



Council Plan 2017–2021

Year Three



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Welcome

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

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

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

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

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

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

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

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

(City of Whitehorse Vision 2013–2023)



**"Love the
City of
Whitehorse
festivals"**



**"Great
sense of
community"**



**"A great
place to live"**



**"I love
transport
options
available
to me"**



**"I love the
parks"**



**"Fresh air,
mountain
views, tree
lined streets"**



**"We enjoy
living in
Whitehorse"**



**"It's
fantastic
you're
out in the
community"**



**"I like the
vibrancy of
the town
centres such
as Box Hill"**



The Community's Vision

Vision

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

Mission

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



**"Great
sense of
community"**

Values

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

Consultation and Communication

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

Democracy and Leadership

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

Equity and Social Justice

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

Integrity

Making decisions and acting in ways that reflect our values.

Openness and Accountability

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

Sustainability

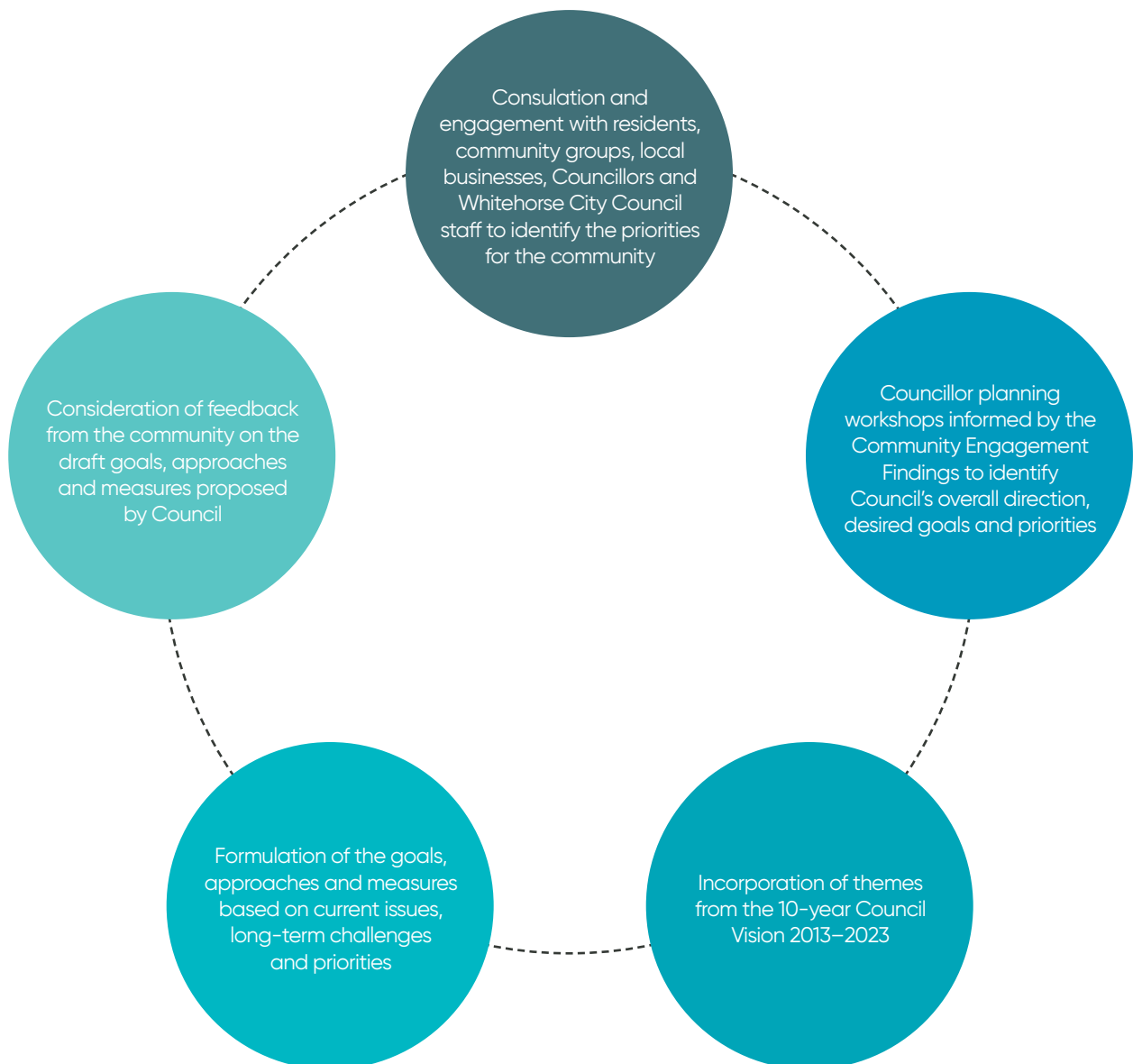
Making decisions about our social, economic, built and natural environments that will benefit both present and future generations.

Wellbeing

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

Development of the Council Plan

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



Message from the Mayor

The City of Whitehorse is a healthy, vibrant, prosperous and sustainable city with a culturally diverse community. With a population of over 170,000, Council's key role is to support our community through the provision of quality programs and services for all of those who live, work, study and play in the municipality.

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

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

Our *Council Plan* details how we will deliver programs and services over the medium term. Over the course of the four year plan, Council will devote \$692 million to programs and services, and invest \$265 million on capital works, while managing \$3 billion worth of property, infrastructure, plant and equipment assets.

Over the next 12 months alone, Council's planned priorities are underpinned by expenditure of \$180 million on programs and services, including home and community services, sustainability, waste and recycling, health and family, leisure facilities, maintenance of sports fields, parks and gardens, planning and building, maintenance of roads, footpaths and drains, arts and culture, traffic and community laws, libraries, community development, and business and economic development to name a few.

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



A handwritten signature in black ink that reads "Cr Bill Bennett". The signature is stylized, with the first letters of the first and last names being large and prominent.

Cr Bill Bennett
Whitehorse Mayor 2018–19

**"Love the
services
Council
provides"**



Message from the Chief Executive Officer

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

Created through extensive community consultation and considering the thoughts of more than 1200 people throughout our community, the *Council Plan* was developed with and for our community. Through conversing with our community, conducting online surveys, holding community workshops and community pop-ups, Whitehorse City Council employee workshops as well as speaking to the vast array of customers in our key services, we were able to use this community feedback and input to help shape and inform our *Council Plan*.

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

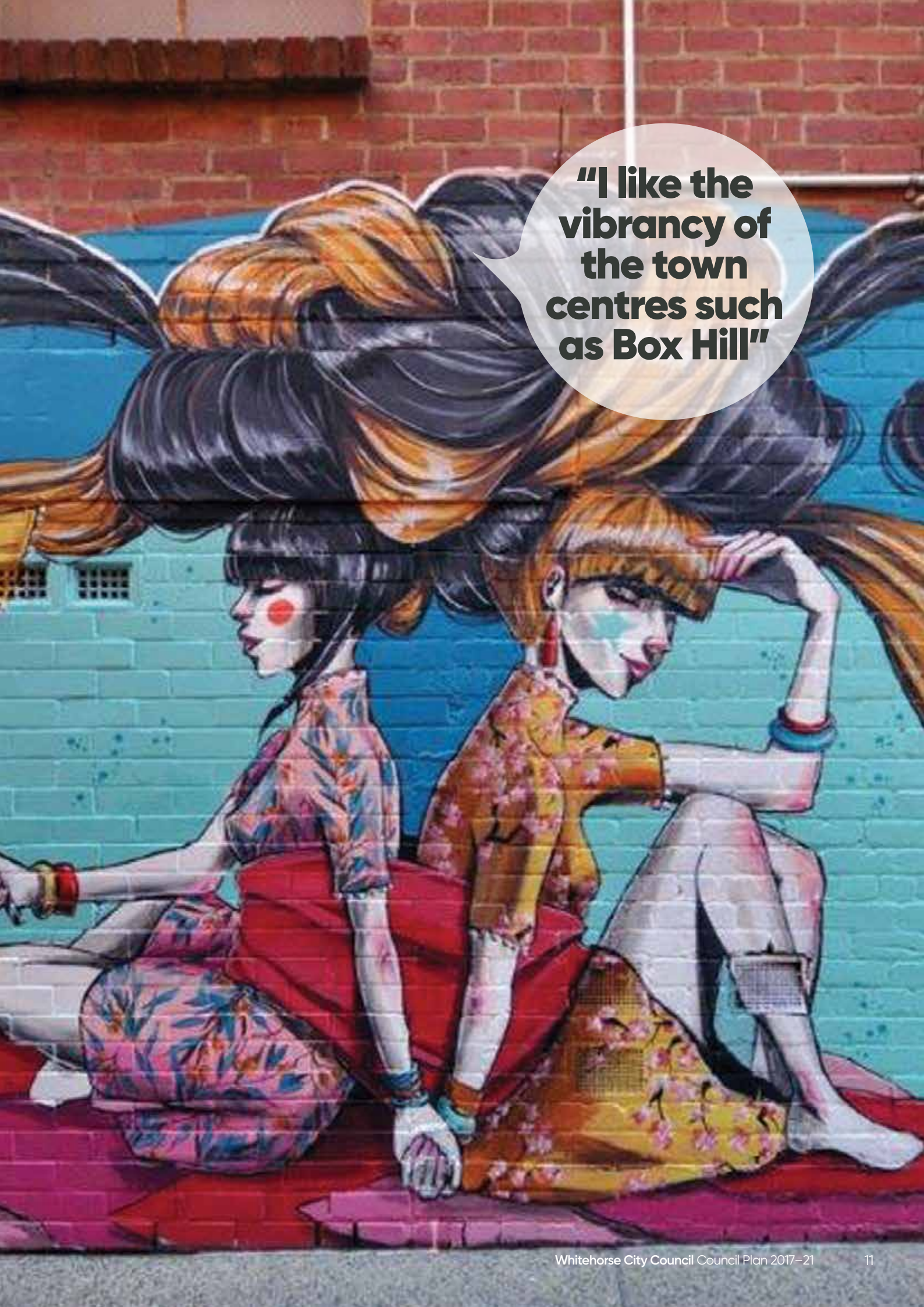
Further refinements and contributions to this *Council Plan* and its priorities were made by our 10-member Council, nine of whom were elected in October 2016 and the tenth sworn in on 15 May 2017 following a countback of votes from the 2016 Council Elections. Our councillors carry first-hand experience of the aspirations of our community.

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



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

Noelene Duff
Chief Executive Officer

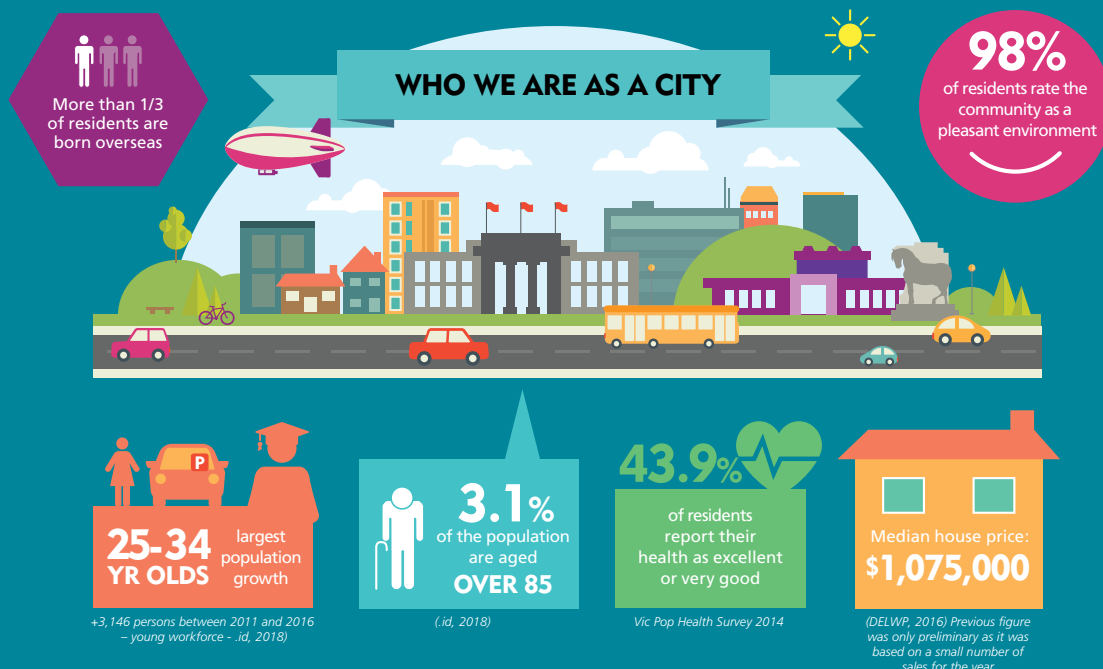


**"I like the
vibrancy of
the town
centres such
as Box Hill"**

About the City of Whitehorse



THE STATE OF WHITEHORSE 2018



The State of Whitehorse 2018 is a snapshot of key demographic indicators which assesses the quality of life, health and wellbeing of residents in the municipality and provides a summary of current and emerging community issues based on the most recent available data.

The indicators identified are not all the direct responsibility of local government; however local government often has a vital role to play through its focus on strengthening the health and wellbeing of the municipality.

For more in-depth demographic data, including further comparisons with metropolitan and state averages, refer to the suite of factsheets available on Council's website: whitehorse.vic.gov.au/About-Whitehorse.html

- ▶ Whitehorse is a vibrant city with an estimated 176,196 residents
- ▶ Our median age is 39
- ▶ Between 2018 and 2036, the projected population growth in Whitehorse is 17%; lower than the metropolitan average of 20%
- ▶ 35% of adults spend 8 or more hours a day sitting (on weekdays)
- ▶ 70% of residents participate in arts and cultural activities
- ▶ 55% of 20–24 year olds attend a tertiary institution
- ▶ Our ageing population is increasing with more than 22% of people over the age of 60
- ▶ 5.4% of the population are babies and preschoolers
- ▶ 85% of the population stated they could definitely access community services and resources
- ▶ Whitehorse has the ninth lowest average rates per assessment across Metropolitan Melbourne. (Know Your Council, 2016–2017 period)
- ▶ Combined Aqualink attendances in 2017/18 – 1,560,829
- ▶ Whitehorse is placed among the least disadvantaged 15% of municipalities across the state
- ▶ Morack Golf Course attendances in 2017/18 – 84,983.

Location

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

Residents

As at June 2018, Whitehorse had an estimated population of 176,196.

The 2016 Census found that the most common household type in Whitehorse was couples with children (35 per cent), followed by couples with no children and loneperson households (23 per cent), single-parent families (10 per cent), group households (5 per cent), other households (3 per cent) and other families (1 per cent).

The municipality has a lower proportion of pre-schoolers and a higher proportion of older people aged 60 years and over than Greater Melbourne. In 2016, 22 per cent of Whitehorse residents were aged over 60, including nine per cent aged over 75. This is reflected in our higher median average age of 38 compared with 36 for the rest of Greater Melbourne.

Population forecasts predict that in the next 10 years the biggest growth in service age groups will occur among the young workforce (25–34 year olds), which will account for 20 per cent of all population growth. In 2026 the largest service age group will be 'Parents and Homebuilders' (35–49 year olds), which will account for 20 per cent of the population.

Whitehorse is a diverse community, with 38% of residents born overseas and a third from countries where languages other than English are spoken. In total, more than 125 languages are spoken. The most common other than English are Mandarin, Cantonese, Greek, Italian, Vietnamese, Hindi, Sinhalese, Korean and Persian/Dari.

History

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

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

Logo

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

Services and Facilities

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

About the City of Whitehorse (cont.)

Parklands

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

Assets

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

Employees

Council values its employees and the contribution they make to the organisation and the wider community. As at 30 June 2016, there were 69994 equivalent full-time positions. Whitehorse has a high percentage of staff who live locally, with approximately 38 per cent of the workforce (500 staff members) living in the municipality.

Volunteers

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

Features

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

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

Local Attractions

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

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

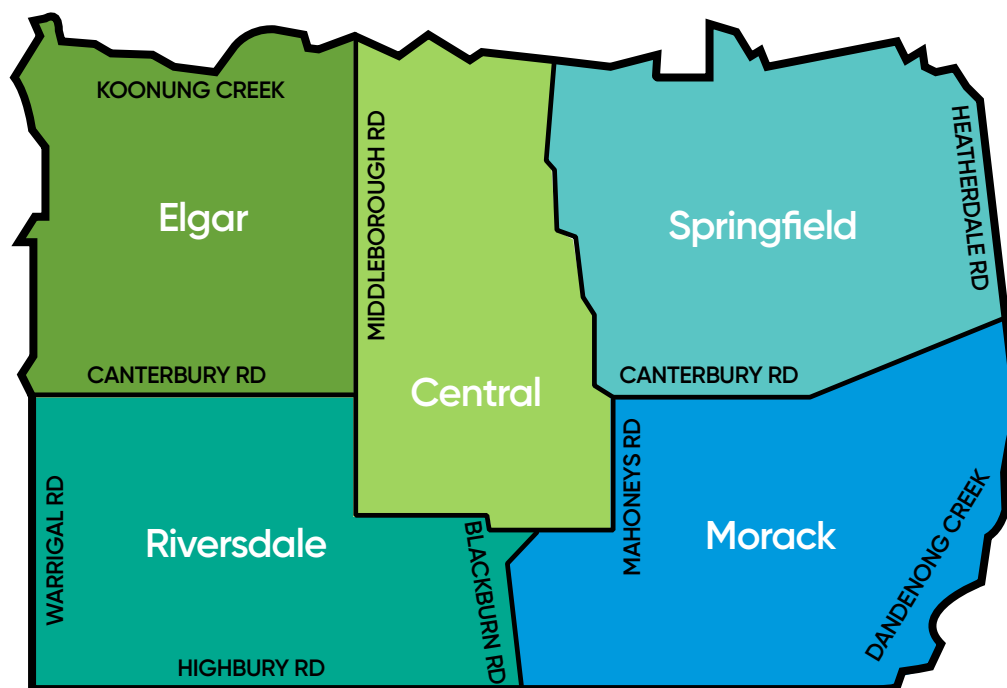


**"Beautiful
parks and
walking
tracks"**

Councillors

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

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



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

Central Ward



Cr Denise Massoud

Phone: 0409 230 499

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



Cr Andrew Munroe

Phone: 0429 138 140

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

Elgar Ward



Cr Tina Liu

Phone: 0418 121 357

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



Cr Blair Barker

Phone: 0459 857 280

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

Morack Ward



Cr Raylene Carr

Phone: 0400 886 889

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



Cr Bill Bennett (Mayor 2018-19)

Phone: 0409 195 530

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

Riversdale Ward



Cr Sharon Ellis

Phone: 0419 397 194

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



Cr Andrew Davenport

Phone: 0407 652 145

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

Springfield Ward



Cr Ben Stennett

Phone: 0448 375 937

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



Cr Prue Cutts

Phone: 0409 867 540

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

The Organisation

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

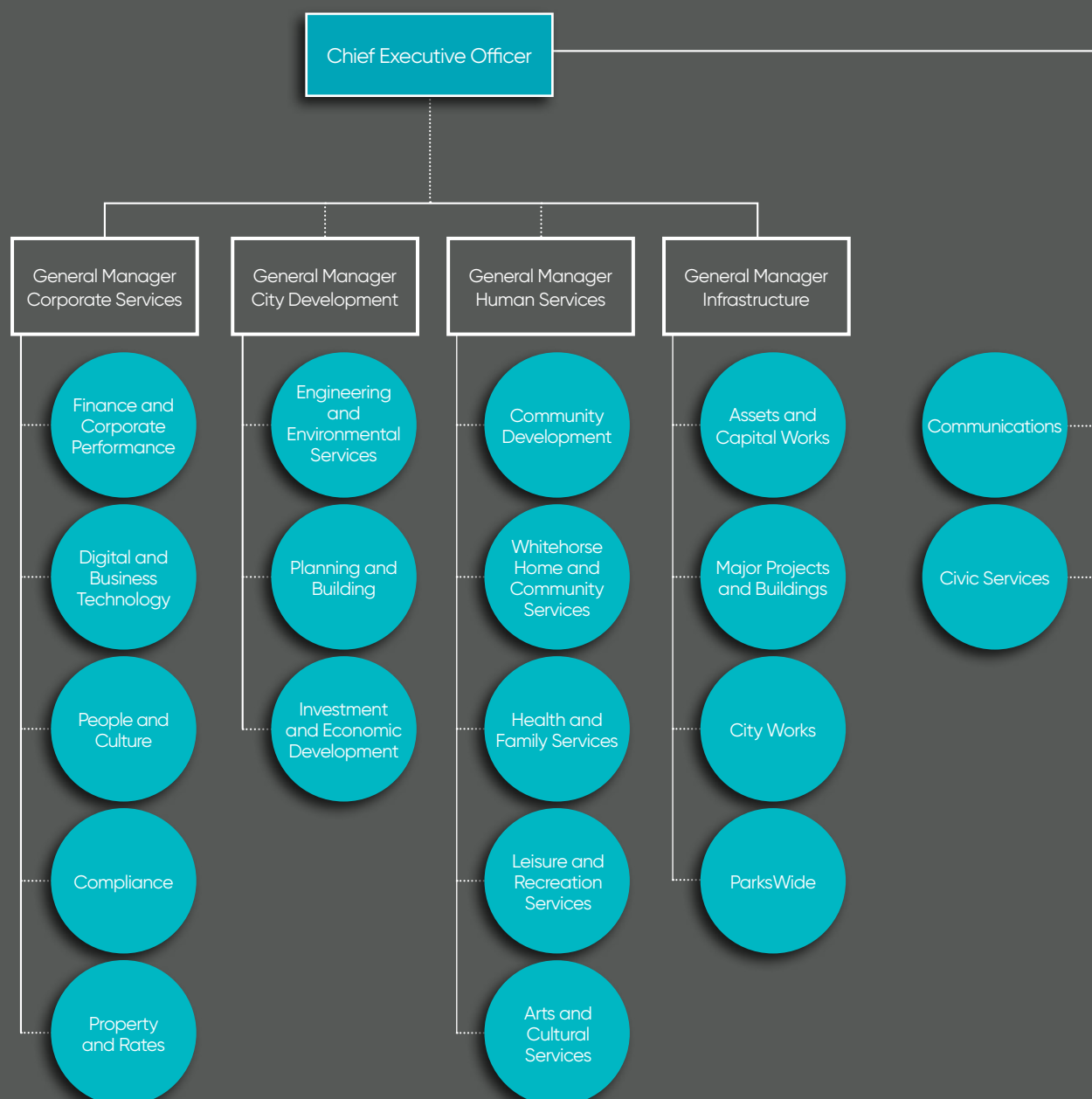
The Chief Executive Officer, **Noelene Duff**, reports directly to the Council and is supported by the Executive Management Team:

Peter Smith – General Manager Corporate Services

Jeff Green – General Manager City Development

Terry Wilkinson – General Manager Human Services

Phil Warner – General Manager Infrastructure



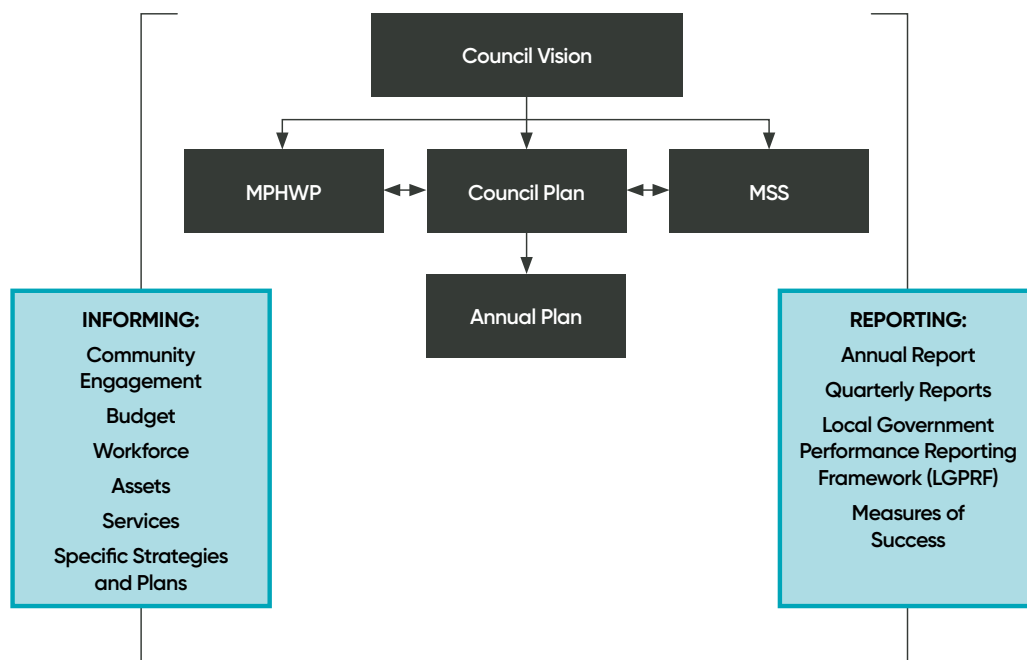
Council's integrated planning and reporting framework

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

The purpose of integrated planning and reporting is:

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



MPHWP – Municipal Public Health and Wellbeing Plan

MSS – Municipal Strategic Statement

Council's integrated planning and reporting framework (cont.)

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 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

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

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.

Annual Report

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

Council Plan 2017–2021

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

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

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

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

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



STRATEGIC DIRECTION 1

Support a healthy, vibrant, inclusive and diverse community

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

Goal 1.1: A safe, inclusive, resilient and diverse community which benefits from good health and wellbeing through the delivery of services, facilities and initiatives

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



Strategies, plans, services and ongoing activities supporting this goal:

Strategies and plans:

- Affordable Housing
- Arts and Culture Strategy
- Box Hill Gardens Master Plan
- CCTV in Public Places Policy
- Community Local Law
- Municipal Early Years Plan
- Municipal Youth Plan
- Open Space Strategy
- Positive Ageing Strategy
- Reconciliation Action Plan
- Resilient Melbourne Strategy
- Sustainability Strategy
- Municipal Public Health and Wellbeing Plan
- Whitehorse Community Participation Strategy
- Whitehorse Cycling Strategy
- Whitehorse Disability Policy and Action Plan
- Whitehorse Diversity Policy and Action Plan
- Whitehorse Recreation Strategy
- Melbourne East Regional Sport and Recreation Strategy
- Whitehorse City Council Active Service Model and Diversity Plan

Whitehorse City Council service areas:

- Libraries
- Community Development
 - Community Grants Program
 - Cultural Diversity, Community Strengthening and Projects
 - Social Planning
- Arts and Recreation Development
- Compliance and Community Laws
- Parks Planning and Recreation
- Sports Fields
- Home and Community Care
- Family Services
- Environmental Health
- Cultural Facilities and Programs
 - Festivals and Events
- Leisure Facilities

Whitehorse City Council:

- Runs four libraries with 670,000 visits annually
- Manages two major leisure facilities being Aqualink Box Hill and Aqualink Nunawading with patrons making 1.6 million visits annually
- Runs children's early learning services that provide an average of 270 early years education and care places
- Provides maternal and child health services for more than 25,000 families, including six maternal and child health family centres that monitor the growth and development of children
- Provides 186,705 hours of home and community care services to over 4000 older community residents and residents with a disability. Includes 20,881 community transport trips made annually
- Inspects 1050 food, 160 accommodation and 200 health businesses in the municipality
- Runs seven events and festivals per annum with two large-scale community events (Chinese New Year and Moon Festival) with approximately 50,000 attendees per annum
- Manages five creative facilities including the Whitehorse Centre with more than 58,000 attendees
- Provide approximately 96,000 meals to residents each year
- Manages and cares for close to 1700 artworks, including 35 public artworks
- Supports 239 community organisations annually with community grants

"I moved here 6 months ago and I love it, a family friendly municipality"





STRATEGIC DIRECTION 2

Maintain and enhance our built environment to ensure a liveable and sustainable city

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

Goal 2.1: A well-connected City with a balanced approach to growth supported by infrastructure and development that respects our neighbourhood character

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



Strategies, plans, services and ongoing activities supporting this goal:

Strategies and plans:

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

Whitehorse City Council:

- Manages 617 kilometres of roads
- Manages 32 kilometres of laneways
- Manages 1182 kilometres of kerb and channel
- Manages 1182 kilometres of footpath
- Manages approximately 1500 planning applications per annum
- Manages 20,000 animal registrations
- Processes over 700 Report and Consent applications annually for building works
- Removes 16,052 square metres of graffiti from Council and private property annually
- Repairs or replaces 7500 signs across the municipality

Whitehorse City Council service areas:

- Planning
- Building
- Engineering
 - Traffic Engineering, Road Safety and Sustainable Transport
 - Asset Management
 - Design and Construction, Urban Design and Public Street Lighting
- City Works
 - Cleansing and Graffiti removal
 - Maintenance Works: Drains, Footpaths, Roads

"A great place to live"





STRATEGIC DIRECTION 3

Protect and enhance our open spaces and natural environments

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

Goal 3.1: A place where passive and active open space is highly valued, shared and enhanced

Our Approach		Measures of success
3.1.1	Continue to sustainably manage, enhance and increase trees and vegetation in Council's streetscapes, parks and gardens, with species that enhance neighbourhood character, support biodiversity and are adaptable to a changing climate	<ul style="list-style-type: none">• Community satisfaction with appearance of public areas• Number of trees planted annually in our streetscapes and parks• Number of plants produced annually by the Whitehorse Nursery and planted on Council maintained land
3.1.2	Continue to retain, enhance and increase the amount of open spaces to meet the needs of our diverse community with amenities that encourage opportunities for shared use	<ul style="list-style-type: none">• Number of plants produced by the Whitehorse Nursery that are indigenous to Whitehorse• Number of open space inspections undertaken that support the local law education program within our parks supporting shared use
3.1.3	Continue to educate and create awareness of the importance of sustaining our natural environment including the importance of trees and vegetation in an urban environment	<ul style="list-style-type: none">• Parkswide Environment Education Program attendance rates• Planning tree education programs and events attendance rates



Strategies, plans, services and ongoing activities supporting this goal:

Strategies and plans:

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

Whitehorse City Council:

- Manages 53 sports fields
- Manages 177 playgrounds
- Manages 75,000 street trees and plants 700 new trees throughout the municipality annually
- Host National Tree Day events to encourage environment and sustainable principles and practices
- Delivers an annual tree education and awareness campaign and the impacts of tree removal on private property
- Manages over 3.1 million kerbside garbage bin collections, including 1.9 million recycling bin collections and almost 600,000 garden organic bin collections annually
- Sweeps over 2500 tonnes of rubbish and debris from Council roads and car parks annually
- Collects approximately 35,296 hard waste collections, booked by ratepayers

Whitehorse City Council service areas:

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

"Clean, good infrastructure and open spaces"





STRATEGIC DIRECTION 4

Strategic leadership and open and accessible government

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

Goal 4.1: Good governance and resource management

Goal 4.2: A high performing and engaged workforce

Goal 4.3: A Council that communicates effectively, engaging with our community to enable the delivery of services and facilities that meet the needs of our diverse community

Our Approach		Measures of success
4.1.1	Continue to ensure financial sustainability and continue business improvement programs	<ul style="list-style-type: none">Financial performance and sustainable capacity indicators (LGPRF)
4.1.2	Promote and enhance good governance practices and conduct	<ul style="list-style-type: none">The number of business improvement initiatives undertaken and benefits achieved
4.1.3	Progress the implementation of the Local Government Act Review	<ul style="list-style-type: none">Percentage of Council decisions made at meetings closed to the public (LGPRF)
4.2.1	Promote leadership and development opportunities for Council employees	<ul style="list-style-type: none">Compliance with the annual Governance and Management Checklist under the <i>Local Government Act 1989</i> (LGPRF)
4.2.2	Continue to maintain and develop a high performing workforce that supports Council's ability to deliver services efficiently and effectively	<ul style="list-style-type: none">Legislated required changes are made across Council to meet the requirements of the new Local Government Act
4.2.3	Continue to participate in the Resilient Melbourne Strategy; working collaboratively to deliver actions that will help make Whitehorse a viable, livable and prosperous city, long into the future	<ul style="list-style-type: none">Participation attendance rates in leadership programsAttendance rates for corporate training programStaff retention rate/workforce turnover ratesStaff satisfaction survey resultsMaintain 'Councils for Gender Equity' program national accreditation
4.2.4	Continue to provide a high standard of customer service while improving the customer experience	<ul style="list-style-type: none">Number of actions undertaken as part of the <i>Resilient Melbourne Strategy</i>
4.3.1	Communicate Council services, facilities and initiatives through a wide range of accessible channels	<ul style="list-style-type: none">Customer service levels of activity across all channels and response ratesCommunity satisfaction with Customer Service
4.3.2	Undertake a digital transformation that improves the customer experience, business processes and provides operational benefits	<ul style="list-style-type: none">The number of business improvement initiatives undertaken and benefits achieved with the Customer Service Improvement ProjectNumber of communication channels and reach used to promote/inform services, facilities and initiatives
4.3.3	Apply the City of Whitehorse Community Engagement Framework to promote and improve the practice of public participation and community engagement across our diverse activities	<ul style="list-style-type: none">Digital Transformation Strategy Implementation reported progress and benefitsSatisfaction with community consultation and engagement (LGPRF)
4.3.4	Collaborate with our stakeholders to inform policies, plans, projects, services and infrastructure that deliver positive relevant outcomes for the community	<ul style="list-style-type: none">Number of participants engaged in community engagement activities in the development of policies, strategies and major projectsCommunity satisfaction with advocacyNumber of annual advocacy campaigns



Strategies, plans, services and ongoing activities supporting this goal:

Strategies and plans:

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

Whitehorse City Council service areas:

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



Whitehorse City Council:

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



"Love the services Council provides"



STRATEGIC DIRECTION 5

Support a healthy local economy

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

Goal 5.1: Work in partnership to support a strong, active local economic environment that attracts investment and provides economic opportunities for businesses and employment for people

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



Strategies, plans, services and ongoing activities supporting this goal:

Strategies and plans:

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

Whitehorse City Council:

- Supports an \$8.2 billion economy
- Supports 61,000 jobs across the various sectors in the municipality
- Supports the retail, commercial, hospitality, health, education and other key industries including 9000 businesses
- Manages Whitehorse Business Week, which attracts 850 attendees
- Manages the Boost Your Business workshop and seminar program, which attracts more than 250 attendees

Whitehorse City Council service areas:

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

**"Strong
business
community"**



**"Love the
City of
Whitehorse
festivals"**



Overall supporting strategies, plans and policies

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

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

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: Support a healthy, vibrant, inclusive, diverse community	STRATEGIC DIRECTION 2: Maintain and enhance the built environment to ensure a liveable and sustainable city	STRATEGIC DIRECTION 3: Protect and enhance our open spaces and natural environments	STRATEGIC DIRECTION 4: Strategic leadership and open and accessible government	STRATEGIC DIRECTION 5: Support a healthy local economy
Affordable Housing Policy 2010					
Alcohol and Other Drugs Policy 2007 (currently under review)					
Arts and Culture Strategy 2014–2022					
Asset Management Strategy 2012–2016					
Blackburn Creeklands Master Plan 2002					
Box Hill Central Activities Area Car Parking Strategy 2014					
Box Hill Gardens Master Plan 2011					
Box Hill Transit City Activity Centre Structure Plan 2007					
Building Over Drainage Easements 2007					
Buildings Asset Management Plan 2014					
Burwood Heights Activity Centre Structure Plan 2006					
Burwood Village Neighbourhood Activity Centre Framework Plan 2008					
Bushland Reserves Fire Management Strategy 2010					
CCTV in Public Places Policy 2014					
Climate Change Adaptation Plan 2011					
Community Local Law 2014					
Community Road Safety Strategy 2013					
Councillor Code of Conduct 2016					
Customer Service Strategy 2012–2015					

Overall supporting strategies, plans and policies (cont.)

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: Support a healthy, vibrant, inclusive, diverse community	STRATEGIC DIRECTION 2: Maintain and enhance the built environment to ensure a liveable and sustainable city	STRATEGIC DIRECTION 3: Protect and enhance our open spaces and natural environments	STRATEGIC DIRECTION 4: Strategic leadership and open and accessible government	STRATEGIC DIRECTION 5: Support a healthy local economy
Domestic Animal Management Plan 2013–2017					
Drainage Asset Management Plan 2014					
Eastern Region Soccer Strategy 2007					
Economic Development Strategy 2014–2019					
Electric Line Clearance Management Plan 2016–2017					
Energy Action Plan 2009–2014					
Fleet and Plant Asset Management Plan 2014					
Guide for Councillors 2016					
Heritage Kerbs Channels and Laneways Policy 2001					
Information Management Strategy 2013–2017					
Information Technology Strategy 2014–2017					
Integrated Transport Strategy 2011–2021					
IT Asset Management Plan 2014					
MEGAmile (west) and Blackburn Activity Centres Urban Design Framework 2010					
Melbourne East Regional Sport and Recreation Strategy					
Municipal Early Years Plan 2014–2018					
Municipal Emergency Management Plan 2014					
Municipal Public Health and Wellbeing Plan 2013–2017					
Municipal Youth Plan 2014–2018					
Neighbourhood Activity Centre Urban Design Guidelines 2014					
Nunawading Megamile Major Activity Centre and Mitcham Neighbourhood Activity Centre Structure Plan 2008					
Open Space Asset Management Plan 2014					
Open Space Strategy (Part One, Part Two and Maps) 2007–2022					
Organisation Development Strategic Model					

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: Support a healthy, vibrant, inclusive, diverse community	STRATEGIC DIRECTION 2: Maintain and enhance the built environment to ensure a liveable and sustainable city	STRATEGIC DIRECTION 3: Protect and enhance our open spaces and natural environments	STRATEGIC DIRECTION 4: Strategic leadership and open and accessible government	STRATEGIC DIRECTION 5: Support a healthy local economy
Play Space Strategy 2011					
Positive Ageing Strategy 2012–2017					
Rating Strategy June 2014					
Reconciliation Action Plan 2016–2018					
Road Bridge and Paths Structures Strategy 2015					
Road Management Plan 2015					
Roads Asset Management Plan 2014					
Sports Field User Guide					
Student Accommodation Guidelines and Policy 2009					
Summary Asset Management Plan 2014					
Sustainability Strategy 2016–2022					
Tally Ho Major Activity Centre Urban Design Framework 2007					
Water Action Plan 2008–2013					
Whitehorse City Council 2015–2016 ASM and Diversity Plan					
Whitehorse Community Participation Strategy 2014–2017					
Whitehorse Cycling Strategy 2016					
Whitehorse Disability Action Plan 2017–2021					
Whitehorse Housing Strategy 2014					
Whitehorse Industrial Strategy 2011					
Whitehorse Peak Oil Action Plan 2011					
Whitehorse Recreation Strategy 2015–2024					
Whitehorse Responsible Gambling Policy 2011					
Whitehorse Streetscape Policy and Strategy 2002					
Whitehorse Urban Biodiversity Strategy 2024					
Whitehorse Waste Management Plan 2011					

STRATEGIC RESOURCE PLAN 2019-2023

STRATEGIC RESOURCE PLAN DEVELOPMENT

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

Council has prepared a Strategic Resource Plan (SRP) for the four years 2019/20 to 2022/23 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan.

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

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

LONG TERM FINANCIAL PLAN

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

- Balancing the community's needs and ensuring that Council continues to be financially sustainable in the long term
- Increasing Council's commitment to sustainable asset renewal and maintenance of the community's assets
- Maintaining a strong cash position for financial sustainability
- Achieving 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.

Whitehorse City Council - Strategic Resource Plan 2019-2023

The assumptions underpinning the Plan are:

- A forward plan average rate increase of 2.5% in line with predicted CPI increases, subject to future year rate caps as announced by the Minister for Local Government
- State and federal government grant funding increases of up to 2.0% per annum
- Fees and charges overall revenue increase by 2.5% per annum
- Maintaining the long-term viability and value of the Council's Development Reserve to provide a funding source for major infrastructure projects
- Interest on investments estimated between 2.0% - 2.5% per annum.
- Increases based on forecast CPI have been allowed to cover annual EBA increases
- Materials and services cost increases of no more than 2.5% per annum based on estimated CPI increases; and
- A capital works program of more than \$500 million over the next ten years, including a sustainable level of funding for the renewal and maintenance of the community's assets.

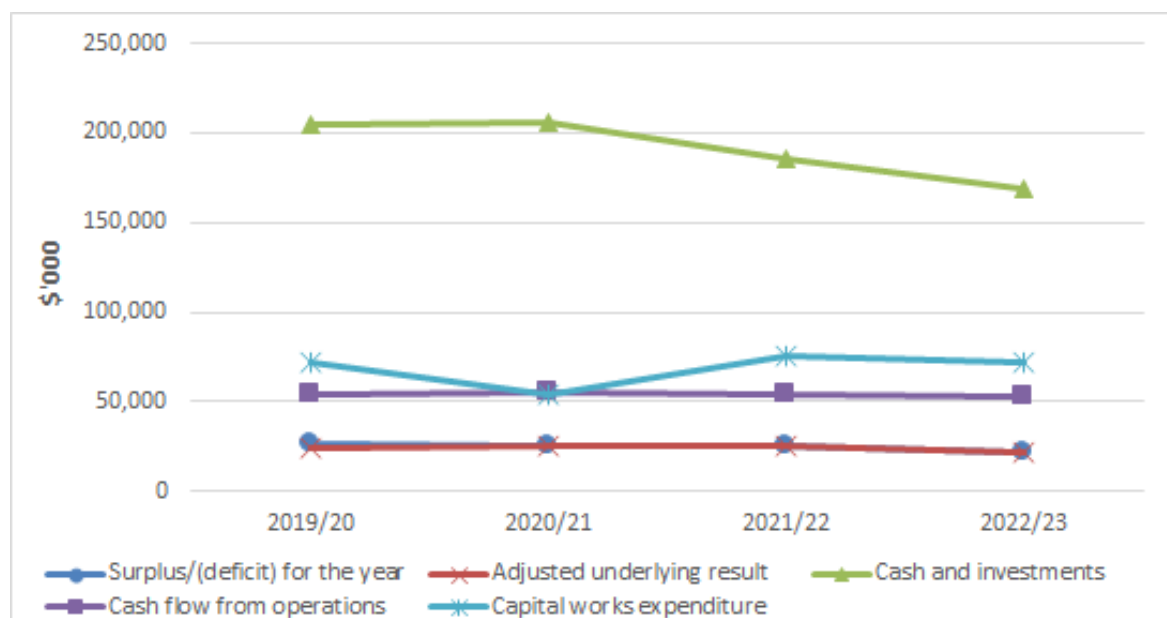
FINANCIAL RESOURCES

The following table summarises the key financial results for the next four years as set out in the SRP for years 2019/20 to 2022/23.

Indicator	Proposed Budget	Strategic Resource Plan Projections		
	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Surplus/(deficit) for the year	25,095	25,781	24,749	21,998
Adjusted underlying result	24,547	25,781	24,749	21,998
Cash and investments	204,219	206,406	186,188	168,787
Cash flow from operations	52,658	54,553	54,490	52,988
Capital works expenditure	71,599	53,472	75,824	71,505

Whitehorse City Council - Strategic Resource Plan 2019-2023

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



The key outcomes of the SRP are as follows:

- **Financial sustainability** – Cash and investments are forecast to peak at \$206.41 million in 2020/21, then show a gradual decline over the subsequent years reflecting the use of reserves for the renewal of major community facilities.
- **Rating levels** – Modest average rate increases of 2.5% are forecast over the four years in line with the predicted annual increase in CPI.
- **Service delivery** – Service levels are planned to be maintained throughout the four year period, however Council's operating surplus and adjusted underlying surplus are expected to begin to decline as a result of average rate rises being capped at a forecast 2.5% per annum. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowing strategy** – Borrowings are forecast to reduce from \$5.00 million to nil during 2019/20 with no new borrowings planned in the next four years.
- **Asset management strategy** – Capital expenditure over the four year period will total \$272.40 million at an average of \$68.10 million per year and includes a sustainable level of funding for asset renewal and investment in major community facilities such as the Nunawading Community Hub and Whitehorse Centre.

Whitehorse City Council - Strategic Resource Plan 2019-2023

FINANCIAL PERFORMANCE INDICATORS

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

Indicator	Measure	Notes	Budget 2019/20	Strategic Resource Plan Projections			Trend +/-
				2020/21	2021/22	2022/23	
Operating position							
Adjusted underlying result	Adjusted underlying surplus (deficit) / adjusted underlying revenue	1	12.0%	12.2%	11.5%	9.9%	-
Liquidity							
Working capital	Current assets / current liabilities	2	492.4%	482.8%	425.3%	376.6%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	341.2%	325.5%	268.0%	215.6%	-
Obligations							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0.0%	0.0%	0.0%	0.0%	+
Loans and borrowings	Interest and principal repayments / rate revenue		4.3%	0.0%	0.0%	0.0%	+
Indebtedness	Non-current liabilities / own source revenue	5	1.4%	1.4%	1.4%	1.4%	o
Asset renewal	Asset renewal expenditure / depreciation	6	203.3%	125.4%	134.7%	126.2%	o
Stability							
Rates concentration	Rate revenue / adjusted underlying revenue	7	58.7%	58.6%	59.0%	59.3%	o
Rates effort	Rate revenue / property values (CIV)	8	0.2%	0.2%	0.2%	0.2%	o
Efficiency							
Expenditure level	Total expenditure / no. of assessments	9	\$2,372	\$2,397	\$2,435	\$2,503	o
Revenue level	Residential rate revenue / no. of residential assessments	10	\$1,518	\$1,537	\$1,563	\$1,590	o
Workforce turnover	No. of resignations & terminations / average no. of staff	11	15.0%	12.0%	12.0%	12.0%	+

Key to Forecast Trend:

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

Notes to Indicators

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

NON-FINANCIAL RESOURCES (HUMAN RESOURCES)

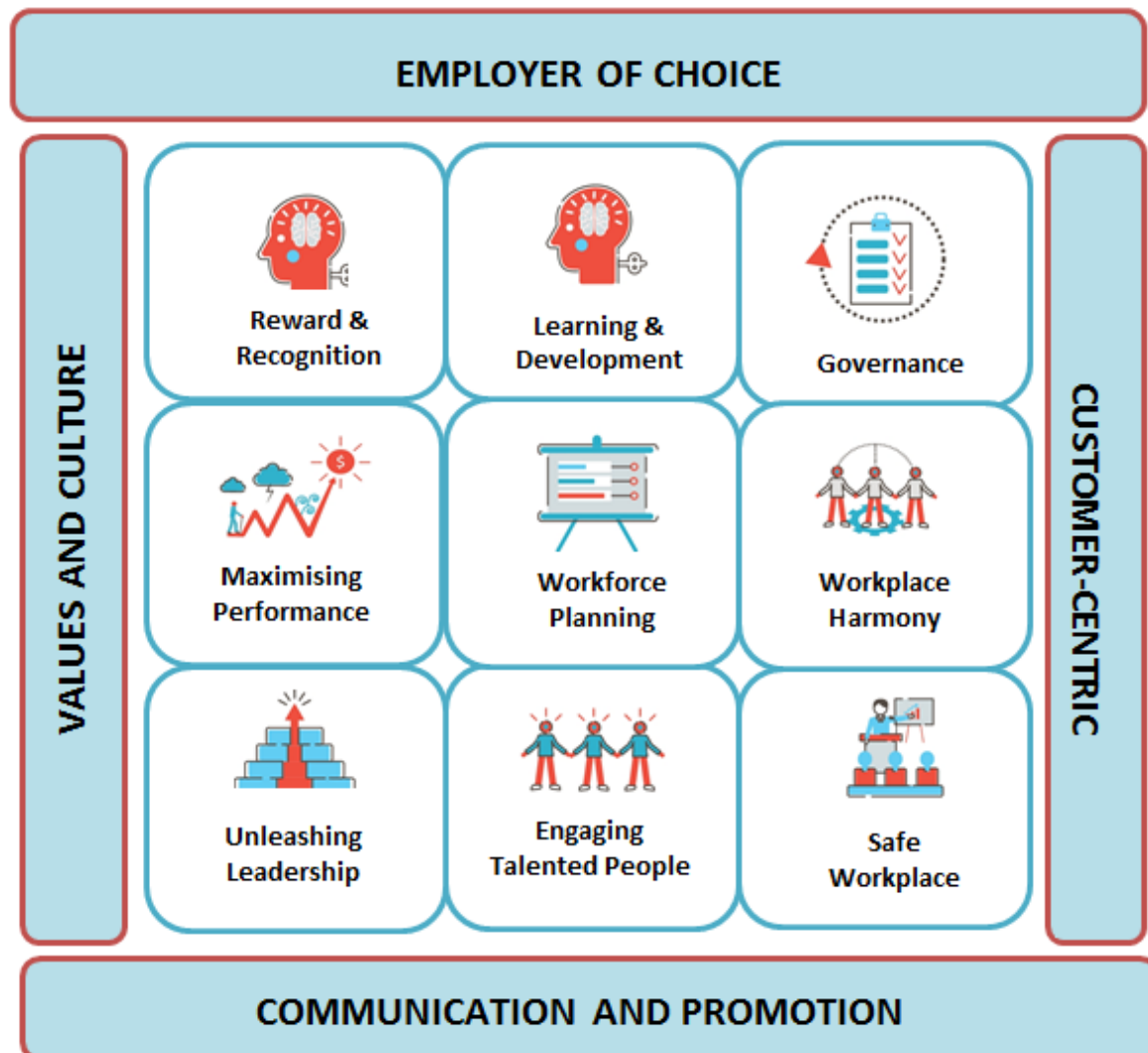
In addition to the financial resources to be utilised over the planning period, Council will also utilise non-financial resources, in particular human resources. The following table summarises Council's anticipated human resources requirements for the next four years as set out in the SRP for years 2018/19 to 2021/22. Refer to the Summary of Planned Human Resources Expenditure for more detail.

	Proposed Budget 2019/20	Strategic Resource Plan Projections		
		2020/21	2021/22	2022/23
Staff expenditure (\$'000)				
Employee costs - operating	80,357	83,366	86,098	89,669
Employee costs - capital	2,992	3,091	3,193	3,298
Total staff expenditure	83,349	86,457	89,291	92,967
Staff numbers (EFT)				
Employees	806	814	817	825
Total staff numbers	806	814	817	825

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

Council's workforce is approximately 1,400 employees, the majority of which are in part-time or casual roles. The Equivalent Full Time (EFT) positions budgeted for 2019/20 is 806, reflecting the hours expected to be worked by all Council employees.

To enable staff to perform their roles to the optimum Council has an Organisation Development (OD) strategy built around an OD framework that aims to "attract, recruit, develop and retain highly skilled, motivated and professional employees..." The strategies and focus of Council's OD activities for the next four years will be in the key areas of the OD framework (see below). Council is also committed to excellence in Occupational Health and Safety, Human Rights and Equal Opportunity, with a number of projects planned in these fields over the next four years. In addition Council's Collective Agreement recognises teamwork, professionalism and a commitment to our residents and customers as key employee values.



RATING INFORMATION

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

Rating Context

In developing the Strategic Resource Plan (section 13), rates were identified as an important revenue source accounting for 58.5% of all Council revenue. Planning for future rate increases has therefore been an important component of the planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and capital works to be undertaken for the Whitehorse community.

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

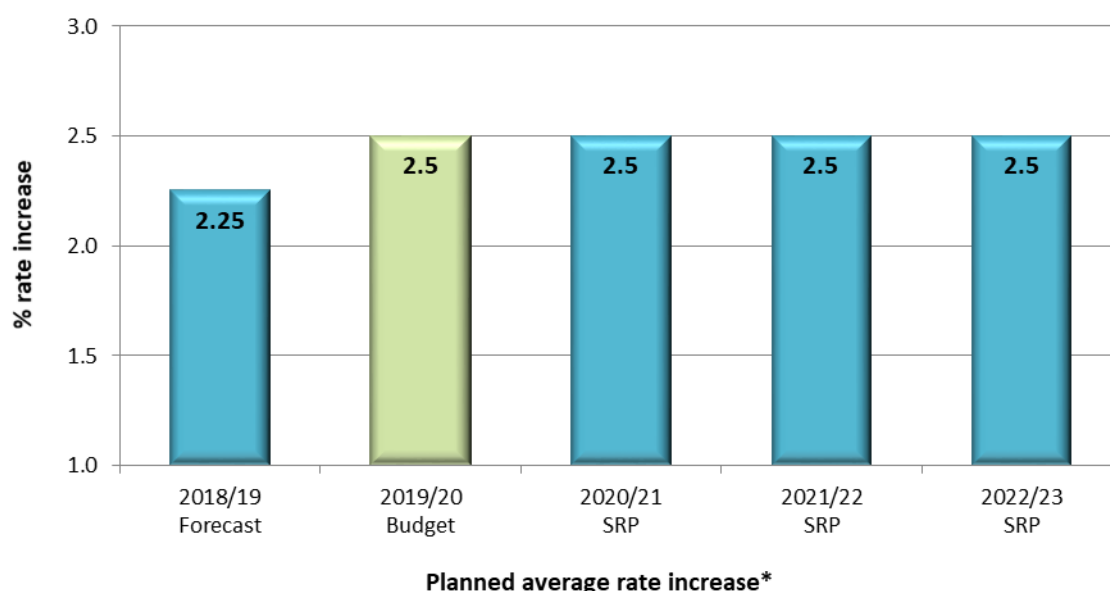
An increase in property values does not cause a rate rise. Property valuations are revenue neutral – they are used to distribute how much each ratepayer will pay, according to the value of their property compared to other properties within the municipality.

Current Year Rate

Whitehorse City Council's Strategic Resource Plan is premised on average rate increases based on predicted CPI increases over the four year outlook. This is in line with the rate cap set by the Minister for Local Government under the new Fair Go Rates System (FGRS). For 2019/20, the cap of 2.5% is based on the forecast movement in the Consumer Price Index (CPI) for that period.

An average rate increase of 2.5% for 2019/20 represents a \$39 increase (\$0.75 cents per week) in the average rates per assessment from \$1,556 in 2018/19 to an average of \$1,595 per assessment in 2019/20.

Forecast Annual Average Rate Increases



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

Rating Structure

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

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

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

The following table summarises the rates to be determined for the 2019/20 year.

Rate type	How applied	2018/19 Cents/\$CIV	2019/20 Cents/\$CIV	Cents in \$ Change	Total Raised \$'000
Residential rates	Cents in \$ of CIV	0.147302	0.166289	12.9%	106,027
Commercial rates	Cents in \$ of CIV	0.147302	0.166289	12.9%	9,545
Industrial rates	Cents in \$ of CIV	0.147302	0.166289	12.9%	2,976
Recreational rates	Cents in \$ of CIV	0.041600	0.045708	9.9%	41

General Revaluation of Properties

The Valuer-General Victoria is now responsible for the conduct of annual property valuations for rating and tax purposes from 1 July 2018 following a change in the *Valuation of Land Act 1960*. Previously, Council was required to conduct a revaluation of all rateable assessments every two years. The revaluation is undertaken in accordance with the *2019 Valuations Best Practice Specifications Guidelines*.

While Council proposes an average rate increase that is in line with the 2.5% cap, the actual rate movement experienced by individual ratepayers may be different due to this being a property revaluation year. Rate increases are impacted by both the average rate increase (2.5%) and the property valuation movement of individual properties relative to the average across the municipality. If the valuation of a property decreased by less (or increased by more) than the average property value movement across the municipality, the rates for that property will increase by more than 2.5% cent while if the valuation of a property decreased by more than the average property value movement across the municipality, the rates for that property will increase by less than 2.5% (and may in fact reduce from the previous year).

It is important to note that a revaluation does not provide Council with any additional rate revenue but can significantly realign how rates are distributed between ratepayers based on individual property valuations.

During the 2018/19 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2019 for the 2019/20 year. The outcome of the general revaluation has seen a significant change in property valuations throughout the municipality. Overall, CIV property valuations across the municipal district have decreased by 9.2%. Of this change, on average residential properties have decreased by 10.4%, commercial properties have increased by 2.8%, industrial properties have increased by 0.1% and cultural and recreational properties have decreased by 6.7%.

In aggregate, average rates per assessment will increase by 2.5% compared to 2018/19 as per the rate cap set by the Minister for Local Government. This will be achieved by increasing the rate in the dollar by 12.9% to offset the 9.2% decrease in property valuations across the municipal district following the general revaluation.

The valuations are pending certification by the Valuer-General and may be subject to change in accordance with the Valuer-General's direction.

Average valuation and average rate movements by category

The table below summarises the valuation changes between the 2018 and 2019 general revaluations by category. Overall, average property values have decreased by 9.2% and average rates will increase by 2.5%.

	Valuation Increase (Decrease)	Rates Increase (Decrease)
Total Average	(9.2%)	2.5%
Average residential	(10.4%)	1.2%
Average commercial	2.8%	16.1%
Average industrial	0.1%	13.0%
Average cultural and recreational	(6.7%)	2.5%

Average residential valuation and average residential rate movements by suburb

The table below summarises the valuation changes between the 2018 and 2019 general revaluations for residential properties by suburb, together with the rating changes between the 2018/19 and 2019/20 years based on a 2.5% average rate increase and the valuation movements listed.

Residential by Suburb	Valuation Increase (Decrease)	Rates Increase (Decrease)
Residential:		
Balwyn North	(17.0%)	(6.3%)
Blackburn	(9.7%)	2.0%
Blackburn North	(12.3%)	(1.0%)
Blackburn South	(12.6%)	(1.4%)
Box Hill	(7.5%)	4.4%
Box Hill North	(12.6%)	(1.3%)
Box Hill South	(12.2%)	(0.9%)
Burwood	(10.7%)	0.8%
Burwood East	(11.8%)	(0.4%)
Forest Hill	(9.8%)	1.8%
Mitcham	(9.7%)	2.0%
Mont Albert	(8.4%)	3.4%
Mont Albert North	(11.5%)	(0.1%)
Nunawading	(10.2%)	1.4%
Surrey Hills	(9.7%)	1.9%
Vermont	(10.3%)	1.3%
Vermont South	(8.2%)	3.6%
Average residential	(10.4%)	1.2%

BORROWING STRATEGY

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

Strategy Development

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

Current and Proposed Future Borrowings

Council currently holds borrowings that were used to fund the construction of the Sportlink multipurpose indoor sports facility and the major redevelopment of Aqualink Box Hill. Borrowings are forecast to reduce from \$5.00 million to nil over the four year SRP period with no new borrowings planned.

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

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2018/19	-	-	212	5,000
2019/20	-	5,000	106	5,000
2020/21	-	-	-	-
2021/22	-	-	-	-
2022/23	-	-	-	-

ASSET MANAGEMENT STRATEGY

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

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

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

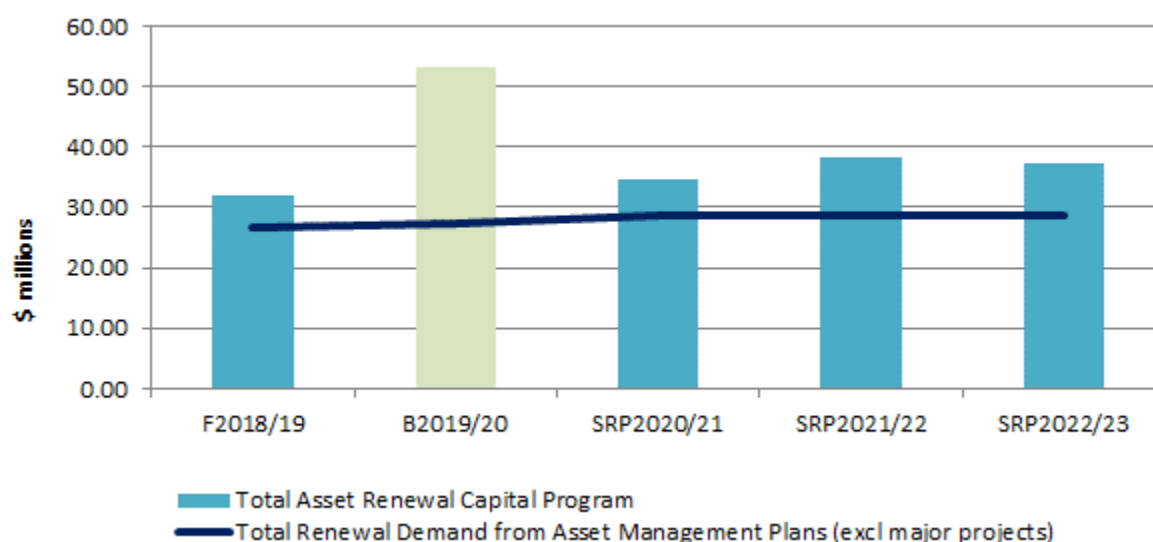
Council's approach to asset management includes: the application of best appropriate asset management practices; the implementation of a rolling Asset Management Strategy Improvement Program; the management of a suite of tactical Asset Management Plans which include defined levels of service; an organisational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

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

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

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

Whitehorse City Council - Strategic Resource Plan 2019-2023



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

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

Year	Total Capital Program \$'000	External Sources			Council Cash		
		Grants \$'000	Contributions \$'000	Borrowings \$'000	Proceeds from sale of assets \$'000	Reserves \$'000	Council Operations \$'000
2018/19	60,134	165	670	-	1,434	23,788	34,077
2019/20	71,599	1,431	425	-	1,000	8,656	60,087
2020/21	53,472	605	-	-	1,000	4,286	47,581
2021/22	75,824	-	-	-	1,010	29,646	45,168
2022/23	71,505	-	-	-	1,010	27,627	42,868

Major Community Infrastructure Funding Strategy

Council's evaluation process for capital works projects involves multifaceted needs based justification considerations together with whole of life cost assessments prior to the formal consideration and adoption of project budgets by Council. Although a large proportion of capital projects fall into the low to medium cost range, Council adopts a financially responsible and much more detailed and comprehensive assessment of major projects which are defined as being of a value \$10 million or more.

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

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

Whitehorse City Council - Strategic Resource Plan 2019-2023

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

Key features of the funding strategy include:

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

As a consequence of this last dot point, over recent years Council has been building up reserve and cash balances to fund major projects once formally approved by Council to proceed.

SERVICE DELIVERY

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

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

	2019/20	2020/21	2021/22	2022/23
	%	%	%	%
Consumer Price Index	2.5	2.5	2.5	2.5
Average rate increase	2.5	2.5	2.5	2.5
Employee costs *	3.1	3.3	3.3	3.3
Materials and services	2.5	2.5	2.5	2.5
Government funding	2.0	2.0	2.0	2.0
Victorian Grants Commission	1.0	1.0	1.0	1.0
User fees	2.5	2.5	2.5	2.5
Investment returns	2.0	2.25	2.25	2.5

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

STRATEGIC RESOURCE PLAN - FINANCIAL STATEMENTS

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

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

Whitehorse City Council - Strategic Resource Plan 2019-2023

COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2023

	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income				
Rates and charges	120,024	123,725	127,518	131,406
Statutory fees and fines	9,352	9,595	9,843	10,099
User fees	40,816	41,816	42,861	43,933
Grants - operating	18,467	21,173	21,550	21,933
Grants - capital	1,431	605	-	-
Contributions - monetary	7,035	6,000	6,000	6,000
Interest income	4,507	4,595	4,643	4,655
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	120	110	111	111
Other income	3,226	3,520	3,505	3,482
Total income	204,978	211,139	216,031	221,619
Expenses				
Employee costs	80,357	83,366	86,098	89,669
Materials and services	65,612	66,606	68,686	72,047
Depreciation	26,098	27,483	28,398	29,602
Interest expense	106	-	-	-
Other expenses	7,710	7,903	8,100	8,303
Total expenses	179,883	185,358	191,282	199,621
Surplus/(deficit) for the year	25,095	25,781	24,749	21,998
Other comprehensive income				
Net asset revaluation increment/ (decrement)	-	-	-	-
Total comprehensive result	25,095	25,781	24,749	21,998

Whitehorse City Council - Strategic Resource Plan 2019-2023

BALANCE SHEET

For the four years ending 30 June 2023

	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets				
Current assets				
Cash and cash equivalents	204,219	206,406	186,188	168,787
Trade and other receivables	11,076	11,072	11,069	11,065
Other current assets	1,153	1,153	1,153	1,153
Non current assets held for sale	-	-	-	-
Total current assets	216,448	218,631	198,410	181,005
Non-current assets				
Trade and other receivables	35	33	30	28
Investment in associates	5,737	5,737	5,737	5,737
Property, infrastructure, plant and equipment	3,688,762	3,713,761	3,760,188	3,801,092
Total non-current assets	3,694,534	3,719,531	3,765,955	3,806,857
Total assets	3,910,982	3,938,162	3,964,365	3,987,862
Liabilities				
Current liabilities				
Trade and other payables	16,099	16,488	16,890	17,299
Trust funds and deposits	11,095	11,366	11,643	11,927
Provisions	16,765	17,427	18,120	18,840
Interest bearing loans and borrowings	-	-	-	-
Total current liabilities	43,959	45,281	46,653	48,066
Non-current liabilities				
Interest bearing loans and borrowings	-	-	-	-
Provisions	1,651	1,728	1,810	1,896
Other liabilities	903	903	903	903
Total non-current liabilities	2,554	2,631	2,713	2,799
Total liabilities	46,513	47,912	49,366	50,865
Net assets	3,864,469	3,890,250	3,914,999	3,936,997
Equity				
Accumulated surplus	1,502,945	1,521,777	1,564,663	1,603,369
Reserves	2,232,819	2,232,819	2,232,819	2,232,819
Other reserves	128,705	135,654	117,517	100,809
Total equity	3,864,469	3,890,250	3,914,999	3,936,997

STATEMENT OF CHANGES IN EQUITY

For the four years ending 30 June 2023

	Total Equity \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20				
Balance at beginning of the financial year	3,839,374	1,482,680	2,232,819	123,875
Surplus/(deficit) for the year	25,095	25,095	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	(13,662)	-	13,662
Transfer from reserves	-	8,832	-	(8,832)
Balance at end of the financial year	3,864,469	1,502,945	2,232,819	128,705
2020/21				
Balance at beginning of the financial year	3,864,469	1,502,945	2,232,819	128,705
Surplus/(deficit) for the year	25,781	25,781	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	(11,310)	-	11,310
Transfer from reserves	-	4,361	-	(4,361)
Balance at end of the financial year	3,890,250	1,521,777	2,232,819	135,654
2021/22				
Balance at beginning of the financial year	3,890,250	1,521,777	2,232,819	135,654
Surplus/(deficit) for the year	24,749	24,749	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	(11,509)	-	11,509
Transfer from reserves	-	29,646	-	(29,646)
Balance at end of the financial year	3,914,999	1,564,663	2,232,819	117,517
2022/23				
Balance at beginning of the financial year	3,914,999	1,564,663	2,232,819	117,517
Surplus/(deficit) for the year	21,998	21,998	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	(10,919)	-	10,919
Transfer from reserves	-	27,627	-	(27,627)
Balance at end of the financial year	3,936,997	1,603,369	2,232,819	100,809

STATEMENT OF CASH FLOWS

For the four years ending 30 June 2023

	Budget	Strategic Resource Plan		
	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities				
Rates and charges	120,024	123,725	127,518	131,406
Statutory fees and fines	9,352	9,595	9,843	10,099
User fees	40,816	41,816	42,861	43,933
Grants - operating	18,467	21,173	21,550	21,933
Grants - capital	1,431	605	-	-
Contributions - monetary	7,035	6,000	6,000	6,000
Interest received	4,507	4,595	4,644	4,655
Trust funds and deposits taken	265	271	277	284
Other income	3,226	3,520	3,505	3,482
Employee costs	(79,523)	(82,627)	(85,323)	(88,862)
Materials and services	(65,232)	(66,217)	(68,285)	(71,639)
Other expenses	(7,710)	(7,903)	(8,100)	(8,303)
Net cash provided by/(used in) operating activities	52,658	54,553	54,490	52,988
Cash flows from investing activities				
Repayment of loans and advances	4	4	4	4
Proceeds from sale of property, infrastructure, plant and equipment	2,914	1,102	1,112	1,112
Acquisition of property, infrastructure, plant and equipment	(71,599)	(53,472)	(75,824)	(71,505)
Net cash provided by/(used in) investing activities	(68,681)	(52,366)	(74,708)	(70,389)
Cash flows from financing activities				
Repayment of interest bearing loans and borrowings	(5,000)	-	-	-
Interest paid	(106)	-	-	-
Net cash provided by/(used in) financing activities	(5,106)	-	-	-
Net increase/(decrease) in cash and cash equivalents	(21,129)	2,187	(20,218)	(17,401)
Cash and cash equivalents at beginning of year	225,348	204,219	206,406	186,188
Cash and cash equivalents at end of year	204,219	206,406	186,188	168,787

Whitehorse City Council - Strategic Resource Plan 2019-2023

STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2023

	Budget 2019/20 \$'000	Strategic Resource Plan 2020/21 \$'000	Projections 2021/22 \$'000	2022/23 \$'000
Property				
Land	1,130	1,930	4,670	3,310
Buildings	37,258	16,787	36,392	38,531
Building improvements	6,656	6,845	7,671	5,742
Total property	45,044	25,562	48,733	47,583
Plant and equipment				
Plant, machinery and equipment	3,250	3,250	3,350	3,350
Fixtures, fittings and furniture	702	1,288	527	568
Computers and telecommunications	1,533	2,000	2,825	1,385
Total plant and equipment	5,485	6,538	6,702	5,303
Infrastructure				
Roads	5,102	5,605	5,312	5,270
Bridges	100	100	1,500	1,500
Footpaths and cycleways	2,888	3,445	3,848	3,208
Drainage	1,835	1,915	2,465	2,050
Recreational, leisure and community facilities	3,880	2,535	2,420	1,970
Waste management	343	1,100	-	-
Parks, open space and streetscapes	5,438	4,887	4,519	4,316
Off street car parks	1,484	1,785	325	305
Total infrastructure	21,070	21,372	20,389	18,619
Total capital works	71,599	53,472	75,824	71,505
Represented by:				
New asset expenditure	6,069	8,149	12,133	8,880
Asset renewal expenditure	53,051	34,467	38,265	37,360
Asset expansion expenditure	4,848	7,003	22,809	23,654
Asset upgrade expenditure	7,631	3,853	2,617	1,611
Total capital works	71,599	53,472	75,824	71,505

STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2023

	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff expenditure				
Employee costs - operating	80,357	83,366	86,098	89,669
Employee costs - capital	2,992	3,091	3,193	3,298
Total staff expenditure	83,349	86,457	89,291	92,967
	EFT	EFT	EFT	EFT
Approved staff numbers				
Employees	806	814	817	825
Total staff numbers	806	814	817	825

Whitehorse City Council - Strategic Resource Plan 2019-2023

SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE

For the four years ending 30 June 2023

	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff expenditure by Division	\$'000	\$'000	\$'000	\$'000
Executive Services				
Full time	2,553	2,687	2,775	2,889
Part time	1,049	1,104	1,140	1,187
Casual	372	392	405	422
Other	170	179	185	193
Total Executive Services	4,144	4,362	4,505	4,691
Corporate Services				
Full time	10,728	11,292	11,662	12,142
Part time	1,486	1,564	1,615	1,681
Casual	1,420	1,495	1,544	1,608
Other	2,568	2,703	2,792	2,907
Total Corporate Services	16,202	17,054	17,613	18,338
City Development				
Full time	8,222	8,654	8,938	9,306
Part time	1,408	1,482	1,531	1,594
Casual	73	77	80	83
Other	473	498	514	535
Capitalised	923	1,011	1,052	1,088
Total City Development	11,099	11,722	12,115	12,606
Human Services				
Full time	13,009	13,693	14,127	14,720
Part time	13,741	14,464	14,938	15,553
Casual	7,976	8,395	8,670	9,027
Other	2,715	2,858	2,952	3,074
Total Human Services	37,441	39,410	40,687	42,374
Infrastructure				
Full time	11,100	11,684	12,067	12,564
Part time	419	441	455	474
Other	855	900	930	968
Capitalised	2,069	863	897	929
Total Infrastructure	14,463	13,909	14,371	14,958
Total staff expenditure	83,349	86,457	89,291	92,967

Whitehorse City Council - Strategic Resource Plan 2019-2023

SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE (CONTINUED)

For the four years ending 30 June 2023

	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff numbers by Division	EFT	EFT	EFT	EFT
Executive Services				
Full time	19	20	19	18
Part time	13	13	13	13
Casual	4	4	4	4
Total Executive Services	36	37	36	35
Corporate Services				
Full time	101	104	101	102
Part time	13	13	13	13
Casual	18	18	18	18
Total Corporate Services	132	135	132	133
City Development				
Full time	81	79	78	79
Part time	16	16	16	15
Total City Development	97	95	94	94
Human Services				
Full time	131	132	134	137
Part time	176	178	181	183
Casual	93	94	95	96
Total Human Services	400	404	410	416
Infrastructure				
Full time	136	138	140	142
Part time	5	5	5	5
Total Infrastructure	141	143	145	147
Total staff numbers	806	814	817	825

Whitehorse City Council - Strategic Resource Plan 2019-2023

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2020

	Renewal \$'000	Upgrade \$'000	New Expansion \$'000	Total \$'000	Rates \$'000	Reserves \$'000	Asset Sales \$'000	Grants \$'000	Contribu tions \$'000	Loans \$'000	Total \$'000
Property											
Land	0	0	1,130	0	1,130	0	1,130	0	0	0	1,130
Buildings	26,575	4,527	1,805	4,352	37,258	29,866	6,079	0	913	400	37,258
Buildings Improvement	4,826	780	910	140	6,656	6,204	427	0	0	25	6,656
Property Total	31,400	5,307	3,845	4,492	45,044	36,069	7,636	0	913	425	45,044
Plant and equipment											
Plant, Machinery and Equipment	3,250	0	0	0	3,250	2,250	0	1,000	0	0	3,250
Fixtures, Fittings and Furniture	545	55	65	38	702	702	0	0	0	0	702
Computers and Telecommunications	1,050	236	37	210	1,533	1,533	0	0	0	0	1,533
Plant and Equipment Total	4,845	291	102	248	5,485	4,485	0	1,000	0	0	5,485
Infrastructure											
Roads	4,785	217	100	0	5,102	4,684	0	0	418	0	5,102
Bridges	100	0	0	0	100	100	0	0	0	0	100
Footpaths and Cycleways	2,750	19	119	0	2,888	2,763	125	0	0	0	2,888
Drainage	1,590	200	45	0	1,835	1,835	0	0	0	0	1,835
Recreational, Leisure and Community Facilities	2,875	735	270	0	3,880	3,880	0	0	0	0	3,880
Waste Management	17	297	29	0	343	163	80	0	100	0	343
Parks, Open Space and Streetscapes	4,485	539	305	109	5,438	4,657	781	0	0	0	5,438
Off Street Car Parks	205	25	1,254	0	1,484	1,450	34	0	0	0	1,484
Infrastructure Total	16,807	2,033	2,122	109	21,070	19,532	1,020	0	518	0	21,070
Total	53,051	7,631	6,069	4,848	71,599	60,086	8,656	1,000	1,431	425	71,599

Whitehorse City Council - Strategic Resource Plan 2019-2023

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2021

	Renewal	Upgrade	New Expansion	Total	Rates	Reserves	Asset	Contribu			Loans	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	Sales	Grants	tions	\$'000	\$'000
Property												
Land	0	0	1,930	0	1,930	0	1,930	0	0	0	0	1,930
Buildings	5,836	144	4,406	6,401	16,787	16,587	200	0	0	0	0	16,787
Buildings Improvement	5,778	577	350	140	6,845	6,522	323	0	0	0	0	6,845
Property Total	11,614	721	6,686	6,541	25,562	23,109	2,453	0	0	0	0	25,562
Plant and equipment												
Plant, Machinery and Equipment	3,250	0	0	0	3,250	2,250	0	1,000	0	0	0	3,250
Fixtures, Fittings and Furniture	1,141	55	55	38	1,288	1,288	0	0	0	0	0	1,288
Computers and Telecommunications	1,460	323	17	200	2,000	2,000	0	0	0	0	0	2,000
Plant and Equipment Total	5,851	378	72	238	6,538	5,538	0	1,000	0	0	0	6,538
Infrastructure												
Roads	4,495	1,010	100	0	5,605	5,000	0	0	605	0	0	5,605
Bridges	100	0	0	0	100	100	0	0	0	0	0	100
Footpaths and Cycleways	3,068	277	100	0	3,445	3,217	228	0	0	0	0	3,445
Drainage	1,670	200	45	0	1,915	1,915	0	0	0	0	0	1,915
Recreational, Leisure and Community Facilities	1,980	70	360	125	2,535	2,410	125	0	0	0	0	2,535
Waste Management	231	473	396	0	1,100	0	1,100	0	0	0	0	1,100
Parks, Open Space and Streetscapes	4,424	364	0	99	4,887	4,507	380	0	0	0	0	4,887
Off Street Car Parks	1,035	360	390	0	1,785	1,785	0	0	0	0	0	1,785
Infrastructure Total	17,003	2,754	1,391	224	21,372	18,934	1,833	0	605	0	0	21,372
Total	34,467	3,853	8,149	7,003	53,472	47,581	4,286	1,000	605	0	0	53,472

Whitehorse City Council - Strategic Resource Plan 2019-2023

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2022

	Renewal \$'000	Upgrade \$'000	New \$'000	Expansion \$'000	Total \$'000	Rates \$'000	Reserves \$'000	Asset Sales \$'000	Contribu Grants \$'000	tions \$'000	Loans \$'000	Total \$'000
Property												
Land	0	0	4,670	0	4,670	0	4,670	0	0	0	0	4,670
Buildings	8,485	330	5,984	21,592	36,392	12,392	24,000	0	0	0	0	36,392
Buildings Improvement	6,837	684	150	0	7,671	7,471	200	0	0	0	0	7,671
Property Total	15,322	1,014	10,804	21,592	48,733	19,863	28,870	0	0	0	0	48,733
Plant and equipment												
Plant, Machinery and Equipment	3,350	0	0	0	3,350	2,340	0	1,010	0	0	0	3,350
Fixtures, Fittings and Furniture	375	55	60	38	527	527	0	0	0	0	0	527
Computers and Telecommunications	1,488	238	19	1,080	2,825	2,825	0	0	0	0	0	2,825
Plant and Equipment Total	5,213	293	79	1,118	6,702	5,692	0	1,010	0	0	0	6,702
Infrastructure												
Roads	5,007	205	100	0	5,312	5,312	0	0	0	0	0	5,312
Bridges	1,500	0	0	0	1,500	1,500	0	0	0	0	0	1,500
Footpaths and Cycleways	3,286	462	100	0	3,848	3,407	441	0	0	0	0	3,848
Drainage	1,740	200	525	0	2,465	2,465	0	0	0	0	0	2,465
Recreational, Leisure and Community Facilities	1,900	70	450	0	2,420	2,420	0	0	0	0	0	2,420
Waste Management	0	0	0	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	3,972	373	75	99	4,519	4,184	335	0	0	0	0	4,519
Off Street Car Parks	325	0	0	0	325	325	0	0	0	0	0	325
Infrastructure Total	17,730	1,310	1,250	99	20,389	19,613	776	0	0	0	0	20,389
Total	38,265	2,617	12,133	22,809	75,824	45,168	29,646	1,010	0	0	0	75,824

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SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2023

	Renewal	Upgrade	New Expansion	Total	Rates	Reserves	Asset	Contribu			Loans	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	Sales	Grants	tions	\$'000	\$'000
Property												
Land	0	0	3,310	0	3,310	0	3,310	0	0	0	0	3,310
Buildings	10,197	0	5,046	23,288	38,531	14,647	23,884	0	0	0	0	38,531
Buildings Improvement	5,292	250	200	0	5,742	5,742	0	0	0	0	0	5,742
Property Total	15,489	250	8,556	23,288	47,583	20,389	27,194	0	0	0	0	47,583
Plant and equipment												
Plant, Machinery and Equipment	3,350	0	0	0	3,350	2,340	0	1,010	0	0	0	3,350
Fixtures, Fittings and Furniture	416	55	60	38	568	568	0	0	0	0	0	568
Computers and Telecommunications	889	247	19	230	1,385	1,385	0	0	0	0	0	1,385
Plant and Equipment Total	4,655	302	79	268	5,303	4,293	0	1,010	0	0	0	5,303
Infrastructure												
Roads	4,965	205	100	0	5,270	5,270	0	0	0	0	0	5,270
Bridges	1,500	0	0	0	1,500	1,500	0	0	0	0	0	1,500
Footpaths and Cycleways	2,898	210	100	0	3,208	3,155	53	0	0	0	0	3,208
Drainage	1,805	200	45	0	2,050	2,050	0	0	0	0	0	2,050
Recreational, Leisure and Community												
Facilities	1,900	70	0	0	1,970	1,970	0	0	0	0	0	1,970
Waste Management	0	0	0	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	3,843	374	0	99	4,316	3,936	380	0	0	0	0	4,316
Off Street Car Parks	305	0	0	0	305	305	0	0	0	0	0	305
Infrastructure Total	17,216	1,059	245	99	18,619	18,186	433	0	0	0	0	18,619
Total	37,360	1,611	8,880	23,654	71,505	42,868	27,627	1,010	0	0	0	71,505