</b>		<u>3,141,423</u>	<u>2,358,956</u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	25	16,808	19,814
Trust funds and deposits	26	9,899	9,232
Provisions	27	14,679	15,243
Interest bearing loans and borrowings	28	436	402
<b>Total current liabilities</b>		<u>41,822</u>	<u>44,691</u>
<b>Non-current liabilities</b>			
Provisions	27	1,781	1,742
Interest bearing loans and borrowings	28	5,008	5,444
Other liabilities	29	1,619	1,719
<b>Total non-current liabilities</b>		<u>8,408</u>	<u>8,905</u>
<b>Total liabilities</b>		<u>50,230</u>	<u>53,596</u>
<b>Net assets</b>		<u>3,091,193</u>	<u>2,305,360</u>
<b>Equity</b>			
Accumulated surplus		784,114	753,884
Reserves	30	2,307,079	1,551,476
<b>Total equity</b>		<u>3,091,193</u>	<u>2,305,360</u>

The Balance Sheet should be read with the accompanying notes.

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2017

2017	Note	Accumulated surplus \$'000	Asset revaluation reserve \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		753,884	1,490,827	60,649	2,305,360
Surplus for the year		41,935	-	-	41,935
Net asset revaluation increment	30	-	743,898	-	743,898
Transfers to other reserves	30	4,512	-	16,217	20,729
Transfers from other reserves	30	(16,217)	-	(4,512)	(20,729)
Transfers from asset revaluation reserve	30	-	-	-	-
<b>Balance at end of the financial year</b>		<u>784,114</u>	<u>2,234,725</u>	<u>72,354</u>	<u>3,091,193</u>

2016	Note	Accumulated surplus \$'000	Asset revaluation reserve \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		699,225	1,491,892	58,835	2,249,952
Surplus for the year		51,077	-	-	51,077
Net asset revaluation increment	30	-	4,331	-	4,331
Transfers to other reserves	30	8,370	-	10,184	18,554
Transfers from other reserves	30	(10,184)	-	(8,370)	(18,554)
Transfers from asset revaluation reserve	30	5,396	(5,396)	-	-
<b>Balance at end of the financial year</b>		<u>753,884</u>	<u>1,490,827</u>	<u>60,649</u>	<u>2,305,360</u>

The Statement of Changes in Equity should be read with the accompanying notes.



WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 Inflows/ (Outflows) \$'000	2016 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		107,954	103,958
Statutory fees and fines		7,551	5,774
User fees		41,555	38,563
Grants - operating		21,599	16,599
Grants - capital		1,537	1,663
Contributions - monetary		9,662	5,474
Interest received		3,241	3,038
Net Trust funds and deposits		667	1,768
Other receipts		3,234	2,059
Net GST refund/payment		5,266	5,628
Employee costs		(68,116)	(66,968)
Materials and services		(66,881)	(52,232)
Other payments		(7,912)	(7,550)
<b>Net cash provided by operating activities</b>	31	<u>59,357</u>	<u>57,774</u>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(34,659)	(38,296)
Proceeds from sale of property, infrastructure, plant and equipment		5,137	1,705
Payments for investments		(286,223)	(191,080)
Proceeds from sale of investments		261,143	176,029
Payment of loans and advances from community organisations		<u>2</u>	<u>3</u>
<b>Net cash used in investing activities</b>		<u>(54,600)</u>	<u>(51,639)</u>
<b>Cash flows from financing activities</b>			
Finance costs		(266)	(299)
Proceeds from borrowings		-	-
Repayment of borrowings		<u>(402)</u>	<u>(399)</u>
<b>Net cash used in financing activities</b>		<u>(668)</u>	<u>(698)</u>
Net increase (decrease) in cash and cash equivalents		4,089	5,437
Cash and cash equivalents at beginning of the financial year		14,116	8,679
<b>Cash and cash equivalents at end of the financial year</b>	18	<u>18,205</u>	<u>14,116</u>
Financing arrangements	32		
Restrictions on cash assets	18		

The Statement of Cash Flows should be read with the accompanying notes.

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

STATEMENT OF CAPITAL WORKS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
<b>Property</b>		
Land	2,864	7,626
<b>Total Land</b>	<u>2,864</u>	<u>7,626</u>
Buildings	4,503	2,810
Building Improvements	3,967	5,410
<b>Total Buildings</b>	<u>8,470</u>	<u>8,220</u>
<b>Total Property</b>	<u>11,334</u>	<u>15,846</u>
<b>Plant and Equipment</b>		
Plant, machinery and equipment	3,573	3,835
Fixtures, fittings and furniture	107	269
Computers and telecommunications	918	847
<b>Total Plant and Equipment</b>	<u>4,598</u>	<u>4,951</u>
<b>Infrastructure</b>		
Roads	4,976	5,796
Bridges	43	231
Footpaths and cycleways	3,875	3,378
Drainage	2,216	2,564
Recreational, leisure and community facilities	3,584	2,108
Parks, open space and streetscapes	3,562	2,937
Off street car parks	371	173
Other infrastructure	100	112
<b>Total infrastructure</b>	<u>18,727</u>	<u>17,299</u>
<b>Total capital works expenditure</b>	<u>34,659</u>	<u>38,096</u>
<b>Represented by:</b>		
New asset expenditure	5,149	10,301
Asset renewal expenditure	25,046	24,617
Asset expansion expenditure	2,526	1,419
Asset upgrade expenditure	1,938	1,759
<b>Total capital works expenditure</b>	<u>34,659</u>	<u>38,096</u>

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

## WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

#### INTRODUCTION

The Whitehorse City Council was established by an Order of Governor in Council on 15th December 1994 and is a body corporate.

Council's main office is located at 379-397 Whitehorse Road, Nunawading VIC 3131.

#### Statement of Compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

#### NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

##### (a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1 (j) and 1 (k))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1 (l))
- the determination of employee provisions (refer to note 1 (q))

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

##### (b) Change in accounting policies

There have been no changes in accounting policies from the previous period.

##### (c) Accounting for investments in associates and joint arrangements

###### Associates

Associates are all entities over which Council has significant influence but no control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost. Council's associates are Whitehorse Manningham Regional Library Corporation and Narre Warren User Group (refer to note 9).

###### Joint operations

Council recognises its interests in joint operations by using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss.

Whitehorse City Council has a joint arrangement interest in the Regional Landfill Clayton South together with four other Councils:

Whitehorse City Council	14.12%
Monash City Council	16.80%
Boroondara City Council	35.22%
Glen Eira City Council	21.10%
Stonington City Council	12.76%
	<hr/> 100.00%

Refer to Note 9 for details in relation to this investment.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(d) Revenue recognition**

Income is recognised when Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to Council and the amount of the contribution can be measured reliably.

***Rates and Charges***

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

***Statutory fees and fines***

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

***User fees***

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

***Grants***

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

***Contributions***

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

***Sale of property, infrastructure, plant and equipment***

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

***Interest***

Interest is recognised as it is earned.

***Other income***

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

**(e) Fair value measurement**

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1    SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(f) Cash and cash equivalents**

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

**(g) Trade and other receivables**

Receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

**(h) Other financial assets**

Other financial assets consist of term deposits which are measured at amortised cost and held to maturity.

**(i) Inventories**

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value.

Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

**(j) Non-current assets classified as held for sale**

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) are expected to be completed within approximately 12 months from the date of classification.

**(k) Recognition and measurement of property, infrastructure, plant and equipment**

***Acquisition***

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in Note 1(l) have applied when recognising assets within an applicable asset class.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(k) Recognition and measurement of property, infrastructure, plant and equipment (continued)**

**Revaluation**

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment are measured at fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 23 Property, Infrastructure, Plant and Equipment.

In addition, Council undertakes a formal revaluation of land, buildings and infrastructure assets on a regular basis ranging from two to three years. The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense.

Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

**(l) Depreciation and amortisation of property, infrastructure, plant and equipment, intangibles**

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

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

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

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

Asset class	Depreciation Period	Threshold Limit
Land	-	Nil
Buildings	10-100 years	\$7,000
Plant, machinery and equipment	2-20 years	\$1,000
Fixtures, fittings and furniture	4-10 years	\$500
Computers and telecommunications	4-5 years	\$500
Roads	10-200 years	\$8,000
Bridges	10-200 years	\$3,000
Footpaths and cycleways	10-200 years	\$8,000
Drainage	20-200 years	\$2,000
Recreational, leisure and community facilities	5-25 years	\$3,000
Parks, open space and streetscapes	5-25 years	\$3,000
Off street car parks	10-25 years	\$3,000
Other infrastructure	10-200 years	\$3,000
Intangible assets	4-5 years	\$500

Land and various pieces of artwork are not depreciated.

**(m) Repairs and maintenance**

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

**(n) Impairment of assets**

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**(o) Trust funds and deposits**

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 26).

**(p) Borrowings**

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. Council determines the classification of its interest bearing liabilities at initial recognition.

***Borrowing Costs***

Borrowing costs are recognised as an expense in the period in which they are incurred.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

**(q) Employee costs and benefits**

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

***Wages and salaries and annual leave***

Liabilities for wages and salaries, including non-monetary benefits and annual leave which are expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

***Long service leave***

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current Liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

***Classification of employee costs***

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(r) Leases**

***Finance Leases***

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset, are transferred to Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are depreciated on a straight line basis over their estimated useful lives to Council where it is likely that Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. Leased assets are currently being amortised over a 4 year period.

***Operating Leases***

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they have incurred.

**(s) Goods and services tax (GST)**

Revenues, expenses, and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

**(t) Financial guarantees**

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet, are disclosed at Note 36 contingent liabilities.

**(u) Contingent assets and contingent liabilities and commitments**

Contingent assets and contingent liabilities are not recognised in the Balance Sheet but are disclosed by way of note and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of Note and presented inclusive of the GST payable.

**(v) Pending accounting standards**

The following new AAS's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

***Revenue from contracts with customers (AASB 15) (applies 2019/20)***

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(v) Pending accounting standards (continued)

*Leases (AASB 16) (applies 2019/20)*

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has a significant number of operating leases that will be impacted as a result of this change.

(w) Rounding

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

# WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

### NOTE 2 BUDGET COMPARISON

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 10% and \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the material variance is considered to be significant in nature.

The budget figures detailed below are those adopted by Council on 27 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

#### a) Income and Expenditure

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Variance %	Ref
<b>Income</b>					
Rates and charges	108,078	108,151	73	0.1	
Statutory fees and fines	5,780	7,271	1,491	25.8	1
User fees	38,311	40,796	2,485	6.5	2
Grants - operating	17,835	20,737	2,902	16.3	3
Grants - capital	1,379	1,476	97	7.0	
Contributions - monetary	5,350	9,277	3,927	73.4	4
Contributions - non-monetary	-	620	620	100.0	
Net gain on disposal of property, infrastructure, plant and equipment	(11)	1,466	1,477	(13,427)	5
Share of net gain/(loss) of associates and joint operation	-	219	(219)	(100.0)	
Interest income	3,000	3,241	241	8.0	
Other income	3,273	3,745	472	14.4	
<b>Total Income</b>	<b>182,995</b>	<b>196,999</b>	<b>14,004</b>	<b>7.7</b>	
<b>Expenses</b>					
Employee costs	70,977	68,177	2,800	3.9	6
Materials and services	55,149	54,739	410	0.7	
Depreciation and amortisation	25,350	24,656	694	2.7	
Interest expense	266	266	-	-	
Contributions - Whitehorse Manningham Regional Library Corporation	5,019	5,026	(7)	(0.1)	
Other expenses	2,214	2,200	14	0.6	
<b>Total expenses</b>	<b>158,975</b>	<b>155,064</b>	<b>3,911</b>	<b>2.5</b>	
<b>Surplus for the year</b>	<b>24,020</b>	<b>41,935</b>	<b>17,915</b>	<b>74.6</b>	
<b>Other comprehensive income</b>					
Revaluation of property, infrastructure, plant and equipment	-	743,898	743,898	-	
<b>Total comprehensive result</b>	<b>24,020</b>	<b>785,833</b>	<b>761,813</b>	<b>3,171.6</b>	

#### Explanation of material variances

**1. Statutory fees and fines:** This variance predominantly reflects a \$1.124 million increase in Planning fees mainly due to an increase in the statutory fee levels set by the State Government effective from 13 October 2016, as well as a higher than anticipated number of high cost applications received.

**2. User fees:** This variance primarily relates to a \$2.275 million increase in patronage at the Whitehorse Recycling and Waste Centre during 2016/17.

**3. Grants - operating:** Grants - operating are higher than budget primarily due to \$2.196 million of the 2017-18 Financial Assistance Grant being provided in June 2017 by Victoria Grants Commission. Additional funding was also received for Home and Community Care services of \$0.359 million and Council's Children's Services Centres of \$0.196 million.

**4. Contributions - monetary:** This variance primarily reflects \$3.541 million higher than anticipated public open space contributions resulting from increased property development within the municipality as well as increases in the values of properties being developed. \$0.386 million of unbudgeted contributions to capital projects was also received.

**5. Net gain on disposal of property, infrastructure, plant and equipment:** The net gain on disposal of assets was \$1.477 million higher than budget mainly resulting from the settlement of a property sale in July, which was originally anticipated to occur in June 2016.

**6. Employee costs:** This variance is driven by variances across a number of departments primarily as a result of unfilled vacant positions and staff taking leave. This is also impacted by a marginal reduction in the value of the employee benefit provisions.

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 2 BUDGET COMPARISON (CONTINUED)

b) Capital Works

	Budget \$'000	Actual \$'000	Variance \$'000	Variance %	Ref
<b>Capital works area</b>					
Land	-	2,864	(2,864)	100.0	7
Buildings	7,190	4,503	2,687	37.4	8
Building improvements	3,305	3,967	(662)	(20.0)	
<b>Total Property</b>	<b>10,495</b>	<b>11,334</b>	<b>(839)</b>		
Plant, machinery and equipment	3,084	3,573	(489)	(15.9)	
Fixtures, fittings and furniture	359	107	252	70.2	
Computers and telecommunications	988	918	70	7.1	
<b>Total Plant and Equipment</b>	<b>4,431</b>	<b>4,598</b>	<b>(167)</b>		
Roads	5,616	4,976	640	11.4	
Bridges	170	43	127	74.7	
Footpaths and cycleways	3,560	3,875	(315)	(8.8)	
Drainage	1,715	2,216	(501)	(29.2)	
Recreational, leisure and community facilities	3,206	3,584	(378)	(11.8)	
Waste management	280	-	280	100.0	
Parks, open space and streetscapes	3,053	3,562	(509)	(16.7)	
Off street car parks	90	371	(281)	(312.2)	
Other infrastructure	-	100	(100)	(100.0)	
<b>Total Infrastructure</b>	<b>17,690</b>	<b>18,727</b>	<b>(1,037)</b>		
<b>Total capital works</b>	<b>32,616</b>	<b>34,659</b>	<b>(2,043)</b>		
<b>Represented by:</b>					
New asset expenditure	2,330	5,149	(2,819)	(121.0)	
Asset renewal expenditure	26,218	25,046	1,172	4.5	
Asset expansion expenditure	2,430	2,526	(96)	(4.0)	
Asset upgrade expenditure	1,638	1,938	(300)	(18.3)	
<b>Total capital works</b>	<b>32,616</b>	<b>34,659</b>	<b>(2,043)</b>		

Explanation of material variances

**7 Land:** This primarily reflects a \$2.863m property purchase funded from the Public Open Space Reserve.

**8 Buildings:** This variance primarily reflects delayed works that will be carried forward into 2017/18 mainly relating to the Nunawading Community Hub, Bennettswood Pavilion and Blackburn Library Redevelopments.

# WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

### NOTE 3 RATES AND CHARGES

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. Capital Improved Value is the value of the property, inclusive of land, buildings and other improvements.

The valuation base used to calculate general rates for 2016/17 was:

General rate	\$ 63,595,687,500	(2015/16)	\$47,757,063,001
Recreational rate	\$ 86,164,000	(2015/16)	\$67,703,500

The 2016/17 rate in the dollar of general rate assessments was 0.168069 cents of each dollar of CIV (2015/16: 0.215256 cents).

The total quantum of 'in-lieu of rates' levied on recreational assessments was \$43,445 in 2016/17 (2015/16: \$43,720).

The date of the latest general revaluation of land for rating purposes within the municipal district was conducted on 1 January 2016, and the valuation will be first applied in the rating year commencing 1 July 2016.

	2017 \$'000	2016 \$'000
General rates	106,885	102,798
Supplementary rates and rate adjustments	970	1,199
Cultural and recreational	43	44
Interest on rates and charges	253	220
<b>Total rates and charges</b>	<b>108,151</b>	<b>104,261</b>

### NOTE 4 STATUTORY FEES AND FINES

Infringement and costs	3,869	3,131
Court recoveries	90	63
Town planning fees	1,962	1,066
Land information certificates	151	146
Building services	604	691
Permits	595	469
<b>Total statutory fees and fines</b>	<b>7,271</b>	<b>5,566</b>

### NOTE 5 USER FEES

Aged and health services	2,375	2,410
Arts and culture	2,372	2,295
Leisure centre and recreation	12,069	11,923
Child care/children's programs	4,416	4,205
Parking	3,386	3,375
Registration and other permits	1,619	1,559
Building services	162	168
Waste management services	12,795	10,520
Other fees and charges	1,602	942
<b>Total user fees</b>	<b>40,796</b>	<b>37,397</b>

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
<b>NOTE 6 GRANTS</b>		
Grants were received in respect of the following :		
<b>Summary of grants</b>		
Commonwealth funded grants	18,176	7,442
State funded grants	3,985	10,061
Other	52	19
<b>Total grants received</b>	<b>22,213</b>	<b>17,522</b>
<b>Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Aged and disability services	6,136	-
Community Safety	28	-
Family and children	2,814	2,718
General home care	1,314	1,277
Victoria Grants Commission	6,439	2,098
Other	46	41
	<b>16,777</b>	<b>6,134</b>
<b>Recurrent - State Government</b>		
Aged and disability services	1,646	7,474
Community safety	191	188
Family and children	502	702
Maternal and child health	1,096	994
School crossing supervisors	319	311
Other	29	25
	<b>3,783</b>	<b>9,694</b>
<b>Other Recurrent Grants</b>		
Family and children	17	19
	<b>17</b>	<b>19</b>
<b>Total recurrent operating grants</b>	<b>20,577</b>	<b>15,847</b>
<b>Non-Recurrent - State Government</b>		
Business and economic development	12	15
Community health	-	23
Community planning	35	-
Community safety	9	-
Natural Disaster	64	-
Transport	-	30
Other	5	11
	<b>125</b>	<b>79</b>
<b>Other Non-Recurrent Grants</b>		
Community planning	30	-
Family and children	5	-
	<b>35</b>	<b>-</b>
<b>Total non-recurrent operating grants</b>	<b>160</b>	<b>79</b>
<b>Total operating grants</b>	<b>20,737</b>	<b>15,926</b>
<b>Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to Recovery	1,379	1,194
<b>Total recurrent capital grants</b>	<b>1,379</b>	<b>1,194</b>
<b>Non-Recurrent - Commonwealth Government</b>		
Infrastructure	20	114
	<b>20</b>	<b>114</b>
<b>Non-recurrent - State Government</b>		
Buildings	30	150
Drainage	17	-
Footpaths and cycleways	30	13
Infrastructure	-	125
	<b>77</b>	<b>288</b>
<b>Total non-recurrent capital grants</b>	<b>97</b>	<b>402</b>
<b>Total capital grants</b>	<b>1,476</b>	<b>1,596</b>

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
<b>NOTE 6 GRANTS (CONTINUED)</b>		
<b>Unspent grants received on condition that they be spent in a specific manner</b>		
Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:		
Balance at start of year	191	90
Received during the financial year and remained unspent at balance date	42	191
Received in prior years and spent during the financial year	(191)	(90)
Balance at year end	<u>42</u>	<u>191</u>
<b>NOTE 7 CONTRIBUTIONS</b>		
Monetary	9,277	6,613
Non-monetary	620	23,318
<b>Total contributions</b>	<u>9,897</u>	<u>29,931</u>
Contributions of non monetary assets were received in relation to the following asset classes:		
Land	256	22,946
Infrastructure	364	372
	<u>620</u>	<u>23,318</u>
<b>NOTE 8 NET GAIN ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT</b>		
Proceeds of sale	5,137	1,705
Written down value of assets disposed	(3,671)	(1,603)
<b>Total net gain on disposal of property, infrastructure, plant and equipment</b>	<u>1,466</u>	<u>102</u>
<b>NOTE 9 INVESTMENTS IN ASSOCIATES AND JOINT OPERATION</b>		
Investments in associates and joint operation accounted for by the equity method are:		
- Whitehorse Manningham Regional Library Corporation	5,800	5,333
- Narre Warren User Group	940	930
- Regional Landfill Clayton South	1,065	1,422
<b>Fair value of Council's investment in associates and joint operation</b>	<u>7,805</u>	<u>7,685</u>
Share of net gain/(loss) of associates and joint operation		
- Whitehorse Manningham Regional Library Corporation	467	724
- Narre Warren User Group	10	18
- Regional Landfill Clayton South	(258)	210
<b>Total share of net gain/(loss) at 30 June</b>	<u>219</u>	<u>952</u>

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 9 INVESTMENTS IN ASSOCIATES AND JOINT OPERATION (CONTINUED)

(a) Investment in associates

Whitehorse Manningham Regional Library Corporation

On 21 December 1995 Council's library operation was combined with the Regional Authority to form Whitehorse Manningham Regional Library Corporation (the Corporation). Council has a 60% interest (as per funding responsibilities) and a 68.75% (2015/16: 68.00%) economic entitlement in the net assets of the Corporation but does not have effective control, as both Whitehorse and Manningham councils possess the same voting rights on the board of management. The Corporation is established by agreement between the two participating councils. The principal activity of the Corporation is the lending of books and other materials.

	2017 \$000	2016 \$000
<b>Council's share of accumulated surplus/(deficit)</b>		
Council's share of accumulated surplus/(deficit) at start of year	2,665	1,870
Share of surplus/(deficit) for year	398	35
Transfers (to) from reserves	39	(19)
Amendment to share of surplus based on audited results	-	779
Share of accumulated surplus at 30 June	<u>3,102</u>	<u>2,665</u>
<b>Council's share of reserves</b>		
Council's share of reserve at start of year	2,668	2,739
Transfers (to) from reserves	30	(71)
Council's share of reserves at end of year	<u>2,698</u>	<u>2,668</u>
<b>Movement in carrying value of investment</b>		
Carrying value of investment at start of year	5,333	4,609
Share of surplus (deficit) for the year	398	35
Transfers (to) from reserves	69	(90)
Amendment to share of surplus based on audited results	-	779
Carrying value of investment at end of year	<u>5,800</u>	<u>5,333</u>

Narre Warren User Group

Council holds an interest of 48.88% (2015/16: 48.88%) in Narre Warren User Group (NWUG). The principal activity of NWUG is to monitor the closed regional landfill that was previously used by Council. Contributions by Council to NWUG during the period totalled nil (2015/16: nil). Council holds the cash investment for NWUG and surplus is generated from the interest and gas royalty returns less site monitoring costs.

<b>Movement in carrying value of investment</b>		
Carrying value of investment at start of year	930	912
Share of surplus for the year	10	18
Carrying value of investment at end of year	<u>940</u>	<u>930</u>

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 9 INVESTMENTS IN ASSOCIATES AND JOINT OPERATION (CONTINUED)

(b) Joint Operation

Regional Landfill Clayton South

Council holds an interest of 14.12% (2015/16:14.12%) in Regional Landfill Clayton South. The principal activity is the provision of a refuse disposal site for member Councils.

	2017 \$000	2016 \$000
<b>Council's share of accumulated surplus/(deficit)</b>		
Council's share of accumulated surplus at start of year	1,422	1,736
Reported surplus/(deficit) for year	(258)	210
Council's share of rehabilitation funding obligation	(99)	(524)
Council's share of accumulated surplus/(deficit) at end of year	<u>1,065</u>	<u>1,422</u>
<b>Movement in carrying value of investment</b>		
Carrying value of investment at start of year	1,422	1,736
Share of surplus/(deficit) for year	(258)	210
Share of rehabilitation funding obligation	(99)	(524)
Carrying value of investment at 30 June	<u>1,065</u>	<u>1,422</u>

The Clayton landfill provision is calculated using the present value of aftercare costs associated with the site based on independent advice from landfill experts Golder Associates.

The provision includes capping and gas infrastructure capital works and additional aftercare management costs for the next 28 years until 2045. The provision is reassessed at the end of each reporting period in order to ensure that it accurately reflects the cost of aftercare management of the site. Further costs may arise for future aftercare of the landfill site however at this stage, these costs are too uncertain to reliably determine.

At balance date the landfill itself retains sufficient liquidity to fund the post closure capital works and aftercare management costs for the medium term. It is, however likely that additional Council funding will be required to support the entity in the longer term. Council has recognised its share of the future funding obligation as a Non current 'Other Liability'. Refer to Note 29.

NOTE 10 INTEREST INCOME

Interest earned from cash, cash equivalents and financial assets	3,241	2,818
<b>Total interest income</b>	<u>3,241</u>	<u>2,818</u>

NOTE 11 OTHER INCOME

Cost recovery income	499	502
Recycling income	1,599	1,687
Rent	780	665
Other	867	818
<b>Total other income</b>	<u>3,745</u>	<u>3,672</u>

NOTE 12 (a) EMPLOYEE COSTS

Wages and salaries	54,948	54,769
Casual staff	5,079	4,589
Superannuation	5,319	5,309
Fringe benefits tax	787	755
Staff development	930	963
WorkCover	1,114	810
<b>Total employee costs</b>	<u>68,177</u>	<u>67,195</u>



WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
<b>NOTE 12 (b) SUPERANNUATION</b>		
Council made contributions to the following funds:		
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	494	538
	<u>494</u>	<u>538</u>
There were no employer contributions payable at reporting date.		
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,118	3,204
Employer contributions - other funds	1,707	1,566
	<u>4,825</u>	<u>4,770</u>
Employer contributions payable at reporting date	\$0.493m	\$0.637m
<i>Refer to note 35 for further information relating to Council's superannuation obligations.</i>		
<b>NOTE 13 MATERIALS AND SERVICES</b>		
Building maintenance	1,960	1,814
Consultants	232	155
Contract payments	32,197	31,011
Council election	572	-
Energy efficient street lighting	884	-
General maintenance	1,017	1,010
Information technology	1,554	1,412
Insurance	940	835
Legal expenses	1,145	1,176
Materials and supplies	3,646	3,993
Office administration	2,277	2,039
Utilities	3,986	4,360
Other services	4,329	4,311
<b>Total materials and services</b>	<u>54,739</u>	<u>52,116</u>
<b>NOTE 14 DEPRECIATION AND AMORTISATION</b>		
Property	6,798	6,998
Plant and equipment	3,673	3,841
Infrastructure	13,774	13,199
Intangibles	411	525
<b>Total depreciation and amortisation</b>	<u>24,656</u>	<u>24,563</u>
<i>Refer to Note 23 for a more detailed breakdown of depreciation and Note 24 for details of amortisation.</i>		
<b>NOTE 15 BORROWING COSTS</b>		
Interest on loans and borrowings	266	299
<b>Total borrowing costs</b>	<u>266</u>	<u>299</u>
<b>NOTE 16 CONTRIBUTIONS EXPENSE</b>		
Whitehorse Manningham Regional Library Corporation (WMRLC)	5,026	4,787
<b>Total contributions expense</b>	<u>5,026</u>	<u>4,787</u>
<i>Refer to note 9 for further information relating to Council's investment in WMRLC.</i>		
<b>NOTE 17 OTHER EXPENSES</b>		
Bad and doubtful debts	58	45
Community grants	940	946
Auditor's remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	70	69
Auditor's remuneration - Internal audit	129	141
Councillor allowances	369	382
Operating lease rentals	375	377
Fire Services Property Levy	213	195
Other expenses	46	29
<b>Total other expenses</b>	<u>2,200</u>	<u>2,184</u>

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
<b>NOTE 18 CASH AND CASH EQUIVALENTS</b>		
Cash at bank and on hand	13,205	9,116
Term deposits	5,000	5,000
<b>Total cash and cash equivalents</b>	<b>18,205</b>	<b>14,116</b>
Other financial assets (refer note 19)	125,723	100,643
<b>Total cash, cash equivalents and other financial assets</b>	<b>143,928</b>	<b>114,759</b>
Council's cash, cash equivalents and other financial assets are subject to external restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits	9,899	9,232
Public open space reserve	23,804	18,519
Car parking in lieu reserve	34	34
<b>Total restricted funds</b>	<b>33,737</b>	<b>27,785</b>
<b>Total unrestricted cash, cash equivalents and other financial assets</b>	<b>110,191</b>	<b>86,974</b>
<b>Intended allocations</b>		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Aged care reserve	10,431	10,217
- Development reserve	35,075	28,592
- Waste management reserve	2,999	3,276
- Art collection reserve	11	11
	<b>48,516</b>	<b>42,096</b>
<b>NOTE 19 OTHER FINANCIAL ASSETS</b>		
Term deposits	125,723	100,643
<b>Total other financial assets</b>	<b>125,723</b>	<b>100,643</b>
<b>NOTE 20 TRADE AND OTHER RECEIVABLES</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	3,264	3,069
Fire Services Property Levy debtors	372	327
Parking debtors	2,863	2,668
Provision for doubtful debts - parking debtors	(2,198)	(2,025)
GST Receivable	1,857	1,456
<i>Non statutory receivables</i>		
Unsecured loans and advances	43	42
Community loan - Nunawading Gymnastics and Sports Club	3	3
Provision for doubtful debts - community loan	(1)	(1)
Other debtors	4,746	4,199
Provision for doubtful debts - other debtors	(93)	(81)
<b>Total trade and other receivables - current</b>	<b>10,856</b>	<b>9,657</b>
<b>Non-current</b>		
<i>Non statutory receivables</i>		
Unsecured loans and advances	5	7
Community loan - Nunawading Gymnastics and Sports Club	77	79
Provision for doubtful debts - community loan	(38)	(40)
<b>Total trade and other receivables - non-current</b>	<b>44</b>	<b>46</b>

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
<b>NOTE 20 TRADE AND OTHER RECEIVABLES (CONTINUED)</b>		
<b>(a) Ageing of receivables</b>		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of Council's other receivables (excluding statutory receivables) was:		
Current (not yet due)	4,383	3,862
30-60 days	140	222
61-90 days	52	23
Over 90 days	171	92
<b>Other debtors</b>	<b>4,746</b>	<b>4,199</b>
<b>(b) Movement in provision for doubtful debts - other debtors</b>		
Balance at 1 July	81	54
New provisions recognised during the year	65	77
Amounts already provided for and written off as uncollectible	(39)	(43)
Amounts provided for but recovered during the year	(14)	(7)
<b>Balance at 30 June</b>	<b>93</b>	<b>81</b>
<b>(c) Ageing of individually impaired Receivables</b>		
At balance date, other debtors representing financial assets with a nominal value of \$0.093m (2015/16: \$0.081m) were impaired. The amount of the provision raised against these debtors was \$0.093m (2015/16: \$0.081m). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The ageing of other debtors that have been individually determined as impaired at reporting date was:		
Current (not yet due)	4	-
30-60 days	6	-
61-90 days	7	12
Over 90 days	76	69
<b>Total trade &amp; other receivables</b>	<b>93</b>	<b>81</b>
<b>NOTE 21 NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE</b>		
Land	18,930	1,430
Buildings	24	-
	<b>18,954</b>	<b>1,430</b>
In April 2016 Council having considered public submissions resolved to sell the property known as 2-4 Bruce Street Box Hill in accordance with the public notice published in The Age on 20 February 2016. Negotiations are proceeding as at balance date.		
In July 2016 Council resolved at a Special Meeting to accept a formal offer to sell the property known as 517-521 Station Street, Box Hill. The final sale settlement will occur upon final planning approval being granted which is likely to occur in 2018/19.		
<b>NOTE 22 OTHER ASSETS</b>		
Prepayments	2,136	1,005
Stores and materials	37	41
Nursery plant stock	177	170
<b>Total other assets</b>	<b>2,350</b>	<b>1,216</b>

## WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

**NOTE 23 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT**

## Summary of property, infrastructure, plant and equipment

	At Fair Value	At Cost	Accumulated Depreciation	WDV	Acquisitions	Contributions	Revaluation	Depreciation	Disposals	Transfers	At Cost	At Fair Value	Accumulated Depreciation	WDV
	30 June 2016 \$'000	30 June 2016 \$'000	30 June 2016 \$'000	30 June 2016 \$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	30 June 2017 \$'000	30 June 2017 \$'000	30 June 2017 \$'000	30 June 2017 \$'000
Land	1,410,942	-	-	1,410,942	2,864	256	717,981	-	-	(18,930)	-	2,113,113	-	2,113,113
Buildings	472,721	-	(188,385)	284,336	5,161	-	22,358	(6,798)	(856)	880	-	498,637	(193,556)	305,081
Plant and Equipment	-	30,602	(14,988)	15,614	4,196	-	-	(3,673)	(1,385)	6	32,112	-	(17,354)	14,758
Infrastructure	816,859	-	(307,500)	509,359	15,485	364	3,559	(13,774)	-	1,114	-	837,381	(321,274)	516,107
Work in progress	3,034	-	-	3,034	6,574	-	-	-	-	(2,121)	-	7,487	-	7,487
	2,703,556	30,602	(510,873)	2,223,285	34,280	620	743,898	(24,245)	(2,241)	(19,051)	32,112	3,456,618	(532,184)	2,956,546

## Summary of Work in Progress

	Opening WIP	Additions	Transfers	Closing WIP
Buildings	1,760	3,308	(904)	4,164
Plant and Equipment	94	23	(100)	17
Infrastructure	1,180	3,243	(1,117)	3,306
	<u>3,034</u>	<u>6,574</u>	<u>(2,121)</u>	<u>7,487</u>

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 23 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

	Land - specialised \$'000	Land - non specialised \$'000	Total Land \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Total Buildings \$'000	Work in Progress \$'000	Total Land and Buildings \$'000
<b>Land and Buildings</b>								
At fair value 30 June 2016	1,373,043	37,899	1,410,942	467,843	4,878	472,721	1,760	1,885,423
Accumulated depreciation at 30 June 2016	-	-	-	(187,575)	(810)	(188,385)	-	(188,385)
<b>Total Land and Buildings</b>	<b>1,373,043</b>	<b>37,899</b>	<b>1,410,942</b>	<b>280,268</b>	<b>4,068</b>	<b>284,336</b>	<b>1,760</b>	<b>1,697,038</b>
<b>Movements in fair value</b>								
Acquisitions of assets at fair value	2,864	-	2,864	5,161	-	5,161	3,308	11,333
Contributed assets	256	-	256	-	-	-	-	256
Revaluation increments/decrements	701,666	16,315	717,981	22,360	(2)	22,358	-	740,339
Fair value of assets disposed	-	-	-	(1,448)	-	(1,448)	-	(1,448)
Transfers	-	-	-	904	-	904	(904)	-
Transfer to non-current assets held for sale	(18,930)	-	(18,930)	(1,059)	-	(1,059)	-	(19,989)
	<b>685,856</b>	<b>16,315</b>	<b>702,171</b>	<b>25,918</b>	<b>(2)</b>	<b>25,916</b>	<b>2,404</b>	<b>730,491</b>
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	-	-	-	(6,782)	(16)	(6,798)	-	(6,798)
Accumulated depreciation of disposals	-	-	-	592	-	592	-	592
Transfers	-	-	-	1,035	-	1,035	-	1,035
	-	-	-	(5,155)	(16)	(5,171)	-	(5,171)
At fair value 30 June 2017	2,058,899	54,214	2,113,113	493,761	4,876	498,637	4,164	2,615,914
Accumulated depreciation at 30 June 2017	-	-	-	(192,730)	(826)	(193,556)	-	(193,556)
	<b>2,058,899</b>	<b>54,214</b>	<b>2,113,113</b>	<b>301,031</b>	<b>4,050</b>	<b>305,081</b>	<b>4,164</b>	<b>2,422,358</b>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 23 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomms \$'000	Work in Progress \$'000	Total Plant and Equipment \$'000
<b>Plant and Equipment</b>					
At cost 30 June 2016	19,122	5,092	6,388	94	30,696
Accumulated depreciation at 30 June 2016	(9,334)	(1,255)	(4,399)	-	(14,988)
	<u>9,788</u>	<u>3,837</u>	<u>1,989</u>	<u>94</u>	<u>15,708</u>
<b>Movements in cost</b>					
Acquisition of assets at cost	3,573	107	516	23	4,219
Contributed assets	-	-	-	-	-
Cost of assets disposed	(2,684)	(7)	(1)	-	(2,692)
Transfers	-	6	-	(100)	(94)
	<u>889</u>	<u>106</u>	<u>515</u>	<u>(77)</u>	<u>1,433</u>
<b>Movements in accumulated depreciation</b>					
Depreciation and amortisation	(2,551)	(207)	(915)	-	(3,673)
Accumulated depreciation of disposals	1,299	7	1	-	1,307
Transfers	-	-	-	-	-
	<u>(1,252)</u>	<u>(200)</u>	<u>(914)</u>	<u>-</u>	<u>(2,366)</u>
At cost 30 June 2017	20,011	5,198	6,903	17	32,129
Accumulated depreciation at 30 June 2017	<u>(10,586)</u>	<u>(1,455)</u>	<u>(5,313)</u>	<u>-</u>	<u>(17,354)</u>
	<u>9,425</u>	<u>3,743</u>	<u>1,590</u>	<u>17</u>	<u>14,775</u>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 23 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Recreational, leisure and Community \$'000	Parks open spaces and streetscapes \$'000	Off street car parks \$'000	Other infrastructure \$'000	Work in Progress \$'000	Total Infrastructure \$'000
<b>Infrastructure</b>										
At fair value 30 June 2016	313,456	700	113,308	214,964	45,681	101,711	5,063	21,976	1,180	818,039
Accumulated depreciation at 30 June 2016	(110,787)	(226)	(61,856)	(82,953)	(19,915)	(21,635)	(3,897)	(6,231)	-	(307,500)
	202,669	474	51,452	132,011	25,766	80,076	1,166	15,745	1,180	510,539
<b>Movements in fair value</b>										
Acquisition of assets at fair value	3,744	43	3,875	2,128	2,607	2,856	181	51	3,243	18,728
Contributed assets	12	-	-	352	-	-	-	-	-	364
Revaluation increments/decrements	5,330	-	(6,552)	-	-	-	2,413	2,368	-	3,559
Fair value of assets disposed	-	-	-	-	-	-	-	-	-	-
Transfers	317	-	392	142	46	187	23	7	(1,117)	(3)
	9,403	43	(2,285)	2,622	2,653	3,043	2,617	2,426	2,126	22,648
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	(4,596)	(35)	(1,325)	(2,204)	(2,361)	(2,519)	(161)	(573)	-	(13,774)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-
Transfers	-	(35)	(1,325)	(2,204)	(2,361)	(2,519)	(161)	(573)	-	(13,774)
	(4,596)	(35)	(1,325)	(2,204)	(2,361)	(2,519)	(161)	(573)	-	(13,774)
At fair value 30 June 2017	322,859	743	111,023	217,586	48,334	104,754	7,680	24,402	3,306	840,687
Accumulated depreciation at 30 June 2017	(115,383)	(261)	(63,181)	(85,157)	(22,276)	(24,154)	(4,058)	(6,804)	-	(321,274)
	207,476	482	47,842	132,429	26,058	80,600	3,622	17,598	3,306	519,413

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 23 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)**

Council performs a full revaluation of its revalued asset classes every three years. In the interim years, Council performs a desktop review of its revalued asset classes to ensure that there is no material difference between the fair value and the carrying amount of these asset classes.

**Valuation of Land and Buildings**

A full valuation of land and buildings was undertaken at 30 June 2017 by an independent valuation firm, Matheson Stephen Valuations. The name of the valuer from the firm was Ms Lee-Ming Tan (AAPI Certified Practising Valuer Registration 72912). The valuer reported to Council's Property Supervisor Mr Rohan Fiedler (AAPI Certified Practising Valuer Registration 62553) and Councils Manager Property and Rates, Mr Tony Peak (AAPI Certified Practising Valuer Registration 62445).

The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. The valuation of buildings is at fair value, being the depreciated replacement cost of the buildings based on the remaining economic life. The valuations include unobservable inputs in the valuation. The adjustment has no impact on the comprehensive income statement.

In 2016/17 Council incorporated a discount into the valuation of Crown Land parcels where Council is the appointed Committee of Management. This discount was introduced to recognise the restricted use of this land and amounted to approximately \$17m.

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	<b>Level 1 \$000</b>	<b>Level 2 \$000</b>	<b>Level 3 \$000</b>
Land - Non specialised	-	54,214	-
Land - Specialised	-	-	2,058,899
Buildings - Non specialised	-	4,050	-
Buildings - Specialised	-	-	301,031
<b>Total</b>	-	<b>58,264</b>	<b>2,359,930</b>



**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 23 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)**

**Valuation of Infrastructure**

A formal valuation of roads was conducted in the 2016/17 year as part of the 3 year rotation cycle. In the 2016/17 year, a desktop review of drainage did not indicate a material difference between the fair value and the carrying amount to warrant a full revaluation.

Valuation of roads (which includes pavement, substructure, kerb and channel, footpaths, traffic management devices and car parks) and drainage assets are undertaken by Council's Manager of Engineering and Environmental Services, Mr Ilias Kostopoulos Dip CE, Grad Dip Mun. Eng. and Man., MIE Aust, CPEng. The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation. It should be noted that in calculating the written down replacement cost of roads and drainage that valuations of infrastructure assets were made using a Greenfields assumption.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	<b>Level 1 \$'000</b>	<b>Level 2 \$'000</b>	<b>Level 3 \$'000</b>
Roads	-	-	207,476
Bridges	-	-	482
Footpaths and cycleways	-	-	47,842
Drainage	-	-	132,429
Recreational, leisure and community facilities	-	-	26,058
Parks open spaces and streetscapes	-	-	80,600
Off street car parks	-	-	3,622
Other infrastructure	-	-	17,598
<b>Total</b>	<b>-</b>	<b>-</b>	<b>516,107</b>

**Description of significant unobservable inputs into level 3 valuations**

**Specialised land**

Specialised land is valued using a market based direct comparison technique, with adjustments made for unobservable inputs including restrictive planning zones, encumbrances on title, adjustments for land size, shape, and topography. The extent and impact of restrictions varies and results in a reduction to surrounding land values of between 5% and 95%. The market value of land varies significantly depending on the characteristics of the land. Currently land values range between \$33 and \$11,110 per square metre.

**Specialised Buildings**

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$135 to \$3,550 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 years to 118 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure Assets**

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. Current replacement costs for road assets are calculated using unit rates based on both a cubic metre basis (ranges from \$128 to \$648 per cubic metre) and a square metre basis (ranges from \$7.30 to \$147.50 per square metre) depending on the material used. Current replacement costs for drainage are calculated using unit rates based on metres for pipes (ranges from \$65 to \$1,089 per metre) and per unit for pits (ranges from \$1,014 to \$4,313 per pit). The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

<b>Reconciliation of specialised land</b>	<b>2017 \$'000</b>	<b>2016 \$'000</b>
Parks and reserves	2,058,899	1,345,830
<b>Total specialised land</b>	<b>2,058,899</b>	<b>1,345,830</b>

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NOTES TO THE FINANCIAL STATEMENTS  
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	2017 \$'000	2016 \$'000
<b>NOTE 24 INTANGIBLE ASSETS</b>		
Software	940	878
<b>Gross carrying amount</b>		
Balance at beginning of year	2,822	2,623
Additions	379	199
Transfer	94	-
<b>Balance at end of year</b>	<b>3,295</b>	<b>2,822</b>
<b>Accumulated amortisation and impairment</b>		
Balance at beginning of year	(1,944)	(1,419)
Amortisation expense	(411)	(525)
<b>Balance at end of year</b>	<b>(2,355)</b>	<b>(1,944)</b>
<b>Net book value at the end of the year</b>	<b>940</b>	<b>878</b>
<b>NOTE 25 TRADE AND OTHER PAYABLES</b>		
Trade payables	16,808	19,814
<b>Total trade and other payables</b>	<b>16,808</b>	<b>19,814</b>
<b>NOTE 26 TRUST FUNDS AND DEPOSITS</b>		
Narre Warren User Group	1,923	1,903
Slater Reserve Stadium Committee of Management	-	21
Fire Services Property Levy	1,311	1,331
Deposits for asset protection	4,831	4,581
Other deposits	1,834	1,396
<b>Total trust funds and deposits</b>	<b>9,899</b>	<b>9,232</b>

**Deposits**

Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works (to protect Council's assets), tender deposits, contract deposits and the use of civic facilities.

**Fire Services Property Levy**

Council is the collection agent for the Fire Services Property Levy on behalf of the State Government. Council remits amounts received on a monthly basis. Amounts disclosed are to be remitted to the State Government in line with this process.

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
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NOTE 27 PROVISIONS

	Employee Provisions \$'000	Other Provisions \$'000	Total \$'000
<b>2017</b>			
Balance at beginning of the financial year	16,906	79	16,985
Additional provisions	5,570	-	5,570
Amounts used	(5,613)	(79)	(5,692)
Increase in the discounted amount arising because of time and effect of any change in the discount rate	(403)	-	(403)
Balance at the end of the financial year	<u>16,460</u>	<u>-</u>	<u>16,460</u>
<b>2016</b>			
Balance at beginning of the financial year	15,869	316	16,185
Additional provisions	5,616	79	5,695
Amounts used	(5,009)	(316)	(5,325)
Increase in the discounted amount arising because of time and effect of any change in the discount rate	430	-	430
Balance at the end of the financial year	<u>16,906</u>	<u>79</u>	<u>16,985</u>
		<b>2017 \$'000</b>	<b>2016 \$'000</b>
<b>(a) Employee Provisions</b>			
<b>Current provision expected to be settled within 12 months</b>			
Annual leave		4,221	4,240
Long service leave		849	736
		<u>5,070</u>	<u>4,976</u>
<b>Current provision expected to be settled after 12 months</b>			
Annual leave		1,032	1,049
Long service leave		8,577	9,139
		<u>9,609</u>	<u>10,188</u>
<b>Total current employee provisions</b>		<u>14,679</u>	<u>15,164</u>
<b>Non-current</b>			
Long service leave		1,781	1,742
<b>Total non-current employee provisions</b>		<u>1,781</u>	<u>1,742</u>
<b>Aggregate carrying amount of employee provisions</b>			
Current		14,679	15,164
Non-current		1,781	1,742
<b>Total aggregate carrying amount of employee provisions</b>		<u>16,460</u>	<u>16,906</u>
<b>(b) Other provisions</b>			
Current		-	79
		<u>-</u>	<u>79</u>

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NOTES TO THE FINANCIAL STATEMENTS  
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	2017 \$'000	2016 \$'000
<b>NOTE 28 INTEREST BEARING LOANS AND BORROWINGS</b>		
<b>Current</b>		
Loans and borrowings - secured (1)	426	392
Finance lease	10	10
	<u>436</u>	<u>402</u>
<b>Non-current</b>		
Loans and borrowings - secured (1)	5,000	5,426
Finance lease	8	18
	<u>5,008</u>	<u>5,444</u>
<b>Total</b>	<u>5,444</u>	<u>5,846</u>
(1) Council's borrowings are secured by way of mortgage over general rate income.		
<b>(a) The maturity profile for Council's borrowings is:</b>		
Not later than one year	426	392
Later than one year and not later than five years	5,000	5,426
Later than five years	-	-
	<u>5,426</u>	<u>5,818</u>
<b>(b) The maturity profile for Council's finance lease liabilities is:</b>		
Not later than one year	10	10
Later than one year and not later than five years	8	18
Later than five years	-	-
	<u>18</u>	<u>28</u>
Minimum future lease payments	21	33
Less future finance charges	3	5
Present value of minimum lease payments	<u>18</u>	<u>28</u>

The Finance Lease repayments are specified within the loan agreement with BOQ Finance Limited.

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NOTES TO THE FINANCIAL STATEMENTS  
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	2017 \$'000	2016 \$'000
<b>NOTE 29 OTHER LIABILITIES</b>		
<b>Non-current</b>		
Clayton Landfill Funding Obligation	1,619	1,719
<b>Total other liabilities - non-current</b>	<u>1,619</u>	<u>1,719</u>

The liability represents Council's share of future funding for the Clayton landfill site's aftercare management costs.  
Refer to Note 9.

	Balance at beginning of reporting period	Increment	Transfer to accumulated surplus	Balance at end of reporting period
(a) Asset revaluation reserve	\$'000	\$'000	\$'000	\$'000
<b>2017</b>				
<b>Property</b>				
Land	1,164,097	717,981	-	1,882,078
Buildings	163,597	22,358	-	185,955
	<u>1,327,694</u>	<u>740,339</u>	<u>-</u>	<u>2,068,033</u>
<b>Infrastructure</b>				
Roads	78,833	10,111	-	88,944
Footpaths and cycleways	15,531	(6,552)	-	8,979
Drainage	68,769	-	-	68,769
	<u>163,133</u>	<u>3,559</u>	<u>-</u>	<u>166,692</u>
<b>Total asset revaluation reserves</b>	<u>1,490,827</u>	<u>743,898</u>	<u>-</u>	<u>2,234,725</u>
<b>2016</b>				
<b>Property</b>				
Land	1,164,097	-	-	1,164,097
Buildings	163,597	-	-	163,597
	<u>1,327,694</u>	<u>-</u>	<u>-</u>	<u>1,327,694</u>
<b>Infrastructure</b>				
Roads	78,833	-	-	78,833
Footpaths and cycleways	15,531	-	-	15,531
Drainage	64,438	4,331	-	68,769
	<u>158,802</u>	<u>4,331</u>	<u>-</u>	<u>163,133</u>
<b>Other</b>				
Plant and machinery	2,070	-	(2,070)	-
Equipment, furniture and fittings	737	-	(737)	-
Other structures	729	-	(729)	-
Art collection	597	-	(597)	-
Regional Landfill Clayton South	1,263	-	(1,263)	-
	<u>5,396</u>	<u>-</u>	<u>(5,396)</u>	<u>-</u>
<b>Total asset revaluation reserves</b>	<u>1,491,892</u>	<u>4,331</u>	<u>(5,396)</u>	<u>1,490,827</u>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 30 RESERVES (CONTINUED)

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
<b>(b) Other reserves</b>				
<b>2017</b>				
<b>Statutory</b>				
Public open space reserve	9,198	3,832	(1,314)	11,716
Public open space reserve - land acquisitions	9,321	5,630	(2,863)	12,088
Car parking in lieu reserve	34	-	-	34
	<u>18,553</u>	<u>9,462</u>	<u>(4,177)</u>	<u>23,838</u>
<b>Council Resolution</b>				
Development reserve	28,592	6,483	-	35,075
Aged care reserve	10,217	272	(58)	10,431
Art collection reserve	11	-	-	11
Waste management reserve	3,276	-	(277)	2,999
	<u>42,096</u>	<u>6,755</u>	<u>(335)</u>	<u>48,516</u>
<b>Total other reserves</b>	<u>60,649</u>	<u>16,217</u>	<u>(4,512)</u>	<u>72,354</u>
<b>2016</b>				
<b>Statutory</b>				
Public open space reserve	6,894	2,824	(520)	9,198
Public open space reserve - land acquisitions	7,399	4,149	(2,227)	9,321
Car parking in lieu reserve	34	-	-	34
	<u>14,327</u>	<u>6,973</u>	<u>(2,747)</u>	<u>18,553</u>
<b>Council Resolution</b>				
Development reserve	31,079	2,913	(5,400)	28,592
Aged care reserve	10,141	298	(222)	10,217
Art collection reserve	12	-	(1)	11
Waste management reserve	3,276	-	-	3,276
	<u>44,508</u>	<u>3,211</u>	<u>(5,623)</u>	<u>42,096</u>
<b>Total other reserves</b>	<u>58,835</u>	<u>10,184</u>	<u>(8,370)</u>	<u>60,649</u>

**Public open space reserve**

This reserve comprises funds collected from contributions to public open space made by developers. The funds in this reserve are restricted for expenditure on public open space. Interest income generated from the reserve is to be reinvested back into the reserve.

**Public open space reserve - land acquisitions**

This reserve comprises funds collected from contributions to public open space made by developers. The funds in this reserve are restricted for expenditure on public open space, specifically land acquisitions. Interest income generated from the reserve is to be reinvested back into the reserve.

**Car parking in lieu reserve**

This reserve comprises funds provided by developers instead of providing car parking. The funds from this reserve are restricted for expenditure on car parking.

**Development reserve**

This reserve is used for funding capital works programs and for proceeds from sale of assets no longer required by Council. The funds in this reserve are required to be expended in accordance with the reserve governing principles established by Council. Interest income generated from the reserve is to be reinvested back into the reserve.

**Aged care reserve**

This reserve holds in trust the net proceeds secured from the sale as a "going concern" of Council's residential aged care facilities. Access to this reserve must have a legitimate relevance to the aged and disability related groups and must be consistent with the healthy positive ageing strategy adopted by Council in 2005/06. Interest income generated from the reserve is to be reinvested back into the reserve.

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NOTE 30 RESERVES (CONTINUED)

**Art collection reserve**

This reserve was established by Council in 2002/03 for the purpose of deaccessioning unwanted art works and for future purchases of art works.

**Waste management reserve**

This reserve was established in 2013/14 as a result of the previous federal government's introduction of the carbon tax levy. The amount represents the difference between the initial carbon tax per tonne that was announced and the actual price charged by independent landfill operators during the past two years. As the carbon tax levy is now abolished, the reserve will be used to rehabilitate landfill sites throughout the municipality.

	2017 \$'000	2016 \$'000
<b>NOTE 31 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS</b>		
Surplus for the year	41,935	51,077
Contributions - non-monetary (Note 7)	(620)	(23,318)
Depreciation and amortisation (Note 14)	24,656	24,563
Net gain on disposal of property, infrastructure, plant and equipment (Note 8 & 23)	(1,466)	(102)
Share of net (gain)/loss of associates and joint operation (Note 9)	(219)	(953)
	<u>64,286</u>	<u>51,267</u>
<b>Change in assets and liabilities</b>		
(Increase)/decrease in trade and other receivables	(1,197)	(575)
(Increase)/decrease in other current assets	(1,345)	(729)
Increase/(decrease) in trade and other payables	(2,740)	5,243
Increase/(decrease) in trust funds and deposits	667	1,768
Increase/(decrease) in provisions	(314)	800
<b>Net cash provided by operating activities</b>	<u>59,357</u>	<u>57,774</u>
<b>NOTE 32 FINANCING ARRANGEMENTS</b>		
Bank overdraft	100	100
Credit card facilities	81	73
<b>Total facilities</b>	<u>181</u>	<u>173</u>
Used facilities	52	48
Unused facilities	<u>129</u>	<u>125</u>
	<u>181</u>	<u>173</u>
<b>NOTE 33 COMMITMENTS</b>		

Council has entered into the following commitments:

	Less than 1 year \$'000	1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2017</b>					
<b>Operating</b>					
Street sweeping	1,021	519	-	-	1,540
Community programs	33	-	-	-	33
Cleaning of Council buildings	1,299	189	-	-	1,488
Maintenance of Council assets	121	-	-	-	121
Professional services	751	646	-	-	1,397
Other services	251	-	-	-	251
<b>Total operating commitments</b>	<u>3,476</u>	<u>1,354</u>	<u>-</u>	<u>-</u>	<u>4,830</u>
<b>Capital</b>					
Buildings	5,877	-	-	-	5,877
Drainage	-	-	-	-	-
Information Technology	25	-	-	-	25
Parks open spaces and streetscapes	1,120	-	-	-	1,120
<b>Total capital commitments</b>	<u>7,022</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,022</u>

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NOTE 33 COMMITMENTS (CONTINUED)

	Less than 1 year \$'000	1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2016</b>					
<b>Operating</b>					
Street sweeping	986	1,540	-	-	2,526
Community programs	33	-	-	-	33
Cleaning of Council buildings	1,052	743	39	-	1,834
Maintenance of Council assets	830	9	-	-	839
Professional services	228	73	-	-	301
Other services	717	48	-	-	765
<b>Total operating commitments</b>	<b>3,846</b>	<b>2,413</b>	<b>39</b>	<b>-</b>	<b>6,298</b>
<b>Capital</b>					
Buildings	829	-	-	-	829
Drainage	4	-	-	-	4
Parks open spaces and	481	-	-	-	481
<b>Total capital commitments</b>	<b>1,314</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,314</b>

NOTE 34 OPERATING LEASES

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

	2017 \$'000	2016 \$'000
Not later than one year	278	246
Later than one year and not later than five years	385	288
Later than five years	-	-
	<u>663</u>	<u>534</u>

(b) Operating lease receivables

Council has entered into a number of commercial property leases or licensing arrangements. These arrangements consist of operating leases with remaining non-cancellable tenures of between 1 and 10 years. Rental revisions are made on a variety of bases including CPI, fixed percentage and fixed dollar amount.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2017 \$'000	2016 \$'000
Not later than one year	283	238
Later than one year and not later than five years	363	431
Later than five years	69	44
	<u>715</u>	<u>713</u>



## WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

#### NOTE 35 SUPERANNUATION

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

##### **Accumulation**

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% required under Superannuation Guarantee legislation (2015/16 9.5%)).

##### **Defined Benefit**

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

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

##### **Funding arrangements**

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

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 7.0% pa  
Salary information 4.25% pa  
Price inflation (CPI) 2.5% pa

Vision Super has advised that the estimated VBI at 30 June 2017 was 103.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

##### **Employer contributions**

##### **Regular contributions**

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund's Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015/16). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

##### **Funding calls**

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

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 35 SUPERANNUATION (CONTINUED)

*2016 Interim actuarial investigation surplus amounts*

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$40.3 million; and

A total service liability surplus of \$156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2016 VBI during August 2016.

*2017 Full triennial actuarial investigation*

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

**Future superannuation contributions**

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 is \$0.492m.

NOTE 36 CONTINGENT LIABILITIES

**Defined Benefit Superannuation Scheme**

Council has an obligation under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 35. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

**Guarantees for loans to other entities**

Council has guaranteed bank loans for certain community bodies. Council's liability under its guarantee is listed below:

	Loan balance outstanding	Loan guarantee limit	Loan balance outstanding	Loan guarantee limit
	2017 \$'000	2017 \$'000	2016 \$'000	2016 \$'000
Vermont South Club	210	210	227	232
The Whitehorse Club	363	500	366	500
Elgar Park Regional Hockey Association	238	288	340	340
	<u>811</u>	<u>998</u>	<u>933</u>	<u>1,072</u>

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

**Contingent liabilities arising from public liability**

As a local authority with ownership of numerous parks, reserves, roads and other land holdings, Council regularly receives claims and demands allegedly arising from incidents which occur on land belonging to Council. There are a number of outstanding claims against Council in this regard. Council carries \$400 million of public liability insurance and had an excess of \$20,000 on this policy in 2016/17. Therefore, the maximum liability of Council in any single claim is the extent of its excess. The primary insurer is MAV Insurance. There are no claims of which Council is aware which would fall outside the terms of Council's policy.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 36 CONTINGENT LIABILITIES (CONTINUED)**

**Contingent liabilities arising from professional indemnity**

As a local authority with statutory regulatory responsibilities, including the responsibility of issuing permits and approvals, Council receives claims and demands for damages allegedly arising from actions of Council or its officers. Council carries \$300 million of professional indemnity insurance and had an excess of \$20,000 on this policy in 2016/17. Therefore, the maximum liability of Council in any single claim is the extent of its excess. The primary insurer is MAV Insurance. There are no instances or claims of which Council is aware which would fall outside the terms of Council's policy.

**Contingent liabilities arising from legal matters**

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 37 FINANCIAL INSTRUMENTS

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

*Interest rate risk*

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment, and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 36.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 37 FINANCIAL INSTRUMENTS (CONTINUED)**

**(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle the transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the balance sheet and the amounts relating to financial guarantees disclosed in Note 36 and is deemed insignificant on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period. With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 28.

**e) Fair value**

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

*Fair value hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

**(f) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.5% and - 0.5% in market interest rates (AUD) from year-end rates of 1.50%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 38	RELATED PARTIES DISCLOSURES	2017 No.
	<b>(a) Related Parties</b>	
	<i>Parent entity</i> Whitehorse City Council is the parent entity.	
	<i>Subsidiaries, Associates and Joint Arrangements</i> Interests in subsidiaries, associates and joint arrangements are detailed in note 9.	
	<b>(b) Key Management Personnel</b>	
	Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:	
	<b>Councillors</b>	
	Bill Bennett Raylene Carr Andrew Davenport Sharon Ellis Ben Stennett Denise Massoud - Mayor from 9 November 2016 Andrew Munroe Prue Cutts - from 9 November 2016 Tina Liu - from 9 November 2016 Blair Barker - from 15 May 2017 Tanya Tescher - 9 November 2016 to 3 April 2017 Robert Chong AM - 1 July 2016 to 21 October 2016 Helen Harris OAM - 1 July 2016 to 21 October 2016 Philip Daw - 1 July 2016 to 21 October 2016 (presiding Mayor for duration)	
	<b>Total Number of Councillors</b>	14
	<b>Chief Executive Officer and other Key Management Personnel</b>	5
		<hr/> 19
		<b>2017 \$'000</b>
	<b>(c) Remuneration of Key Management Personnel</b>	
	Total remuneration of key management personnel was as follows:	
	Short-term benefits 1,249 Post-employment benefits 118 Long-term benefits 32 Termination benefits -	
	<b>Total</b>	<hr/> 1,399
	The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:	
	<b>Total remuneration range</b>	<b>2017 No.</b>
	\$1 - \$9,999 3 \$10,000 - \$19,999 1 \$20,000 - \$29,999 2 \$30,000 - \$39,999 7 \$70,000 - \$79,999 1 \$230,000 - \$239,999 1 \$250,000 - \$259,999 1 \$260,000 - \$269,999 2 \$380,000 - \$389,999 1	<hr/> 19

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

**NOTE 38 RELATED PARTIES DISCLOSURES (CONTINUED)**

**(d) Transactions with related parties**

During the period Council did not enter into any related party transactions.

**(e) Outstanding balances with related parties**

Council did not have any outstanding balances at the end of the reporting period in relation to transactions with a related party.

**(f) Loans to/from related parties**

There were no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.

**(g) Commitments to/from related parties**

There were no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.

**NOTE 39 SENIOR OFFICER REMUNERATION**

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$142,000

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

	2017 No.	2016 No.
<b>Total remuneration range</b>		
\$142,000 - \$149,999	2	2
\$150,000 - \$159,999	2	2
\$160,000 - \$169,999	4	4
\$170,000 - \$179,999	4	2
\$180,000 - \$189,999	3	4
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	-	-
\$210,000 - \$219,999	2	2
	<u>18</u>	<u>16</u>
Total Remuneration for the reporting year of Senior Officers included above amounted to:	\$3,138,824	\$2,785,144

**NOTE 40 EVENTS OCCURRING AFTER BALANCE DATE**

On 17 July 2017, in accordance Sections 189 & 223 of the Local Government Act 1989, Council having considered public submissions resolved to sell the property known as 2 Carrington Road Box Hill for the consideration of \$2.068m (excluding GST) in accordance with the public notice published in The Age newspaper on 22 April 2017. Council executed the contract at the 17 July 2017 Council meeting.

There are no other matters that occurred after balance date that require disclosure in the financial report.

**WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2016/17**

**CERTIFICATION OF THE ANNUAL FINANCIAL REPORT**

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Stuart Carr CPA  
**Principal Accounting Officer**  
**Dated:** 21 August 2017  
Nunawading

In our opinion, the Financial Statements present fairly the financial transactions of Whitehorse City Council for the year ended 30 June 2017 and the financial position of Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

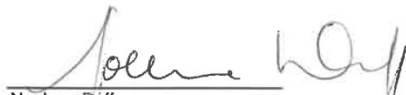
We have been authorised by Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Denise Massoud  
**Mayor**  
**Dated:** 21 August 2017  
Nunawading



Ben Stennett  
**Councillor**  
**Dated:** 21 August 2017  
Nunawading



Noelene Duff  
**Chief Executive Officer**  
**Dated:** 21 August 2017  
Nunawading



# Independent Auditor's Report

## *To the Councillors of Whitehorse City Council*

<b>Opinion</b>	<p>I have audited the financial report of Whitehorse City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2017</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• notes to the financial statements, including a summary of significant accounting policies</li> <li>• certification of the annual financial report.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors's responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's  
responsibilities  
for the audit  
of the financial  
report**

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

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

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

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



Tim Loughnan

*as delegate for the Auditor-General of Victoria*

MELBOURNE  
22 August 2017



## How to Access This Report

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The Whitehorse City Council Annual Report 2016-17 is compliant with Council's Access and Inclusion Policy and meets the double-A conformance to web content accessibility guidelines.

This Annual Report is available in various formats, as follows:

- PDF available from our website
- Large print
- Hardcopy

You are welcome to contact Council for a copy of the Whitehorse City Council Annual Report 2016-17 by telephoning 03 9262 6333 or sending an email to [customer.service@whitehorse.vic.gov.au](mailto:customer.service@whitehorse.vic.gov.au).

### Acknowledgement of Victorian State Government Funding



Whitehorse City Council acknowledges the support of the Victorian State Government, which enables the delivery of some of Council's projects and programs, including:

- Aged and disability services
- Community safety
- Family and children
- Maternal and child health
- School crossing
- Business and economic development
- Community planning
- Natural disaster; and
- Capital projects

Community Input Council welcomes community input in the development of its plans and strategies, as well as feedback on any of its publications. Access to these is provided via the website ([www.whitehorse.vic.gov.au](http://www.whitehorse.vic.gov.au)), in person, or by calling our Customer Service team: 03 9262 6333.

# Contact Us

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## **Main office and customer service centres:**

Whitehorse Civic Centre (main office)  
379-397 Whitehorse Road  
Nunawading VIC 3131  
Open hours: Weekdays 8:30am-5:30pm  
Cashiers open hours: Weekdays 8:40am-5:00pm

Box Hill Town Hall  
1022 Whitehorse Road  
Box Hill VIC 3128  
Open hours: Weekdays 9:00am-5:00pm

Forest Hill Chase Shopping Centre  
Shop 275  
270 Canterbury Road  
Forest Hill VIC 3131  
Open hours: Weekdays 9:00am-5:00pm, Saturday 9:00am-12:00pm

## **Postal address:**

Whitehorse City Council  
Locked Bag 2  
Nunawading DC VIC 3131

## **Phone numbers:**

Phone number: (03) 9262 6333  
Fax number: (03) 9262 6490

Contacting Council with National Relay Service  
Select an option below and quote 03 9262 6333 for Whitehorse City Council.  
TTY/voice calls: 133 677  
Speak and listen: 1300 555 727  
SMS relay: 0423 677 767  
Internet relay: [www.relayservice.gov.au](http://www.relayservice.gov.au)

Interpreting service  
TIS translating and interpreter service: 131 450

## **Email and website:**

Email: [customer.service@whitehorse.vic.gov.au](mailto:customer.service@whitehorse.vic.gov.au)  
Website: [www.whitehorse.vic.gov.au](http://www.whitehorse.vic.gov.au)