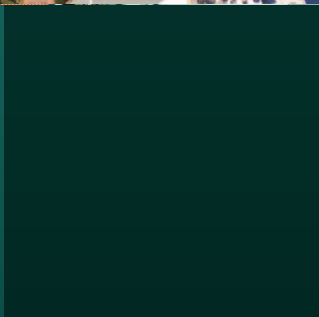
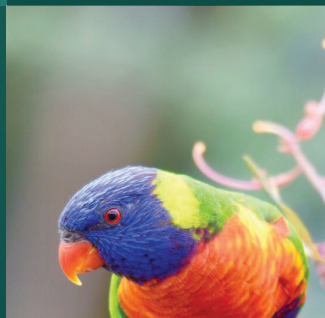
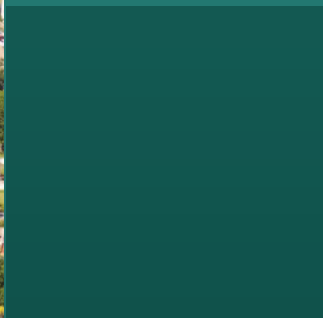
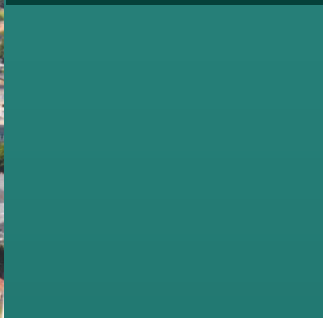




WHITEHORSE

Annual Report 2021/2022



Welcome to the Annual Report for 2021/22 which details the performance of Whitehorse City Council from 1 July 2021 to 30 June 2022.

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

Contents

Mayor's Message	1
CEO's Message.....	2
Fast Facts.....	3
Highlights of 2021/22	4
Challenges and Opportunities in 2021/22	7
The Community's Vision	8
Financial Year in Review	10
Our City	19
Our Councillors.....	21
Our Organisation	23
Our Performance	30
Our Council Plan	33
Strategic Direction 1: Innovation, Transformation and Creativity	34
Strategic Direction 2: A Thriving Local Economy; Business, Employment, Education and Skill Development.....	38
Strategic Direction 3: Our Diverse and Inclusive Community	41
Strategic Direction 4: Our Built Environment; Movement, and Public Places	44
Strategic Direction 5: Sustainable Climate & Environmental Care	54
Strategic Direction 6: An Empowered Collaborative Community	59
Strategic Direction 7: Health & Wellbeing	62
Strategic Direction 8: Governance & Leadership	67
Local Government Performance Reporting Framework Indicators.....	75
Governance and Statutory Information	90
Governance and Management Checklist	96
Audit Operations	100
Statutory Information	103
Performance Statement for the year ended 30 June 2022	113
Financial Statements 2021/22	134

Mayor's Message



On behalf of my fellow Councillors, welcome to our Annual Report for 2021/22.

This year's Annual Report highlights the achievements and challenges experienced throughout the financial year 1 July 2021 to 30 June 2022. The Annual Report details our performance against our commitments and our strategic indicators as outlined in the Council Plan 2021-2025.

2021/22 has seen us move away from the lockdowns of the preceding year but we still face the ongoing challenges of the COVID-19 pandemic and the spike in cases earlier in the year. While recovery is ongoing, it's heartening to see local businesses begin to prosper again and for community events to be held and well attended.

In the lead up to the Federal Election in May 2022, through strong advocacy efforts, Council secured a number of bipartisan commitments for Whitehorse residents. This includes the funding of a headspace youth mental health facility in Box Hill, which we look forward to seeing come into fruition over the next term.

Our 2021/22 Capital Works Program saw delivery and progress on a number of exciting projects. Main Street Bridge in Blackburn underwent renewal works completed in February 2022 that will ensure the structural stability of the bridge for up to the next 100 years. The Britannia

Mall upgrade was completed in March 2022, featuring the resurfacing of the entire mall, installation of new lighting and furniture and improvements to the shared pedestrian-vehicle space in Enterprise Way. In late June 2022 we broke ground on the Morack Public Golf Course and Driving Range redevelopment, a \$12.11 million dollar project to transform the space into a contemporary, family-friendly facility.

In June 2022, Council adopted a \$216 million budget for the coming financial year. This responsible budget strikes a good balance between ensuring Council continues to provide services and support to the community, and capital spending to support job growth, business and suppliers to help our local economy recover from the impacts of the pandemic. Key highlights for the 2022/23 budget include \$182 million for the continued delivery of a wide range of services to the community and a \$98 million Capital Works Program.

The coming year brings a renewed sense of optimism and passion to serving our Whitehorse community. We are proud of the ways we have banded together to support one another during the pandemic and this has made us a strong and resilient community, well-equipped for the ongoing recovery ahead.

We are proud to serve you. I would like to thank my fellow Councillors and Council officers for their support to me and their continued dedication and commitment to serving the community.

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

Cr Tina Liu
Whitehorse Mayor

CEO's Message



On behalf of Whitehorse City Council, it's my pleasure to present the Annual Report 2021/22.

Over the last year we've moved away from lockdowns to living with COVID-19, which has presented a new set of challenges for our residents, council workers and Councillors. It's been wonderful to see how our adaptive, innovative and resilient community has continued to support each other as we move into this next recovery phase.

Our teams have been working hard to deliver high quality services and facilities to our community. The 2022 Community Satisfaction Survey reflects this hard work, with our overall performance again ranked higher than the average of councils state-wide, and also higher than the average for metropolitan councils. Pleasingly, Whitehorse continues to rate significantly higher than the state-wide average on appearance of public areas, and significantly higher than both the state-wide and metropolitan group averages on waste management.

As part of our commitment to continuous improvement we are continuing to undertake a number of service reviews, including at our two Aqualink facilities (swimming pools/leisure centres), that examine the service levels and programs provided by the Council. We want to ensure we are meeting your expectations and improving in the future.

In 2021/22 we continued to transform the way we engage with our community on all topics. We had a significant growth in the number of engagements, from 30 in 2020/21 to 100 in 2021/22. Since June 2021, the average number of survey responses per engagement has nearly doubled from 80 to 154. The number of people who look at a consultation and fill out a survey before leaving the webpage has also increased from 20% to 42%.

Thank you for telling us your thoughts, sharing your expertise and having your say as people who live, work, play and study in Whitehorse.

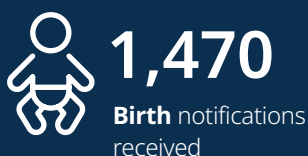
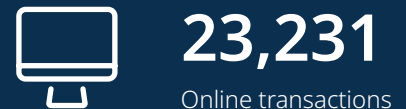
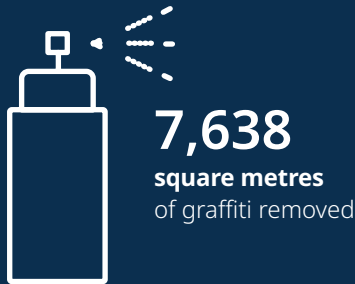
2021/22 has again been challenging but again our Whitehorse community has proven to be resilient and has risen to these challenges. We are in a strong position for the year ahead and I would like to thank Councillors, staff and our community for their ongoing commitment and valuable input.

A stylized, handwritten signature in black ink, appearing to read 'Simon McMillan'.

Simon McMillan
Chief Executive Office

Fast Facts 2021/2022

Whitehorse City Council was responsible for the delivery and maintenance of a range of facilities, assets and services during 2021/2022:



Highlights of 2021/22

Shaping Whitehorse

After the adoption of the Whitehorse Community Vision 2040 on 17 May 2021, the Shaping Whitehorse campaign was officially launched. Shaping Whitehorse focused on the development of the new Council Plan 2021-2025, Municipal Public Health and Wellbeing Plan 2021-2025, Financial Plan 2021-2031 and Asset Plan 2022-2032, which all align with the Community Vision.

An extensive community engagement process began with broad engagement being undertaken in mid-2021. A panel of community members representing a broad demographic of the community met over five sessions to work together to inform the different plans.

The Council Plan 2021-2025, Municipal Health and Wellbeing Plan 2021-2025 and Financial Plan 2021-2031 were adopted by Council on the 18 October 2021. In line with the Local Government Act, the Asset Plan 2022-2032 was later adopted on the 14 June 2022.

Gender Equality Action Plan

Under the requirements of the new Gender Equality Act introduced in Victoria in March 2021, Council has been working towards developing our four year Gender Equality Action Plan (GEAP). The GEAP must satisfy the objectives to understand why we need gender equality, identify where we need to change, and Plan and implement actions that will achieve progress. After a successful engagement, the *Whitehorse City Council 2022-2026 GEAP* was endorsed by the Gender Equality in the Public Sector Commission.

Major Projects

Council's upgrade of Britannia Mall was officially opened on 5 March 2022. The improvements include activation pods to create an interactive space for the community to gather and participate in events and activities.

The newly replaced Main Street Bridge in Blackburn was also completed with the finishing landscaping touches being completed in May 2022.

The refurbishment of Strathdon House and Orchard Precinct was also completed in 2021/22 with both locations providing a community precinct that will host educational programs in sustainable living, and opportunities for the community to rest and relax, play in nature and attend community events.

Progress was also made on a number of other projects including the Whitehorse Performing Arts centre, Sportlink redevelopment, Morack Golf Course, Heatherdale Reserve Pavilion and Sparks Reserve West Pavilion.

Annual Community Satisfaction Survey Results

Council performed well in the annual Community Satisfaction Survey conducted by the Department of Jobs, Precincts and Regions. JWS Research, on behalf of Local Government Victoria, surveyed 67 participating councils across Victoria. 500 Whitehorse residents and ratepayers over the age of 18 were selected at random for a telephone interview between 27 January and 24 March 2021. Results revealed that Council received strong positive ratings on the core measures of overall performance, customer service, waste management and sealed

local roads. High-performing service areas included appearance of public spaces, recreational and arts facilities and libraries.

Energy Performance Contract

Council continued implementation of an Energy Performance Contract to deliver a comprehensive suite of energy conservation measures across eight of Council's highest energy consuming sites. The contract arrangement is such that the savings are guaranteed by the contractor, and this project makes a material contribution towards Council's emission reduction targets and goal to be carbon-neutral by 2022. Some of the major projects that were completed in 2021/22 included energy management systems at Box Hill Town Hall and air conditioning system replacement at the Operations Centre. Council will continue to report on energy savings in 2022/23.

Environmental Sustainable Design (ESD) Policy for Council Buildings and Infrastructure

Council endorsed this Policy in February 2021, which saw 2021/22 as the transitional period to commence implementation with projects already scoped. In 2022/23, the Policy will be in full effect where further efforts will be made to embed the Policy into current processes to scope, design, construct and maintain Council and community assets. This will ensure that such assets are built to meet ESD objectives, its future operations maximise utility and resource efficiencies, and takes into consideration its surrounding natural environment.

Transport advocacy

Council continues to strongly advocate to the Victorian Government on behalf of our community to ensure their views on the different transport projects are heard and considered.

Major Transport Projects include the Suburban Rail Loop (SRL), Level Crossing Removal and the North East Link that have the potential to change how we move around metropolitan Melbourne and influence where we work, learn and live.

Council has advocated for the interests of the Whitehorse community since the inception of these projects and will continue to do so. Council regularly participates in discussions with the Victorian Government regarding issues and opportunities to ensure great outcomes for the community.

Continuous Improvement Program

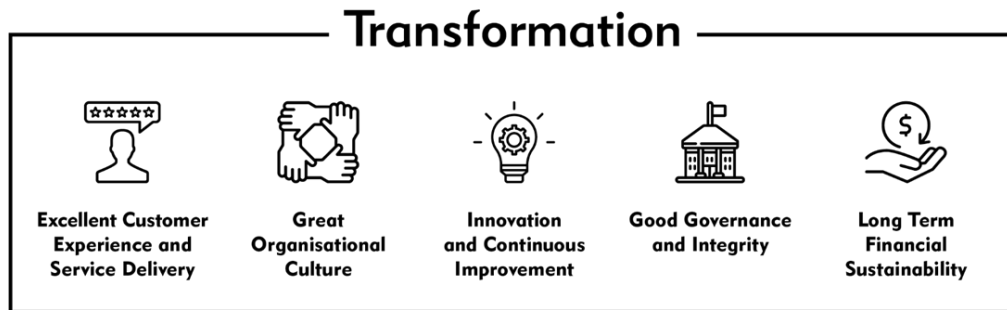
In 2021/22 our program delivered 13 projects with a further 30 in progress. The program contributed to a total of 10,563 days of improved customer responses, 12,367 hours saved in increased capacity and \$994,159 in financial benefits.

Highlights include the development of online subscription packages for our theatre shows. Transitioning from a paper-based service to online resulted in 48hrs of increased capacity and 1,728 days of improved customer response. Another initiative that transitioned to online was our transport applications function. Applying for works zone permits and temporary road closure permits online has seen an increased capacity of 187 hours.

Continually making improvements to our existing processes is essential in improving our customer experience. Making additional enhancements to the online planning application process, by implementing a preliminary assessment of planning documentation, has seen a financial benefit of \$20,500 in 2021/22.

Transformation

The Transformation Program is designed to deliver on five strategic priorities which are principles supporting our transformation journey. There are a suite of initiatives planned and ongoing across the organisation to deliver on the strategic priorities.



The Transformation Directorate formed in 2021/22 with the union of four functions:

- Digital & Business Technology deliver large cross-organisational technology projects which improve the customer and workforce experience.
- Continuous Improvement build internal capability to improve how we do things (processes and procedures) and deliver large cross-organisational projects.
- Service Excellence to develop and implement service reviews and planning to ensure alignment with Council priorities and community needs.
- Transformation Program and Change Management to govern the program of work and ensure alignment across the significant volume of change initiatives.

The Service Review Program commenced with four reviews in progress: Services for Older People, Aquatics, and Statutory Planning & Customer Service. The Enterprise Resource Planning (ERP) Project is well underway and will complete in 2022/23. This large technology transformation project is replacing our legacy (end of life) Finance, Human Resources and Payroll systems. This project will also introduce a cloud integration platform which will provide the foundation for increased integration between Council IT systems. The Transformation Program governance model has been implemented with fortnightly meeting and monthly project reporting. The Continuous Improvement Program has annual financial targets to meet through delivery of quantifiable benefits and has exceed the benefit target in 2021/22.

Waste Services Charge

In 2021/22, Council committed \$4.00 million over the next three years for the continuation of preparations and implementation of the waste services charge project. Whitehorse is one of only a few Victorian local councils that does not currently have a waste service charge in place and the introduction of a waste service charge was supported by the recent external strategic review.

A waste services charge aims to create a fair and equitable charge of distributing waste costs to the users of those services. Waste services charges are based on the actual cost of the waste and recycling services and will provide the community an opportunity to see the real cost of waste and recycling services. The Project will continue until the expected in 2023/24.

Challenges and Opportunities in 2021/22

COVID-19 Pandemic and Whitehorse Response

The 2021/22 financial year was designed to respond to the impact of COVID-19 where services gradually returned to normal after COVID-19 restrictions. The focus for this year was to adapt our delivery of services during the re-opening of facilities whilst supporting our community recover.

Council's website was regularly updated to provide the community with resources, information for businesses, and details of Council's relief and recovery packages. The website provides translated material on a range of topics related to the pandemic.

Council continued to deliver on its Pandemic Response and Stimulus packages, which were incorporated into the 2021/22 budget and included a further round of business stimulus grants, waiving of penalty interest on overdue rates and other targeted support.

2021 Census

Data from the first release of the 2021 Census of Population and Housing provides local level data to inform Council's planning and decision-making. Key changes since the last Census include an increase in older persons (with the median age increasing from 38 to 39 years) and an increase in cultural diversity (from 38.4% to 41.5% born overseas). For the first time the Census also captured data on long-term health conditions and revealed 8.8% of the population in Whitehorse experience a mental health condition (including depression or anxiety). The 2021 Census data provides Council an opportunity to continue planning for the future whilst ensuring the community needs are being met.

Rate Capping

The average rate increased by 1.5 per cent in 2021/22, in line with the rate cap, which was set by the Minister for Local Government based on forecast CPI. Council continues to review services and advocate against cost-shifting to maintain our ability to provide high-quality services and infrastructure to our community.

The Community's Vision

The Community Vision 2040 describes the type of city that the community wants Whitehorse to be. It sets out the strategic direction for the City of Whitehorse which helps shape Council's priorities and goals. The Community Vision 2040 is operationalised through our Council Plan.

COMMUNITY VISION

By 2040, Whitehorse is a resilient community where everyone belongs. We are active citizens who value our natural environment, history and diversity. We embrace sustainability and innovation. We are dynamic. We learn, grow and thrive.



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

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



Community is at the heart of everything we do

Collaboration

- We work flexibly together to achieve outcomes and solve problems
- We talk openly and share information
- We demonstrate community/organisation orientated decision making
- We help others shine
- We support and encourage each other
- We strive to be sector leading
- We seek and give considered and thoughtful feedback in order to improve
- We celebrate our achievements

Accountability

- We share collective responsibility and are individually accountable
- We are clear with our requests
- We keep our promises
- We are responsible for our actions and attitude
- We are proficient in managing the resources we're entrusted with
- We consider environmental and economic sustainability in our decision making

Respect

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

Trust

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

Excellence

- We adapt, respond, learn and grow
- We support innovative and creative approaches
- We encourage and explore diverse ideas and perspectives

Financial Year in Review

Adjusted Underlying Result

Council achieved an adjusted underlying surplus for 2021/22 of \$11.68 million compared with \$21.34 million in 2020/21. The adjusted underlying result assists in demonstrating whether Council is operating sustainably. The adjusted underlying surplus for the year excludes non-monetary assets contributed to Council (such as drainage, roads or land from developers or from state government bodies), non-recurrent government grants received for capital purposes and contributions for capital works.

Council's adjusted underlying result ratio for the 2021/22 year was 5.78 per cent (2020/21: 10.86 per cent). The lower result for 2021/22 is due to the continuing impacts of COVID-19 on Council's revenue and expenditure streams primarily in the first half of the year and the exclusion of open space contributions of \$5.05m. The indicator represents total income other than contributions to fund capital expenditure and as a result open space contributions have been excluded from the 2021/22 result. The 2021/22 underlying result remains strong and indicates Council's capacity to continue to provide high quality services and fund the renewal and improvement of community facilities and infrastructure.

Operating Result

Council achieved an operating surplus of \$20.99 million, compared with the budgeted surplus of \$16.61 million. The operating result includes non-cash items such as non-monetary assets contributed to Council (such as drainage, roads and land, non-recurrent government grants received for capital purposes and contributions for capital works).

Council's budget was developed before the extent of the COVID-19 pandemic was known and as a result there are a number of significant variances between the 2021/22 actual result and the adopted budget for 2021/22 driven by the impact of COVID.

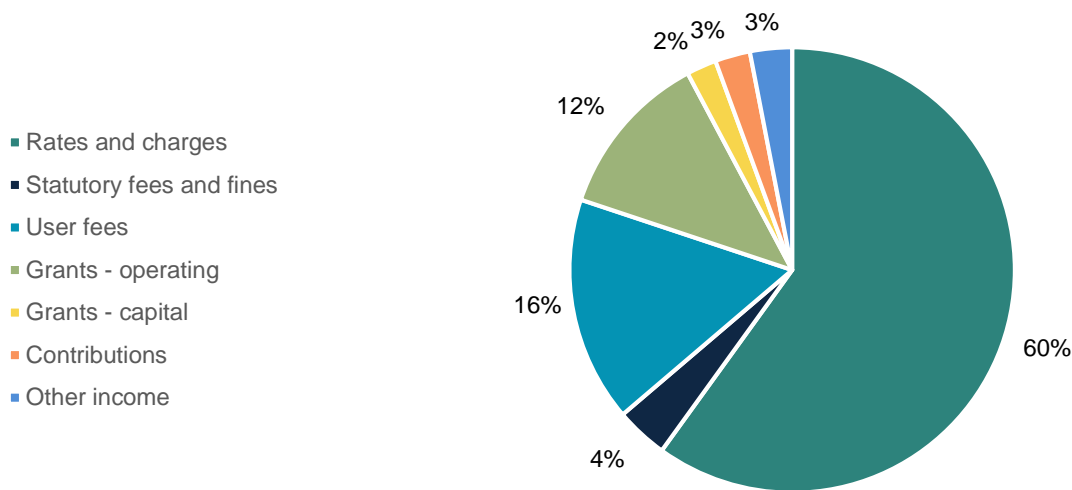
The key variances to budget were

- Statutory fees and charges were \$4.09 million lower than budget and user fees were \$8.88 million lower than budget mainly due to the impact of COVID-19 lockdowns and restrictions. The main areas impacted included parking infringements, which were \$4.05 million less due to reduced traffic and enforcement activity during COVID lockdowns, and Leisure and Recreation Services, parking and Arts and Cultural Services, which were \$4.03 million, \$2.24 million, and \$1.00 million below budget respectively.
- Grants - operating were \$5.73 million higher than budget primarily due to \$3.93 million (75%) of the 2022/23 Financial Assistance Grant being provided early by the Victorian Local Government Grants Commission and an additional \$0.98 million funding received for the Working for Victoria project.
- Grants - capital were \$1.91m lower than budget primarily reflecting grants associated with the Local Roads and Community Infrastructure funding program where the performance commitments associated with receipt of the grant funding are not expected to be completed until next financial year and have been transferred to unearned income offset by project funding received in 2020/21 and recognised in 2021/22.
- Employee costs were \$10.29 million lower than budget predominantly due to the reduction

in services and demand as a result of the impact of COVID lockdowns and restrictions throughout the year. The main variances were a \$1.67 million decrease in Home and Community Services, \$1.63 million decrease in Leisure and Recreation Services, \$0.97 million decrease in City Services, \$0.97 million decrease in Community Safety, \$0.83 million decrease in Health & Family Services, \$0.79 million decrease in City Planning & Development, \$0.61 million decrease in Arts & Culture and a \$0.60 million decrease in Training & Development.

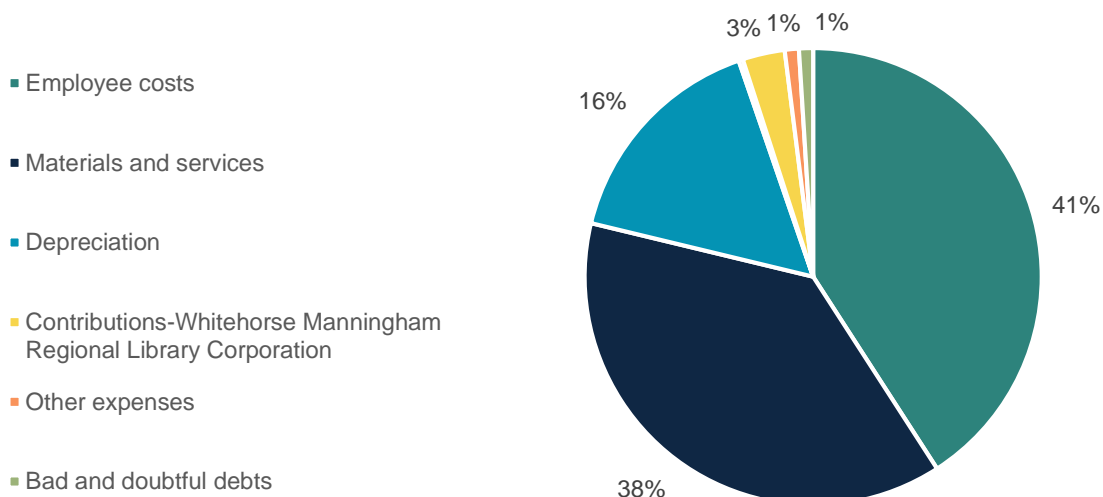
Operating Income

The total operating income for the year of \$211.43 million was derived from a number of sources as per the graph below.



Operating Expenditure

The total operating expenditure for the year of \$190.44 million was incurred from a number of sources as per the graph below.



Overall Financial Position

At 30 June 2022, Council's total assets were \$4.42 billion (2020/21: \$3.84 billion) and total liabilities were \$73.96 million (2020/21: \$72.45 million), resulting in net assets of \$4.35 billion (2020/21: \$3.77 billion).

Capital Works Program

Council allocates funding on an annual basis to the renewal of the community's assets, which are valued at more than \$4.15 billion (including land). Funding is also allocated to new, upgrade and asset expansion programs to deliver improvements that enhance the City's infrastructure and our ability to deliver services to the community. During 2021/22, total Council expenditure on capital works projects was \$56.03 million. Delivery of capital works projects was affected by a range of impacts throughout the year, many of which related to COVID-19 including contractor availability and supply chain delays.

144	26
Complete	Carried over

In overall financial terms, 72 per cent of the \$78.22 million adopted capital works budget for 2021/22 was expended.

The \$56.03 million expenditure was spent across a range of asset categories:

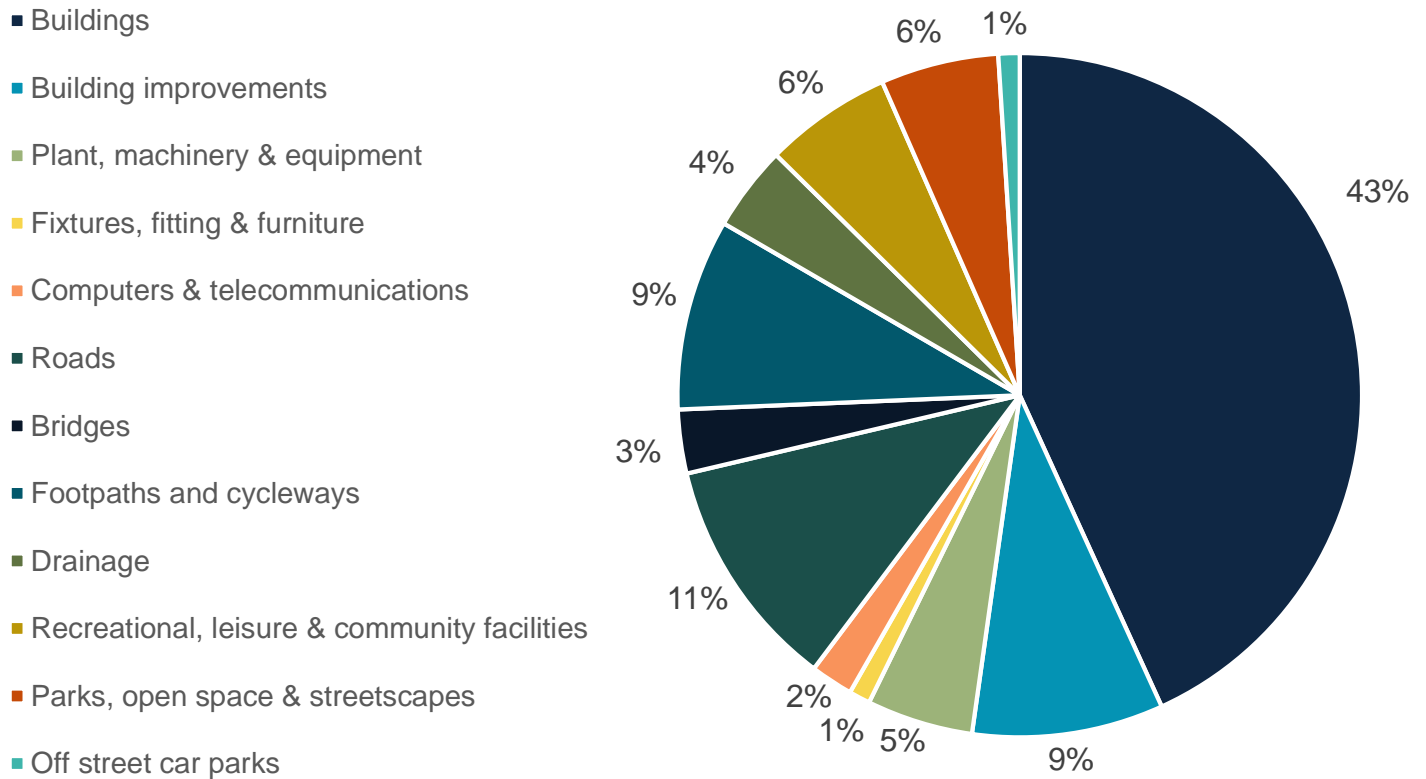
- buildings and building improvements: \$29.14 million
- roads, paths, bridges and car parks: \$13.20 million
- plant and equipment: \$4.49 million
- recreation, leisure and community facilities: \$3.47 million
- parks, open space and streetscapes: \$3.23 million
- drainage: \$2.50 million.

Key highlights completed in 2021/22 include:

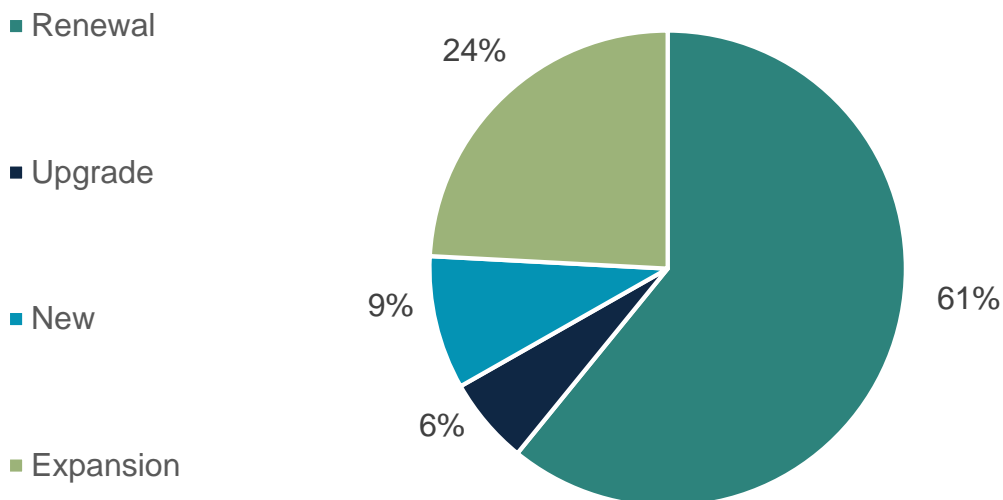
- Strathdon House and orchard precinct redevelopment (\$2.08 million over 4 years)
- Terrara Park pavilion redevelopment (\$6.67 million over 4 years)
- Road reconstructions in:
 - Asquith Street, Box Hill South (\$0.57 million),
 - Fellows Street, Mitcham (\$0.45 million),
 - Henry Street, Box Hill (\$0.30 million) and
 - Lambourne Street, Surrey Hills (\$0.23 million)
- Installation of new basketball half-court at Halliday Park, Mitcham (\$0.15 million)
- Sports field floodlighting improvements at:
 - RHL Sparks Reserve (\$0.68 million),
 - Morton Park (\$0.59 million) and
 - New lights installed on the Box Hill Gardens multipurpose court (\$0.16 million)
- Replacement of the Main Street, Blackburn road bridge (\$1.63 million over 2 years)

- \$3.67 million spent to improve footpaths across Whitehorse
- Streetscape improvements at:
 - Britannia Mall, Mitcham (\$1.23 million over 2 years) and
 - Brentford Square, Forest Hill (\$0.65 million over 2 years).

2021/22 Capital Works Expenditure by Asset Class



2021/22 Capital Works Expenditure by Asset Category



Asset Management

Whitehorse City Council is responsible for the management of assets valued at more than \$3.57 billion (including land). These include, but are not limited to:

- 606 kilometres of roads
- 32 kilometres of laneways
- 1232 kilometres of kerb and channel
- 1175 kilometres of footpath
- 863 kilometres of storm water drainage network
- 370 buildings and facilities, including early childhood and maternal care, leisure and recreation, community and cultural facilities
- 55 sports fields
- 173 playgrounds
- 76,000 street trees
- 690 hectares of open space, including quality bushland reserves, parks, formal gardens, recreation reserves and trails.

These assets play an integral part in delivering the services provided by Council to serve our municipality. Council manages its asset management responsibilities through the adopted Whitehorse Asset Plan, Asset Management Policy, Asset Management Strategy and Asset Management Plans for various asset classes. Asset management Plans direct Council's investment in maintenance and capital renewal for Council assets.

Asset Management Plan (AMP)	First AMP Developed	Latest AMP Developed	Next Version
Roads AMP	May 2008	June 2020	June 2024
Drainage AMP	May 2008	June 2020	June 2024
Buildings AMP	May 2008	Dec 2018	Dec 2023
Open Space AMP	Sept 2007	Sept 2019	Dec 2023
Plant and Fleet AMP	May 2008	June 2019	June 2023
Information Technology AMP	May 2008	March 2019	Jun 2023

Whitehorse Asset Plan

On June 14 2022, the Whitehorse Asset Plan 2022-2032 was adopted by Council.

The Asset Plan is a key corporate document that informs the local community about how Council intends to manage its \$1.6 Billion infrastructure asset portfolio.

The Plan is a requirement of the Local Government Act 2020, with the first Asset Plan due for adoption by June 30, 2022.

The purpose of the Asset Plan is to:

- Ensure that our assets support the themes and objectives in our Community Vision and Council Plan.
- Better inform the community on the assets under our custodianship, service levels and standards and financial capacity.
- Improve the effectiveness of asset management planning through a more engaged community.
- Embed asset management planning outcomes into our Integrated Strategic Planning and Reporting Framework.
- Demonstrate we will responsibly manage our assets to meet the service delivery needs of our community into the future in a sustainable and cost-effective way.

The Plan was developed in collaboration with the Whitehorse community through the Shaping Whitehorse community panel process. This consultation was conducted via an online survey, pop up events, focus groups and a deliberative community panel. Council worked directly with the community panel to ensure their views and aspirations were considered in the Plan. The Plan also includes a set of guiding principles for Council to use when making future financial and asset management decisions for the Whitehorse community.

Financial Outlook

Council's long-term planning strategy is aimed at creating a sustainable financial environment that enables Council to continue to provide the community with high-quality services and infrastructure into the medium and long term. Council's Long Term Financial Plan is a continuation of Council's responsible financial program. The financial plan aims to:

- balance the community's needs and ensure that Council continues to be financially sustainable in the long term
- increase Council's commitment to sustainable asset renewal and maintenance of the community's assets
- maintain a strong cash position for financial sustainability and the flexibility to respond to opportunities and unplanned major costs should they arise
- achieve efficiencies through targeted savings and an ongoing commitment to contain costs
- make rate and fee increases that are both manageable and sustainable
- provide a framework to deliver balanced budgets, including sustainable annual underlying surpluses.

Council prepared the budget for 2021/22 based on an average general rate increase of 1.5 per cent, consistent with expected CPI growth and the rate cap set by the Minister for Local Government under the Fair Go Rates system. Council has been fiscally responsible in preparing this budget and has included funding for a range of transformation initiatives to ensure that Council is able to deliver services and capital works that will meet the needs of our diverse community for many years to come. Council will continue to have one of the lowest average rates per assessment in metropolitan Melbourne.

Financial Sustainability

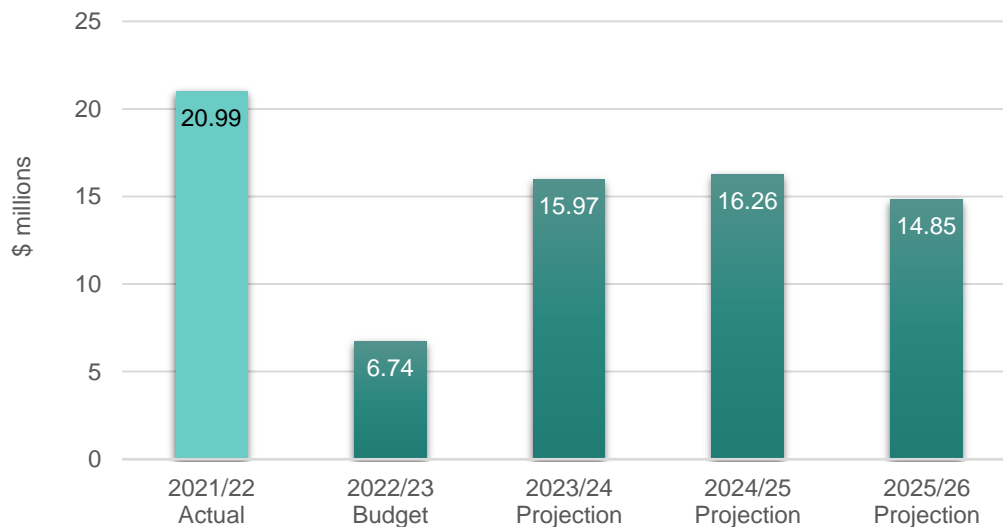
Council's Budget 2021/22 includes financial projections for the next four years. In accordance with the *Local Government Act 2020*, Council developed a new ten year Financial Plan 2021-2031 and Asset Plan 2022-2032, which were adopted by Council in October 2021 and June 2022 respectively. These new Long-Term Plans will provide high level financial projections for the next 10 years as well as information about the assumptions and strategies that underpin them. The key objective of these plans is financial sustainability in the medium to long term, while still achieving the strategic objectives specified in the Council Plan.

Council expects to achieve a surplus in the 2022/23 financial year while continuing to place higher priority on the renewal of the community's infrastructure and implement some significant transformation initiatives that will help ensure the success and sustainability of Council into the long term.

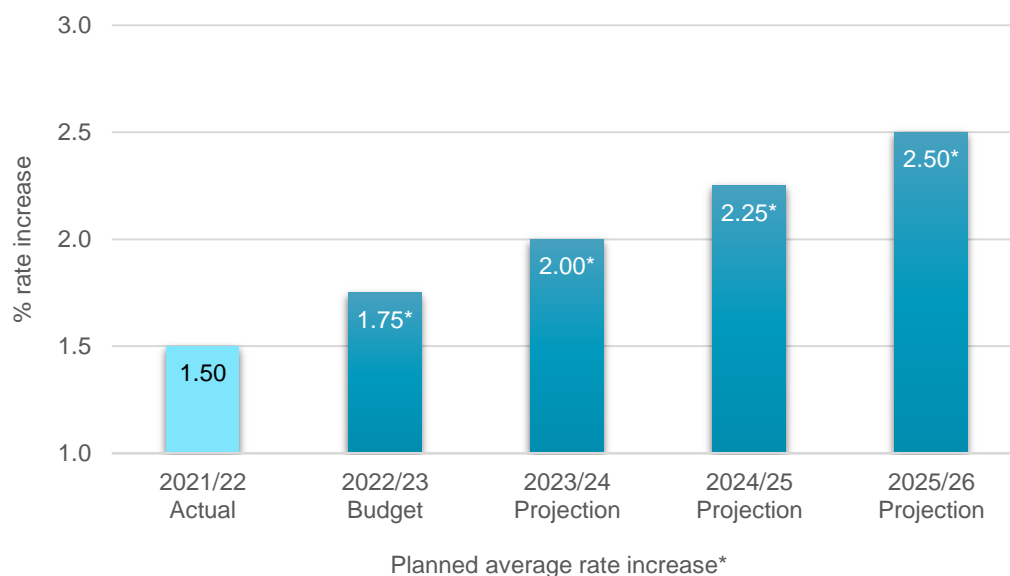
Supporting Graphs

The following graphs highlight Council's Budget projections for the next four years for average rates, adjusted underlying result and capital works expenditure.

Operating Result

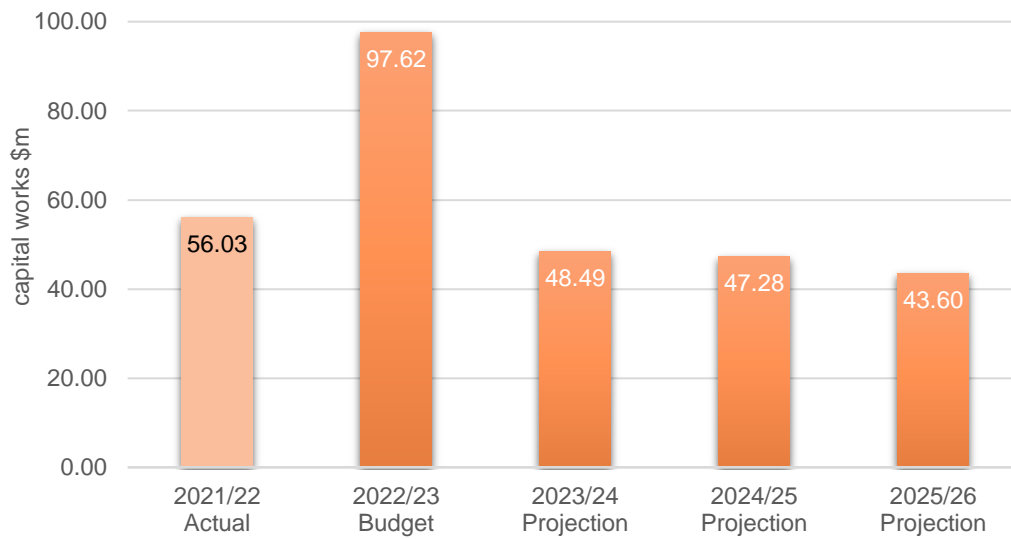


Average Rate Increase



* 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.

Capital Works Expenditure



Note: There is \$19 million worth of capital expenditure being carried over from 2021/22 not reflected in the 2022/23 budget.

Refer to page 120 onwards for the complete 2021/22 Financial Statements and Performance Statement, which provides trend analysis for key financial and performance indicators.

Our City



Whitehorse
is **15kms** east
of **Melbourne**
CBD and
64km²
Land Size



Population
175,970

Gender

48%	52%
Male	Female

Median Age
39



Age

0-24yrs – **29.2%**
25-49yrs – **34.5%**
50-75yrs – **26.6%**
75+ – **9.5%**



Born overseas

China – **13%**
India – **3.9%**
Malaysia – **3.3%**
England – **2.1%**
Hong Kong – **1.5%**

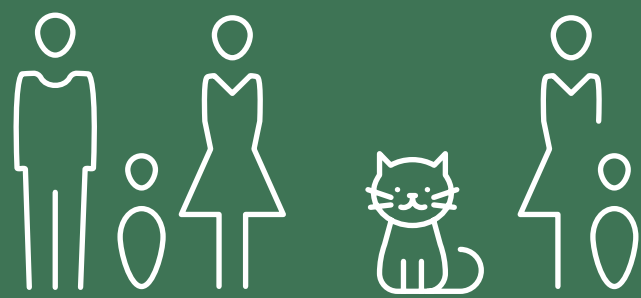


Language

55.9% Only English
spoken at home
44.3% Non-English
language spoken
at home

Our City

Families



36.2%

Couples
without
children

47.7%

Couples
with
children

14.1%

One
Parent
family

2%

Other
family

Households



70.1%

Family
households

25.2%

Single
person
households

4.7%

Group
households

Education



24%

Attended
University or other
higher education

Home Ownership



35.8%

Owned
outright

31.7%

Mortgage

29%

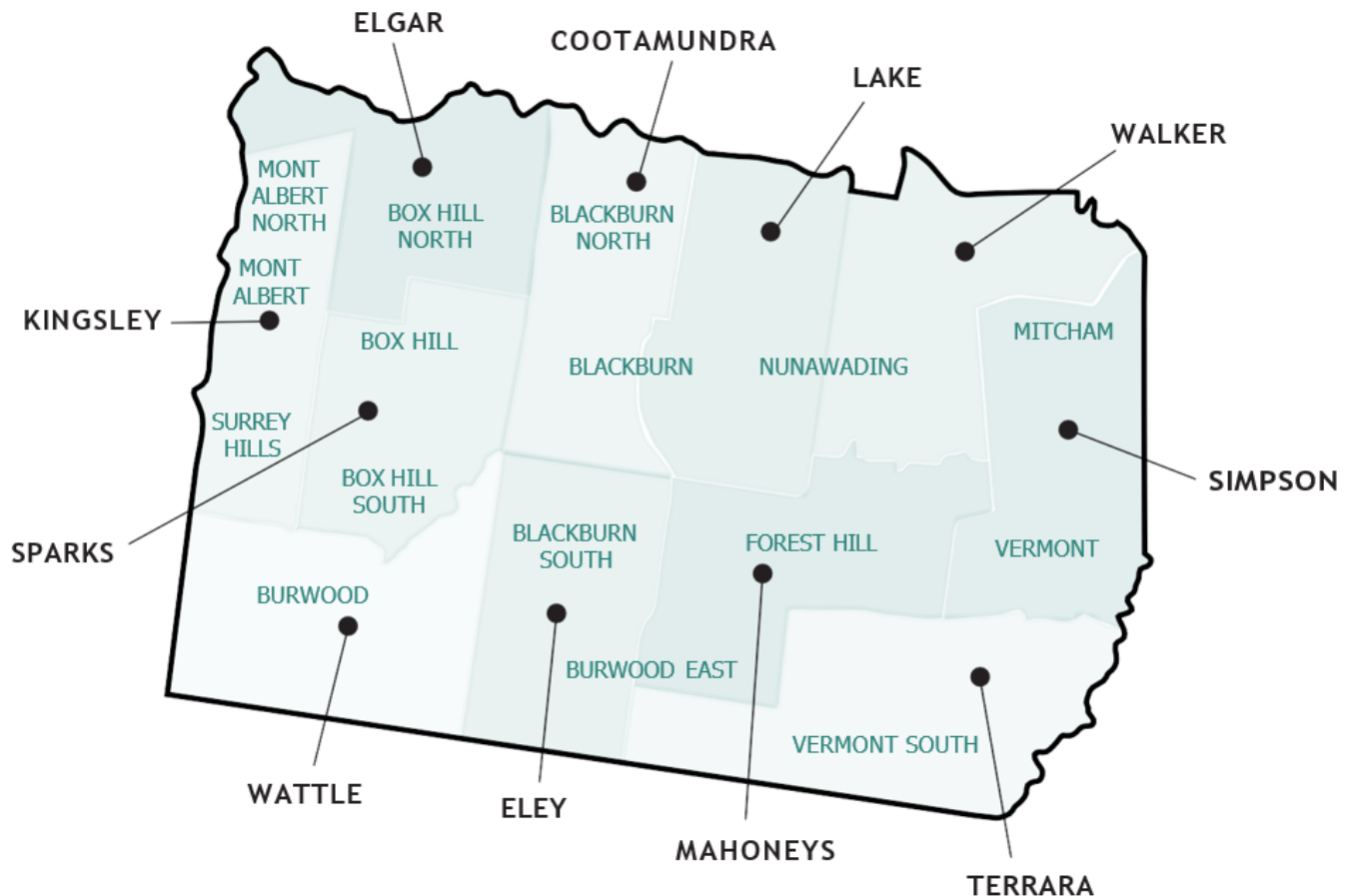
Rented

2.4%

Other

Our Councillors

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



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

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



Sparks Ward

Cr Tina Liu (Mayor)
tina.liu@whitehorse.vic.gov.au



Lake Ward

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



Elgar Ward

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



Terrara Ward

Cr Raylene Carr
raylene.carr@whitehorse.vic.gov.au



Simpson Ward

Cr Prue Cutts
prue.cutts@whitehorse.vic.gov.au



Wattle Ward

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



Mahoneys Ward

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



Cootamundra Ward

Cr Andrew Munroe
andrew.munroe@whitehorse.vic.gov.au



Kingsley Ward

Cr Amanda McNeill
amanda.mcneill@whitehorse.vic.gov.au



Eley Ward

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



Walker Ward

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

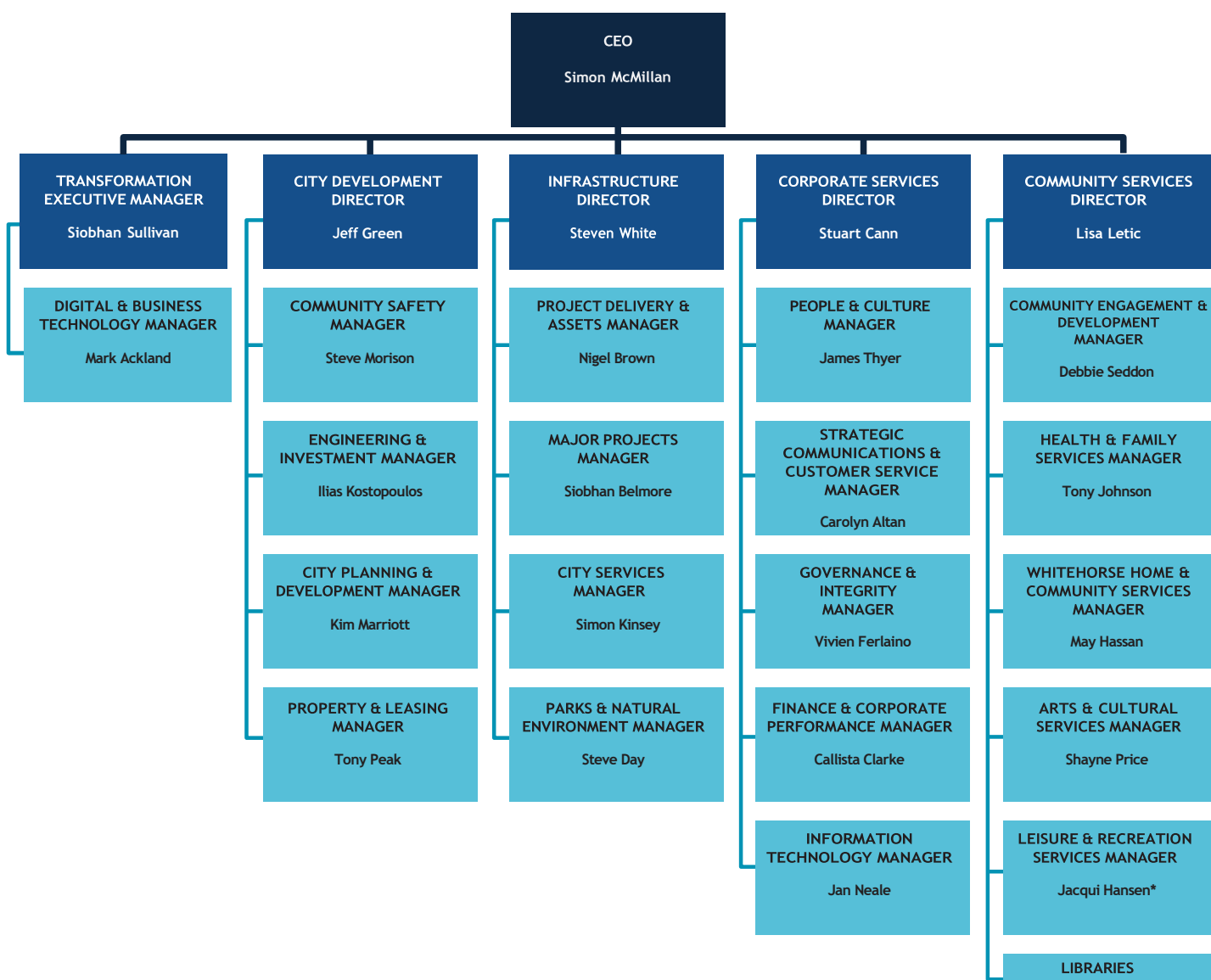
Our Organisation

Whitehorse City Council's dedicated employees and volunteers demonstrate their care and commitment to the community by delivering more than 100 different services to more than 175,970 residents.

Council prides itself on providing a safe and satisfying working environment and is committed to ensuring the wellbeing of all employees and volunteers. This enables our people to achieve Council's objectives to the best of their abilities.

Organisational Structure

The chart below represents Council's organisational structure as at 30 June 2022:



*Acting in the role

Executive Leadership Team

Whitehorse City Council's Executive Leadership Team comprises of the Chief Executive Officer Simon McMillan, four Directors and an Executive Manager. Simon reports directly to Council and is supported by (as at 30 June 2022):



Stuart Cann
Director Corporate Services

Areas of responsibility include: Finance and Corporate Performance, Information Technology, People and Culture, Strategic Communications and Customer Service, Governance and Integrity.

Jeff Green

Director City Development

Areas of responsibility include: Community Safety, Engineering and Investment, City Planning and Development and Property and Leasing.



Lisa Letic
Director Community Services

Areas of responsibility include: Community Engagement and Development, Whitehorse Home and Community Services, Health and Family Services, Leisure and Recreation Services, Arts and Cultural Services and Libraries.

Steven White

Director Infrastructure

Areas of responsibility include: Project Delivery and Assets, Major Projects, City Services, and Parks and Natural Environment.



Siobhan Sullivan
Executive Manager, Transformation

Areas of responsibility include: Project and Change Management, Service Review and Planning, Digital and Business Technology and Continuous Improvement.

Council's People

As at 30 June 2022, a total of 1328 staff were employed by Council in full-time, part-time, temporary and casual positions. This was approximately 3.9% lower than the previous year. Equivalent Full Time staffing at 30 June 2022 was 751. This was 0.4% lower than the previous year.

Council Staff by Employment Classification

Employment Classification^	Female EFT	Male EFT	Total EFT
Band 1	6	6	11
Band 2	81	37	118
Band 3	39	71	110
Band 4	86	34	120
Band 5	70	36	106
Band 6	70	42	112
Band 7	32	32	64
Band 8	19	10	29
Other*	50	32	81
Total	451	300	751

^ Temporary EFT (135 EFT) and Casual EFT (88 EFT) have been included

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

Staff by Functional Area as at 30 June 2022

Directorate	EFT		
	Female	Male	Total
Chief Executive Office	0	1	1
City Development	60	59	119
Community Services	252	82	334
Corporate Services	85	34	119
Infrastructure	41	119	161
Transformation	13	5	18
Total	451	300	751

Staff by Functional Area as at 30 June 2022 (cont.)

Directorate	Headcount							Total
	Full Time		Part Time		Casual			
	Female	Male	Female	Male	Female	Male	Self-Described	
Chief Executive Office	0	1	0	0	0	0	0	1
City Development	37	54	32	2	64	57	0	246
Community Services	78	31	240	60	226	101	1	737
Corporate Services	47	29	38	7	32	9	0	162
Infrastructure	34	115	11	3	0	0	0	163
Transformation	11	5	3	0	0	0	0	19
Total	207	235	324	72	322	167	1	1328

Note: EFT = Equivalent Full Time, which excludes vacant positions; Casual EFT calculated by actual hours in last pay period of the year.

People and Culture's Role

People and Culture partners with Council's leaders to create a work environment and workforce that will enable the Council to deliver the best possible services to our community. Our approach combines all aspects of the relationship between our people, our organisation and the community, including culture and engagement, workforce planning and diversity, change management, health, safety and wellbeing, learning and capability development and employment lifecycle systems.

Change and Organisational Development

A critical component of our People and Culture Strategic Framework is effective workforce planning to ensure the appropriate resources are available to deliver Council services. Council has developed an organisational workforce plan in line with the requirements of the Local Government Act 2020.

Council encourages all employees to reach their full potential by pursuing and developing their career and professional development interests. A range of formal and informal learning opportunities and development activities are provided to employees at Whitehorse City Council, identified in consultation with management and employees through Council's annual Performance Appraisal and Development program and Reward and Recognition.

To successfully deliver on great organisational culture, one of Council's transformation principles, a commitment has been made to a three year program to build leadership capability and strengthen our culture, ensuring that our organisational culture is based on trust and respect.

Diversity and Equality

Whitehorse City Council recognises that by engaging diverse views and experience, our people and the community achieve the best possible outcomes. Our employment practices and policies reflect legislative obligations and promote the principles of merit and fairness. Further progress in our aim to achieve best practice has been made in the past year with the development and implementation of our Gender Equality Action Plan (GEAP) as required under the Gender Equality Act 2020.

Council aims to provide a workplace where employees and volunteers are safe, supported and valued to work productively. Our goal is to provide a clear and consistent approach to managing and resolving equal opportunity and human rights issues.

Collective Agreement

Council's Collective Agreement expired in August 2021. During the year, negotiations were finalised and employees voted up the Agreement proposed by Council. When endorsed by the Fair Work Commission, Council will implement the provisions of the new Agreement that will guide the employment conditions for most employees.

Under the auspices of the Collective Agreement, the Whitehorse City Council Consultative Committee is an important consultation mechanism for the organisation. It comprises five

delegates each from employees, union and management who consult on a range of issues arising from the Collective Agreement, relevant legislation and industrial relations matters. The Committee seeks to contribute to maintaining a cooperative, productive and satisfying workplace.

Volunteers

Council engages 282 volunteers across various programs including Meals on Wheels, advisory committees, Council's ArtSpace, the Bushland Education program and homework support. Council acknowledges the valuable role that our volunteers play in contributing to the community.

Volunteers	
Female	172
Male	110
Total	282

Working for Victoria

Council received State Government funding to participate in the Working for Victoria Program. The program supported people back in to the workforce with short-term employment opportunities. The program provided valuable work experience to workers impacted by COVID-19 and assisted our community to recover from the pandemic.

Health, Safety and Wellbeing

Whitehorse City Council is committed to providing a work environment that is safe and without risk to health and wellbeing. To achieve this, Council has in place a range of safety management systems and regular initiatives that maintain legislative compliance, address high risk activities and develop a safety culture. Council runs a number of consultative and informative forums allowing regular communication and consultation with our employees to receive feedback on the safety of Council's operations. Information, instruction and training continue to ensure staff have the key competencies to undertake their tasks safely.

Continued focus has been given to reviewing Council's risk profile and implementing strategies to control high risk exposures (eg. Occupational Violence and Manual Handling). COVID-19 continued to be a focus by maintaining a COVID Safe environment for staff and the community through changing restrictions and altered work arrangements across our services.

Council's Health and Wellbeing programs empower our workforce to adopt healthier lifestyle choices by providing a range of self-management strategies to apply not only in the workplace but in the home environment. Programs such as stretching, healthy eating sessions, "Quit" campaigns and wellness topics all assist in preventing workplace injuries and illnesses. Combined with early return-to-work strategies working closely with injured employees, treating practitioners and line managers, Council consistently achieves better results than other Councils.

Risk Management and Insurance

The management of risk within Council is an important enabling function and is a key component of our "Good Governance" Transformation principle. Our risk management program assists council to meet the expectations of our many stakeholders and provide quality services

to our residents. Our understanding and management of risk provides greater certainty and security for stakeholders, employees and our residents by being informed, more decisive and move with increased confidence to the achievement of our Council Plan.

Our Enterprise Risk Management Framework (ERMF) provides the agreed approach for managing risk and is based on the international standard for risk management, ISO 31000:2018. A review of the maturity of our risk management framework was conducted in April 2022, which has led to further improvements in the application and integration of risk across council. This is supported by an Enterprise Risk management Framework Action plan to be reported to the Audit and Risk Committee.

An integral component of the ERMF is the Risk Management Committee that meet bimonthly to review Strategic and Operational (Enterprise) risks. The Internal Audit function provides objective and independent assurance over the effectiveness of internal controls, risk management and governance activities. The Audit and Risk Committee are briefed on Council's Strategic Risks and Operational (Enterprise) risk activities as per the work plan.

Council insurance program is comprehensively reviewed annually. Our major insurable risks include building assets, motor vehicle, cyber, and public and professional liabilities. The program is supported by an appointed broker. Council is insured with MAV Insurance as a member of the Liability Mutual Insurance (LMI) scheme for Public Liability and Professional Indemnity insurance.

Our Performance

The Local Government Act 2020 ('The Act') requires Council to take an integrated approach to planning and reporting under a principles-based approach. The principles-based legislation is designed to support Council with an adaptive response based on the local needs of the community; social, economic, environmental and cultural context; and the capacity of Council.

Integrated planning and reporting plays a critical role in ensuring the goals and aspirations outlined in the Whitehorse 2040 Community Vision and the four-year Council Plan are reflected in our planning.

Our Integrated Planning and Reporting Framework



Our Community Vision provides a high-level illustration of our future as described by the community.

Our strategic priorities are broad directions that steer the focus of Council's work, effort and resources, towards achieving the Community Vision.

Our transformation principles define our key areas of focus for the Transformation Strategy.

Our service plans and strategies document clear strategic direction to ensure alignment of community needs and Council's commitments. These provide Council employees with direction to prioritise and plan actions.

Monitoring and reporting are key components of the framework and serve two broad purposes — measurement of outcomes and measurement of performance. Council has established transparent reporting processes to ensure the public have access to regular and transparent information about Council's performance.

The core legislated elements of an integrated planning and reporting framework include:

Community Vision

The Community Vision provides a long-term (20 year) aspirational view of the community's desired future. The Whitehorse 2040 Community Vision was adopted in May 2021.

Council Plan

The Council Plan details Council's contribution to the delivery of the Community Vision through an array of high-level objectives sitting beneath each Strategic Direction of the Community Vision.

The Council Plan focuses on Council's approach to working with the community, key stakeholders, community organisations and other levels of government in order to achieve these objectives over the next four years. The Council Plan 2021-2025 was adopted on 18 October 2021.

Municipal Public Health and Wellbeing Plan (MPHWP)

The Municipal Public Health and Wellbeing Plan is a strategic plan that sits alongside the Council Plan. It outlines key priorities and objectives where Council will work in partnership with other organisations, groups, individuals and advocacy networks to improve the health and wellbeing of the Whitehorse community. The Municipal Public Health and Wellbeing Plan 2021-2025 was adopted on 18 October 2021.

Financial Plan

The Financial Plan includes financial principles and provides a long-term view of the resources that are expected to be available to Council into the future and the proposed application and use of those resources. The Financial Plan will show how the viability and financial sustainability of Council will be achieved and maintained over a 10-year period. The Financial Plan 2021-2031 was adopted on 18 October 2021.

Budget

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

Asset plan

The Asset Plan will support the management of all Council infrastructure with a view to ensure that the operating, maintaining and renewing of Council assets are completed in a cost-effective way, whilst providing a suitable level of service over a 10-year period. The Asset Plan 2022-2032 was adopted on 14 June 2022.

Revenue and Rating Plan

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

Workforce Plan

The Workforce Plan describes the organisational structure of the Council and the projected staffing requirements over a 4-year period and beyond. It sets out measures to ensure gender equality, diversity, expertise and inclusiveness and outlines the human resources required to implement the objectives, strategies and major initiatives of the Council Plan. The Workforce Plan was adopted by the Executive Leadership Team on the 14 December 2021.

Annual Report

The Annual Report outlines the Council's performance for the year as measured retrospectively against the Council Plan and Budget. Included are the achievements against major initiatives, the service performance indicator results, and a governance and management checklist.

Also included are the financial statements and performance statement to report against overall performance, financial performance, and sustainability.

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

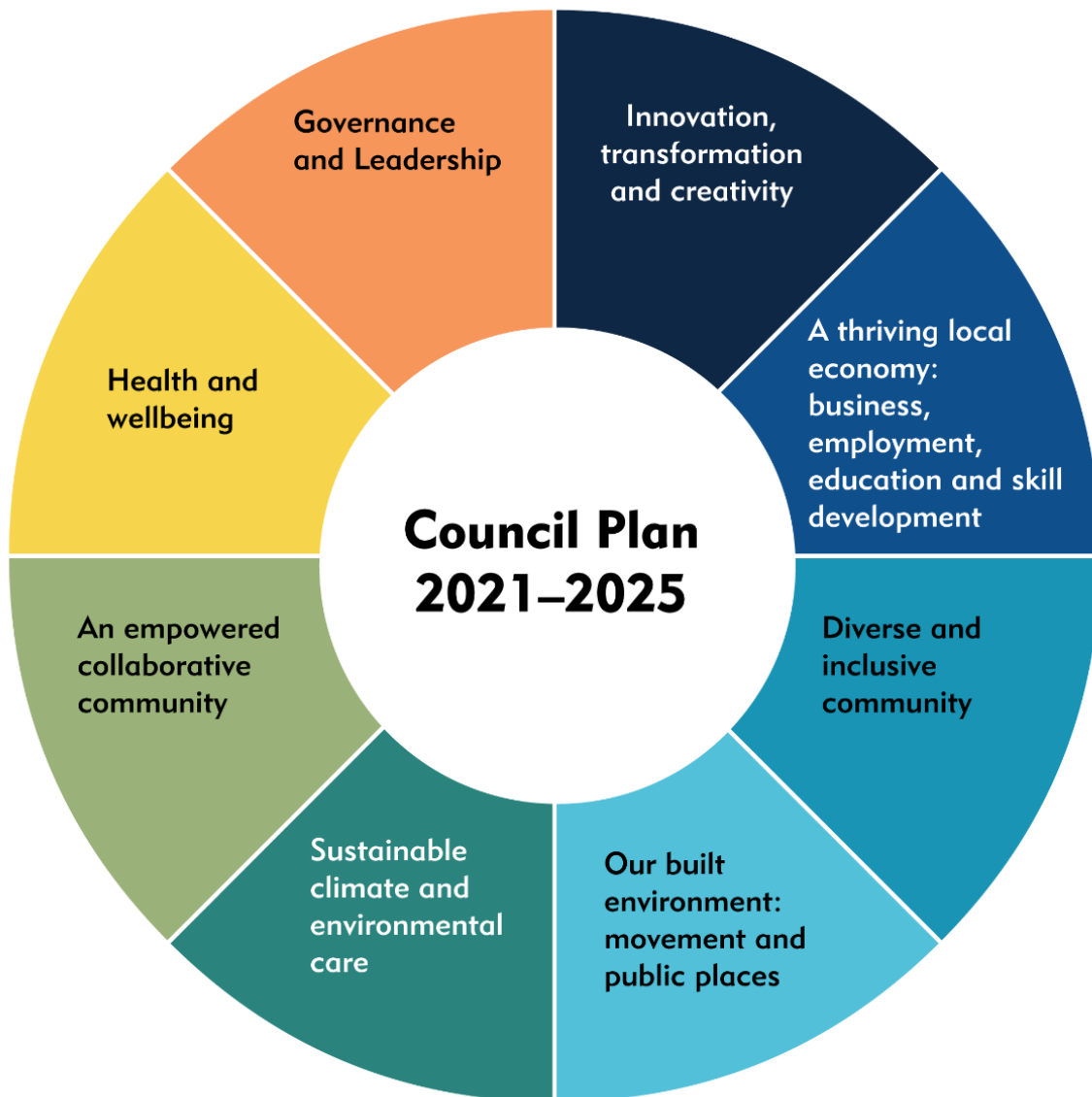
Community Engagement Policy

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

The Policy provides direction regarding formal (including legislated requirements) and informal community engagement activities undertaken by, or on behalf of Council. The Policy outlines Council's position, role and commitment to ensure community engagement is integrated into Council activities.

Our Council Plan

Our Council Plan 2021-2025 outlines the eight (8) strategic directions and related objectives and strategies Council will work towards over the next four years to achieve the Whitehorse 2040 Community Vision.



Our Performance

In the following pages, each strategic direction outlines:

- Our objectives which work towards achieving the strategic direction
- Progress towards our major initiatives and Initiatives
- Results in relation to our Strategic indicators
- Description of services funded and who in the community are provided those services
- Results against the prescribed service performance indicator and measures for 2021/22

Strategic Direction 1: Innovation, Transformation and Creativity

Our Objectives

1.1: Embrace transformation

1.2: Embrace technology and innovative service provision

1.3: Facilitate and encourage creativity and innovation within the community

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

The following Major initiatives and initiatives highlight Council's work that contributed to our objectives for 2021/22.

For each major initiative and initiative, a 'traffic light' system is used to indicate trend against planned targets for the financial year:

 Complete  On Track  Monitor  Needs Work  Deferred **Not Started**

Major Initiatives and Initiatives

Development of the Transformational Strategy

The development of the Organisational Transformation Strategy commenced in December 2021 when the recruitment to the roles of Executive Manager Transformation and Coordinator Transformation had been finalised. The strategy was written to align with the organisation's existing five Transformation Principles which had been agreed on as part of the organisation's structure review in early 2021. Councillors, Department Managers, Coordinators and the Continuous Improvement Network had the opportunity to provide input into the strategy which was subsequently endorsed by the Transformation Steering Committee on the 24 May 2022. The Strategy will be reviewed regularly and the indicators included within it will build over time as the organisation's data maturity increases.

Status: 

Undertake Continuous improvement Program

In 2021/22, our Continuous Improvement Program has delivered 13 completed projects with a further 30 projects in progress attributing to \$994,159 in financial benefits and 12,367 hours in increased capacity. An improved customer experience is being delivered through increased digital channels (43,453 transactions) and concurrently improving our processes to deliver a faster response to our customers resulting in 10,563 days of improved response time with an overall 4 out of 5 star customer satisfaction rating post transaction survey completion.

Status: 

Undertake Organisational Service Planning Review

Recruitment in the newly developed Service Excellence Team commenced in 2021/22 financial year with the Coordinator Service Excellence being appointed in November and additional resources recruited in early 2022.

The development of Council's Service Excellence Framework commenced in November 2021 which outlines how service planning and reviews fit within the Integrated Planning and Reporting Framework and other Transformational projects.

The framework will be rolled out across the organisation from mid-2022.

A five-year pipeline of service reviews was also developed and distributed throughout the organisation with the addition of tools and templates to assist, prepare and support staff with the reviews.

During the 2021/22 financial year, four reviews commenced and are currently underway. They include Services for Older people, Aqualink Services, Statutory Planning and Customer Service & Experience. All four reviews are on track to complete by the end of 2022.

Status: ●

Implementation of the Enterprise Resource Planning project

The Enterprise Resource Planning (ERP) Project is a multi-year project to replace legacy IT systems – Finance, Human Resources, and Payroll. This project will establish a cloud integration platform to provide a foundation for continued improvement. The project will see the new system go-live in the 2022-23 financial year. In 2021-22, the project was initiated, vendors engaged and the project plan developed. The project will deliver:

- Simplify and automate processes to reduce system pain points
- Deliver a seamless experience and increase value-add activities
- Improve decision making through advanced analytics and reporting

Status: ●

Implementation of the IT Foundational Plan

The 2021/22 financial year saw the recruitment of positions for the IT Foundational Plan which included an IT Strategy Project Manager, IT Support Analyst and Infrastructure Systems Engineer.

The implementation of the IT Foundational Plan included a two-factor authentication when logging into Whitehorse systems remotely, introduction of single sign-on to various cloud services, configuring specific security products to refine our security approach, streamlining the allocation and management of mobile devices, and commencing a project to deliver a modern workplace which includes utilising software licences, enhancing collaboration, and delivering cloud applications to the business.

Status: ●

Services Funded in the budget

The following statement provides information about the services funded in the 2021/22 Budget.

Services	Net Actual Budget Variance \$'000
Transformation <i>This new service area has been implemented with a focus on transforming Council from good to great. It includes new resources for service planning and review and continuous improvement.</i>	(1,175) (1,605) <hr/> (430)
Digital & Business Technology <i>This service is responsible for the implementation of Council's new Enterprise Resource Planning System that commenced in 2021/22 and is scheduled to go-live in March 2023.</i>	(6,166) (3,925) <hr/> 2,241
Arts & Cultural Services <i>This service provides a diverse and ongoing program of arts, cultural and heritage events as well as access to the Whitehorse Art Collection, meeting room hire and function services.</i>	(2,252) (2,438) <hr/> (186)
Libraries This service represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality.	(5,505) (5,525) <hr/> (20)

Strategic Indicators: Innovation, Transformation and Creativity

1

Our Strategic Indicators measures our performance against the Council Plan 2021–2025

Strategic Indicators



80

Manual processes **converted to online workflows**



74

Community Satisfaction Survey results for Arts centres and libraries



190,676

Participation rates in Council run programs

On Track



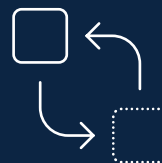
Progress of **Enterprise Resource Planning (ERP)** project



Financial savings of \$700k in year 1 through the **Transformation program**



Service Excellence Program developed by 2022/2023



Increase in integrated **ERP applications**

Measure under review or not commenced

Employee Engagement Survey

Maximise return on investment of Whitehorse Performing Arts Centre (year 4 of the Council Plan)

Develop a proposal for an open data program

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

Our Objectives

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

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

2.3: Support high-quality, accessible, and affordable education within the municipality

The following Major initiatives and initiatives highlight Council's work that contributed to our objectives for 2021/22.

For each major initiative and initiative, a 'traffic light' system is used to indicate trend against planned targets for the financial year:

 Complete  On Track  Monitor  Needs Work  Deferred **Not Started**

Major Initiatives and Initiatives

Whitehorse Activity Hubs (plan for post-pandemic support to revitalise Whitehorse)

A Placemaking Officer was appointed in 2021/22 to plan and commence programs that incorporates Placemaking, Think Local Buy Local and precinct activations.

Engagement and consultation was undertaken with businesses and activity centres throughout the year to support the utilisation of activation pods. Activities were undertaken to promote the availability of an Activate Whitehorse online booking page, and the first Placemaking electronic newsletter was successfully distributed to 248 recipients.

A series of Festive activations were delivered throughout the year which included music and window art for Christmas, Plants activation, The Cultural Diversity Photography photo walk, Outdoor activation program, Umbrellas at Urban Park at Blackburn Station, and the launch of Safer Communities. All the activations and programs were well received and received a high number of participants.

After 37 years, the Neighbours production said goodbye to Ramsay St, otherwise known as, Pin Oak Court, Vermont South. To commemorate this occasion, an event was held on 18 June at Brentford Square inviting residents and fans to celebrate and reminisce Whitehorse's best claim to fame.

Quarter four also saw the Box Hill Activation Pods registered and listed on the festival website in preparation for the Melbourne Fringe Festival that will occur in the 2022/23 financial year.

Status: 

Local Law and parking service provision that is designed to support and assist businesses

During 2021/22 Hospitality businesses were offered support with outdoor trading by extending their existing space or waiving fees for renewal.

Online permit applications for some services was implemented to improve customer experience. In line with the Parking Management Strategy, an additional 1000 in-ground sensors were plotted across the municipality which promoted turnover of trade. In addition, programmed parking patrols were conducted to promote and encourage turnover of trade designed to ensure consistent parking opportunities.

Status: ●

Council will promote and work with businesses to encourage more outdoor trade

Council supported the Government's COVID-19 outdoor dining initiatives by providing 27 businesses access to on-street parking to trade. Although the state funding for COVID-19 Outdoor Dining ceased, Council continues to support and promote businesses to access safe use of footpath spaces for trading through the Local Law provisions. Further opportunities to conduct outdoor trade has been implemented including expanding the footprint to adjacent premises where possible.

Status: ●

Services Funded in the budget

The following statement provides information about the services funded in the 2021/22 Budget.

Services	Net Actual Budget	Variance \$'000
Investment and Economic Development	(755)	
This service works in partnership with a range of organisations to support a local economic environment that attracts investment.	(1,032)	
		(277)
Box Hill multi-deck carparks	1,010	
This service provides multi-level car parking facilities in watts Street and Harrow Street, Box Hill.	1,219	
		209
Council Pandemic Response	(1,138)	
This reflects Council's Coronavirus Pandemic Response including hardship support and stimulus packages, and an additional temporary resource to deliver financial benefits as part of Council's pandemic recovery response. Excluded from this is the further hardship support to be provided through reduced interest on rates which will continue in 2022/23.	(832)	
		306

Strategic Indicators: A Thriving Local Economy; Business, Employment, Education and Skill Development

2

Our Strategic Indicators measures our performance against the Council Plan 2021–2025



24%

of **Council procurement** from **local businesses**



28

Number of **partnership events** held with **surrounding Councils**



69%

of **registered businesses** supported through advertising and other engagements



5

Number of **retail precincts** the **Business Resilience Program** has been implemented



35

Number of **Think Local Buy Local** communication initiatives



37

Number of programs developed by **government and industry associations** communicated to the business community



29

meetings with **Tertiary Education** representatives



2

Delivered programs with **local tertiary institutions**



6

business networks supported to implement **innovative solutions**



+0.2%

gap between the **Greater Melbourne** and **Whitehorse** unemployment rates

On Track

programs that encourage **trade** and **access to businesses**

An increase in **outdoor trading permits** in our commercial and retail precincts

Measure under review or not commenced

Increased levels of re-engagement with education by young people.

Feasibility paper developed and presented to the executive by July 2022. Recommendations of feasibility paper to then be presented to Council

Strategic Direction 3: Our Diverse and Inclusive Community

Our Objectives

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

3.2: Celebrate difference and lead the community towards greater cohesion

3.3: Celebrate our Wurundjeri Woi Wurrung heritage

3.4: Advocate for greater housing diversity including affordable and social housing

The following Major initiatives and initiatives highlight Council's work that contributed to our objectives for 2021/22.

For each major initiative and initiative, a 'traffic light' system is used to indicate trend against planned targets for the financial year:

 Complete  On Track  Monitor  Needs Work  Deferred **Not Started**

Major Initiatives and Initiatives

Development of the Strategic Partnerships Framework (Indoor Sports Facilities)

2021/22 commenced with community engagement on the draft Strategic Partnerships Framework. Feedback from the community was received and considered which saw additional content being added to the framework.

The additions to the framework are currently underway and the framework will be released to the community after being endorsed by Council.

Status: 

Development of the Whitehorse Gender Equality Action Plan 2021-2025

A Workplace Gender Equality Audit as well as the development of a Gender Equality Action Plan (GEAP) was conducted in 2021 as part of our obligations under the new Gender Equality Act (introduced in Victoria in March 2021).

The Gender Equality in the Public Sector Commission has approved Council's Workplace Gender Equality Audit and our GEAP as being compliant with the Gender Equality Act (2020). The Whitehorse City Council 2022-2026 GEAP will shortly be distributed internally and published on our website, as well as on the Commission's website.

Engagement with employees, Councillors, and employee representatives was undertaken to provide input into the 4 year Gender Equality Action Plan (GEAP).

Training for staff on how to conduct Gender Equality Impact Assessments commenced in early 2022 and will continue throughout the 2022/23 financial year. A focus of the forthcoming 12

months will be cross-Council departments having undergone the required training to undertake Gender Impact Assessments (GIA's) relating to their policies, plans, initiatives, programs etc. that have an impact on the community.

After drafting the GEAP 2022-26, it was endorsed by our Executive Leadership in quarter 3. Recruitment is currently underway for an officer to oversee and coordinate the implementation of Plan.

Status: 

Development of the Affordable Housing Local Planning Policy

After being deferred for the first half of 2021/22, a review of the Whitehorse Affordable Housing Policy commenced in quarter 3. A discussion paper to inform Council of the current state of social and affordable housing in Whitehorse was developed.

The first phase of the review commenced in quarter 4 with presentation and workshops undertaken with Councillors, developers, housing providers, homeless services and Local Government. A survey with the wider community was also conducted and generated 117 responses. The Policy review is progressing well and is on track to be completed by the end of 2022.

Status: 

Services Funded in the budget

The following statement provides information about the services funded in the 2021/22 Budget.

Services	Net Actual Budget Variance \$'000
Community Development This service focuses on the development and implementation of policies, strategies, programs and initiatives to respond to community wellbeing needs. It also provides community grants to local not-for-profit groups and organisations and oversees our healthy ageing programs.	(1,190) (1,182) <hr/> 8
Events This program develops and delivers Council festivals and events that encourage community participation and connection.	(317) (773) <hr/> (456)

Strategic Indicators: Our Diverse and Inclusive Community

3

Our Strategic Indicators measures our performance against the Council Plan 2021–2025

8.35%

increase in the **use of interpreters** across Council

7



Participation in **Eastern Affordable Housing Alliance** and **Regional Local Government Homelessness and Social Housing Charter Group**.

1



Number of **gender impact assessments** undertaken

3



Number of **collaborative procurement** contracts

49

Number of registered users on **YourSay Whitehorse** who identify as a **person with a disability or impairment**

40%

Increase in **Web visits** and enquiries via **digital channels**

17

Number of programs that have **volunteers**

60

Community Satisfaction Survey results for informing the community

806

Number of new citizens welcome through **Citizenship Ceremonies**

59



Number of registered users on YourSay Whitehorse with a **non-English speaking background**

8

number of partnership meetings with **community organisations**



2,600

Attendance numbers at **Council-led festivals and events**

6



Council information sessions delivered to **new migrants**

43%

% of **community grants** that support cultural, faith and gender diversity

1

Number of Council-led events that celebrate and promote our **Wurundjeri Woi Wurrung heritage**



58,100

Number of **online transactions**

3



Number of new **joint partnership projects** undertaken

On Track

Create partnership with **CaLD community** organisations

Increase in the number of **translated materials** produced

Facilitate and promote **Whitehorse Interfaith Network** (number of meetings)

A range of **faith and cultural celebrations** and traditions are acknowledged throughout the year

Measure under review or not commenced

% of registered volunteers from a Culturally and Linguistically Diverse (CALD) background

Number of social and affordable housing developed in partnership with developers

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

Our Objectives

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

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

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

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

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

The following Major initiatives and initiatives highlight Council's work that contributed to our objectives for 2021/22.

For each major initiative and initiative, a 'traffic light' system is used to indicate trend against planned targets for the financial year:

 Complete  On Track  Monitor  Needs Work  Deferred **Not Started**

Major Initiatives and Initiatives

Capital Upgrade storm proofing paths project

The beginning of 2021/22 saw design works being developed for the project followed by community consultation. The path to Antonio Park Newlands was upgraded, providing a safe and accessible link from Edgerton Road East to Edgerton Road West. This path provides improved access for the community and an important link for primary school children.

Mont Albert Reserve path upgrade also completed which provides a sealed surface and eliminate erosion.

Status: 

East Burwood Reserve Master Plan

The consultation and communications plan was developed and quarter 4 saw the first round of club stakeholder engagement being undertaken with further community engagement planned for mid-2022. This project is on track with an expected completion in the 2022/23 financial year.

Status: 

Redevelopment of the Whitehorse Performing Arts Centre

After a comprehensive procurement process, Council awarded the Main Works Contract for the Whitehorse Performing Arts Centre redevelopment to Kane Constructions.

In November 2021 Council held a smoking ceremony and turning of the soil event to mark the commencement of Kane Construction on site and to acknowledge the Wurundjeri Woi-wurrung people of the Kulin Nation as the traditional owners of the land.

Works completed early in the year included all piling, installation of in-ground services, lower ground and ground floor structure, the northern detention basin works and all lower ground and ground concrete slabs have been poured.

Quarter 4 saw construction continue. Majority of the venue precast panels were erected enabling most of the level 1 concrete floor slabs to be poured. Precast panels for the Studio theatre were erected enabling the installation of the steel roofing structure to commence.

Erection of level 1 precast panels progressed including the back wall of the proscenium theatre. These elements support the commencement of construction of the theatre fly tower, one of the most complex elements of the project. The project is progressing on program.

Status: ●

Redevelopment of Morack Golf Course

Community Engagement for the redevelopment of Morack Golf Course concluded in November 2021. A contractor was appointed by Council in quarter 4 after an extensive tendering process. Contractor mobilisation and early works preparation commenced towards the end of 2021/22. The project is on track to be completed in 2023/24.

Status: ●

Redevelopment of Sportlink

Community engagement for the redevelopment of Sportlink was completed early in the 2021/22 financial year. A builder was appointed in quarter 4 after an extensive tendering process and has been mobilised on site. Works have commenced and the project is currently running on schedule.

Status: ●

Refurbishment of Strathdon House and Orchard precinct

All works on the project have been completed and Strathdon House and Orchard Precinct was officially opened on 11 December 2021.

Status: 🏠

Implement Sports field lighting improvement projects in line with the Sports field Lighting Policy

Sports field lighting construction works were completed at Morton Park East oval, Morton Park West Oval and Box Hill Gardens MP Sports court.

Detailed design and documentation was completed for sports field lighting at Sparks Reserve West and Preliminary design works was completed for Ballyshannassy Reserve.

Contracts were awarded for works at the Bennettswood South Oval and Mahoney's Reserve Soccer facility with works currently underway. Completion date for both sites have been pushed back to the end of August 2022 due to overseas supply chain issues.

Status: ●

Energy efficient street lighting changeover

The bulk changeover of 841 street lights to more energy-efficient LED lighting was completed in July 2021. Two additional street lighting energy efficient LED upgrade projects also commenced in 2021/22 with stage 1 completed. Stage 1 saw 785 lights in total upgraded with energy efficient LEDs with the remaining 58 lights unable to be replaced.

This upgrade is expected to reduce greenhouse gas emissions by approximately 332 tonnes per annum. Stage 2 of the decorative-style street lighting upgrade project is progressing. To date, 153 lights have been replaced (24%) with energy efficient LEDs. The project completion date has been extended until 31 December 2022 due to additional materials such as adaptors, supply chain, contractor timing and logistical challenges. Once completed, the 646 new lights will reduce greenhouse gas emissions by an estimated 168 tonnes per annum.

Status: ●

Pavilion Renewal - Implement Pavilion Redevelopment Program in line with the Pavilion Development Policy

Terrara Park Pavilion was completed in quarter two and handed over for use by community sports clubs.

Heatherdale Reserve Pavilion construction works are continuing with structural slab constructed and erection of structural steel commenced.

Sparks Reserve West Pavilion construction continuing with building fabric and roofing complete. All services are connected.

Planning continues for Mahoneys Reserve Pavilion Renewal with initial site analysis and services completed. Stakeholder and community engagement is continuing and is informing on concepts for pavilion consolidation and locations.

Status: ●

Prepare Infrastructure Developer Contributions Framework for consideration by Council

Stage 1 to prepare the Infrastructure and Development Contributions Framework was finalised in quarter 1 and culminated in a report that examined the infrastructure needs of the municipality and the anticipated growth of development over the next two decades.

Developing a Municipal wide Development Contributions Plan (DCP) commenced as part of stage 2 of the project. The draft DCP is currently being peer reviewed and will be reported at a future Council meeting with a view to initiating a planning scheme amendment to implement the Plan.

Status: ●

Sportsfield safety and provision review

A sports field audit was undertaken to provide officers with detailed data on the ground capabilities.

Resourcing was provided to appoint a consultant to undertake a risk audit of Council's sports fields. A Project brief was finalised for the Sports Field Activity Audit which was distributed to the consultant market in January.

Recreation consultant insideEDGE was appointed in February to undertake the project and commenced work. The risk and audit report with recommendations was delivered by the expected timeframe of June 2022.

Status: 🚧

Adopt updated Structure Plan and Urban Design Framework for Box Hill Metropolitan Activity Centre and implement planning controls

A draft Structure Plan, draft Urban Design Framework and draft planning controls to implement the strategies were considered by Council in May 2020. Following further consultation with the Department of Environment, Land, Water and Planning (DELWP), Council undertook further work to finalise the draft planning scheme controls and make associated updates to the draft Structure Plan and Urban Design Framework. A further report to Council to commence a planning scheme amendment for Box Hill was considered at a Council meeting in November. A request for authorisation to commence the planning scheme amendment process was lodged with the Minister for Planning on 26 November 2021 and is currently under review by DELWP.

Status: ●

Update the Nunawading, Megamile East and Mitcham Structure Plan

Consultation material and a background Discussion Paper was drafted in preparation to launch the project to the community.

Phase 1 of the community consultation was undertaken from mid-November to mid December 2021. This launched the project and sought high level feedback from the

community as well as registrations of interest in the project. A consultation summary report was developed in January, however progress on this project has slowed due to resourcing. The project will continue into 2022/23 financial year.

Status: ●

Progress implementation of the Residential Corridors Built Form Study

Council received authorisation from the Minister for Planning in February 2021 for a planning scheme amendment to implement the Study. The conditions of authorisation were problematic when reviewed against the intent of the Study and Council considered a response to the conditions on 20 September 2021. Council submitted a revised planning scheme amendment to the Minister for Planning for re-authorisation.

On 21 December 2021 DELWP refused authorisation of the revised planning scheme amendment (Amendment C239) which replaced the original amendment request to implement the Residential Corridors Built Form Study (Amendment C220). DELWP advised that Council can proceed with the original Amendment C220 if all of the conditions of authorisation are met.

Officers met with DELWP in late January 2022 and received written comments in early February to clarify DELWP's grounds of refusal of Amendment C239. A report with recommended next steps was prepared.

The proposed amendment has been revised and a report has been prepared for Council to progress Amendment C220. This report will be considered in quarter 1 of 2022/23.

Status: ●

Implement the Streetscape Improvement Program in line with existing structure and activity centre plans

Brentford Square Shopping Centre Upgrade, Britannia Mall Upgrade and Katrina St/Caroline Crescent streetscape renewal works have been completed.

Resident and trader engagement for Cromwell St/McIntyre St Streetscape renewal was undertaken and works have since been completed.

Woodhouse Grove/Elgar Rd shops streetscape upgrade was deferred to simplify design and accommodate traffic engineering concerns. Construction is planned to commence by in the 2022/23 financial year.

Community engagement on Vermont Village Stage 2 Upgrade has commenced with the aim to understand views on implementing a reduced scope of deferring the original investment proposed.

Design planning was completed for Springvale Rd, Nunawading strip shopping upgrades and Community engagement on designs commenced. Construction is scheduled to commence in 2022/23.

Status: ●

Development and adoption of a ten year Assets Plan as per statutory requirements of LGA2020

On June 14 2022, the Whitehorse Asset Plan 2022-2032 was adopted by Council. The document received positive feedback from both Council and the Whitehorse community. It's available for viewing on the Whitehorse City Council Website.

Status: 

Development of Open Space Strategy 2022-2037 including review further opportunities for use of Open Space Reserve funds in delivering open space priorities

Preparation on the Open Space Strategy commenced during this financial year. A report outlining the preliminary work on the strategy was developed and will go to Council early in the 2022/23 financial year.

Status: 

Participate in development of guidelines by State government aimed at creating '20-minute neighbourhoods'

The Victorian Government has not initiated any engagement activities on the guidelines for 20-minute neighbourhoods. Council did provide input when the concept surfaced during engagement on other Victorian Government transport projects.

Council will begin some preparatory scoping at a local level in the 2022/23 financial year.

Status: Not started

Implement the Play Space Renewal Program in line with the Play Space Strategy

Highbury Park play space renewal was completed in December 2021.

Community engagement was undertaken for Cootamundra Walk, Hurter-Finch and Billabong Park play space renewal projects.

Construction contracts were awarded for six small local play spaces. (Lucknow Crt, Berry Way, Scott St, Combarton Park, Koonung Creek, and Warekila).

Thatcher Reserve and Blacks Walk play space renewals went out for design tender submission. Construction commenced for Berry Way, Scott St, Combarton Park, Koonung Creek, Thatcher and Blacks Walk play spaces. Construction for Lucknow Close and Warekila play spaces was deferred due to supply chain issues with suppliers.

Status: 

Review Play Space Strategy (Year 3)

The review of the Play Space Strategy is due to commence in year 3 (2023/24) however an initial brief paper was developed and currently seeking internal feedback.

Status: 

Natural and built environment education program

Council facilitated several natural and built environment education programs in the 2021/22 financial year.

In total, 28 programs and seminars were held with a total of 1,603 participants. There were 51 visits to the Gardens for Wildlife and a total of 65 active volunteers.

Status: 

Work co-operatively with Suburban Rail Loop to advocate for best implementation of State Planning regulations in Box Hill and Burwood

The independent Inquiry and Advisory Committee (IAC) panel hearing regarding the Suburban Rail Loop concluded in May 2022. Council was represented at the hearing by a range of technical and legal experts. Detailed written and oral submissions were made to the panel, advocating for the matters raised by community members during Council's engagement activities. The key issues included (but not limited to), significantly improved transport interchanges, protection of vegetation, support for impacted residents and businesses and protection of open spaces.

Status: 

Replacement of Main Street Bridge, Blackburn

Construction and landscaping of the Main Street Bridge, Blackburn was completed and the bridge is open to the traffic.

Status: 

North East Link Advocacy

The Victorian Government focused on planning sections outside the City of Whitehorse for majority of the financial year.

Quarter 4 saw the Victorian Government commence the tendering phase for North East Link works along some sections of the Eastern Freeway. Council continues to actively advocate for improved designs to reduce the impacts on open space, transport, sport and recreation facilities, vegetation, noise, air quality and other amenity issues for community members.

Status: 

LXRP Major Transport Project

Construction for the Mont Albert Road, Mont Albert and Union Road, Surrey Hills level crossing commenced in 2022 with the relocation and upgrade to underground utility services commencing in May. Further works were undertaken for the preparation of the major construction which will be commencing in July 2022. The project is scheduled to be completed in 2023.

Status: 

Implementation of Box Hill Integrated Transport Strategy

Nelson Road Study which included workshops and concept designs was completed in this financial year. The study investigated options for improving walking and cycling access and safety between Whitehorse Rd and Severn St.

Detailed concept designs for pedestrian crossings at the intersection of Prospect St/Young St is currently being considered and designed.

Further design works have also progressed for a roundabout upgrade at Thurston/Oxford/Surrey/Brougham, raised threshold treatment at Station St/Ashted Rd and raised threshold treatment at Station St/Oxford St.

Council received a Memorandum of Authorisation from the Department of Transport on 17 November 2021 for the installation of regulatory 30km/hr speed limit signage for Glenburnie Road, Vermont between Canterbury Road and Langford Avenue. The speed limit reduction is being undertaken as a trial, which is expected to occur over a 12 month period. Council will monitor traffic conditions along this section of Glenburnie Road to determine whether there is merit to permanently reduce the speed limit to 30km/hr.

Council is continuing to work with the Department of Transport on the Box Hill to Hawthorn Strategic Cycling Corridor and provide strategy support for other transport projects.

Status: ●

Implementation of Easy Ride routes

Council has fast-tracked the delivery of the line marking and signage elements of the Easy Ride Routes. Council has completed the line marking for almost all of the Top 6 Easy Ride Routes. The wayfinding signage for the Top 6 Easy Ride Routes will be completed early in 2022/23.

Status: ●

Services Funded in the budget

The following statement provides information about the services funded in the 2021/22 Budget.

Services	Net Actual Budget	Variance \$'000
Assets, Building Projects and Capital Works	(1,127)	
This service is responsible for the development, monitoring and performance reporting of Council's Capital Works Program, the managing of design, construction and overall project management of capital building projects and the planning and implementation of strategic asset management initiatives across the organisation including Council's Asset Management System.	(1,241)	
		(114)
Major Projects	(572)	
This service is responsible for the project management of capital building projects and the facilitation of major projects.	(583)	
		(11)
Engineering Services	(2,634)	
This service provides strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection; and the strategic management of Council roads and drainage assets.	(2,564)	
		70
Public Street Lighting	(994)	
This service provides street lighting throughout Whitehorse.	(857)	
		137
City Works	(7,499)	
Services are provided for the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, stormwater drainage pits and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an after-hours emergency response service.	(7,614)	
		(115)
Fleet & Workshop	(1,683)	
This reflects Council's Coronavirus Pandemic Response including hardship support and stimulus packages, and an additional temporary resource to deliver financial benefits as part of Council's pandemic recovery response. Excluded from this is the further hardship support to be provided through reduced interest on rates which will continue in 2022/23.	(1,688)	
		(5)
Facilities Maintenance	(2,743)	
This service provides reactive and preventative maintenance and minor capital renewal of Council's many building and structures. It also includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations.	(3,300)	
		(557)
Sports Fields	(1,932)	
This service is responsible for the design, installation, maintenance and renewal of sports field infrastructure and project management of sports field capital projects.	(1,620)	
		312
Property	(1,222)	
This service manages Council properties, conducts property valuations, and maintains the Geographic Information System.	(1,567)	
		(345)
Planning	(2,975)	
This service provides statutory and strategic land use planning functions, ensuring compliance of land use and developments under the Whitehorse Planning Scheme.	(3,599)	
		(624)

Strategic Indicators Our Built Environment; Movement, and Public Places

4

Our Strategic Indicators measures our performance against the Council Plan 2021–2025



93.1%

90% or above Compliance with Council's **Road Management Plan audits**



3

Number of **Council buildings** that meet **environmentally sustainable design guidelines** (ESD) as per Council's ESD Policy



4.7

Utilisation of **Aquatic Facilities** (visits per head of population)



3

Number of **easy ride routes installed**

On Track



Programs and initiatives delivered that **facilitate social connections**



Utilisation of Council's facilities



Council will develop a calendar of, and conduct, **volunteer and community education programs** on the **natural environment**.

Community Satisfaction Survey



68

Survey results for **sealed roads**



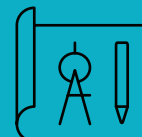
74

Survey results for **appearance of public areas**



54

Survey results for **building and planning permits**



Measure under review or not commenced

Increase in **liveability index**

Number of **transport advocacy programs**

Minimum 70% of play spaces **delivering contemporary play experiences**. (Playspace assets less than 20 years old)

Integrated **Open Space Services** (IOSS) Survey results

Strategic Direction 5: Sustainable Climate & Environmental Care

Our Objectives

5.1: Take a leadership role in tackling climate change

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

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

The following Major initiatives and initiatives highlight Council's work that contributed to our objectives for 2021/22.

For each major initiative and initiative, a 'traffic light' system is used to indicate trend against planned targets for the financial year:

 Complete  On Track  Monitor  Needs Work  Deferred **Not Started**

Major Initiatives and Initiatives

Develop the Climate adaptation Strategy

Actions from the Interim Climate Response Plan 2020-2022 continue to be implemented, including:

- Completion of Stage 1 street lighting upgrade program, where 785 lights have been replaced with energy efficient LEDs.
- Commencement of Stage 2 street lighting upgrade program, where 646 decorative-style lights are to be replaced with energy efficient LEDs
- Energy Advice Service delivery in partnership with the Australian Energy Foundation (AEF).
- Completion of energy audits at the Vermont South Tennis and Bowls Club and East Burwood South Pavilion and Sports Club.

Status: 

Development of the Sustainability Strategy 2030

A consultant was appointed to help develop Council's next Sustainability Strategy 2030 – 'Taking Climate Action' and associated Action Plan. Phase 1 consultation which included surveys and workshops was completed with the community, staff, Executive Leadership Team and Councillor. The draft Strategy and first 4-year Action Plan is scheduled to be considered by Council in October 2022.

Phase 2 will then commence with further community consultation, including consulting with Traditional owners via the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, where the final Strategy and Action Plan is aimed to be endorsed towards the end of the 2022/23 year.

Status: 

Implementation of the Urban Forest Strategy

The Urban Forest Strategy was finalised and adopted by Council in September 2021.

Street tree planting program continued throughout the year and increased for the 2022 planting season. Planting also commenced and future tree's being contract grown at Whitehorse nurseries.

Tree management software which enables Council to better manage tree population and target planting in lower canopy areas was implemented.

Council continued to advocate for tree protection on public and private land as well as advocate for street and park tree retention with major transport and Melbourne Water projects.

Status: ●

Adoption of landscape planting policy

The Draft landscaping policy was developed in the first half of the 2021/22 year. As a result of internal consultation that was undertaken, the policy was revised and named the landscape planting design guidelines. The guidelines were finalised and will be presented to the Executive Leadership Team for review in the 2022/23 year.

Status: ●

Development of the Integrated Water Strategy and action plan

The Integrated Water Management Strategy was drafted early in the 2021/22 year with a second round of community consultation undertaken. As a result, the strategy and Action Plan are scheduled to go to Council in September 2022 for endorsement.

Status: ●

Implementation of a food and garden organics waste service

Planning for the launch of Council's food and garden waste service on 1 July 2022 was a key focus in 2021/22. Final preparation in the fourth quarter included:

- delivery of a food and garden organics kit (a kitchen caddy, compostable liners and educational brochure) to households with an organics bin
- implementation of a comprehensive pre-launch education and communication campaign
- baseline audits of garbage, recycling and organics measuring things like the amount of food waste in the garbage bin and incorrect items in each bin to allow tracking of food waste diversion from landfill, changes in contamination post service introduction and success of the service over time.

Status: 🚧

Implementation of Council's 'Rubbish to Resource' Waste Management Strategy 2018-2028

Final preparations were completed for commencement of new kerbside bin collection and hard waste contracts on 1 July 2022. Several events and waste education programs were delivered to the community throughout the year. These included online trail tutorials and sessions delivered to schools as part of the Victorian Government Resource smart schools.

Home composting was promoted through Compost revolution with a number of composting systems delivered. A total of 7,915kg of waste was diverted from landfill in a three month period. Additional compost systems were set up at Council's Civic Centre and Operations centre for use by staff. Extra recycling points were available for e-waste, textiles, and smaller e-waste items through recycling hubs at Council's customer service centres. Work continued to support a repair café in Whitehorse with volunteers operating from Strathdon House.

National recycling week was highly promoted with a number of activities and residents participating. 7,079kg of items were reused locally which would have otherwise gone to landfill. Council implemented a trial of 'HomeCycle', a collection service for reusable clothing and household items. A total of 35,550kgs across 1,029 bookings was collected over three months, 94 per cent of which was rehomed or repurposed.

Council continued advocacy to the Victorian Government around the proposed single-use plastic ban and service models for Victoria's container deposit scheme.

Status: ●

Undertake a waste service charge review

Works continued on the project to implement a waste service charge. There was extensive community engagement undertaken and continued auditing and updating of Council's database of bins.

Status: ●

Continue to work with south east metropolitan Councils on the advanced waste processing project to divert waste from landfill

Council finalised a feasibility report on the project which resulted in the project progressing. The tendering process for an advanced waste processing facility is currently underway with Council endorsing the predetermined conditions under which South East Metropolitan Advanced Waste Processing Pty Ltd are progressing this project.

Status: ●

Develop a final Transition Plan to a 4-bin kerbside waste and recycling system, in line with the State Government's Recycling Victoria Policy

In 2021/22, Council successfully negotiated the provision of two separate transition plans for FOGO and glass bins. The FOGO Transition Plan was developed and finalised, and submitted to the Victorian Government in May 2022. Preliminary and preparatory work to inform on the Glass Service Transition Plan is currently underway with an anticipated commencement in 2026.

Status: ●

Services Funded in the budget

The following statement provides information about the services funded in the 2021/22 Budget.

Services	Net Actual Budget	Variance \$'000
Whitehorse Recycling & Waste Centre	2,870	
This is a service for the recycling and disposal of general or bulky non-hazardous waste, encouraging recycling and the reduction of waste transported to landfill.	2,997	
		127
Sustainability, Waste and Recycling	(13,638)	
This service facilitates planning for energy and water reduction programs and waste management strategic planning. This service also includes contracts for waste collection including domestic garbage collection, kerbside recycling, and hard and green waste collection.	(15,841)	
		(2,203)
Open Space Maintenance	(5,662)	
ParksWide is responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. The service also provides an education program of ecological and environmental issues largely centred on Blackburn Lake Sanctuary.	(6,041)	
		(379)
Tree Management	(5,650)	
This service is responsible for the management of Council's street and park trees to meet community expectations as well as statutory and safety obligations. In includes planning for increasing the quantity and quality of trees within Whitehorse as well as maintaining the health and amenity of existing trees.	(5,349)	
		301
Strathdon House and Orchard Precinct	(251)	
Strathdon hosts educational programs in environment, sustainability, health and wellbeing.	(170)	
		81

Strategic Indicators: Sustainable Climate & Environmental Care

5

Our Strategic Indicators measures our performance against the Council Plan 2021–2025



2,716

Council will plant a minimum of **2,500 street trees per annum**

2,103

increase of **500 trees per annum** on Council managed land

9 Increase in the number of **solar installations** and solar capacity (kW) across Council owned facilities

42 Reduction in Council's **carbon emissions**

10 Participation in **Environmental sustainability** community education/engagements (activities)

55 number of partnerships to address **climate change**



3,939

Plant greater than 2,000 trees in our **streetscapes and parks**

28,547

Number of plants **indigenous to Whitehorse**



39,767

Plant greater than 30,000 plants



51.46%

Kerbside waste collection **diverted from landfill** above previous year (LGPRF)**produced** by the Whitehorse Nursery



Community Satisfaction Survey

64

Community satisfaction results with **Environmental Sustainability**



74

Community satisfaction survey results for performance of **waste management services**

On track

Meet targets under **Energy Procurement Contract** and **Power Purchase Agreements**

Strategic Direction 6: An Empowered Collaborative Community

Our Objectives

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

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

6.3: Excellent customer experience and service delivery

The following Major initiatives and initiatives highlight Council's work that contributed to our objectives for 2021/22.

For each major initiative and initiative, a 'traffic light' system is used to indicate trend against planned targets for the financial year:

 Complete  On Track  Monitor  Needs Work  Deferred **Not Started**

Major Initiatives and Initiatives

Development of the Whitehorse Community Engagement Handbook

During the 2021/22 financial year, Council officers participated in the International Association for Public Participation (IAP2) training. Internal and external engagement on the handbook was completed and officers began preparing to draft the handbook.

A Councillor Engagement session was undertaken in quarter 2 and the development of the handbook commenced.

Presentation of the draft Community Engagement Handbook was postponed until the July 2022 Council meeting. Planning has commenced for a review of the Community Engagement Policy and final round of community engagement. Despite the postponement of the draft handbook being presented to Council, it is still on track to be completed at the end of 2022.

Status: 

Develop Council's Feedback or Complaints handling policy

The Feedback or Complaints Policy was drafted in 2021 after community engagement was undertaken. After the Policy was endorsed by Council in December 2021, follow up engagement with the community was initiated. Quarter 3 and 4 saw the Policy being embedded across the organisation.

A recording and reporting framework continues to be developed to support adherence to the policy. Staff awareness and obligations in accordance with the policy will be reinforced as part of planned customer service training.

Status: 

Services Funded in the budget

The following statement provides information about the services funded in the 2021/22 Budget.

Services	Net Actual Budget Variance \$'000
Strategic Marketing and Communications	(1,945)
This service manages the production of Council publications, graphic design, media liaison, strategic communications plans and produces printed and electronic communications for the community, Councillors and the organisation.	(2,118)
	(173)
Community Engagement	(650)
This service focuses on the many ways Council connects to and with our community in day-to-day interactions and in the development and implementation of initiatives, policies, programs, projects and services. It gives individuals and groups a voice in decisions or actions that may affect or interest them.	(799)
	(149)
Customer Service	(1,517)
This service delivers the provision of customer service at Council's three service centres in Box Hill, Forest Hill, and Nunawading.	(1,682)
	(165)

Strategic Indicators: An Empowered Collaborative Community

6

Our Strategic Indicators measures our performance against the Council Plan 2021–2025

15

Number of **young people** registered with **YourSay Whitehorse**



100%

Council acknowledges **feedback** received via **YourSay Whitehorse**

Community Satisfaction Survey



67

Community satisfaction survey result for **community engagement**

76

Community Satisfaction survey results for **Customer Service**



On Track



Council has a policy and processes that **provide for receiving and responding to feedback and suggestions** in addition to complaints or compliments

Council **actively seeks the opinions via YourSay Whitehorse** of those who have previously expressed interest in a topic



Customer sentiment sampling indicates maintained or **increased satisfaction on specific services**



Facilitation of **Youth Representative Committee**



Proportion of **complaints recorded and resolved** within the service standard

Strategic Direction 7: Health & Wellbeing

Our Objectives

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

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

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

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

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

The following Major initiatives and initiatives highlight Council's work that contributed to our objectives for 2021/22.

For each major initiative and initiative, a 'traffic light' system is used to indicate trend against planned targets for the financial year:

 Complete  On Track  Monitor  Needs Work  Deferred **Not Started**

Major Initiatives and Initiatives

Development of the Municipal Public Health and Wellbeing Plan (MPHWP) 2025-2029

The Municipal Public Health and Wellbeing Plan 2021-2025 (MPHWP) was adopted by Council in October 2021 with the outcomes of this plan informing the 2025-2029 plan.

A Whitehorse Health and Wellbeing Collaborative Action Group was established in quarter 3, with Terms of Reference agreed to in June 2022.

The purpose of the Whitehorse Health and Wellbeing Collaborative Action Group is to bring together representatives from healthAbility, Whitehorse City Council, and other invited organisations, to inform, identify and collaborate on actions to achieve the objectives of the Whitehorse Health and Wellbeing Plan 2021-2025. The group contributed to the identification of partnership actions for 2022/23.

Eleven Annual Action Review and Planning meetings were conducted across Council departments to review and plan actions across all Domains of the MPHWP. Recommended Annual Action Plan is under development and will be submitted to Council in August 2022.

Status: 

Development of the Whitehorse Community Participation and Volunteer Strategy 2022-2026.

Extensive Community engagement for the Whitehorse Community Participation and Volunteer Strategy 2022-2026 was undertaken in the 2021/22 financial year. This included the engagement findings from the Community Vision and Council Plan, engagement with

Whitehorse Communities of Practice and Volunteering organisations, volunteers, Council departments and the wider community. The strategy is currently under development and due to be endorsed in the 2022/23 financial year.

Status: ●

Activate Whitehorse Placemaking initiative

A review of the Activate Whitehorse program commenced, with a focus on “community lead” place-making. Engagement with local community groups was undertaken to determine opportunities the community would like to be involved in. Initiatives will be facilitated from 2022 onwards.

Council developed an online booking functionality for activation pods and offered a mini grant to businesses to encourage pop up events, workshops and activations in the pods in Box Hill, Britannia Mall and Brentford Square Shopping Centre. Council worked with Youth arts organisation, Sticky Institute, and Whitehorse Manningham Libraries and provided an opportunity for social and creative connections for local young people.

Activate Whitehorse has further developed access to the pods, creating opportunities for communities to meet in a public space. The community was supported to have the resources and capacity to use the activation pods to self-organise and connect with community members through shared activities. Collaboration across Council Departments provided opportunities for these community group to continue to meet and use nearby services. Community Pod Bookings for the year totalled 17.

Status: ●

Development of the Whitehorse Youth Plan 2021-2025

The Whitehorse Youth Plan 2021-2025 began development in 2021/22 and due to be completed in June 2022. Activities included establishing a Steering Committee, reviewing key strategic information pillars, completing the Consultation Plan and developing the key action pillars and strategic actions that align with the Council Plan 2021-2025. The Plan is now expected to be completed early in 2022/23.

Status: ●

Development of the Whitehorse Healthy Ageing Plan 2022-2026

The development of the Whitehorse Healthy Ageing Plan is postponed until the service review of services for older people is complete. The service review is expected to be completed at the end of 2022.

Status: 🔄

Development of the Whitehorse Diversity Action Plan 2022-2026

The Working for Victoria Program commenced at Whitehorse with two Community Engagement Offices commencing in quarter 2. The purpose was to engage extensively with the Culturally and Linguistically Diverse (CaLD) community and support the development of the Diversity Action Plan.

Targeted consultation and engagement with multicultural groups and organisation was undertaken. The findings were collated and a list of draft recommendations were developed. The engagement findings were embedded within the draft Diversity Targeted Action Plan which is scheduled to go to Council early in 2022/23 for endorsement.

Status: ●

Development of the Whitehorse Disability Action Plan 2022-2026

An external consultant was engaged to facilitate a variety of engagement activities regarding the development of the Disability Action Plan. Engagement activities involved people with a disability attending disability service providers, the Whitehorse Disability Advisory Committee and the wider community. Additional engagement activities are currently underway with sections of the Action Plan being drafted.

Status: ●

Pandemic community support

During the 2021/22 year, council continued pandemic support to the Whitehorse community to assist with the impacts of COVID-19. The package eased the financial burden for ratepayers, tenants, local businesses and community groups. The hardship and stimulus support was provided throughout the year as part of Council's Pandemic Response Policy.

Continued support will be provided to the Whitehorse community in 2022/23 through support to local businesses, sporting and community organisations to assist them to recover and get back to usual activities.

Status: ☒

Annual Emergency Management exercises conducted

No emergency management exercise were conducted in the first three quarters of 2021/22 due to COVID-19. In quarter 4, an Eastern Region Lunchtime seminar on the role of Municipal Emergency Management Officers in an emergency event and the recovery process was facilitated. An Exercise East for 2022 program was developed and will commence in 2022/23.

Status: ●

Services Funded in the budget

The following statement provides information about the services funded in the 2021/22 Budget.

Services	Net Actual Budget Variance \$'000
Leisure and Recreation Management	(917)
This program represents costs relating to the overall management of the Leisure and Recreation Services Department including administration and project support.	(1,035)
	(118)
Leisure Facilities	(3,049)
This service provides a range of leisure facilities including Morack Golf Course, Aqualink Box Hill and Aqualink Nunawading, Sportlink and Nunawading Community Centre.	(1,078)
	1,971
Home and Community Services	(1,984)
This service provides home delivered and community-based meals, personal and respite care, transport, domestic and home maintenance, planning activities and social support.	(3,856)
	(1,872)
Family Services	(1,616)
This service provides centre-based childcare at Whitehorse Early Learning Services (WELS), integrated kindergarten, inclusion support, maternal and child health and youth support services.	(1,938)
	(322)
Community Development	(257)
This service focuses on the development and implementation of policies, strategies, programs and initiatives to respond to community wellbeing needs.	(263)
	(6)
Community Safety	2,034
This service delivers regulatory functions including: domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality.	4,057
	2,023
Emergency Management and Business Continuity	(189)
This service implements Council's responsibilities as detailed in the Emergency Management Act 1986, the Municipal Emergency Management Plan and Business Continuity Policy.	(186)
	3

Strategic Indicators: Health & Wellbeing



Our Strategic Indicators measures our performance against the Council Plan 2021–2025

100.48%

Infant enrolments in the Maternal and Child Health service (LGPRF)



58

Number of programs and initiatives that **promote health and wellbeing**



1,3990

Number of **participants in programs** and initiatives that promote health and wellbeing



85.71%

Participation of **Aboriginal children** in the **Maternal Child Health service (LGPRF)**



80%

Implementation of health promotion for priority areas of the **Municipal Public Health and Wellbeing Plan 2021–2025**



57.42%

Participation in the **Maternal Child Health Service (LGPRF)**



1,117

Number of **public health assessments** undertaken



17

Number of **partnership programs** and initiatives that promote **health and wellbeing** delivered



48

Number of **place activations** generated by **Community Groups**

103

Number of **grants awarded**

282

Number of people who **volunteer in Whitehorse**

2

Number of **'All Sports' newsletters** distributed

85

Number of **place activations** in retail precincts

23

Number of **event permits issued**

On Track

advocacy campaigns

Community has access to information on how to prepare, respond and recover from **emergency events**

Participation in **local sport**

Municipal Emergency Management Planning Committee (MEMPC) representation

Emergency Management events held and communications distributed

Community Satisfaction survey

68

Community Satisfaction survey results for **Family support services**

57

Community Satisfaction Survey results for **Advocacy average**

68

Community satisfaction survey results for **older person support services**

Measure under review or not commenced

Proportion of people who report feeling safe in the municipality

Percentage of people who report their health as very good or excellent

Strategic Direction 8: Governance & Leadership

Our Objectives

8.1: Strategic leadership and Great Organisational Culture

8.2: Provide responsible financial management and business planning

8.3: Good Governance and Integrity

The following Major initiatives and initiatives highlight Council's work that contributed to our objectives for 2021/22.

For each major initiative and initiative, a 'traffic light' system is used to indicate trend against planned targets for the financial year:

 Complete  On Track  Monitor  Needs Work  Deferred **Not Started**

Major Initiatives and Initiatives

Council's Values and Behaviours are embedded in the Performance Appraisal & Development Plans

Council's values and behaviours were embedded in the 2020/21 Performance Appraisal & Development Plan (PADP) and was effective from September 2021.

Status: 

Development of Workforce Plan

This Workforce Plan was endorsed by the Executive Leadership Team in quarter 3. The endorsement included the strategies and actions. Measures for the Workforce Plan have been developed and progress on the implementation of the plan is being monitored by the Transformation Steering Committee. An Organisational Development (Workforce Planning) Advisor position will be advertised in July, supported by a consultant for some activities within the plan.

Status: 

Implementation of the Gender Equity Action Plan 2021-2025

A Workplace Gender Equality Audit as well as the development of a Gender Equality Action Plan (GEAP) was conducted in 2021 as part of our obligations under the new Gender Equality Act (introduced in Victoria in March 2021).

The Gender Equality in the Public Sector Commission has approved Council's Workplace Gender Equality Audit and our GEAP as being compliant with the Gender Equality Act (2020). The Whitehorse City Council 2022-2026 GEAP will shortly be distributed internally and published on our website, as well as on the Commission's website.

Engagement with employees, Councillors, and employee representatives was undertaken to provide input into the 4 year Gender Equality Action Plan (GEAP).

Training for staff on how to conduct Gender Equality Impact Assessments commenced in early 2022 and will continue throughout the 2022/23 financial year. A focus of the forthcoming 12 months will be cross-Council departments having undergone the required training to undertake Gender Impact Assessments (GIA's) relating to their policies, plans, initiatives, programs etc. that have an impact on the community.

After drafting the GEAP 2022-26, it was endorsed by our Executive Leadership in quarter 3. Recruitment is currently underway for an officer to oversee and coordinate the implementation of Plan.

Status: ●

Development of the Integrated Strategic Planning and Reporting Framework

The Integrated Strategic Planning and Reporting Framework is progressing well. The design of the framework was completed on schedule by the working group.

The working group is currently planning for the next phase which is to implement the framework. The draft terms of reference was circulated to the working group and Council departments have commenced planning the integration of engagement activities planned for the Council Plan review and the development of the 2023/24 budget.

Status: ●

Development and review of Financial Plan, Budget and Revenue & Rating Plans

Council has developed its first Financial Plan under the Local Government Act 2020. The Financial Plan 2021-2031 provides a high level outlook of Council's projected financial performance, position and sustainability over the next 10 years. The Financial Plan and the Revenue and Rating Plan was adopted by Council on 18 October 2021 and is publicly available on Council's website.

Council's 2022/23 Budget was developed and adopted by Council in June 2022.

Status: ●

Development of investment strategy

This initiative has not yet commenced. It is planned for the 2022/23 financial year.

Status: Not started

Conduct audits and reviews on legislative requirements for compliance

- **Implement agreed recommendations and processes**
- **Conduct review and update of Instruments of Delegation**

The Audit and Risk Committee were presented with five internal audit reports that were conducted in 2021/22. The memorandum of audit planning scope documents were also

presented for an additional 3 audits that are scheduled. In addition, the Strategic Internal Audit Plan for 2022/23 was presented to the Audit and Risk Committee at their quarter 4 meeting.

Status: ●

Engage with Local Government Victoria and sector network groups on legislative reform or interpretation

There is currently no new legislative reforms planned however, the Governance department continue to be part of a number of Governance networks within the sector.

Status: ●

Review of the Risk Management Framework

The review of the Risk Management framework was undertaken in 2021/22 which included a review of the Risk Management Policy, redefining our Strategic Risk Context and Risk Management Procedure and consulting with internal stakeholders.

A third party consultant was engaged and completed a Risk Maturity Assessment and Review of Risk Management Framework.

Status: 🚧

Develop an Information Management Governance Strategy

Council initiated internal discussions on the development of the Information Management Governance Strategy. The strategy is now being considered as part of the technology roadmap.

Status: ●

Establish agreed timelines for Council meeting agenda and minutes

Council finalised the commitment for Council meeting agenda and minutes. Meeting agenda and minutes are published on Council's website by close of business the Wednesday prior to a Council meeting (meetings are held on Mondays unless Monday is a public holiday, when the meeting will revert to the Tuesday immediately following the public holiday). This commitment has consistently been met during the 2021/22 financial year.

Status: 🚧

Investigate expanding live streaming of Council meetings to include social media (e.g. Facebook)

Council's public meetings are currently live streamed and recorded for the public to view on Council's website. Further investigation to extend live streaming to Facebook is currently underway.

Status: ●

Review Council's live streaming platform against other available products for view ability and accessibility

Whilst the current platform used for the live streaming of Council meetings is sound, efficient and reliable, a review of the streaming platform against other available products was undertaken to ensure suitability, accessibility and fit for purpose. As a result of the review, it was determined that Council's current livestreaming application has been assessed as providing the required service.

Status: 

Review the public participation components of Council meetings and online registration processes

A comprehensive review of Council's meeting cycle and structure, inclusive of Council's Governance Rules which governs the operation of Council meetings was undertaken. An enhanced public participation element at Council meetings has been included in the meeting cycle and model.

Council at its meeting held 22 November 2021 resolved to adopt a fortnightly Council meeting cycle each calendar year that commenced in 2022. Council meetings are held on the second and fourth Mondays of the month, with the exception of January, June and December 2022 where the Council meetings will be held monthly. Council also adopted updated Governance Rules which enhances public participation with a public presentation segment to be held at every (public) Council meeting fixed by Council, to enable members of the public to make presentations to Council.

Status: 

Services Funded in the budget

The following statement provides information about the services funded in the 2021/22 Budget.

Services	Net Actual Budget Variance \$'000
Executive Management Includes the cost to Council of the offices of the Chief Executive Officer and Directors. It includes the associated staff costs and the costs of delivery of projects.	(1,903) (2,350) (447)
Finance and Corporate Performance This service manages Council's corporate planning and reporting, financial management, payroll, and procurement, tendering and contract administration.	(3,990) (3,493) 497
Governance and Integrity This service includes customer service provision at Council's three service centres and governance services; fostering international relations; and cleaning and maintaining the municipal offices.	(4,779) (5,158) (379)
Information Technology This service manages and maintains Council's computer systems and networks.	(4,686) (5,121) (435)
Rates This service undertakes rate revenues and Fire Services Property Levy collection.	(1,074) (1,191) (117)
People and Culture This service provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	(3,185) (4,124) (939)
Property This service manages Council properties, conducts property valuations, and maintains the Geographic Information System.	(15) 72 87
Lease accounting This program holds the centralised accounting adjustments for lease liabilities and in kind revenue and in kind revenue and expenditure relating to volunteer services recognised for the first time under new accounting standards.	563 761 198

Strategic Indicators: Governance & Leadership



Our Strategic Indicators measures our performance against the Council Plan 2021–2025

<div>100%</div> <div>Number of leaders participating in the LEAD program</div>	<div>0.7</div> <div>Councils WorkCover Employer Performance Rating below the industry average</div>	<div>97%</div> <div>Safety Topic completion at or greater than 80%</div>	<div>70.4%</div> <div>Incidents closed out by due date – equal to or Greater than 90%</div>	
<div></div> <div>88% (6 out of 8)</div> <div>Achieve “green” in VAGO Financial Indicators</div>	<div></div> <div>73%</div> <div>LGPRF financial indicators in line with budget</div>	<div></div> <div>100%</div> <div>Governance Checklist - 100% compliance (LGPRF)</div>	<div></div> <div>0</div> <div>Number of legislative breaches</div>	<div></div> <div>3.15%</div> <div>5% or less of Council decisions made at meetings closed to the public</div>
<div></div> <div>88%</div> <div>Percentage of completed Fraud & Corruption mandatory training (85%+)</div>	<div></div> <div>70</div> <div>Low risk findings for audit results and controls assessment reviews</div>	<div></div> <div>61</div> <div>Community satisfaction survey for Council decisions equal to or above metro average</div>	<div></div> <div>100%</div> <div>Council agenda and minutes published within the set timeframe</div>	

On Track

Compliance with Integrated Planning and Reporting Framework	Compliance Audits undertaken by Legislative oversight bodies demonstrate good practices and low risk findings	Compliance with data security standards	Risk Management has been implemented across council	Improve the Councillor briefing and report writing process
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Measure under review or not commenced

Workforce demographic profile aligns more closely with the community	Percentage of Manager/Coordinator mandatory Risk Management training attendance (100%)	Increase in Public participation at Council meetings	Leadership Capability Framework developed and incorporated in performance reviews	Organisation cultural inventory at year one and two to measure uptake of values and culture
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Our Continuous Improvement Program

Council's Continuous Improvement Program aims to support the transformation of our organisation through the provision of a consistent customised methodology enhancing our organisational culture of continuous improvement with reportable benefits for our community.

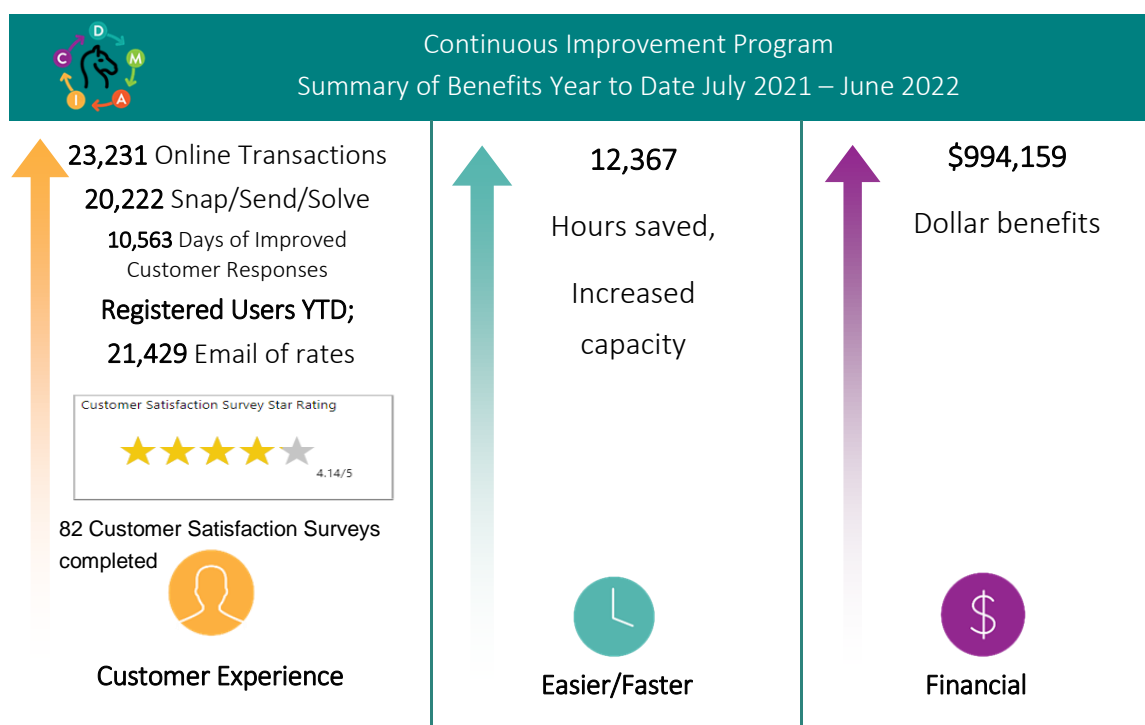
The Continuous Improvement Program continues to deliver business improvements, reviewing processes to make them faster and easier both for staff and customers whilst supporting the organisation on a journey of transformation into the future working in collaboration with key programs and strategies. Our approach is centred on increasing capacity and capability through the customised training of existing support to support the diversity of services across Council. The two recently appointed Continuous Improvement Project Specialists are working on 6 large scale projects with further project opportunities prioritised through an Organisational Continuous Improvement project pipeline.

In 2021/22, the Continuous Improvement Team have procured and configured a process mapping software tool with implementation commenced in April 2022. This software will deliver our Organisation with a consistent process mapping tool that is easy to access enhancing our ability to improve the customer experience and increase efficiencies. Our objective is that we have all functions and activities within Council to have their processes mapped, managed, reviewed and continuously improved with reportable benefits to our community.

Improvement projects implemented have resulted in positive reportable realised benefits which have enhanced the customer experience, increased staff capacity to meet customer needs and achieved dollar benefits in excess of \$3.2 million since the commencement of the program. COVID-19 has impacted the realised financial benefits of projects (reduced) due to service restrictions and closure, this has now stabilised.

Ongoing improvement to service delivery for our community continued to see positive benefits.

Improvement benefits for the July 2021 to June 2022 period are shown in the summary diagram.



CONTINUOUS IMPROVEMENT PROJECTS STATUS

Index: ★ Improvement Champion 🟡 Customer Experience 🟢 Easier/Faster 💰 Financial

30 PROJECTS IN PROGRESS & 04 ON HOLD PROJECTS 2021/22

1. Merchant Fees – Stage II – Black Belt Project 💰
2. Construction Permit Process Review – Phase 2 ★🟡
3. Asset Protection Process Review ★🟡🟢
4. Payroll Registers Process ★🟢 Transferred to ERP
5. Procurement Vendor Process Review ★🟢 Transferred to ERP
6. Parking Optimisation – Black Belt Project ★ 🟡 💰
7. Intelligent Invoice Processing – Phase II ★🟢💰
8. Utilities Invoices – Phase II 🟢💰
9. Bonds Refund Process★🟡🟢 *On hold alignment to ERP*
10. Improved First Call Resolution★🟡🟢
11. Project Business Case Template Review★🟢💰
12. Reduce Organization's Corporate Catering Cost★💰
13. Childhood Immunization Process Review ★🟡🟢
14. Club Request for Works Process Review★🟡🟢
15. Residential Parking Permits Overall Review ★🟢
16. Debt Collection for Rates Arrears ★🟢💰
17. Early Childhood Services WELS software program ★ 🟡 🟢 *On hold*
18. Better Approval Process ★🟡🟢💰 *On Hold*
19. Shared Fencing Project ★🟡🟢 *On hold*
20. Aqualink Membership On-boarding and Retention ★ 🟡 🟢 💰
21. Building data for inspections and works on-site ★ 🟡 🟢
22. Project Management Dashboard ★🟡🟢
23. Improve Digital Asset Management Process ★🟡🟢💰
24. Fees Review – Processing forms (WH Home & Community Service) ★🟢
25. Fleet Vehicle Optimization 💰 (Large Scale Project)
26. Insurance Review and Optimization 💰 (Large Scale Project)
27. Procurement Contract Process Review and Optimization 💰 (Large Scale Project)
28. Temporary Workforce Review and Optimization 💰 (Large Scale Project)
29. Fees and Charges for Council facilities (Large Scale Project) 🟡
30. Centralised booking of Council facilities (Large Scale Project) 💰 🟡 🟢

13 COMPLETED PROJECTS 2021/22

01. Optimise Projects Benefits Reporting Process★🟢
02. Optimise Aqualink Membership Consultant Process★🟡💰
03. Online Planning Pre-app Process★🟡🟢
04. Online Forms and Payments – Planning Department ★🟡
05. 15 Online Forms and Payments – Community Safety Department ★🟡
06. Meals on wheels service – Online documents ★💰🟢
07. Merchant Fees – Stage I ★💰 (80%)
08. Standardized Pre Start Vehicle Plant Inspections ★🟢
09. Optimise Staff on Boarding Process★🟢
10. Transport Applications Project★🟡🟢
11. Postage Cost Process Review ★💰
12. Whitehorse Centre Online Subscriptions ★ 🟡 🟢
13. Optimise Senior Citizen Engagement Process★🟡

36 PRIOR COMPLETED PROJECTS BEING MONITORED WITH REPORTABLE BENEFITS

Local Government Performance Reporting Framework Indicators

The following are the results of the prescribed service performance indicators from the Local Government Performance Reporting Framework. Comments are provided to assist with understanding the results.

Aquatic Facilities					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Service Standard AF2 Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	2.00	1.00	2.00	2.00	Council operates two aquatic facilities and continues to proactively inspect facilities. This includes quarterly microbiological testing and four hourly testing by centre staff, in addition to the authorised officer inspections reflected in this indicator.
Utilisation AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	9.27	6.00	3.08	4.70	Utilisation of Council's aquatic facilities were impacted by COVID-19, particularly during the first half of the year. However, the utilisation has increased since 2020/21 due to the gradual reopening of facilities and is expected to continue increasing.
Service Cost AF7 Cost of aquatic facilities [Direct cost of aquatic facilities / less income received / Number of visits to aquatic facilities]	New in 2020	\$1.47	\$6.17	\$3.65	For part of the 2021/22 year, the centres were operating with limited services due to the COVID-19 restrictions. However, since the easing of restrictions and the reopening of facilities, the cost per visit to the aquatic facilities has significantly decreased since 2020/21.

Animal Management					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Timeliness AM1 Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.33	1.16	1.31	1.20	This indicator demonstrates Council's responsiveness to animal management requests. Time taken to action animal management requests has remained consistent across the four years and reduced since 2020/21. Total number of animal management requests has increased slightly, however response time has remained consistent, hence the decrease of 8.33% in 2021/22.
Service Standards AM2 Animals reclaimed [Number of animals reclaimed / Number of animals collected]	72.05%	61.39%	57.44%	51.76%	Officers have a strong focus on reuniting lost and wandering animals with their owners as a priority. High animal registration rates enables the officers to reunite the animals with their owners as soon as possible resulting in fewer animals being placed in Council's Pound.
Service Standards AM5 Animals rehomed [Number of animals rehomed / Number of animals collected]	New in 2020	15.51%	19.01%	20.94%	Council's rehoming of unclaimed animals exceeds the state average, demonstrating the effectiveness of the arrangements in place with the Pound provider.
Service Cost AM6 Cost of animal management service [Direct cost of the animal management service / Population]	New in 2020	\$4.59	\$4.18	\$4.27	Council is committed to providing a cost effective animal management program that provides value and high quality service delivery. Cost of the service provision includes extended hours and proactive patrols outside of normal business hours. Whitehorse's service is efficient and cost effective.

<p>Health and Safety</p> <p>AM7 Animal management prosecutions</p> <p>[Number of successful animal management prosecutions / Total number of animal management prosecutions]</p>	<p>New in 20/21</p>	<p>100.00%</p>	<p>100.00%</p>	<p>100.00%</p>	<p>Council has continued its success in prosecuting all serious dog attacks where the officers were able to collect evidence to confirm the incident. The number of animal management prosecutions varies from year to year. Matters reported are investigated and where the circumstances of the incident meet statutory provisions, prosecutions are initiated against the animal's owner to help maintain community safety.</p>
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Food Safety					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Timeliness FS1 Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.70	1.76	1.51	1.47	Council is committed to responding to food safety related complaints in a timely manner. The 2021/22 result demonstrates an improvement from previous years and is well below the nominated target of 2.5 days.
Service Standard FS2 Food safety assessments [Number of registered class 1 and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984]	100.00%	100.00%	93.61%	100.00%	All registered Class 1 and 2 food premises that require an annual food safety assessment were assessed. The COVID-19 pandemic had a significant impact on the food industry, particularly the hospitality sector, which resulted in many premises temporarily or indefinitely closing and reducing hours of operation. This caused significant disruption on scheduling and conducting assessments. Despite this disruption, Council was able to still conduct assessments on all premises.
Service Cost FS3 Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$546.58	\$552.54	\$562.27	\$565.74	The food safety service cost has increased slightly compared to the prior year and is due to increased costs to ensure statutory obligations were met during the COVID-19 pandemic and a reduction in the number of registered food premises at 30 June 2022.
Health and Safety FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises]	100.00%	100.00%	100.00%	100.00%	In 2021/22, all major and critical non-compliances identified were followed up in accordance with operational policy. Consistent results have been achieved in the past four years through improved tracking of critical and major non-compliance and strengthening operational policy.

Governance					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Transparency G1 Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors]	4.39%	11.90%	5.94%	3.15%	The number of Council decisions made at meetings closed to the public has continued to reduce over the last couple of years. This reduction demonstrates Council's commitment to ensuring transparency for our community.
Consultation and Engagement G2 Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	57	60	57	57	Community satisfaction with Council's consultation and engagement remains consistent and is slightly better than the state-wide average of 56. As a core value, we strive to continually develop and improve in this area to further support the needs of the Whitehorse community. In February 2021, Council adopted a Community Engagement Policy and a Community Engagement Handbook is currently under development.
Attendance G3 Councillor attendance at Council meetings [The sum of the number of Councillors who attended each Council meetings / (Number of Council meetings) x (Number of Councillors elected at the last Council general election)]	100.00%	100.00%	100.00%	100.00%	Council continued to demonstrate good governance practices and compliance by Councillors with the provisions of the Local Government Act.

Service Cost G4 Cost of elected representation [Direct cost of the governance service / Number of Councillors elected last Council general election]	\$61,397	\$46,373	\$41,805	\$43,577.45	Council is committed to delivering a high level of service standard in serving councillors and the community.
Satisfaction G5 Satisfaction with Council decisions [Community satisfaction rating out of 100 with the performance of Council in making decisions in the interests of the community]	60	61	60	61	Community satisfaction with Council decisions remains consistent for the past four years with a slight increase from 2020/21. It consistently remains higher than the state-wide result of 56 on making community decisions.

Libraries					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Utilisation LB1 Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	7.24	5.26	4.18	5.10	Over the previous three years, the physical library collection usage has been significantly impacted by COVID-19 due to the State Government's advice regarding site closures and restrictions. The reopening of sites has seen the physical library collections at Whitehorse libraries increase since 2020/21.
Resource Currency LB2 Recently purchased library collection. [Number of library collection items purchased in the last five years / Number of library collection items]	76.89%	73.94%	70.37%	69.83%	Our library collection continues to be maintained to a high standard and compares favourably with Victorian state benchmarks. The decrease in the 2021/22 indicator result reflects a combination of less items purchased over the past five years, which is partly due to stock supply issues during COVID-19, as well as an increase in the number of library collection items.
Participation LB4 Active library borrowers [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years]	13.91%	13.61%	11.83%	10.70%	Whilst there has been an increase in active borrowers in 2022 compared to 2021, the library participation indicator represents active borrowers over the last three years and has decreased in 2021/22 mainly driven by the impacts of COVID-19 including closures and restrictions over this period. Whitehorse libraries consistently followed the State Government advice and there were some form of restrictions and closures throughout the 2022 year.
Service Cost LB5 Cost of library service [Direct cost of the library service/Population]	New in 2020	\$23.67	\$24.05	\$25.86	Whitehorse libraries continue to be cost-effective, showing only a small increase in this indicator for 2021/22.

Maternal and Child Health (MCH)					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Service Standard MC2 Infant enrolments in MCH service [Number of infants enrolled in the MCH service / Number of birth notifications received]	100.94%	100.00%	101.06%	100.82%	Birth notifications for 2021/22 are lower than previous years. This represents an ongoing trend of declining birth rate in Whitehorse. However, all birth notifications recorded were enrolled into the service.
Service Cost MC3 Cost of the MCH Service [Cost of the MCH Service / Hours worked by MCH nurses]	\$82.68	\$86.81	\$92.86	\$91.38	Council is committed to providing cost effective and quality support and information to families. The service cost has decreased slightly from 2020/21 but is higher than earlier years. This reflects unavoidable restrictions to service provision and maintaining a COVID safe service for the community.
Participation MC4 Participation in the MCH Service [Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service]	84.36%	80.21%	78.22%	77.03%	Due to the Code Brown order and the ongoing effects of the COVID-19 pandemic, Whitehorse MCH was required to undertake a reduced and prioritised MCH service at times throughout the year.
Participation MC5 Participation in the MCH Service by Indigenous Australian children [Number of Indigenous Australian children who attend the MCH service at least once (in the year) / Number of Indigenous Australian children enrolled in the MCH]	89.80%	79.55%	86.54%	85.71%	Whitehorse City Council has a small number of Indigenous Australian children registered. The participation rate is high during the first year of life and then tends to decline. The 2021/22 participation result has remained fairly consistent from last year and is consistent with the 4 year trend.

Satisfaction MC6 Participation in four-week key age and stage visits [Number of four-week key age and stage visits / Number of birth notifications received]	New in 2020	94.39%	96.30%	95.63%	A result above 94% participation is within the target range and a very good result. Participation in 4-week key age and stage visits is impacted by families who receive services in other municipalities while staying with family during the first 6-8 weeks after having a baby.
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Roads					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Satisfaction R1 Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads]	94.98	112.24	78.49	96.70	This year saw an increase of approximately 23% over 20/21 levels, related to the increase in local road maintenance requests as local traffic flows returned to normal patterns after COVID-19 lockdowns. Number of sealed local road requests per 100km was 15% below 2019/20 totals.
Condition R2 Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads]	98.59%	98.59%	98.59%	98.59%	The condition of Whitehorse roads remains consistent and reflects a high standard of maintenance of our local roads.
Service Cost R3 Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$169.64	\$151.50	\$211.37	\$204.71	Council reconstructs roads and renews associated infrastructure like kerb and channel and drainage. This holistic approach results in an extended life for the entire road and minimises maintenance costs. The cost can fluctuate significantly from year to year as the work is in wholly constructed urban areas and depends on the projects being undertaken.
Service Cost R4 Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$29.46	\$23.95	\$28.82	\$24.89	The cost of sealed local road resealing changes every year depending on the project requirements and size of each resealing location. The 2021/22 year saw a reduction in costs from the 2020/21 result.

Satisfaction R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	72	69	71	68	Satisfaction with sealed local roads remains relatively consistent for the past four years. In the 2021 Community Satisfaction Survey, Whitehorse City Council performed strongly in the area of sealed local roads and exceeded the metropolitan average of 65.
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Statutory Planning					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Timeliness SP1 Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	67	62	53	57	Council continues to improve its internal processes to enable faster processing times for planning applications.
Service Standard SP2 Planning applications decided within the relevant required time [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made]	37.97%	44.59%	59.73%	58.74%	Council has continued to make significant improvements to the number of VicSmart decisions made within time, The time taken to appropriately assess larger complex applications coupled with Council's ongoing commitment to community consultation often make it difficult to meet the 60 day timeframe for decisions on regular permits.
Service Cost SP3 Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,288.70	\$2,048.10	\$2,175.56	\$2,248.74	The increase in this indicator is mainly due to a reduction in the number of planning applications received in 2021/22 compared to previous years. This is attributed to the slowdown in development activity due to COVID-19.

<p>Decision Making</p> <p>SP4 Council planning decisions upheld at VCAT</p> <p>[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications]</p>	56.90%	52.38%	47.06%	47.06%	<p>Planning decisions upheld at VCAT has remained consistent this financial year and has been gradually reduced over the past four years. These results do not include successful negotiations through the compulsory conference process undertaken with Council. Council continues to try to resolve planning applications outside of VCAT's hearing process.</p>
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Waste Collection					
Service/Indicator/Measure	Result				Material Variation and Comments
	2018/19	2019/20	2020/21	2021/22	
Satisfaction WC1 Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000	68.35	72.83	78.45	111.8	An increase in this indicator for 2021/22 is due to a higher number of bin changeovers and returns e.g. swapping a bin size or returning an additional bin.
Service Standard WC2 Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts]	4.92	4.80	5.00	6.97	An increase in this indicator for 2021/22 is due to a small increase in the number of missed bins. Council continues to work towards reducing the number of missed bins collections.
Service Cost WC3 Cost of kerbside garbage collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$96.83	\$102.09	\$106.27	\$120.84	The cost of Council's kerbside garbage service has increased in 2021/22 due to a combination of landfill disposal costs and a slight decrease in the number of garbage bins.
Service Cost WC4 Cost of kerbside recycling bins collection service [Direct cost of the kerbside recycling bin collection service / Number of kerbside recycling collection bins]	\$26.19	\$30.48	\$30.03	\$33.96	The cost of Council's kerbside recycling service has increased slightly due to an increase in processing costs. The overall cost remains significantly higher than in past years attributable to the global recycling industry collapse.

<p>Waste Diversion</p> <p>WC5 Kerbside collection waste diverted from landfill</p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins]</p>	50.46%	53.02%	52.32%	51.46%	<p>The proportion of waste diverted from landfill has reduced slightly compared to the previous two years, due to a decrease in recyclables and garden waste tonnes, though landfill tonnes decreased slightly also. However, the diversion rate remains higher than in pre-pandemic years, due to an ongoing higher proportion of garden waste tonnes. From 1 July 2022, food waste is now accepted in the garden organics bin which should increase the diversion rate in 2022/23.</p>
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Governance and Statutory Information

Governance

Whitehorse City Council is constituted under the *Local Government Act 2020 (Act)* to provide leadership for the good governance of the municipal district and for the benefit and wellbeing of its community. Council provides good governance by performing its role in accordance with the overarching governance principles and supporting principles of the Act by:

- making decisions and taking actions in accordance with the relevant law;
- giving priority to achieving the best outcomes for the community, including future generations;
- promoting the economic, social and environmental sustainability of the municipal district;
- engaging its community in strategic planning and strategic decision making;
- pursuing innovation and continuous improvement;
- collaborating with other Governments, statutory bodies and Councils;
- ensuring the ongoing financial viability of the Council;
- taking into account regional, state and national plans and policies in strategic planning and decision making; and
- providing transparency of Council decisions, actions and information.

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

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

Council Meetings

Council conducts open public council meetings. Members of the community are welcome to attend these meetings. Council meetings also provide the opportunity for community members to make public presentations and submit a question to Council.

A review of the Council meeting cycle was undertaken in July 2021. The review sought to simplify the nature and frequency of Council meetings for greater Council effectiveness, to provide better accessibility to Councillors and to reinforce the transparency of Council meetings, that Council meetings be held twice monthly. Following community engagement Council at its meeting on 22 November 2022 Changes resolved to:

- adopt a fortnightly Council meeting cycle commencing in 2022; with Council meetings to be held on the second and fourth Mondays of the month,
- discontinue the Delegated Committee of Council
- introduced a Public Presentation segment for Council meetings

- make a number of changes and enhancements to the Governance Rules, which governs how Council meetings are conducted.

During 2021 and 2022 due to the impact of the COVID-19 pandemic, Council followed the directions from Victoria's Chief Health Officer and the Minister for Local Government's Good Practice Guidelines and encouraged members of the public to view meetings via live streaming platform, rather than attend in person. The public participation element of our Council meetings continued with an officer reading out the question on behalf of the community member.

For the 2021/22 year Council held the following meetings:

- 21 Council meetings
- 1 Special Council Meeting
- 6 Delegated Committee of Council Meetings

Note: Delegated Committee of Council was established on 24 August 2020 and disbanded on 7 December 2021.

The following table lists Councillor Attendance at Council Meetings for the period 1 July 2021 to 30 June 2022. There were 21 Council Meetings held during this period.

Councillor Attendance at Council Meetings 1 July 2021 to 30 June 2022

	Council Meetings (21)	Special Council Meetings (1)	Apologies
Cootamundra Ward			
Cr Andrew Munroe	20	1	1
Eley Ward			
Cr Trudy Skilbeck	21	1	0
Elgar Ward			
Cr Blair Barker	20	0	2
Kingsley Ward			
Cr Amanda McNeill	21	1	0
Lake Ward			
Cr Denise Massoud	21	0	1
Mahoneys Ward			
Cr Mark Lane	21	1	0
Simpson Ward			
Cr Prue Cutts	20	1	1
Sparks Ward			
Cr Tina Liu	21	1	0
Terrara Ward			
Cr Raylene Carr	19	1	2
Walker Ward			
Cr Ben Stennett	21	1	0
Wattle Ward			
Cr Andrew Davenport	21	1	0

Delegated Committee

Section 63(1) of the *Local Government Act 2020* allows councils to establish one or more delegated committees consisting of at least two councillors; and any other persons appointed by the Council who are entitled to vote.

On 24 August 2020 Council established a Delegated Committee of Council which comprised of all Councillors and was disbanded on 7 December 2021. The Committee had delegated decision-making power from Council. The provisions of Council's Governance Rules relating to meeting procedures, as applicable to the Delegated Committee, apply to committee meetings. A key objective of the committee was to enhance the consultative process and facilitate participation of the community in Council decision making, in accordance with the *Local Government Act 2020* and the Whitehorse Governance Rules 2020.

The committee operated in accordance with its instrument of delegation and had delegated decision making power from Council under section 11(1) of the *Local Government Act 2020*. The committee could note information reports, enter into contracts and incur expenditure, consider proposals requiring community input and consultation.

The following table is for Councillor Attendance at the six Delegated Committee of Council meetings held between 1 July 2021 and 6 December 2021.

Councillor Attendance at Delegated Committee of Council meetings

	Delegated Committee meetings held 1 July 2021 to 6 December 2021	Leave of absence granted to Councillors		Delegated Committee meetings held 1 July 2021 to 6 December 2021	Leave of absence granted to Councillors
Cootamundra Ward			Simpson Ward		
Cr Andrew Munroe	6	0	Cr Prue Cutts	5	1
Eley Ward			Sparks Ward		
Cr Trudy Skilbeck	6	0	Cr Tina Liu	6	0
Elgar Ward			Terrara Ward		
Cr Blair Barker	6	0	Cr Raylene Carr	6	0
Kingsley Ward			Walker Ward		
Cr Amanda McNeill	6	0	Cr Ben Stennett	6	0
Lake Ward			Wattle Ward		
Cr Denise Massoud	6	0	Cr Andrew Davenport	3	3
Mahoneys Ward					
Cr Mark Lane	6	0			

Code of Conduct

Council at its meeting held 22 February 2021 reviewed and adopted its Councillor Code of Conduct. The purpose of the Councillor Code of Conduct is to set out the standards of conduct expected to be observed by Councillors in the course of performing their duties and functions as Councillors including prohibiting discrimination, harassment (including sexual harassment) and vilification. The Councillor Code of Conduct:

- a) Must include the standards of conduct prescribed by the *Local Government (Governance and Integrity) Regulations 2020* (regulations) expected to be observed by Councillors:
 - i. Treatment of others
 - ii. Performing the role of Councillor
 - iii. Compliance with good governance measures
 - iv. Councillor must not discredit or mislead Council or public
 - v. Standards do not limit robust political debate
- b) Must include any provisions prescribed by the regulations for the purpose of s139 (3) of the *Local Government Act 2020*
- c) Must include provisions addressing any matters prescribed by the regulations for the purpose of s139 (3) of the Act; and
- d) May include any other matters which the Council considers appropriate, other than any other standards of conduct.

Conflict of Interest

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

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

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. Conflicts of interest disclosed at Council Meetings are recorded in the minutes of the meetings.

During 2021/22, seven conflicts of interest were declared by Councillors at Council Meetings.

Councillor Allowances and Councillor Expenses

Despite the repeal of sections 73B and 74 to 74B of the Local Government Act 1989, those sections continue to apply in respect of allowances payable to Mayors and Councillors until the first Determination made by the Victorian Independent Remuneration Tribunal (Tribunal) under section 23A of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 comes into effect.

As such, Council at its meeting held 17 May 2021 resolved to set the Mayoral and Councillor Allowances for the period 1 July 2021 to 30 June 2022. It set the Mayoral allowance at \$100,434 pa, plus the equivalent of the superannuation guarantee contribution of 10% and \$31,444 pa, plus the equivalent of the superannuation guarantee contribution of 10% for the Deputy Mayor and for the Councillor allowances. The appointed Mayor also receives use of a fully maintained vehicle.

On 7 March 2022, in accordance with section 23A of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019, the Tribunal made the Allowance payable to Mayors, Deputy Mayor and Councillors (Victoria) Determination No 01/2022.

The Determination takes effect from 18 December 2021 and has also prescribed the annual allowances to be paid until after December 2025. Also noting that the new allowance amounts are inclusive of any Superannuation Guarantee Contribution amount.

Whitehorse has been classified as a category 3 Council and effective from 18 December 2021, the applicable allowances payable are:

Mayor	\$119,316 pa;
Deputy Mayor	\$ 59,658 pa; and
Councillors	\$ 35,972 pa.

Summary of the expenses paid for each Councillor during the year:

Expenses (excluding GST)					
	Conferences Training & Functions	Travel & Meals	Information & Communication	Car Mileage	Total
Cr Tina Liu (Mayor 9 Nov 2021 - current)	\$1,427	\$0	\$734	\$419	\$2,58
Cr Andrew Munroe (Mayor 1 July to 8 Nov 2021)	\$59	\$0	\$664	\$0	\$723
Cr Denise Massoud (Deputy Mayor 9 Nov 2021 - current)	\$3,391	\$0	\$502	\$0	\$3,893
Cr Raylene Carr (Deputy Mayor 1 July to 8 Nov 2021)	\$110	\$0	\$664	\$0	\$774
Cr Amanda McNeill	\$2,172	\$41	\$1,699	\$0	\$3,912
Cr Andrew Davenport	\$9,690	\$0	\$665	\$0	\$10,354
Cr Ben Stennett	\$0	\$0	\$609	\$0	\$609
Cr Blair Barker	\$0	\$0	\$664	\$0	\$664
Cr Mark Lane	\$0	\$0	\$609	\$0	\$609
Cr Prue Cutts	\$475	\$0	\$512	\$0	\$987
Cr Trudy Skilbeck	\$730	\$0	\$609	\$0	\$1,339
Total	\$18,055	\$41	\$7,929	\$419	\$26,444

Summary of the allowances paid to each Councillor during the year:

Total Allowances	
Cr Tina Liu (Mayor from 9 Nov 2021)	\$87,254
Cr Denise Massoud (Deputy Mayor from 9 Nov 2021)	\$47,125
Cr Andrew Munroe (Mayor 1 Jul 2020 – 8 Nov 2021)	\$62,315
Cr Raylene Carr (Deputy Mayor 1 Jul 2020 to 8 November 2021)	\$35,332
Cr Prue Cutts	\$35,332
Cr Blair Barker	\$35,332
Cr Andrew Davenport	\$35,332
Cr Ben Stennett	\$35,332
Cr Trudy Skilbeck	\$35,332
Cr Amanda McNeill	\$35,332
Cr Mark Lane	\$35,332

Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist. Throughout this table, unless otherwise stated, 'The Act' refers to the *Local Government Act 2020*.

Governance and Management Items	Assessment	Completed
1. Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Policy <i>Community Engagement Policy</i> Date of current framework: 22 February 2021	✓
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines A new Community Engagement Handbook to support the newly adopted policy is currently under development and to be completed by the end of 2022. Date of current guidelines: October 2015	✓
3. Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Plan <i>Financial Plan 2021-2031</i> Adopted 18 October 2021 in accordance with Act	✓
4. Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plan <i>Asset Plan 2022-2032</i> Adopted 14 June 2022 in accordance with the Act	✓
5. Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Plan <i>Revenue and Rating Plan 2021-2025</i> Adopted 28 June 2021 in accordance with the Act.	✓
6. Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Strategy <i>Adopted Budget 2022/23</i> Date of operation of current plans: 27 June 2022	✓

Table continued over page

Governance and Management Items Assessment		Completed
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<p>Risk Management Policy <i>Risk Management Strategy and Risk Management Plan formulate the Risk Management Framework.</i></p> <p>Date of current policy: 18 June 2019</p>	✓
8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	<p>Policy</p> <p>Date of operation of current policy: 17 August 2020</p>	✓
9. Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency mitigation, response and recovery)	<p>Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>.</p> <p>Date of preparation: 18 November 2020</p>	✓
10. Procurement Policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	<p>New policy to be adopted by 31 December in accordance with the Act</p> <p><i>Current Procurement Policy</i></p> <p>Date of approval: 18 October 2021</p>	✓
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	<p>Plan</p> <p><i>Business Continuity Plan</i></p> <p>Date of operation of current plan: 1 February 2022</p>	✓
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	<p>Plan</p> <p><i>Disaster Recovery Plan</i></p> <p>Date of operation of current plan: 21 June 2022</p>	✓
13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	<p>Risk Management Framework <i>Risk Management Policy, Risk Management Strategy and Risk Management Plan formulate the Risk Management Framework.</i></p> <p>Date of operation of current framework: 18 June 2019. Revised framework due to be adopted July 2022</p>	✓

Table continued over page

Governance and Management Items	Assessment	Completed
14. Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Audit and Risk Committee Charter endorsed 24 August 2020	✓
15. Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 July 2017 Contract extended with internal auditor until 30/06/2023	✓
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)	Framework <i>Performance Reporting Framework</i> Date of operation of current framework: 18 October 2021	✓
17. Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Reports <i>Council Plan Reporting</i> Dates of report: 18 October 2021 Six-month report: 28 February 2022	✓
18. Quarterly budget reports (quarterly reports presented to the Council under section 97 of the <i>Local Government Act 2020</i> comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97 of the <i>Local Government Act 2020</i> Date reports presented: 18 October 2021, 13 December 2021, 28 February 2022 and 23 May 2022	✓
19. Risk reporting (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports to Audit and Risk Committee and Executive Risk Management Committee Dates of reports: (operational risks) 22 November 2021 and 16 May 2022 and (strategic risks) 20 September 2021 and 21 March 2022	✓
20. Performance reporting (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)	Reports Dates of reports: 18 October 2021 and 28 February 2022	✓

Governance and Management Items Assessment		Completed
21. Annual report (annual report under sections 98, 99 and 100 of the 2020 Act containing a report of operations and audited financial and performance statements)	Considered at meeting of Council in accordance with section 100 of the 2020 Act Date of consideration: 18 October 2021	✓
22. Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed in accordance with section 139 of the Act Date reviewed: 22 February 2021	✓
23. Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and register kept in accordance with sections 11(8) and 47(7) of the Act Council to CEO delegations adopted 22 June 2020 CEO to staff delegations adopted 4 April 2022	✓
24. Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Meeting procedures local law made in accordance with section 60 of the Act Adopted by Council on 22 November 2021 and effective from 1 January 2022	✓

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



Simon McMillan
Chief Executive Officer
10 October 2022



Cr Tina Liu
Mayor
10 October 2022

Audit Operations

Audit and Risk Committee

The Audit and Risk Committee is an advisory committee whose role is determined by the *Local Government Act 2020* and Council.

The key objective of the Audit and Risk Committee is to provide independent assurance and assistance to the Chief Executive Officer and Council on Council's Risk, Control and Compliance Framework, and its external accountability and legislative compliance responsibilities.

The Audit and Risk Committee's role is to report and provide appropriate advice and recommendations on matters relevant to its Charter in order to assist Council in certain decision-making processes.

The Audit and Risk Committee comprises two appointed Councillors and three independent persons with technical expertise and industry experience, one of whom is appointed as Chairperson.

The first independent member and Chair of the Audit and Risk Committee is Mr Michael Said OAM, appointed in July 2004. Mr Said is a Certified Practising Accountant and Registered Company Auditor. His career included senior executive positions at the Victorian Auditor-General's Office as Director responsible for all financial audits and operational reviews in the Department of Education, Department of Justice and Police & Emergency Services. Since 1999 Mr Said has developed a consultancy specialising in governance and has held numerous independent audit and risk committee member roles in the public sector.

The second independent member is Ms Lisa Woolmer, appointed in September 2017. Ms Woolmer is a Chartered Accountant and graduate of the Australian Institute of Company Directors. She has a strong background and qualifications in audit and accounting. Her career included 22 years in senior executive positions at PricewaterhouseCoopers, including six years as principal. Since 2014 Ms Woolmer has worked as an independent audit and risk committee member in the public and not for profit sectors with organisations delivering a range of services and programs for the community at Local Government, State and Federal levels.

The third independent member is Mr Jonathan Kyvelidis, appointed in March 2021. Mr Kyvelidis is a Chartered Accountant with strong background and qualifications in auditing. His career included senior executive positions at the Victorian Auditor-General's Office as Director for the Local Government Sector, Economic Development, Jobs, Transport and Resources Sector, Superannuation and Insurance Sector, and Hospitals Sector. Mr Kyvelidis also holds independent audit and risk committee member roles in the public sector.

The Audit and Risk Committee members during the 2021/22 financial year were:

- Michael Said – Chairperson / Independent member (July 2004 to 19 September 2022)

- Lisa Woolmer – Independent member (September 2017 to present)
- Jonathan Kyvelidis – Independent member (March 2021 to present)
- Cr Denise Massoud – Councillor representative (November 2016 to present)
- Cr Trudy Skillbeck – Councillor representative (July 2021 to 22 November 2021)
- Cr Andrew Davenport – Councillor Representative (22 November 2021 to present).

The Chief Executive Officer, all Directors, the Executive Manager Transformation and the Manager Governance & Integrity attends all meetings of the Committee in an advisory capacity unless otherwise advised by the Committee Chairperson. The internal auditor is invited to each meeting and the external auditor is invited where appropriate.

Internal Audit

Council's internal auditor, Crowe Australasia, supports the Audit and Risk Committee by providing independent and objective assurance and advisory services on governance, risk management, internal controls and compliance.

The *Strategic Internal Audit Plan* (SIAP) is developed by the internal auditor in consultation with the Chief Executive Officer, the Executive Leadership Team (Directors and Executive Manager), selected managers and the Audit and Risk Committee. It is a three- year plan of internal audit projects and is based on past internal audit activity, Council's strategic risk register, audit activity proposed by the Victorian Auditor-General's Office, and risks prevalent in the local government sector. The SIAP is revised annually to ensure the audit resources remain focused on the appropriate areas.

The Audit and Risk Committee endorsed the SIAP for July 2021 to June 2022 in May 2021. The Audit and Risk Committee also recommended, and Council approved, the *2021/22 Annual Audit Plan*, within the SIAP in July 2021.

As part of the *2021/22 Annual Audit Plan*, the Audit and Risk Committee received reports on the following:

1. Cyber Security – Essential Eight
2. Project Governance – Digital Transformation Post implementation
3. Road Management Plan
4. Corporate Governance

Audits completed during 2021/22 to be submitted to the Audit and Risk Committee in 2022/23:

1. Follow-up of Selected Higher Risk Past Audit Recommendations
2. Service Review Process (Pre)
3. Non-Grant COVID Relief Packages

Internal audit reports detail the observations and recommendations from the review. All observations identified are given a risk rating. Recommendations are assigned to the responsible officer and reported to the Audit and Risk Committee.

The internal auditor attends Audit and Risk Committee meetings where required to report on the status of the SIAP and present findings of completed reviews.

External Audit

From 2021/22 financial year, Council's external audit was allocated to RSD Audit by the Victorian Auditor-General's Office. The external auditor, RSD Audit conducted the Annual Financial Report and Performance Statement audits for the 2021/22 financial year.

Statutory Information

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

Privacy and Data Protection

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

Council's Privacy Policy is a public document available from Council's website at www.whitehorse.vic.gov.au or on request.

There were no privacy complaints lodged with Council during the 2021/22 year.

For any enquiries regarding Council's obligations under the Privacy and Data Protection Act 2014 and Health Records Act 2001 and Council's Privacy and Data Protection Policy, please contact Council's Privacy Officer on 03 9262 6333 or customer.service@whitehorse.vic.gov.au.

Council's Privacy Officer: Coordinator Information Management

Freedom of Information

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

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

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

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

Access charges may also apply once documents have been processed and a decision on access is made (for example, photocopying and search charges).

Further information regarding Freedom of Information can be found at the Office of the Information Commission website www.ovic.vic.gov.au and on the Whitehorse City Council website www.whitehorse.vic.gov.au.

For the period 1 July 2021 to 30 June 2022 there were 21 requests made regarding freedom of information:

- full access was granted on 15 occasions;
- part access was granted on one occasions;
- there were three occasions where no documents existed which met the specific terms of the request; and
- there are 2 occasions which remain unfinished.

There were no requests received for review of a decision relating to requests processed throughout the year, and there were no applications for review lodged with the Victorian Civil and Administrative Tribunal relating to requests processed throughout the year.

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

- access denied in part – sections 30(1), 32(1) and 35(1) (a) of the FOI Act.

The titles of the officers with authority to make a decision on a request:

- Principal Officer: Chief Executive Officer
- Freedom of Information Officer: Manager Governance and Integrity
- Freedom of Information Officer: Coordinator Governance.
- Freedom of Information Officer: Governance Project Officer

Road Management Act 2004

The Road Management Act 2004 requires Council to develop a road management plan, which in effect provides opportunity to establish a policy defence against civil liability claims associated with the management of our road network. Council's Road Management Plan outlines roads under management, inspection regimes and service and maintenance standards against which Council will manage our roads and road-related assets. In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its Annual Report. In 2021/22, Council did not receive any Ministerial Directions in relation to the *Road Management Act 2004*.

National Competition Policy

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

Council's officer responsible for National Competition Policy: Manager, Finance and Corporate Performance.

Procurement

During the year Council did not enter into any contracts valued at \$250,000 or more in accordance with the Local Government Act 2020, or without first engaging in a competitive process.

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

Service Performance

The Local Government Act 2020 requires Victorian councils to plan and deliver services in accordance with the service performance principles. Council services are designed to be purposeful, targeted to community needs and value for money.

The service performance principles are listed below:

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Community Vision 2040 and Council Plan 2021-25 is designed to identify the key services and projects to be delivered to the community. The Long Term Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- Services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- Councils integrated planning and reporting framework highlights the measures required to achieve our strategic objectives. Service delivery improvements are informed through a variety of measures. Performance of these measures is reviewed by the Executive team and/or Councillors on a quarterly/annual basis.
- Service delivery must include a fair and effective process for considering and responding to complaints about service provision. Council's Feedback or Complaints handling policy was finalised during the financial year.

Public Interest Disclosure Act 2012

The main objective of the Public Interest Disclosure Act 2012 is to encourage and facilitate the disclosure of improper conduct of public bodies and public officers. The scheme is important to enable people who report improper conduct and corruption to be protected, including keeping their identity confidential and protecting them from reprisals. Procedures are available on Council's website.

In accordance with the Public Interest Disclosures Act 2012, Council is committed to integrity in all its operations. During 2021/22, there were no disclosures that were made and referred to Independent Broad-based Anti-corruption Commission (IBAC).

Council's Public Interest Disclosure Coordinator is the Manager Governance and Integrity.

Charter of Human Rights and Responsibilities

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

The Charter of Human Rights aims to:

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

Therefore, Council must:

- respect human rights
- protect human rights
- promote human rights
- fulfil (realise, avoid the loss of) human rights.

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

Documents Available for Inspection

Council must adopt and maintain a Public Transparency Policy under section 57 of the Local Government Act 2020 (the Act). The Policy gives effect to the Public Transparency Principles outlined in section 58 of the Act.

This Policy replaces the requirement to make certain information publicly available in accordance with the former section 12 of the Local Government (General) Regulations 2015. It supports Council in its ongoing drive for good governance and the importance of open and accountable conduct, and specifies how council information is to be made publicly available.

Council adopted the Public Transparency Policy on 14 February 2022. A copy of the Policy and the details of what is publicly available and the ways in which it can be accessed can be viewed on Council's website.

Food Act 1984

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

Municipal Public Health and Wellbeing Plan

The Victorian *Public Health and Wellbeing Act 2008* requires Councils to prepare a plan every four years outlining the work Council will undertake in partnership with the

community and with key State and local organisations to improve the health and wellbeing of people in the municipality.

The Whitehorse Health and Wellbeing Plan 2021-2025 was adopted in October 2021 and is aligned with Council's Strategic Directions. It describes key priorities and objectives to work towards to improve our municipal health and wellbeing.

In the 2021/22 financial year, the Plan's key actions included the development of social plans to focus efforts on community participation through volunteering, steps in reconciliation with First Nations People, and the needs of people with a disability, people of non-English speaking backgrounds, older people, youth, children and families in the early years, Aboriginal and Torres Strait Islander people, and people who are LGBTIQ+. Four action plans were developed to inform implementation of the Plan from 2022-2023 and two are under development. The developed plans included the Diversity Action Plan, Volunteering in Whitehorse, Reconciliation in Whitehorse Action Plan and Disability Action Plan.

Requirements for Health and Wellbeing Planning

Council adopted its 2021-2025 Municipal Public Health and Wellbeing Plan in partnership with the community, key stakeholders, community organisations and other levels of government, aligned with the Council Vision 2040 and the Council Plan 2021-2025. Legislation requires the plan to:

- Examine data and evidence on health and wellbeing
- Involve the local community in its development
- Identify strategies to achieve maximum health and wellbeing of the community
- Specify how Council will work in partnership with other agencies to accomplish the strategies; and
- Provide a consistent message to that in the Council Plan and Municipal Strategic Statement.

Whitehorse's Health and Wellbeing Profile that was developed in 2021 is available at Council's website: <https://www.whitehorse.vic.gov.au/living-working/health-and-wellbeing>

Disability Action Plan

The Victorian *Disability Act 2006* requires public entities such as Local Government to develop a Disability Action Plan. The Plan works toward reducing barriers and discrimination experienced by people with disability in the community.

Whitehorse City Council is committed to working with people with disability, their families and carers as well as partner organisations to create a community that is accessible, welcoming and inclusive.

The 2018 Survey of Disability, Ageing and Carers (ABS 2019) [SDAC], this data is not broken down into local government areas; however, when applying the Victorian percentage of 17 per cent to Whitehorse's estimated population of 180,735 residents, approximately 30,725 residents may have a disability. The prevalence of disability

increases with age with one in two people aged 65 years and over reported a level of disability.

Almost half of all Australians will experience mental illness at some time in their life, with one in five Australians, this equates to approximately 36,147 City of Whitehorse residents, experiencing some level of mental illness each year.

Council recognises that initiatives to create a more accessible and inclusive community cannot be achieved without responding to the specific needs of people with disabilities including people experiencing mental illness, their families and carers.

An overview of the work undertaken during 2021/22 includes:

- Council continued to raise awareness of the impacts of violence, abuse and neglect on the lives of people with disability through the Regional Family Violence Partnership, Women's Health East and through local networks.
- Expressions of interest to join the Whitehorse Disability Advisory Committee were open in December 2021. Council endorsed a new 15 member, Whitehorse Disability Advisory Committee in April 2022.
- The outgoing Whitehorse Disability Advisory Committee (WDAC) was engaged in a broad range of initiatives. This included advocacy for increased accessibility in and around train stations including the Blackburn Station and Mont Albert/Surry Hills Station Rail Crossing Removal Projects. XLRP. This advocacy resulted in the installation of lifts at Blackburn Station.
- Consultation with people with disability, their families and carers was undertaken through June 2022 to inform the development of the Disability in Whitehorse Action Plan.
- A range of disability sporting opportunities were held at Sportlink and Aqualink facilities, this included Wheelchair Rugby, swimming lessons, and All Fit program. Disability service providers accessed these facilities to support individual fitness and gym programs.
- Box Hill Community Arts Centre continued to offer inclusive art therapy classes, dance to fitness sessions, a community choir, ceramics and visual arts classes to promote social connectedness in a supportive environment.
- Members of the Youth Representative Committee took part in Disability Awareness Training. This training provides the opportunity for committee members to obtain an awareness of different forms of disability and the impact that societal attitudes, inherent stigma and discrimination have on the lives of people with disability.
- Council's continues to provide a Family Resource Guide with service information for families with children with disability.
- Council continued to improve accessibility in the built environment through footpath replacement, and maintenance programs, this included-increasing the accessibility of council buildings such as Heatherdale Stadium. Terrara Park Pavilion and the continued works to develop the Whitehorse Performing Arts

Centre and Sportlink.

- Young people with disability participated in the Our Library, Our Program: A job ready initiative delivered by the Whitehorse Manningham Library Corporation. Some participants have gone on to volunteer at the Library
- Accessible Parking Permit applications and information has been centralised and is now available online, creating a more consistent approach to issuing permits.
- Council continued to promote the importance of employing people with disability through articles in the Down To Business newsletter.
- People with disabilities, including people with lived experience of mental illness have contributed the development of the Municipal Public Health and Wellbeing Plan, Disability in Whitehorse Action Plan, and the Volunteering Whitehorse Action Plan.
- Council emergency planning and guidelines were reviewed to ensure the needs of people with a disability are included. Provisions for providing emergency accommodation assistance for people with disability are now included in the Eastern Region Emergency Relief Centre Standard Operating Procedures. The City of Whitehorse Community Emergency Risk Assessment process includes identifying vulnerable residents (including residents with disabilities) when assessing community risk. The Whitehorse City Council Emergency Management pages contain information about how people (including people with disabilities) can prepare for emergencies. These pages are regularly reviewed. Emergency warnings from control agencies for risks such as storm, extreme heat and diseases are published on Council social media to assist residents (including residents with disabilities) make decisions about their personal circumstances.
- Council proactively inspect streets and responds to complaints within the municipality to address overhanging branches to ensure unhindered access along our footpath network. This is supported by regular community promotion.
- Council's Building and Works Code of Practice was reviewed to ensure awareness of building requirements in public spaces and improved management provisions. The Building and Works Code of Practice informs Councils approach to an accessible built environment.

Domestic Animal Management Plan

Council adopted the Domestic Animal Management Plan 21-2025 (DAMP) which included a series of actions including a review of orders made under the *Domestic Animals Act 1994* (Act), strategies to reduce domestic animal euthanasia rates, responsible pet ownership programs, staff training and skill enhancement and programs to reduce the incidence of dog attacks in the community. In addition, the DAMP established a Domestic Animal Management Planning Advisory Committee that advises Council on new and emerging domestic animal management issues. All actions identified in the Action Plan were completed.

Council has carried out extensive community and stakeholder engagement as part of the review of dog off lead provisions. The results will inform revised orders on how people will be able to exercise dogs in our public open space.

Carer's Recognition Act 2012

The *Carers Recognition Act 2012* recognises, promotes and values the role of carers and the important contribution that people in care relationships make to our community. The impact of this legislation is both on Council's obligations as an employer and as a provider of services.

Council's Flexibility program and the family violence provisions of the Whitehorse City Council Collective Agreement 2019 facilitate consideration of individual circumstances in relevant decision-making for carer requests of staff.

Council's internal training programs such as Disability Awareness and Accessible Communications workshops raise awareness of the critical role carers have in the lives of people with disability, older people and others in the community.

Over the past year Council has provided a range of services and supports for carers including:

- respite services for primary carers to have a break from caring responsibilities
- short-term care coordination to consumers and their carers in transitioning to the NDIS
- providing information through the Whitehorse City Council Regional Assessment Service, information forums, workshops, and parenting information forums
- promoting a broad range of festivals, events and activities to carers in our community
- strengthening services through facilitating referrals through the Eastern Metropolitan Region Carers Support Services.

Whitehorse Community Grants

In the 2021/22 Financial Year, two grant programs were delivered to provide financial support to not-for-profit and/or incorporated community organisations, groups, and clubs.

2021/22 Whitehorse Community Grants Program (annual)

The purpose of the Whitehorse Community Grants program is to financially support eligible organisations, groups, and clubs to:

- provide services, programs and initiatives that will benefit the Whitehorse community, and;
- facilitate the development of innovative programs for new and emerging social issues.

The objectives of the program include:

1. Project: to support community organisations to provide projects or activities which meet the social, cultural, recreational and developmental needs of residents.
2. Identity: to foster a sense of community identity across the City of Whitehorse and improve community linkages.
3. Access: to maximise access to programs and activities for people who have had limited opportunity to participate in the life of the community.
4. Cooperation: to encourage cooperation between organisations leading to enhanced program or activity delivery and a more efficient use of resources.

The value of grants across the three categories for the 2021/22 financial year is outlined below:

Community Grants 2021/22 (all figures exclude GST)	
Cash Grants (Annual and Partnership Grants)	\$889,894
Discount Support Hall Hire	\$310,093
Discount Support Free Tipping	\$34,151
TOTAL	\$1,234,138

State of Assets

During 2021/22, the state of the assets in Whitehorse City Council are as follows:

	Asset Data Quality			Inspection Data Quality		Renewal Modelling Quality	
	Data Quality	Completion	Detail	Data Quality	Inspected	Quality	Latest Modelling
Buildings	High	100%	High	High	2021	High	2018
Roads	High	100%	High	High	2022	High	2022
Footpaths	High	100%	High	High	2022	High	2022
Kerb and Channel	High	100%	Medium	High	2022	High	2022
Drainage	High	100%	High	High	2022	High	2022
Open space Assets	High	100%	Medium	High	2019	High	2019
Fleet and Plant	High	100%	High	High	2018	Medium	2018
IT Equipment	High	100%	High	High	2018	Medium	2018

Risk Items (Assets Class Level)	
Buildings	In 2020/21, 90% of buildings were at or above the desired condition level. Buildings are currently funded to sustainable levels and the asset portfolio has historically been well maintained. However future modelling predictions are pointing to a substantial increase in renewal funding for years 2026/27 to 2032/33 due to a large portion of buildings reaching the 40-60 year mark. Data from individual building inspections will be used to determine renewal requirements based on actual condition and level of service required of those ageing buildings.
Roads	In 2020/21, 98.5% of road seal assets are at or above the desired condition level. While roads have been determined to be in very good condition, over the long term the Pavement Condition Index (PCI) is deteriorating. In order to reverse this trend, a review of the level of service is required to determine what state of roads Whitehorse seeks into the future.
Drainage	Current renewal funding levels will need to be reviewed over time. Significant residential infrastructure growth (e.g., multiple townhouses, units on an original house block etc.) and the effects of climate change are anticipated to place a higher demand on the capacity of the drainage network. Further analysis is required to determine the future service needs of the network.
Open Space	Historically there has been under funding in the majority of Open Space asset types. In 2020/21 77% of open space assets are at or above the desired condition level. The recently adopted funding increase will see a stabilisation in the levels of service.
Plant and Fleet	There is a projected increase in renewal funding requirements for passenger vehicles that is projected to require additional funding from the capital works program. Council will need to investigate a range of options to lessen the financial impact.
IT Equipment	Operations and maintenance expenditure is a major component of the overall expenditure of IT assets and has generally increased according to industry trends aligned to transitioning to cloud based services.

Performance Statement

for the year ended 30 June 2022

Basis of preparation for the Performance Statement

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020.

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

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure, and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature. Council has, however, provided comments against every indicator to assist readers in interpreting the results.

The forecast figures included in the Performance Statement are those adopted by Council in the *Budget 2022/2023* on 27 June 2022 and the review and update of Council's finance plan. The Budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long-term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Budget can be obtained from Council's website www.whitehorse.vic.gov.au/Corporate-Documents or by contacting Council.

COVID-19 Impact

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. This state of emergency was maintained partway through 2021/22, with the State of Emergency in Victoria ending on 15 December 2021, and further state government mandated pandemic orders continuing into 2022.

While the impacts of the pandemic lessened during the second half of the year, Council's operating environment has changed frequently in accordance with the State Government restrictions and advice throughout the year. Council continues to monitor the situation for further impacts and opportunities in the coming year.

Description of Municipality

The City of Whitehorse is located just 15 kilometres east of Melbourne and covers an area of 64 square kilometres. The municipality has an estimated residential population of 175,970 residents (Australian Bureau of Statistics).

The City of Whitehorse has a diverse population. According to the 2021 census, 44.9 per cent of residents were born overseas and 44.3 per cent speak a language other than English at home. The most common languages are Mandarin, Cantonese, Greek, Vietnamese and Hindi.

Whitehorse City Council provides high-quality services and facilities across a range of areas including community services, environmental services, customer services, health and wellbeing, planning and building, parks and gardens and more. The City of Whitehorse has more than 631 hectares of open space, including quality bushland reserves, parks, formal gardens, recreation reserves and trails, combined with tree-lined residential streetscapes to form a pleasant urban environment.

Sustainable Capacity Indicators

For the year ended 30 June 2022

Dimension/Indicator/Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Capacity					
Population C1 Expenses per head of municipal population [Total expenses / Municipal population]	\$958.47	\$982.37	\$968.84	\$1,082.21	This result demonstrates Council's ability to maintain a low cost base per head of population. The 2021/22 result reflects increase in expenditure levels due to the gradual return of service levels and demand as COVID restrictions and lockdowns eased. Council ensures high-quality service delivery and maintenance of community infrastructure within the parameters of a responsible budget.
Population C2 Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,137.24	\$5,438.54	\$5,179.50	\$6,092.03	This result reflects Council's continual commitment to invest in high-quality infrastructure. The increase in 2021/22 is due to the valuation of parks and open space, recreational and leisure community assets being valued for the first time coupled with a reduction in Municipal population of 2.6% compared to the 2020/21 year.
Population C3 Population density per length of road [Municipal population / Kilometres of local roads]	276.60	280.59	283.73	276.25	This results demonstrates the City of Whitehorse's population using an established road network, which is well maintained but not growing in length. The decrease in 2021/22 compared to 2020/21 is due to a population reduction of 2.6%.

Dimension/Indicator/Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Capacity					
Own source revenue C4 Own source revenue per head of municipal population [Own source revenue / Municipal population]	\$1,191.01	\$970.88	\$916.26	\$999.27	Council's ability to generate own source income was favourably impacted by the re-opening of services and facilities in 2021/22 as a result of the easing of COVID-19 restrictions in the second half of the year.
Recurrent grants C5 Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$118.44	\$120.47	\$121.14	\$135.11	The increase in this metric reflects a combination of a reduction in the population by 2.6%, combined with 75% of the Victorian Local Government Grants Commission 2022/23 funding allocation being brought forward and included in 2021/22 year income.
Disadvantage C6 Relative socio-economic disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	9.00	9.00	9.00	9.00	This result indicates that Whitehorse continues to be a municipality with a relatively low socio-economic disadvantage.
Workforce Turnover C7 Percentage of staff turnover [Number of permanent staff resignations and terminations/Average number permanent staff for the financial year] x 100	8.74%	7.46%	7.78%	12.82%	The increased turnover rate for 2021/22 can be attributed to a number of factors including, in part, the Covid-19 pandemic resulting in changes to employee preferences and circumstances, and an open labour market reflecting many opportunities.

Definitions

adjusted underlying revenue	means total income other than: (a) non-recurrent capital grants used to fund capital expenditure; and (b) non-monetary asset contributions; and (c) contributions to fund capital expenditure from sources other than those referred to above
infrastructure	means non-current property, plant and equipment excluding land
local road	means a sealed and unsealed road for which Council is the responsible road authority under the <i>Road Management Act 2004</i> . It includes right-of-ways and laneways
population	means the resident population of the municipal district estimated by Council
own source revenue	Is adjusted underlying revenue excluding revenue which is not under the control of council (including government grants)
relative socio-economic disadvantage	Is a general socio-economic index that summarises a range of information about the economic and social conditions of people and households within an area. The index includes only measures of relative disadvantage and is expressed as a decile for the relevant financial year of the area in which the municipality is located according to the Victorian Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001)
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website
unrestricted cash	means all cash and cash equivalents other than restricted cash

Service Performance Indicators

For the year ended 30 June 2022

Service/Indicator/Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Aquatic facilities					
Utilisation AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	9.27	6.00	3.08	4.70	Utilisation of Council's aquatic facilities were impacted by COVID-19, particularly during the first half of the year. However, the utilisation has increased since 2020/21 due to the gradual reopening of facilities and is expected to continue increasing.
Animal management					
Health and safety AM7 Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	NEW in 2020	100.00%	100.00%	100.00%	Council has continued its success in prosecuting all serious dog attacks where the officers were able to collect evidence to confirm the incident. The number of animal management prosecutions varies from year to year. Matters reported are investigated and where the circumstances of the incident meet statutory provisions, prosecutions are initiated against the animal's owner to help maintain community safety.

Service/Indicator/Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Food safety					
Health and safety FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100	100.00%	100.00%	100.00%	100.00%	In 2021, all major and critical non-compliances identified were followed up in accordance with operational policy. Consistent results have been achieved in the past four years through improved tracking of critical and major non-compliance and strengthening operational policy.
Governance					
Satisfaction G5 Satisfaction with Council decisions [Community satisfaction rating out of 100 with the performance of council in making decisions in the interest of the community]	60.00	61.00	60.00	61.00	Community satisfaction with Council decisions remains consistent for the past four years with a slight increase from 2020/21. It consistently remains higher than the state-wide result of 56 on making community decisions.
Libraries					
Participation LB4 Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x 100	13.91%	13.61%	11.83%	10.70%	The library participation indicator has decreased in 2021/22 reflecting significantly less active library borrowers this year. This decrease is attributed to the impact of COVID-19 closures and restrictions. Whitehorse libraries consistently followed the State Government advice and there were some form of restrictions and closures throughout the year.

Service/Indicator/Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Maternal and Child Health (MCH)					
Participation MC4 Participation in MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	84.36%	80.21%	78.22%	77.03%	Due to the Code Brown order and the ongoing effects of the COVID-19 pandemic, Whitehorse MCH was required to undertake a reduced and prioritised MCH service at times throughout the year.
Participation MC5 Participation in MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	89.80%	79.55%	86.54%	85.71%	Whitehorse City Council has a small number of Indigenous Australian children registered. The participation rate is high during the first year of life and then tends to decline. The 2021/22 participation result has remained fairly consistent from last year and is consistent with the 4 year trend.
Roads					
Satisfaction R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	72.00	69.00	71.00	68.00	Satisfaction with sealed local roads remains relatively consistent for the past four years. In the 2021 Community Satisfaction Survey, Whitehorse City Council performed strongly in the area of sealed local roads and exceeded the metropolitan average of 65.

Service/Indicator/Measure	Results				Material Variations and Comments
	2019	2020	2021	2022	
Statutory Planning					
Decision-making SP4 Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council’s decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100	56.90%	52.38%	47.06%	47.06%	Planning decisions upheld at VCAT has remained consistent this financial year and has been gradually reduced over the past four years. These results do not include successful negotiations through the compulsory conference process undertaken with Council. Council continues to try to resolve planning applications outside of VCAT’s hearing process.
Waste Collection					
Waste diversion WC5 Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	50.46%	53.02%	52.32%	51.46%	The proportion of waste diverted from landfill has reduced slightly compared to the previous two years, due to a decrease in recyclables and garden waste tonnes, though landfill tonnes decreased slightly also. However, the diversion rate remains higher than in pre-pandemic years, due to an ongoing higher proportion of garden waste tonnes. From 1 July 2022, food waste is now accepted in the garden organics bin which should increase the diversion rate in 2022/23.

Definitions

Aboriginal child	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i>
active library borrower	means a borrower of a library who has borrowed a book or other resource from the library
annual report	means an annual report prepared by a council under section 98 of the Act
class 1 food premises	means food premises, within the meaning of the <i>Food Act 1984</i> , that have been declared as class 1 food premises under section 19C of that Act
class 2 food premises	means food premises, within the meaning of the <i>Food Act 1984</i> , that have been declared as class 2 food premises under section 19C of that Act
critical non-compliance outcome notification	means a notification received by Council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health
food premises	has the same meaning as in the <i>Food Act 1984</i>
local road	means a sealed and unsealed road for which Council is the responsible road authority under the <i>Road Management Act 2004</i> . It includes right-of-ways and laneways
major non-compliance outcome notification	means a notification received by a Council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to Council by an authorised officer under that Act, if it relates to a deficiency that does not pose an immediate serious threat to public health but which may do so if no remedial action is taken and must be followed up by the council.
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
population	means the resident population of the municipal district estimated by Council

Financial Performance Indicators

For the year ended 30 June 2022

Dimension / Indicator / Measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Efficiency									
Expenditure level E2 Expenses per property assessment [Total expenses / Number of property assessments]	\$2,282.15	\$2,324.54	\$2,278.34	\$2,446.47	\$2,740.31	\$2,667.40	\$2,718.52	\$2,774.71	This result demonstrates Council's continual ability to deliver services to the community within a responsible budget. The increase in 2021/22 reflects increased expenditure as Council's services gradually return to normal operations. The forecast for the next few years reflects increase in expenditure levels due to continued investment in transformation initiatives such as a new Enterprise Resource Planning system and IT Foundational improvements.
Revenue level E4 Average rate per property assessment [Total rates revenue / Number of property assessments]	New in 2020	\$1,584.36	\$1,606.97	\$1,626.97	\$1,652.96	\$1,476.40	\$1,502.49	\$1,532.28	

Dimension / Indicator / Measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Liquidity									
Working capital									
L1 Current assets compared to current liabilities									
[Current assets / Current liabilities] x 100	489.33%	459.45%	390.84%	384.59%	266.09%	268.38%	274.09%	283.77%	
Working capital is slightly lower in 2021/22 however Council's cash position continues to remains sound. The forecast primarily reflects a reduction in cash assets compared to previous years due to the planned use of reserves to fund the 2022/23 Capital Works Program including the Whitehorse Performing Arts Centre redevelopment and other major community infrastructure projects but remains steady over the forecast projections.									

Dimension / Indicator / Measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Unrestricted cash L2 Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x 100	343.11%	285.71%	214.18%	-109.89%	123.68%	127.10%	134.18%	145.28%	This indicator shows cash and cash equivalents and financial assets that are not available for use other than for the purpose for which it is restricted in accordance with accounting standards. The reduction in unrestricted cash is due to cash held to fund carry forward capital works from 2021/22, conditional grants unspent and statutory reserves. Also contributing to the 2021/22 result were high levels of funding held in investments with a term of greater than 90 days maturity in order to maximise interest income at the end of 30 June 2022. A total of \$225 million in term deposit investments are classified as being restricted. After adjusting for term deposits greater than 90 days the result would have been 218.83%.
Obligations									
Loans and borrowings O2 Loans and borrowings compared to rates [Interest-bearing loans and borrowings / Rate revenue] x 100	4.37%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

Dimension / Indicator / Measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Loans and borrowings O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest-bearing loans and borrowings / Rate revenue] x 100	0.23%	4.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Indebtedness O4 Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x 100	1.22%	2.34%	3.36%	2.97%	7.30%	6.52%	5.65%	4.93%	The 2021/22 reflects an increase to own-source revenue as Council gradually returned to normal service levels after COVID lockdowns and restrictions eased in the second half of the of 2021/22 year. The increase in the 2022/23 forecast is primarily relating to contract lease payments for waste services and reduces over the forecast projections as lease payments are made.

Dimension / Indicator / Measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Asset renewal and upgrade O5 Asset renewal and upgrade expenses compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x 100	New in 2020	206.91%	151.59%	124.63%	145.04%	113.05%	120.41%	106.43%	This result continues the strong trend of Council's asset renewal expenditure and demonstrates Council's continual commitment to renew its existing community infrastructure. The result is based on Asset Renewal budgets and the timing of major projects, forecast years remain steady and above the desired level of 100%.

Dimension / Indicator / Measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Operating position									
Adjusted underlying result OP1 Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x 100									The lower result for 2021-22 is due to the continuing impacts of COVID-19 on Council’s revenue and expenditure streams primarily in the first half of the year and the exclusion of open space contributions of \$5.05m. The indicator represents total income other than contributions to fund capital expenditure and as a result open space contributions has been excluded from the 2021/22 result and future projections. The 2022/23 forecast result is impacted primarily due to 75% of the Victorian Local Government Grants Commission funding allocation being brought forward and included in 2021/22 year income and continuation of Council's transformation investment over the three year projections. From 2023-24 the underlying result forecasts improvement over the projections.
	29.45%	12.90%	10.86%	5.78%	-1.24%	3.86%	4.09%	3.92%	

Dimension / Indicator / Measure	Results					Forecast			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Stability									
Rates concentration S1 Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue]	48.24%	59.50%	62.89%	62.68%	61.17%	63.29%	63.21%	63.40%	This indicator remains steady over the forecast projections.
Rates effort S2 Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x 100	0.15%	0.17%	0.17%	0.17%	0.16%	0.16%	0.17%	0.17%	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.

Retired Measures	Results 2019	Results 2020	Results 2021	Results 2022	Comments
AM4 Animal Management Health and Safety Animal management prosecutions [Number of successful animal management prosecutions]	11.00	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced by AM7 from 1 July 2019.
E1 Efficiency Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1515.72	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced by E4 from 1 July 2019.
O1 Obligations Asset renewal Asset renewal compared with depreciation [Asset renewal expense/Asset depreciation] x 100	114.32%	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced by O5 on 1 July 2019.

Definitions

adjusted underlying revenue	means total income other than: (a) non-recurrent capital grants used to fund capital expenditure; and (b) non-monetary asset contributions; and (c) contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
current assets	Are assets that the council expects to recover or realise within the following financial year
current liabilities	An obligation or liability that is due to be settled, or paid, within one year.
non-current assets	means all assets other than current assets
non-current liabilities	Financial liabilities that provide financing on a long-term basis and are not due for settlement within twelve months after the reporting period.
non-recurrent grant	Is operating or capital grants obtained on the condition that they be expended in a specified manner and not expected to be received again during the period covered by the Financial Plan
own source revenue	means adjusted underlying revenue excluding revenue which is not under the control of Council (including government grants)
population	means the resident population estimated by Council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges levied on rateable properties
recurrent grant	means a grant other than a non-recurrent grant
Rate revenue	means revenue from general rates, municipal charges, service rates and service charges levied on rateable properties
restricted cash	means cash and cash equivalents and financial assets, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash that will be used to fund carry forward capital works from the previous financial year
unrestricted cash	means all cash and cash equivalents other than restricted cash

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



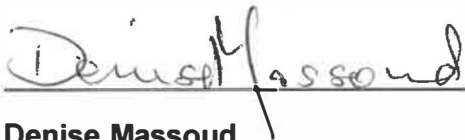
Callista Clarke CPA
Principal Accounting Officer
Dated: 10 October 2022

In our opinion, the accompanying performance statement of *Whitehorse City Council* for the year ended 30 June 2022 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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

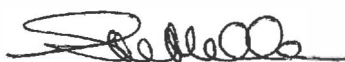
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Denise Massoud
Councillor
Dated: 10 October 2022



Andrew Davenport
Councillor
Dated: 10 October 2022



Simon McMillan
Chief Executive Officer
Dated: 10 October 2022

Independent Auditor's Report

To the Councillors of Whitehorse City Council

Opinion	<p>I have audited the accompanying performance statement of Whitehorse City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • basis of preparation • COVID-19 impact • description of municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • certification of the performance statement. <p>In my opinion, the performance statement of Whitehorse City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

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

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

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

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

MELBOURNE
18 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Financial Statements 2021/22

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

The Annual Financial Report is prepared under the requirements of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2010, Australian Accounting Standards and Interpretations as well as the Local Government Model Financial Report, which are designed to standardise financial reporting for local government bodies throughout Victoria.

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

Understanding the Financial Statements

Council's Annual Financial Report contains the following sections:

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

These sections are described in more detail below.

Comprehensive Income Statement

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

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

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

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

Balance Sheet

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

The components of the Balance Sheet are explained below. Current and non-current assets include:

- Cash and cash equivalents – This includes cash held in banks and petty cash. It also includes Council's cash investments in term deposits with a maturity of 90 days or less.
- Other Financial assets – This includes term deposits with a maturity of greater than 90 days.
- Trade and other receivables – This represents monies owed to Council ratepayers, parking debtors, and other debtors.
- Other assets – This includes inventories and prepayments.
- Investments in associates – This represents the value of Council's ownerships and investments in the Whitehorse Manningham Regional Library Corporation and Narre Warren User Group.
- Property, infrastructure, plant and equipment – This is the most significant component of Council's worth and includes land, buildings, roads, drainage, land improvements, plant and machinery, equipment, furniture and fittings, other structures, and the Art Collection.

Current and non-current liabilities include:

- Trade and other payables – This represents monies owed to creditors, including accrued expenditure, and grants held in advance by Council.
- Trust funds and deposits – This represents deposits or other funds held in trust for customers and contractors.
- Provisions – This includes annual leave and long service leave employee entitlements.
- Other liabilities – This represents Council's liability for its share in Clayton Regional Landfill.

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

The components of total equity are:

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

Statement of Changes in Equity

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

Statement of Cash Flows

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

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

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

The Statement of Cash Flows contains three sections:

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

Statement of Capital Works

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

Notes to the Financial Statements

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

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

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

Certification of the Financial Report

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

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

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

Auditor-General's Independent Auditor's Report

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

Whitehorse City Council received a clear audit for 2021/22 with no high or moderate risks identified.

WHITEHORSE CITY COUNCIL
ANNUAL FINANCIAL REPORT
For the year ended 30 June 2022

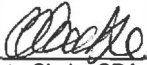
TABLE OF CONTENTS

FINANCIAL REPORT		Page
Certification of the Financial Statements		140
Victorian Auditor-General's Office Report		141
Financial Statements		
Comprehensive Income Statement		143
Balance Sheet		144
Statement of Changes in Equity		145
Statement of Cash Flows		146
Statement of Capital Works		147
Notes to the Financial Statements		
Note 1	Overview	148
Note 2.1	Performance against budget	
	2.1.1 Income and expenditure	150
	2.1.2 Capital works	151
Note 2.2	Analysis of Council results by program	152
Note 3	Funding for the delivery of our services	
	3.1. Rates and charges	155
	3.2. Statutory fees and fines	155
	3.3. User fees	155
	3.4. Funding from other levels of government	156
	3.5. Contributions	157
	3.6. Net gain on disposal of property, infrastructure, plant and equipment	157
	3.7. Other income	158
Note 4	The cost of delivering services	
	4.1. Employee costs	159
	4.2. Materials and services	159
	4.3. Depreciation	159
	4.4. Amortisation - Intangible assets	160
	4.5. Amortisation - Right of use assets	160
	4.6. Bad and doubtful debts	160
	4.7. Finance Costs - Leases	160
	4.8. Other expenses	160
Note 5	Our financial position	
	5.1. Financial assets	161
	5.2. Non-financial assets	163
	5.3. Payables, trust funds and deposits and unearned income/revenue	164
	5.4. Provisions	165
	5.5. Financing arrangements	166
	5.6. Commitments	167
	5.7. Leases	168
Note 6	Assets we manage	
	6.1. Property, infrastructure, plant and equipment	170
	6.2. Investments in associates, joint arrangements and subsidiaries	178
Note 7	People and relationships	
	7.1. Council and key management remuneration	180
	7.2. Related party disclosure	182
Note 8	Managing uncertainties	
	8.1. Contingent liabilities	183
	8.2. Change in accounting standards	184
	8.3. Financial instruments	184
	8.4. Fair value measurement	186
	8.5. Events occurring after balance date	187
Note 9	Other matters	
	9.1 Reserves	188
	9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	190
	9.3 Superannuation	190
Note 10	Change in accounting policy	193

WHITEHORSE CITY COUNCIL - ANNUAL FINANCIAL REPORT 2021/22

CERTIFICATION OF THE FINANCIAL STATEMENTS

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, Australian Accounting Standards and other mandatory professional reporting requirements.

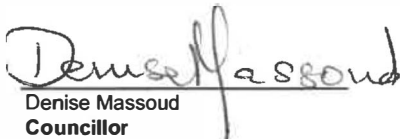


Callista Clarke CPA
Principal Accounting Officer
Dated: 10 October 2022
Nunawading

In our opinion, the accompanying financial statements present fairly the financial transactions of Whitehorse City Council for the year ended 30 June 2022 and the financial position of Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Denise Massoud
Councillor
Dated: 10 October 2022
Nunawading



Andrew Davenport
Councillor
Dated: 10 October 2022
Nunawading



Simon McMillan
Chief Executive Officer
Dated: 10 October 2022
Nunawading

Independent Auditor's Report

To the Councillors of Whitehorse City Council

Opinion	<p>I have audited the financial report of Whitehorse City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

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

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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



MELBOURNE
18 October 2022

Travis Derricott
as delegate for the Auditor-General of Victoria

**COMPREHENSIVE INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2022**

	Note	2022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	126,729	124,217
Statutory fees and fines	3.2	8,045	6,162
User fees	3.3	34,560	29,064
Grants - operating	3.4	25,605	23,291
Grants - capital	3.4	4,598	3,535
Contributions - monetary	3.5	5,053	7,309
Contributions - non-monetary	3.5	329	5,289
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	(20)	306
Share of net gain/(loss) of associates and joint operation accounted for using the equity method	6.2(a)	81	(1,189)
Other income	3.7	6,446	5,547
Total Income		<u>211,426</u>	<u>203,531</u>
Expenses			
Employee costs	4.1	78,513	75,205
Materials and services	4.2	71,426	57,819
Depreciation	4.3	29,870	29,381
Amortisation - intangible assets	4.4	399	470
Amortisation - right of use assets	4.5	607	864
Bad and doubtful debts	4.6	1,432	1,571
Finance costs - leases	4.7	33	38
Contributions expense - Whitehorse Manningham Library		5,548	5,518
Other expenses	4.8	2,608	2,745
Total expenses		<u>190,436</u>	<u>173,611</u>
Surplus for the year		<u>20,990</u>	<u>29,920</u>
Other comprehensive income			
Items that will not be reclassified to surplus in future periods			
Net asset revaluation increment/(decrement)	9.1	560,938	187,182
Total other comprehensive income		<u>560,938</u>	<u>187,182</u>
Total comprehensive result		<u>581,928</u>	<u>217,102</u>

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

BALANCE SHEET
AS AT 30 JUNE 2022

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	21,620	21,364
Other financial assets	5.1(b)	225,681	228,739
Trade and other receivables	5.1(c)	15,263	14,054
Other assets	5.2	1,778	1,421
Total current assets		<u>264,342</u>	<u>265,578</u>
Non-current assets			
Trade and other receivables	5.1(c)	424	475
Investment in associates and joint operation accounted for using the equity	6.2(b)	6,167	6,361
Property, infrastructure, plant and equipment	6.1	4,148,999	3,563,967
Right-of-use assets	5.7	1,518	1,650
Intangible assets	5.2(b)	792	774
Total non-current assets		<u>4,157,900</u>	<u>3,573,227</u>
Total assets		<u>4,422,242</u>	<u>3,838,805</u>
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	26,619	18,954
Trust funds and deposits	5.3(b)	14,146	14,070
Unearned income/revenue	5.3(c)	10,205	14,463
Provisions	5.4(a)(b)	17,327	18,839
Lease liabilities	5.7	437	565
Total current liabilities		<u>68,734</u>	<u>66,891</u>
Non-current liabilities			
Provisions	5.4	1,684	1,745
Provision for investments in joint operation accounted for using the equity method	6.2(c)	2,422	2,697
Lease liabilities	5.7	1,116	1,114
Total non-current liabilities		<u>5,222</u>	<u>5,556</u>
Total liabilities		<u>73,956</u>	<u>72,447</u>
Net assets		<u>4,348,286</u>	<u>3,766,358</u>
Equity			
Accumulated surplus		1,499,245	1,473,874
Reserves	9.1	2,849,041	2,292,484
Total equity		<u>4,348,286</u>	<u>3,766,358</u>

The above Balance Sheet should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2022

		Accumulated surplus \$'000	Revaluation Reserve \$'000	Other reserves \$'000	Total \$'000
2022	Note				
Balance at beginning of the financial year		1,473,874	2,156,036	136,448	3,766,358
Surplus/(deficit) for the year		20,990	-	-	20,990
Net asset revaluation increment/(decrement)	9.1	-	560,938	-	560,938
Transfers to other reserves	9.1	12,377	-	7,996	20,373
Transfers from other reserves	9.1	(7,996)	-	(12,377)	(20,373)
Balance at end of the financial year		1,499,245	2,716,974	132,067	4,348,286

		Accumulated surplus \$'000	Revaluation Reserve \$'000	Other reserves \$'000	Total \$'000
2021	Note				
Balance at beginning of the financial year		1,452,154	1,968,854	128,247	3,549,255
Surplus/(deficit) for the year		29,920	-	-	29,920
Net asset revaluation increment/(decrement)	9.1	-	187,182	-	187,182
Transfers to other reserves	9.1	2,090	-	10,291	12,381
Transfers from other reserves	9.1	(10,291)	-	(2,090)	(12,381)
Balance at end of the financial year		1,473,874	2,156,036	136,448	3,766,357

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

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022**

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		124,504	123,525
Statutory fees and fines		7,353	6,950
User fees		36,264	30,607
Grants - operating		25,264	25,200
Grants - capital		1,711	15,855
Contributions - monetary		5,286	7,786
Interest received		1,264	1,917
Trust funds and deposits taken		25,390	25,387
Other receipts		5,479	4,355
Net GST refund		10,286	9,156
Employee costs		(79,560)	(73,863)
Materials and services		(76,760)	(71,431)
Short-term, low value and variable lease payments		(31)	(41)
Contributions expense - Whitehorse Manningham Library		(5,548)	(6,024)
Trust funds and deposits repaid		(25,314)	(23,606)
Other payments		(2,855)	(4,709)
Net cash provided by operating activities	9.2	<u>52,733</u>	<u>71,065</u>
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(56,607)	(53,559)
Proceeds from sale of property, infrastructure, plant and equipment	3.6	1,703	1,882
Payments for investments		(225,681)	(251,739)
Proceeds from sale of investments		228,739	229,893
Payments of loans and advances from community organisations		3	19
Net cash used in investing activities		<u>(51,843)</u>	<u>(73,504)</u>
Cash flows from financing activities			
Interest paid - lease liability		(33)	(38)
Repayment of lease liabilities		(601)	(817)
Net cash used in financing activities		<u>(634)</u>	<u>(855)</u>
Net increase (decrease) in cash and cash equivalents		256	(3,294)
Cash and cash equivalents at beginning of the financial year		21,364	24,658
Cash and cash equivalents at end of the financial year	5.1	<u>21,620</u>	<u>21,364</u>
Financing arrangements	5.5		
Restrictions on cash assets	5.1		

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

**STATEMENT OF CAPITAL WORKS
FOR THE YEAR ENDED 30 JUNE 2022**

	2022 \$'000	2021 \$'000
Property		
Land	-	-
Buildings	23,905	21,875
Building Improvements	5,237	6,119
Total Property	29,142	27,994
Plant and Equipment		
Plant, machinery and equipment	2,806	4,171
Fixtures, fittings and furniture	406	167
Computers and telecommunications	1,275	1,409
Total Plant and Equipment	4,487	5,747
Infrastructure		
Roads	6,128	4,964
Bridges	1,490	106
Footpaths and cycleways	4,982	4,232
Drainage	2,504	2,795
Recreational, leisure and community facilities	3,466	4,652
Parks, open space and streetscapes	3,230	2,973
Off street car parks	591	96
Other infrastructure	7	-
Total infrastructure	22,398	19,818
Total capital works expenditure	56,027	53,559
Represented by:		
New asset expenditure	5,052	2,363
Asset renewal expenditure	33,934	36,127
Asset expansion expenditure	13,748	6,658
Asset upgrade expenditure	3,293	8,411
Total capital works expenditure	56,027	53,559

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

Note 1 Overview

Introduction

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

The Council's main office is located at 379-399 Whitehorse Road, Nunawading VIC 3131.

Statement of Compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant Accounting Policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid. The Financial Statements are based on the historical cost convention unless a different measurement basis is specially disclosed in the notes to the financial statements.

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

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.1)
- the impairment of land, buildings, infrastructure, plant and equipment (refer to note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.1)
- the determination of employee provisions (refer to note 5.4)
- the determination of landfill provisions (refer to note 6.2(a)(c))
- the disaggregation of divisional income, expenses and total assets (refer to note 2.2)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income for Not-for-Profit Entities* (refer to Note 3.4)
- the determination, in accordance with *AASB 16 Leases* of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- the determination of bad debts and provision of doubtful debts (refer to note 5.1(c))
- other areas requiring judgements

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

Note 1 Overview (continued)

(b) Impact of Covid-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. This state of emergency was maintained part way through 2021/22, with the State of Emergency in Victoria ending on 15 December 2021 and further state government mandated pandemic orders continuing into 2022.

While the impacts of the pandemic lessened during the second half of the year, Council's operating environment has changed frequently in accordance with State Government restrictions and advice during the year. The pandemic and measures taken has impacted Council operations unfavourably by \$6.80m in the following areas for the financial year ended 30 June 2022, taking the total impact to Council since the inception of the pandemic to \$20.17m:

- Additional state and federal government grant funding of \$0.43m, including \$0.31m for Home and Community Services, and \$0.10m for Community Safety;
- In response to social distancing directives and decisions, the leisure centre facilities, libraries, community centres were closed. These closures, coupled with demand and activity reductions in the recycling centre, child care centres, parking services and infringements has resulted in a decrease in the Council statutory charges and user fee revenue by \$9.91m and also decreased associated expenses by \$5.40m compared to the adopted budget.
- Additional expenses directly related to COVID-19 response, recovery and ensuring Council operates in a COVID safe manner totalling \$1.63m. This includes \$1.36m of employee costs and \$0.26m of materials and services expenditure, including additional cleaning costs and personal protective equipment.
- Casual staff wages of \$0.50m were honoured when Council was required to close facilities or limit services as a result of COVID-19 health directives;
- The cost of providing COVID-19 Marshalls at Council's leisure, recreation and arts facilities and customer service centres in accordance with Victorian government pandemic health orders totalling \$0.46m;
- Council staff were provided with up to 2 weeks special COVID-19 leave for staff who had to quarantine / isolate as a result of COVID-19, with such payments totalling \$0.40m in 2021/22.
- Hardship relief provided to the community of \$1.11m in foregone income and cost recovery for the financial year ending 30 June 2022 including:
 - Foregone penalty interest on rates in arrears of \$0.50m;
 - Rent and lease relief for sporting clubs and community groups who use Council facilities, with these relief measures in 2021/22 totalling \$0.39m;
 - Fee waivers and discounts totalling \$0.20m across a range of services including health registration renewals and street trader permits.
- COVID-19 recovery stimulus grants provided to Whitehorse community groups and businesses in need to the value of \$0.22m.

NOTE 2.1 Performance against Budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of 10% and \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be significant in nature.

The budget figures detailed below are those adopted by Council on 28 June 2021. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income and Expenditure

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Income					
Rates and charges	126,896	126,729	(167)	(0.1)	
Statutory fees and fines	12,132	8,045	(4,087)	(33.7)	1
User fees	43,438	34,560	(8,878)	(20.4)	2
Grants - operating	19,874	25,605	5,731	28.8	3
Grants - capital	6,504	4,598	(1,906)	(29.3)	4
Contributions - monetary	5,000	5,053	53	1.1	
Contributions - non-monetary	-	329	329	100.0	
Net gain on disposal of property, infrastructure, plant and equipment	156	(20)	(176)	(113)	
Interest income	1,166	-	(1,166)	(100.0)	5
Share of net gain of associates	-	81	81	100.0	
Other income	3,447	6,446	2,999	87.0	6
Total Income	218,613	211,426	(7,187)	(3.3)	
Expenses					
Employee costs	88,805	78,513	10,292	11.6	7
Materials and services	72,974	71,426	1,548	2.1	
Depreciation	29,594	29,870	(276)	(0.9)	
Amortisation - intangible assets	495	399	96	19.4	
Amortisation - right of use assets	767	607	160	20.9	
Bad and doubtful debts	-	1,432	(1,432)	100.0	8
Finance costs - leases	31	33	(2)	(6.5)	
Contributions - Whitehorse Manningham Regional Library Corporation	5,568	5,548	20	0.4	
Other expenses	3,771	2,608	1,163	30.8	9
Total expenses	202,005	190,436	11,569	5.7	
Surplus for the year	16,608	20,990	4,382	26.4	
Other comprehensive income					
Revaluation of property, infrastructure, plant and equipment	-	560,938	560,938	-	10
Total comprehensive result	16,608	581,928	565,320	3,403.9	

(i) Explanation of material variances**1. Statutory fees and fines**

Statutory fees and fines were \$4.09m lower than budget primarily due to \$4.05m less parking infringements as a result of reduced traffic and enforcement activity during COVID lockdowns.

2. User fees

User fees were \$8.88m lower than budget primarily due to the impact of COVID lockdowns and restrictions on provision of services and demand throughout the year. The main variances were a \$4.03m decrease in Leisure & Recreation Services, \$2.24m decrease in parking fees, \$1m decrease in Arts & Cultural Services, \$0.83m decrease in Health & Family Services and a \$0.49m decrease at the Recycling & Waste Centre.

3. Grants - operating

Grants - operating were \$5.73m higher than budget primarily due to \$3.93m (75%) of the 2022/23 Financial Assistance Grant being provided early by the Victorian Local Government Grants Commission, additional funding received for the Working for Victoria project of \$0.98m, \$0.41m funding received for Home and Community Services and \$0.25m for Health & Family Services and \$0.21m for City Services.

NOTE 2 Performance against Budget

(i) Explanation of material variances (continued)

4. Grants - capital

Grants – capital were \$1.91m lower than budget primarily reflecting grants associated with the Local Roads and Community Infrastructure funding program where the performance commitments associated with receipt of the grant funding are not expected to be completed until next financial year and have been transferred to unearned income offset by project funding received in 2020/21 and recognised in 2021/22.

5. Interest income

Interest on investments received during the 2021/22 was \$1.25m and has been disclosed under "Other income" in accordance with the Local Government Model Financial Report.

6. Other income

Other income was \$2.99m higher than budget, which includes \$1.25m of interest income that was budgeted separately. Further variances are driven largely to an increase in cost recovery income of \$1.09m, a \$0.33m increase in rental income, \$0.30m increase in City Services, a \$0.23m increase in Recycling & Waste Centre and a \$0.21m increase in Home & Community Services, offset by a reduction in swim school fee income of \$0.47m.

7. Employee costs

Employee costs were \$10.29m lower than budget predominantly due to the reduction in provision of services and demand as a result of the impact of COVID lockdowns and restrictions throughout the year. The main decreases were attributable to Home & Community Services (\$1.67m), Leisure & Recreation (\$1.63m), City Services (\$0.97m), Community Safety (\$0.97m), Health & Family Services (\$0.83m), City Planning & Development (\$0.79m), Arts & Culture (\$0.61m) and Training & Development (\$0.60m).

8. Bad and Doubtful Debts

Expenditure was budgeted under "Other Expenses" and is now disclosed separately in accordance with the Local Government Model Financial Report.

9. Other expenses

The variance is primarily due to the budget including Bad and Doubtful Debts and has been reclassified and disclosed separately in the Comprehensive Income Statement in accordance with the Local Government Model Financial Report (see reference to Note 8 above).

10. Revaluation of property, infrastructure, plant and equipment

Land, Land under Roads, Buildings, Traffic Management Devices, Drainage, Recreational, leisure and Community and Parks open spaces and streetscapes were revalued in 2021/22. Please refer to Note 6.1 for the breakdown of these revaluations.

NOTE 2 Performance against Budget

2.1.2 Capital Works	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Property					
Land	3,000	-	3,000	100.0	11
Buildings	37,601	23,905	13,696	36.4	12
Building improvements	4,991	5,237	(246)	(4.9)	
Total Property	45,592	29,142	16,450		
Plant and Equipment					
Plant, machinery and equipment	3,770	2,806	964	25.6	13
Fixtures, fittings and furniture	494	406	88	17.8	
Computers and telecommunications	2,627	1,275	1,352	51.5	14
Total Plant and Equipment	6,891	4,487	2,404		
Infrastructure					
Roads	6,800	6,128	672	9.9	
Bridges	1,850	1,490	360	19.5	
Footpaths and cycleways	4,428	4,982	(554)	(12.5)	
Drainage	2,779	2,504	275	9.9	
Recreational, leisure and community facilities	3,329	3,466	(137)	(4.1)	
Waste management	120	-	120	100.0	
Parks, open space and streetscapes	5,904	3,230	2,674	45.3	15
Off street car parks	460	591	(131)	(28.5)	
Other infrastructure	70	7	63	90.1	
Total Infrastructure	25,740	22,398	3,342		
Total capital works expenditure	78,223	56,027	22,196		
Represented by:					
New asset expenditure	11,374	5,052	6,322	55.6	
Asset renewal expenditure	41,368	33,934	7,434	18.0	
Asset expansion expenditure	20,899	13,748	7,151	34.2	
Asset upgrade expenditure	4,582	3,293	1,289	28.1	
Total capital works expenditure	78,223	56,027	22,196		

(i) Explanation of material variances**11. Land**

The budget included a provisional allocation for acquisitions. No land acquisitions occurred during 2021/22.

12. Buildings

The Buildings variance is primarily due to later than expected commencement of the Morack Golf Course, Heatherdale Reserve Pavilion and Sportlink redevelopments and a change in cash flow timing on the Whitehorse Performing Arts Centre redevelopment. Unexpended funds will be carried forward into the 2022/23 financial year.

13. Plant, machinery and equipment

Plant, machinery and equipment was \$0.96m below budget due to COVID impacted supply shortages resulting in lengthy delays in delivery of passenger vehicles (\$0.29m) and heavy plant (\$0.82m).

14. Computers and telecommunications

Computers and telecommunications were lower than budget primarily due to the deferral of expenditure to the 2022/23 financial year as a result of a review of IT Strategy. Unexpended funds for IT infrastructure upgrades will also be carried forward into the 2022/23 financial year due to supply delays in delivery of core network switches.

15. Parks, open space and streetscapes

Parks, open space and streetscapes was lower than budget mainly relating to:

- the Vermont Shopping Centre Stage 2 streetscape improvements, which were put on hold in response to community feedback with scope of works being revised;
- reduced expenditure on play space renewals partly impacted by equipment supply delays relating to manufacturers impacted by the NSW storms in early 2022;
- reclassification of street and park tree planting programs to operational expenditure following a change in accounting treatment;
- deferral of the Dog Exercise/Walking Infrastructure Upgrades project and is connected to the North East Link project corridor; and
- Council's decision not to proceed with the Simpson Park Off Lead Dog Park based on outcomes of community consultation.

Note 2.2 Analysis of Council results by program

2.2.1 Council delivers its functions and activities through the following program

Corporate Services

The Corporate Services directorate is responsible for managing computer systems, records, training, governance and integrity including risk management and co-ordinating rates and valuations. The Communications Department provides information on Council activities and services to the community, staff and media. The Strategic Communications and Customer Service Department also facilitates advocacy, activities, issues, projects, events and customer service. This directorate is also responsible for ensuring Council's compliance in relation to Privacy, the Public Records Act and Record Management Standards. Finance and Corporate Performance, IT, People & Culture includes the change management departments that are included within this directorate. Please note that the CEO directorate has been intergrated with Corporate Services.

City Development

Council's City Development directorate comprises of Community Safety, Property and Leasing, Planning and Building and Engineering and Investment. The Planning and Building Department is responsible for planning policy development and ensuring that development complies with relevant planning legislation. The Engineering and Investment Department is responsible for local economic development in partnership with business and community networks as well Engineering approvals, traffic and mayor transport projects. Community Safety is responsible for parking, local laws, animal management and school crossing supervision, this directorate also compromises of Property Management and Leasing with a focus on strategic property management and centralised leasing.

Community Services

Council's Community Services directorate comprises five departments: Home and Community Care, Community Development and Engagement, Health and Family Services, and Arts and Cultural Services and Leisure and Recreation Services. Community Services provides support services for the aged and/or people with disabilities, children, youth and families, public health services for all residents, community planning, social policy and community development activities and community engagement, events, cultural facilities, arts programs, Council's aquatic centres, public golf course and community centre, as well as planning and policy development for parks, open space and recreation resources.

Infrastructure

Council's Infrastructure directorate comprises: Project Delivery and Assets, Major Projects, City Services and Parks and Natural Environment. It is primarily responsible for maintaining and upgrading Council's assets and infrastructure, design and construction, the City's open space areas, the Whitehorse Recycling and Waste Centre as well as fleet of plant and vehicle assets. This directorate is responsible for major projects, sustainability and waste services including the waste management charge project.

Treasury

The Treasury function is responsible for managing Council's monetary transactions as well as accounting for Council's Assets (e.g. depreciation and the sale of assets). The monetary transactions include income from rates (and the associated interest), the sale of assets and Financial Assistance Grants.

Transformation (commenced in 2021/22)

Council's transformation directorate comprises: Digital and Business Technology, Service Review and Planning, Transformation Program and Continuous Improvement. It aims to enhance service delivery, further develop our organisational culture, upgrade outdated technology, improve organisational efficiency and ensure continued financial sustainability.

Note 2.2 Analysis of Council results by program (continued)**2.2.2 Summary of income, expenses, assets and capital expenses by program**

	Income	Expenses	Surplus/ (deficit)	Grants included in income	Total assets
2022					
	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Services	1,619	25,334	(23,715)	939	204,011
City Development	21,281	22,414	(1,133)	1,534	1,262,073
Community Services	31,313	49,593	(18,280)	16,385	1,615,175
Infrastructure	17,451	55,618	(38,167)	4,852	1,089,763
Treasury	139,762	30,622	109,140	6,493	247,301
Transformation	-	6,855	(6,855)	-	3,919
	<u>211,426</u>	<u>190,436</u>	<u>20,990</u>	<u>30,203</u>	<u>4,422,242</u>
	Income	Expenses	Surplus/ (deficit)	Grants included in income	Total assets
2021	\$'000	\$'000	\$'000	\$'000	\$'000
CEO	135	6,454	(6,319)	-	6,818
Corporate Services	8,626	27,342	(18,716)	1,027	175,172
City Development	16,250	29,690	(13,440)	33	1,093,288
Community Services	29,320	47,170	(17,850)	17,362	1,408,165
Infrastructure	9,790	32,727	(22,937)	3,614	903,832
Treasury	139,410	30,228	109,182	4,790	251,530
	<u>203,531</u>	<u>173,611</u>	<u>29,920</u>	<u>26,826</u>	<u>3,838,805</u>

Please note that Council implemented an organisation restructure in 2021/22 which includes the amalgamation of the CEO office with Corporate Services and the introduction of the Transformation Directorate (which was previously included within Corporate Services).

Note 3 Funding for the delivery of our services**3.1 Rates and charges**

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. CIV is the value of the property, inclusive of land, buildings and other improvements.

The valuation base used to calculate general rates for 2021/22 was:

General rate	\$ 73,107,933,000	(2020/21)	\$71,487,263,000
Recreational rate	\$ 91,772,000	(2020/21)	\$92,014,000

The 2021/22 rate in the dollar of general rate assessments was 0.172044 cents of each dollar of CIV (2020/21: 0.171365 cents).

The total quantum of 'in-lieu of rates' levied on recreational assessments was \$42,557 in 2021/22 (2020/21: \$41,929)

	2022 \$'000	2021 \$'000
General rates	125,748	122,499
Special rates and charges	48	670
Supplementary rates and rate adjustments	897	1,006
Cultural and recreational	43	42
Interest on rates and charges	(7)	-
Total rates and charges	126,729	124,217

The date of the latest general revaluation of land for rating purposes within the municipal district was conducted on 1 January 2021, and the valuation has been applied in the rating year commencing 1 July 2021.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice is issued.

3.2 Statutory fees and fines

Infringement and costs	3,250	2,184
Court recoveries	393	337
Town planning fees	2,191	1,924
Land information certificates	198	153
Building services	1,192	1,000
Permits	821	564
Total statutory fees and fines	8,045	6,162

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever occurs first.

3.3 User fees

Aged and health services	2,314	2,207
Arts and culture	762	506
Leisure centre and recreation	7,420	5,538
Child care/children's programs	2,117	2,001
Parking	2,170	1,770
Registration and other permits	2,377	2,245
Building services	68	77
Waste management services	15,895	13,382
Other fees and charges	1,437	1,338
Total user fees	34,560	29,064

User fees by timing of revenue recognition

User fees recognised over time	9,537	7,539
User fees recognised at a point in time	25,023	21,525
Total user fees	34,560	29,064

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

		2022 \$'000	2021 \$'000
Note 3	Funding for the delivery of our services (continued)		
3.4	Funding from other levels of government		
	Grants were received in respect of the following :		
	Summary of grants		
	Commonwealth funded grants	22,582	21,131
	State funded grants	7,621	5,695
	Total grants received	30,203	26,826
	(a) Operating Grants		
	Recurrent - Commonwealth Government		
	Aged and disability services	7,263	6,904
	Family and children	3,065	3,115
	General home care	1,962	2,353
	Financial Assistance Grants	6,493	4,790
	Other	48	53
		18,831	17,215
	Recurrent - State Government		
	Aged and disability services	1,080	1,254
	Community safety	164	135
	Family and children	718	620
	Maternal and child health	1,625	1,328
	School crossing supervisors	666	652
	Other	21	20
		4,274	4,009
	Total recurrent operating grants	23,105	21,224
	Non-recurrent - Commonwealth Government		
	Family and children	246	776
	Aged and Disability Services - Covid-19 relief	269	620
	Other	476	-
		991	1,396
	Non-Recurrent - State Government		
	Family and children - Covid-19 relief	23	192
	Placemaking	149	51
	Other Covid-19 support	1,102	374
	Other	235	54
		1,509	671
	Total non-recurrent operating grants	2,500	2,067
	Total operating grants	25,605	23,291
	(b) Capital Grants		
	Recurrent - Commonwealth Government		
	Roads to Recovery	671	671
	Total recurrent capital grants	671	671
	Non-Recurrent - Commonwealth Government		
	Buildings	624	543
	Infrastructure	1,465	1,306
		2,089	1,849
	Non-recurrent - State Government		
	Buildings	611	105
	Infrastructure	1,227	910
		1,838	1,015
	Total non-recurrent capital grants	3,927	2,864
	Total capital grants	4,598	3,535

	2022 \$'000	2021 \$'000
Note 3 Funding for the delivery of our services (continued)		
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	2,371	462
Received during the financial year and remained unspent at balance date	706	2,268
Received in prior years and spent during the financial year	(2,077)	(359)
Balance at year end	<u>1,000</u>	<u>2,371</u>
Capital		
Balance at start of year	12,092	3
Received during the financial year and remained unspent at balance date	691	12,092
Received in prior years and spent during the financial year	(3,578)	(3)
Balance at year end	<u>9,205</u>	<u>12,092</u>

(d) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
 - determines the transaction price
 - recognises a contract liability for its obligations under the agreement
 - recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.
- Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

	2022 \$'000	2021 \$'000
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	671	671
Other specific purpose grants	3,927	2,864
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	<u>25,605</u>	<u>23,291</u>
	<u>30,203</u>	<u>26,826</u>

3.5 Contributions

Monetary	5,053	7,309
Non-monetary	<u>329</u>	<u>5,289</u>
Total contributions	<u>5,382</u>	<u>12,598</u>
<i>Contributions of non monetary assets were received in relation to the following asset classes:</i>		
Land	-	4,840
Infrastructure	<u>329</u>	<u>449</u>
Total non-monetary contributions	<u>329</u>	<u>5,289</u>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset, or when the asset is disposed.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale from plant and equipment	1,703	1,882
Written down value of assets disposed	<u>(1,723)</u>	<u>(1,576)</u>
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>(20)</u>	<u>306</u>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

		2022 \$'000	2021 \$'000
Note 3	Funding for the delivery of our services (continued)		
3.7	Other income		
	Interest	1,258	1,635
	Cost and contract recovery income	1,918	1,702
	Recycling income	493	347
	Rent	602	495
	Swim school income	725	421
	Other	1,450	947
	Total other income	6,446	5,547

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

		2022 \$'000	2021 \$'000
Note 4	The cost of delivering services		
4.1	Employee costs		
	Wages and salaries	63,893	61,809
	Casual staff	5,480	5,056
	Superannuation	6,895	6,133
	Fringe benefits tax	800	822
	Staff development	702	780
	WorkCover	743	605
	Total employee costs	78,513	75,205

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	383	366
	<u>383</u>	<u>366</u>

There were no employer contributions payable at reporting date.

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,302	3,131
Employer contributions - other funds	3,210	2,636
	<u>6,512</u>	<u>5,767</u>
Employer contributions payable at reporting date	410	334

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Building maintenance	1,944	2,026
Consultants	437	166
Arts and recreation contracts	2,715	2,558
City Works contracts	4,168	3,608
ParksWide contracts	5,700	5,011
Waste collection contracts	16,296	14,304
Recycling and Waste Centre contracts	6,739	4,707
Other contract payments	9,736	4,723
General maintenance	1,341	1,527
Information technology	3,487	2,848
Insurance	2,115	1,559
Legal expenses	1,267	1,012
Materials and supplies	4,859	3,790
Office administration	1,877	2,100
Utilities	3,667	3,265
Other services	5,078	4,615
Total materials and services	71,426	57,819

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

Buildings	7,986	7,904
Plant and equipment	4,138	4,040
Infrastructure	17,746	17,437
Total depreciation	29,870	29,381

Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.

		2022 \$'000	2021 \$'000
Note 4	The cost of delivering services (continued)		
4.4	Amortisation - intangible assets		
	Software	399	470
	Total amortisation - intangible assets	<u>399</u>	<u>470</u>
	<i>Refer to 5.2b for a more detailed breakdown of amortisation charges.</i>		
4.5	Amortisation - right of use assets		
	Property	173	168
	Plant and equipment	211	137
	Vehicles	223	559
	Total amortisation - right of use assets	<u>607</u>	<u>864</u>
4.6	Bad and doubtful debts		
	Parking fines debtors	685	1,010
	Other debtors	747	561
	Total bad and doubtful debts	<u>1,432</u>	<u>1,571</u>
	Movement in provision for doubtful debts		
	Balance at the beginning of the year	7,044	5,483
	New provisions recognised during the year	2,197	2,535
	Amounts already provided for and written off as uncollectable	(21)	(5)
	Amounts provided for but recovered during the year	(764)	(969)
	Balance at end of year	<u>8,456</u>	<u>7,044</u>
	Provision for doubtful debts is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		
4.7	Finance Costs - leases		
	Interest - lease liabilities	33	38
	Total finance costs	<u>33</u>	<u>38</u>
	<i>Refer to 5.7 for further information regarding leases.</i>		
4.8	Other expenses		
	Community grants	1,013	850
	Auditor's remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	65	75
	Auditor's remuneration - internal audit	90	88
	Councillor allowances	479	420
	Operating lease rentals	28	8
	Fire Services Property Levy	221	215
	COVID stimulus grants	222	688
	Other expenses	490	401
	Total other expenses	<u>2,608</u>	<u>2,745</u>

		2022 \$'000	2021 \$'000
Note 5	Our financial position		
5.1	Financial assets		
	(a) Cash and cash equivalents		
	Cash at bank and on hand	21,620	21,364
	Total cash and cash equivalents	<u>21,620</u>	<u>21,364</u>
	(b) Other financial assets		
	Term deposits - current	225,681	228,739
	Total other financial assets	<u>225,681</u>	<u>228,739</u>
	Total financial assets	<u>247,301</u>	<u>250,103</u>
	Some of Council's cash, cash equivalents and other financial assets are subject to external restrictions that limit amounts available for discretionary use. These include:		
	Trust funds and deposits	14,146	14,070
	Public open space reserve	53,578	50,083
	Car parking in lieu reserve	25	25
	Total restricted funds	<u>67,749</u>	<u>64,178</u>
	Total unrestricted cash, cash equivalents and other financial assets	<u>179,552</u>	<u>185,925</u>
	Intended allocations		
	Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
	- Development reserve	77,030	85,015
	- Waste management reserve	1,093	1,200
	- Art collection reserve	6	6
	- Energy fund reserve	335	119
	Total funds subject to intended allocations	<u>78,464</u>	<u>86,340</u>

Cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

		2022 \$'000	2021 \$'000
Note 5	Council's financial position (continued)		
	(c) Trade and other receivables		
	Current		
	<i>Statutory receivables</i>		
	Rates debtors	8,983	7,815
	Parking debtors	7,120	6,448
	Provision for doubtful debts - parking debtors	(6,354)	(5,709)
	Net GST Receivable	2,177	2,051
	<i>Non statutory receivables</i>		
	Community loans	3	3
	Provision for doubtful debts - community loan	(1)	(1)
	Other debtors*	5,437	4,782
	Provision for doubtful debts - other debtors	(2,102)	(1,335)
	Total current trade and other receivables	15,263	14,054
	Non-current		
	<i>Statutory receivables</i>		
	Special charges scheme	392	440
	<i>Non statutory receivables</i>		
	Unsecured loans and advances	-	1
	Community loans	65	68
	Provision for doubtful debts - community loans	(33)	(34)
	Total non-current trade and other receivables	424	475
	Total trade and other receivables	15,687	14,529

* Other debtors relate to use of Council's services and facilities.

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	3,820	3,574
Past due by up to 30 days	235	219
Past due between 31 and 180 days	135	444
Past due between 181 and 365 days	56	187
Past due by more than 1 year	1,191	358
Total trade and other receivables	5,437	4,782

		2022 \$'000	2021 \$'000
Note 5	Council's financial position (continued)		

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$2.10m (2020/21: \$1.34m) were impaired. The amount of the provision raised against these debtors was \$2.10m (2020/21: \$1.34m). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of other debtors that have been individually determined as impaired at reporting date was:

Current (not yet due)	890	864
Past due by up to 30 days	130	52
Past due between 31 and 180 days	36	40
Past due between 181 and 365 days	24	163
Past due by more than 1 year	1,022	216
Total trade & other receivables	<u>2,102</u>	<u>1,335</u>

5.2 Non-financial assets**(a) Other assets**

Prepayments	1,778	1,223
Inventories	-	226
Provision for stock obsolescence	-	(28)
Total other assets	<u>1,778</u>	<u>1,421</u>

Prepayments are those expenses paid before services are rendered which are expected to occur in a subsequent period.

(b) Intangible assets

Software	<u>792</u>	<u>774</u>
Gross carrying amount		
Balance at 1 July 2021	3,504	3,472
Additions	417	253
Disposals	-	(221)
Balance at 30 June 2022	<u>3,921</u>	<u>3,504</u>
Accumulated amortisation and impairment		
Balance at 1 July 2021	(2,730)	(2,481)
Amortisation expense	(399)	(470)
Disposals	-	221
Balance at 30 June 2022	<u>(3,129)</u>	<u>(2,730)</u>
Net book value at 30 June	<u>792</u>	<u>774</u>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

	2022 \$'000	2021 \$'000
Note 5 Council's financial position (continued)		
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables		
Trade payables	18,575	11,646
Accrued expenses	8,044	7,308
Total trade and other payables	26,619	18,954
(b) Trust funds and deposits		
Narre Warren User Group	1,534	1,641
Fire Services Property Levy	977	1,096
Deposits for asset protection	8,992	8,033
Other deposits	2,643	3,300
Total trust funds and deposits	14,146	14,070
(c) Unearned Income		
Grants received in advance - operating	1,000	2,371
Grants received in advance - capital	9,205	12,092
Total unearned Income	10,205	14,463

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of grants received from State and Federal governments. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Narre Warren User Group (NWUG) - Council holds the cash investment for NWUG and surplus is generated from the interest and gas royalty returns less site monitoring costs.

Fire Services Property Levy - Council is the collection agent for the Fire Services Property Levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed are to be remitted to the State Government in line with this process.

Deposits for asset protection - Deposits are taken by Council in relation to building works to protect Council's assets.

Other deposits - Deposits are taken by Council as a form of surety in a number of circumstances such as tender deposits, contract deposits and the use of civic facilities. Other deposits also include Retention amounts where Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Note 5 Council's financial position (continued)

5.4 Provisions

	Employee Provisions \$'000	Other Provisions \$'000	Total \$'000
2022			
Balance at beginning of the financial year	20,425	159	20,584
Additional provisions	6,932	-	6,932
Amounts used	(7,024)	(159)	(7,183)
Change in the discounted amount arising because of time and effect of any change in the discount rate	(1,322)	-	(1,322)
Balance at the end of the financial year	<u>19,011</u>	<u>-</u>	<u>19,011</u>
2021			
Balance at beginning of the financial year	19,008	-	19,008
Additional provisions	7,072	159	7,231
Amounts used	(5,279)	-	(5,279)
Change in the discounted amount arising because of time and effect of any change in the discount rate	(376)	-	(376)
Balance at the end of the financial year	<u>20,425</u>	<u>159</u>	<u>20,584</u>

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave	5,349	5,437
Long service leave	1,198	1,338
	<u>6,547</u>	<u>6,775</u>

Current provisions expected to be wholly settled after 12 months

Annual leave	1,700	1,804
Long service leave	9,080	10,101
	<u>10,780</u>	<u>11,905</u>
Total current employee provisions	<u>17,327</u>	<u>18,680</u>

Non-current

Long service leave	1,684	1,745
Total non-current employee provisions	<u>1,684</u>	<u>1,745</u>

Aggregate carrying amount of employee provisions

Current	17,327	18,680
Non-current	1,684	1,745
Total aggregate carrying amount of employee provisions	<u>19,011</u>	<u>20,425</u>

(b) Other provisions

Current	-	159
	<u>-</u>	<u>159</u>

Note 5 Council's financial position (continued)

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date:

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

	2022	2021
Key assumptions		
- discount rate	3.69%	1.49%
- wages escalation rate	3.00%	3.00%
- settlement rate	8.65%	10.09%

5.5 Financing arrangements	2022 \$'000	2021 \$'000
Bank overdraft	100	100
Credit card facilities	212	212
Total facilities	312	312
Used facilities	23	47
Unused facilities	289	265
	312	312

Note 5 Council's financial position (continued)

5.6 Commitments

Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Less than 1 year \$'000	1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2022					
Operating					
Street sweeping	1,986	1,642	2,276	-	5,904
Community programs	226	226	226	226	904
Cleaning of Council buildings	656	-	-	-	656
Maintenance of Council assets	1,250	1,250	-	-	2,500
Professional services	556	484	-	-	1,040
Waste services	27,338	28,648	29,592	30,573	116,151
Other services	1,194	56	-	-	1,250
Total operating commitments	33,206	32,306	32,094	30,799	128,405
Capital					
Buildings*	69,184	253	-	-	69,437
Parks, Sportsfields and Streetscapes	900	-	-	-	900
Total capital commitments	70,084	253	-	-	70,337

* Buildings includes commitments for major projects including the Whitehorse Performing Arts Centre redevelopment.

2021

Operating					
Street sweeping	1,426	1,461	4,048	-	6,935
Cleaning of Council buildings	1,671	111	47	-	1,829
Maintenance of Council assets	1,672	-	-	-	1,672
Professional services	556	484	642	-	1,682
Waste services	18,583	14,722	25,472	4,514	63,291
Other services	1,194	944	-	-	2,138
Total operating commitments	25,102	17,722	30,209	4,514	77,547
Capital					
Buildings	8,553	3,548	3,170	-	15,271
Parks, Sportsfields and Streetscapes	933	-	-	-	933
Total capital commitments	9,486	3,548	3,170	-	16,204

(b) Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2022 \$'000	2021 \$'000
Not later than one year	456	380
Later than one year and not later than five years	757	785
Later than five years	200	81
	1,413	1,246

Note 5 Council's financial position (continued)

5.7 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Note 5 Council's financial position (continued)

5.7 Leases (continued)

Right-of-use assets

	Property	Plant & equipment	Vehicles	Total
2021/22				
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2021	625	462	563	1,650
Additions	22	453		475
Amortisation charge	(173)	(211)	(223)	(607)
Balance at 30 June 2022	474	704	340	1,518

	Property	Plant & Equipment	Vehicles	Total
2020/21				
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2020	766	559	704	2,029
Additions	27	40	418	485
Amortisation charge	(168)	(137)	(559)	(864)
Balance at 30 June 2021	625	462	563	1,650

Lease liabilities	2022	2021
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	449	571
One to five years	837	833
More than five years	303	303
Total undiscounted lease liabilities as at 30 June 2022	1,589	1,707

Lease liabilities included in the Balance Sheet at 30 June 2022

Current	437	565
Non-current	1,116	1,114
Total lease liabilities	1,553	1,679

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2022	2021
Expenses relating to:	\$'000	\$'000
Right of use assets lease expenses	33	38
Short-term and low value leases	28	7
Total	61	45

Variable lease payments (not included in measurement of lease liabilities)

Non-cancellable lease commitments - short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	28	7
Later than one year but not later than five years	-	-
Total lease commitments	28	7

Peppercorn leases

Council is the beneficiary of peppercorn leases relating to two separate properties comprising five current premises.

Two premises at one property are now vacant.

The remaining premises are used for a kindergarten, community hall, community group space at one property and a customer service centre and community group space located at the other property. Rentals are between \$1 and \$12 (if demanded) with remaining lease terms ranging from between 3.5 to 15 years.

Note 6 Assets we manage

6.1 Property, Infrastructure, Plant and Equipment

Summary of property, infrastructure, plant and equipment

	Carrying Amount 30 June 2021 \$'000	Additions \$'000	Contributions \$'000	Revaluations \$'000	Depreciation \$'000	Write-off \$'000	Disposals \$'000	Transfers \$'000	Carrying amount 30 June 2022 \$'000
Land	2,627,850	-	-	447,927	-	-	-	1,209	3,076,986
Buildings	354,249	8,889	-	62,492	(7,986)	-	(738)	9,119	426,025
Plant and equipment	17,338	4,071	-	-	(4,138)	-	(957)	-	16,314
Infrastructure	541,351	20,356	329	50,519	(17,746)	-	(28)	2,083	596,863
Work in progress	23,181	22,293	-	-	-	(253)	-	(12,411)	32,810
Total	3,563,969	55,609	329	560,938	(29,870)	(253)	(1,723)	-	4,148,999

Summary of Work in progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Reclassification \$'000	Closing WIP \$'000
Land and buildings	20,337	20,264	(11)	(10,328)	(513)	29,749
Plant and equipment	226	-	(226)	-	-	-
Infrastructure	2,618	2,029	(16)	(2,083)	513	3,061
Total	23,181	22,293	(253)	(12,411)	-	32,810

Note 6 Assets we manage (continued)

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Land under roads \$'000	Total land \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Total buildings \$'000	Work in progress \$'000	Total land and buildings \$'000
Land and buildings									
At fair value 1 July 2021	1,989,450	56,820	581,580	2,627,850	565,292	38,259	603,551	20,337	3,251,738
Accumulated depreciation at 1 July 2021	-	-	-	-	(211,125)	(38,177)	(249,302)	-	(249,302)
	<u>1,989,450</u>	<u>56,820</u>	<u>581,580</u>	<u>2,627,850</u>	<u>354,167</u>	<u>82</u>	<u>354,249</u>	<u>20,337</u>	<u>3,002,436</u>
Movements in fair value									
Reclassification	(110,634)	110,634	-	-	-	-	-	(513)	(513)
Additions	-	-	-	-	8,836	53	8,889	20,264	29,153
Revaluation	311,385	29,291	107,251	447,927	96,464	7,128	103,592	-	551,519
Disposals	-	-	-	-	(1,824)	-	(1,824)	-	(1,824)
Write-offs	-	-	-	-	-	-	-	(11)	(11)
	<u>201,960</u>	<u>139,925</u>	<u>107,251</u>	<u>449,136</u>	<u>112,595</u>	<u>7,181</u>	<u>119,776</u>	<u>9,412</u>	<u>578,324</u>
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(7,962)	(24)	(7,986)	-	(7,986)
Accumulated depreciation of disposals	-	-	-	-	1,086	-	1,086	-	1,086
Revaluation	-	-	-	-	(35,284)	(5,816)	(41,100)	-	(41,100)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(42,160)</u>	<u>(5,840)</u>	<u>(48,000)</u>	<u>-</u>	<u>(48,000)</u>
At fair value 30 June 2022	2,191,410	196,745	688,831	3,076,986	677,887	45,440	723,327	29,749	3,830,062
Accumulated depreciation at 30 June 2022	-	-	-	-	(253,285)	(44,017)	(297,302)	-	(297,302)
Carrying amount	<u>2,191,410</u>	<u>196,745</u>	<u>688,831</u>	<u>3,076,986</u>	<u>424,602</u>	<u>1,423</u>	<u>426,025</u>	<u>29,749</u>	<u>3,532,760</u>

Note 6 Assets we manage (continued)

(b) Plant and equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomms \$'000	Work In progress \$'000	Total plant and equipment \$'000
Plant and equipment					
At cost 1 July 2021	26,647	6,611	4,871	226	38,355
Accumulated depreciation at 1 July 2021	(15,287)	(2,322)	(3,182)	-	(20,791)
	<u>11,360</u>	<u>4,289</u>	<u>1,689</u>	<u>226</u>	<u>17,564</u>
Movements in cost					
Additions	2,806	406	859	-	4,071
Disposals	(2,643)	(12)	(62)	-	(2,717)
Write-off	-	-	-	(226)	(226)
	<u>163</u>	<u>394</u>	<u>797</u>	<u>(226)</u>	<u>1,128</u>
Movements in accumulated depreciation					
Depreciation and amortisation	(3,060)	(291)	(787)	-	(4,138)
Accumulated depreciation of disposals	1,701	2	57	-	1,760
	<u>(1,359)</u>	<u>(289)</u>	<u>(730)</u>	<u>-</u>	<u>(2,378)</u>
At cost 30 June 2022	26,810	7,005	5,668	-	39,483
Accumulated depreciation at 30 June 2022	(16,646)	(2,611)	(3,912)	-	(23,169)
Carrying amount	<u>10,164</u>	<u>4,394</u>	<u>1,756</u>	<u>-</u>	<u>16,314</u>

Note 6 Assets we manage (continued)

(c) Infrastructure

	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks open spaces and streetscapes \$'000	Off street car parks \$'000	Other infrastructure \$'000	Work In progress \$'000	Total Infrastructure \$'000
Infrastructure										
At fair value 1 July 2021	348,769	1,126	143,996	294,751	-	-	12,636	-	2,618	803,897
At cost 1 July 2021	21,248	-	-	-	67,266	61,632	-	98	-	150,244
Accumulated depreciation at fair value 1 July 2021	(122,743)	(455)	(77,229)	(130,279)	-	-	(2,750)	-	-	(333,456)
Accumulated depreciation at cost 1 July 2021	(7,274)	-	-	-	(33,776)	(35,656)	-	(10)	-	(76,716)
	<u>240,000</u>	<u>671</u>	<u>66,767</u>	<u>164,472</u>	<u>33,490</u>	<u>25,976</u>	<u>9,887</u>	<u>88</u>	<u>2,618</u>	<u>543,969</u>
Movements in fair value/at cost										
Additions	5,987	1,489	4,648	2,503	3,110	2,120	499	-	2,029	22,385
Contributions	-	-	-	329	-	-	-	-	-	329
Revaluation	21,706	-	-	48,706	15,569	16,511	-	-	-	102,492
Write-offs	-	-	-	-	-	-	-	-	(16)	(16)
Transfers in (out)	764	141	100	89	882	69	38	-	(2,083)	-
Reclassification	-	-	-	-	-	-	-	-	513	513
	<u>28,457</u>	<u>1,630</u>	<u>4,748</u>	<u>51,627</u>	<u>19,561</u>	<u>18,700</u>	<u>537</u>	<u>-</u>	<u>443</u>	<u>125,703</u>
Movements in accumulated depreciation										
Depreciation and amortisation - fair value	(5,387)	-	(2,513)	(2,975)	(3,427)	(3,089)	(270)	-	-	(17,660)
Depreciation and amortisation - cost	-	(78)	-	-	-	-	-	(8)	-	(86)
Accumulated depreciation of disposals	-	-	-	-	-	-	(28)	-	-	(28)
Revaluation	(5,734)	-	-	(24,079)	(14,462)	(7,698)	-	-	-	(51,973)
	<u>(11,121)</u>	<u>(78)</u>	<u>(2,513)</u>	<u>(27,054)</u>	<u>(17,889)</u>	<u>(10,787)</u>	<u>(298)</u>	<u>(8)</u>	<u>-</u>	<u>(69,747)</u>
At fair value 30 June 2022	398,474	-	148,744	346,378	86,827	80,332	13,173	-	3,061	1,076,990
At cost 30 June 2022	-	2,756	-	-	-	-	-	98	-	2,854
Accumulated depreciation at fair value 30 June 2022	(141,138)	-	(79,742)	(157,333)	(51,665)	(46,443)	(3,047)	-	-	(479,368)
Accumulated depreciation at cost 30 June 2022	-	(533)	-	-	-	-	-	(18)	-	(551)
Carrying amount	<u>257,336</u>	<u>2,223</u>	<u>69,002</u>	<u>189,045</u>	<u>35,162</u>	<u>33,889</u>	<u>10,126</u>	<u>80</u>	<u>3,061</u>	<u>599,925</u>

Note 6 Assets we manage*Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the capitalisation threshold limits have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

Asset class	Depreciation period	Threshold limit
Land	-	-
Buildings	70 years	\$7,000
Plant, machinery and equipment	2-20 years	\$1,000
Fixtures, fittings and furniture	4-100 years	\$500
Computers and telecommunications	4-5 years	\$500
Roads	10-200 years	\$8,000
Bridges	20 years	\$3,000
Footpaths and cycleways	10-90 years	\$8,000
Drainage	100 years	\$2,000
Recreational, leisure and community facilities	5-35 years	\$3,000
Parks, open space and streetscapes	5-100 years	\$3,000
Off street car parks	10-150 years	\$3,000
Other infrastructure	10-50 years	\$3,000
Intangible assets	4-5 years	\$500
Right of Use Assets - property	4-13 years	\$10,000
Right of Use Assets - vehicles	3-8 years	\$10,000
Right of Use Assets - plant & equipment	3-11 years	\$10,000

Land under roads

Council recognises land under roads at fair value.

Depreciation and amortisation

Buildings, infrastructure, plant and equipment, and other assets having limited useful lives are systematically depreciated or amortised over their useful lives to Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation and amortisation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Note 6 Assets we manage (continued)**Valuation of Land and Buildings**

A formal valuation of Land, Land under Roads and Buildings is conducted on a 3 year rotation cycle unless a desktop annual review indicates a material difference between the fair value and the carrying amount of the assets. Buildings were revalued in 2021/22 as part of the 3 year rotation cycle. Matheson Stephen Valuations conducted the desktop "Annual Material Change" review for Land and Land under Roads and concluded a full revaluation of these asset classes was warranted in 2021/22.

A full valuation of Land, Land under roads and Buildings was undertaken in 2021/22 by the independent valuation firm, Matheson Stephen Valuations. The names of the valuers from the firm were Andrew Brennan (AAPI Certified Practising Valuer Registration 73379) and Briony Stephen (AAPI Certified Practising Valuer Registration 63034). The valuer reported to Council's Manager Property and Leasing, Mr Tony Peak (AAPI Certified Practising Valuer Registration 62445).

The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Date of Valuation
Land - Non specialised	-	196,745	-	30/06/2022
Land - Specialised	-	-	2,191,410	30/06/2022
Land under Roads	-	-	688,831	30/06/2022
Buildings - Non specialised	-	1,423	-	30/06/2022
Buildings - Specialised	-	-	424,602	30/06/2022
Total	<u>-</u>	<u>198,168</u>	<u>3,304,843</u>	

	2022 \$'000	2021 \$'000
Reconciliation of specialised land		
Land under Roads	688,831	581,580
Parks and reserves	2,191,410	1,989,450
Total specialised land	<u>2,880,241</u>	<u>2,571,030</u>

Note 6 Assets we managed (continued)**Valuation of Infrastructure**

Valuation of infrastructure assets at fair value (except 'Bridges' and 'Other Infrastructure' which are valued at cost) has been determined in accordance with a Council valuation.

A formal valuation of Infrastructure assets is conducted as part of a 3 year rotation cycle unless a desktop review indicates a material difference between the fair value and the carrying amount of the assets.

- A formal valuation of Drainage assets was conducted in 2021/22 as part of the 3 year rotation cycle.
- Road assets were previously revalued in 2019/20 and a review of these assets did not warrant a full revaluation in 2021/22.
- Traffic Management Devices were revalued for the first time in 2021/22 and are now categorised under Road assets.
- Recreational, leisure and community facilities and Parks open spaces and streetscapes were revalued for the first time in 2021/22.

Valuations of Recreational, Leisure and Community Facilities and Parks Open Spaces and Streetscapes, Drainage and Traffic Management Devices (reclassified under Road assets for 2021/22) have been undertaken by Council's Manager of Capital Works and Assets, Mr Nigel Brown. The valuations are at fair value based on replacement cost less accumulated depreciation as at the date of valuation. It should be noted that the calculation of the written down replacement cost of infrastructure assets is based on the Greenfields assumption.

The valuations of Recreational, Leisure and Community Facilities and Parks Open Spaces and Streetscapes were based on unit rate assessment data sourced from local contracts, developer contributions, capital work project costings, benchmarking from neighbouring Councils, asset working groups and the Producer Price Index - Output of the Construction industries, subdivision and class index from the Australian Bureau of Statistics.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Roads*	-	-	257,336	30/06/2020
Bridges	-	-	2,223	30/06/2022
Footpaths and cycleways	-	-	69,002	30/06/2020
Drainage	-	-	189,045	30/06/2022
Recreational, leisure and community facilities	-	-	35,162	30/06/2022
Parks open spaces and streetscapes	-	-	33,889	30/06/2022
Off street car parks	-	-	10,126	30/06/2020
Other Infrastructure	-	-	80	30/06/2022
Total	-	-	596,863	

* Included within the Road Assets are Traffic Management Devices of \$16m which were revalued in 2021/22 for the first time.

Description of significant unobservable inputs into level 3 valuations**Specialised land and land under roads**

Specialised land is valued using a market based direct comparison technique, with adjustments made for unobservable inputs including restrictive planning zones, encumbrances on title, adjustments for land size, shape, and topography. The extent and impact of restrictions varies and results in a reduction to surrounding land values of between 3% and 90%. The market value of land varies significantly depending on the characteristics of the land. Currently land values range between \$48 and \$11,100 per square metre.

Land under roads

The land under roads valuation recognises the 2022 site value across the municipality, expressed as an average site value rate per square metre and adjusts this rate, firstly to assume an 'englobo' basis (where land is undeveloped, un-subdivided and exists in its theoretical 'raw' form) and secondly to reflect the possible or actual presence of carriageway rights and infrastructure assets to the roadways. The aggregate adjustment for these two factors is a 95% deduction from the average site value rate to arrive at a value for Land under Roads. The calculated value of Land under Roads per square metre was \$71.85 while the assessed area of roads was 9,587,020 square metres.

Note 6 Assets we manage (continued)

Specialised buildings

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$200 to \$7,400 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 6 years to 108 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. Current replacement costs for road assets are calculated using unit rates based on both a cubic metre basis (ranges from \$140 to \$728 per cubic metre) and a square metre basis (ranges from \$7.66 to \$205.73 per square metre) depending on the material used.

Current replacement costs for drainage are calculated using unit rates based on metres for pipes (ranges from \$90 to \$1,555 per metre) and per unit for pits (ranges from \$1,477 to \$6,732 per pit). The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 10 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

		2022 \$'000	2021 \$'000
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Note 6 Assets we manage (continued)

Investments in associates, joint arrangements and subsidiaries

6.2 (a) Share of net gain/(loss) of associates and joint operation accounted for using the equity method

- Whitehorse Manningham Regional Library Corporation	(142)	340
- Narre Warren User Group	(52)	(36)
- Regional Landfill Clayton South	275	(1,493)
Total share of net gain/(loss) at 30 June 2022	81	(1,189)

(b) Investments in associates and joint operation accounted for using the equity method

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

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

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

Investments in associates accounted for by the equity method are:

- Whitehorse Manningham Regional Library Corporation	5,417	5,559
- Narre Warren User Group	750	802
Fair value of investment in associates	6,167	6,361

Whitehorse Manningham Regional Library Corporation

On 21 December 1995 Council's library operation was combined with the Regional Authority to form Whitehorse Manningham Regional Library Corporation (the Corporation). Council has a 60% interest (as per funding responsibilities) and a 65.75% (2020/21: 66.30%) economic entitlement in the net assets of the Corporation but does not have effective control, as both Whitehorse and Manningham Councils possess the same voting rights on the board of management. The Corporation is established by agreement between the two participating councils. The principal activity of the Corporation is the lending of books and other materials.

	2022 \$000	2021 \$000
Movement in carrying value of investment		
Carrying value of investment at start of year	5,559	5,219
Share of surplus (deficit) for the year	(142)	340
Carrying value of investment at end of year	5,417	5,559

Note 6 Assets we manage (continued)

Narre Warren User Group

Council holds an interest of 48.88% (2020/21: 48.88%) in Narre Warren User Group (NWUG). The principal activity of NWUG is to monitor the closed regional landfill that was previously used by Council. Contributions by Council to NWUG during the period totalled nil (2020/21: nil). Council holds the cash investment for NWUG and surplus is generated from the interest and gas royalty returns less site monitoring costs.

	2022	2021
	\$000	\$000
Carrying value of investment at start of year	802	838
Share of surplus (deficit) for the year	<u>(52)</u>	<u>(36)</u>
Carrying value of investment at end of year	<u>750</u>	<u>802</u>

(c) Provision for investments in joint operation accounted for using the equity method

Regional Landfill Clayton South joint venture - funding obligation

Whitehorse City Council is part of a joint venture arrangement called Regional Landfill Clayton South, which has developed a refuse disposal site for a number of municipalities. The landfill closed on the 29 January 2016. The Council has a 14.12% interest in the assets, liabilities, revenues and expenses of the joint venture. The remaining joint venture partners include City of Glen Eira, City of Monash, City of Whitehorse and City of Stonnington.

The principal activity is the provision of a refuse disposal site for member Councils. The liability represents Council's share of future funding for the Clayton landfill site's aftercare management costs.

The Clayton landfill provision was initially based on an external assessment performed in 2015. A review was undertaken in 2020/21 by Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the Environment Protection Act 2017 (the Act). The provision includes capping and gas infrastructure capital works and additional aftercare management costs for the next 23 years until 2045. Further costs may arise for future aftercare of the landfill site however at this stage, these costs are too uncertain to reliably determine. The provision is based on the best information available to management at year end.

In 2021/22 the Joint Venture liquidity levels were insufficient to meet its liabilities and received financial support from the member Council's to allow the Joint Venture to meet its liabilities. Council funds of \$196,340 were expended in 2021/22 to fund the post closure capital works and the post closure after care expenses.

It is expected that financial support from member Council's will continue to be made available in future periods under the Clayton South Regional Landfill User Group Agreement.

The value of the investment in the Clayton Landfill has been revalued at year end to reflect Council's share of net assets recorded in the unaudited accounts of the Joint operation at 30 June 2022 and is included in the Balance Sheet as follows:

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

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

	2022	2021
	\$000	\$000

Movement in provision for investments in joint operation for using the equity method

Provision for investments in joint arrangement at start of year	(2,697)	(1,204)
Share of surplus (deficit) for the year	275	(1,493)
Provision for investment in joint arrangement at end of year	<u>(2,422)</u>	<u>(2,697)</u>

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

Whitehorse City Council is the parent entity.

Associates

Interests in associates arrangements are detailed in note 6.2.

(b) Key Management Personnel

**2022
No.**

**2021
No.**

Key Management Personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Whitehorse City Council. The Councillors, Chief Executive Officer, Directors and Executive Manager are deemed KMP.

Details of KMP at any time during the year are:

Councillors

Andrew Munroe - Mayor from 18 November 2020 to 8 November 2021

Tina Liu - Mayor from 9 November 2021

Raylene Carr - Deputy Mayor from 18 November 2020 to 8 November 2021

Denise Massoud - Deputy Mayor from 9 November 2021

Amanda McNeill

Andrew Davenport

Ben Stennett

Blair Barker

Mark Lane

Prue Cutts

Trudy Skilbeck

Other KMP

Chief Executive Officer - Simon McMillan

Director Community Services - Anthony Johnson (Acting) from 12 April 2021 to 29 August 2021

Director Community Services - Lisa Letic from 30 August 2021

Director Corporate Services - Stuart Cann

Director Infrastructure - Steven White

Director City Development - Jeff Green

Executive Manager Transformation - Siobhan Sullivan from 30 August 2021

Total Number of Councillors

11

13

Chief Executive Officer and other Key Management Personnel

7

7

18

20

Note 7 People and relationships (continued)

(c) Remuneration of Key Management Personnel

	2022	2021
	\$'000	\$'000
Total remuneration of Key Management Personnel was as follows:		
Short-term benefits	2,049	1,916
Post-employment benefits	147	126
Long-term benefits	107	29
Total	2,303	2,071

Total remuneration includes salary, allowances, vehicle and superannuation
The numbers of Key Management Personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2022	2021
	No.	No.
Total remuneration range		
\$10,000 - \$19,999	-	1
\$20,000 - \$29,999	-	3
\$30,000 - \$39,999	9	8
\$40,000 - \$49,999	1	1
\$60,000 - \$69,999	1	-
\$70,000 - \$79,999	-	1
\$80,000 - \$89,999	1	-
\$140,000 - \$149,999	-	1
\$190,000 - \$199,999	1	-
\$230,000 - \$239,999	-	2
\$280,000 - \$289,999	2	1
\$290,000 - \$299,999	1	1
\$300,000 - \$309,999	1	-
\$410,000 - \$419,999	1	1
	18	20

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

	2022	2021
	No.	No.
Total remuneration range		
Less than \$151,000	-	2
\$151,000 - \$159,999	7	5
\$160,000 - \$169,999	9	7
\$170,000 - \$179,999	4	6
\$180,000 - \$189,999	5	2
\$190,000 - \$199,999	3	3
\$200,000 - \$209,999	2	1
\$220,000 - \$229,999	2	2
\$230,000 - \$239,999	1	1
	33	29

Total remuneration for the reporting year of Senior Officers included above amounted to:

\$5,895,396	\$4,985,912
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Note 7 People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

(a) Whitehorse Manningham Library

During the year Whitehorse City Council provided contributions to Whitehorse Manningham Regional Library Corporation (WMRLC) with the total value of \$5.55m towards running costs as per the agreement.

(b) Regional Landfill Clayton South joint venture

During the year Council contributed funds of \$196,340 to Regional Landfill Clayton South joint venture to fund the post closure capital works and the post closure after care expenses.

(c) Family Access Network

Councillor Raylene Carr was a board member from July 21 to May 22. For the year ended 30 June 2022 Council transactions with Family Access Network were valued at \$39,497. This was paid as part of Council's Community Grants - Partnership program for the financial year 2021/22.

(b) Outstanding balances with related parties

Council did not have any outstanding balances at the end of the reporting period in relation to transactions with a related party that required disclosure.

(c) Loans to/from related parties

There were no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party that required disclosure.

(d) Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party that required disclosure.

Note 8 Managing uncertainties**8.1 Contingent assets and liabilities**

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

As of 30 June 2022, there are no potential contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are not recognised in the Balance Sheet but are disclosed by way of note and if quantifiable, are measured at nominal value. Contingent liabilities are presented inclusive of GST receivable or payable respectively.

The following are potential contingencies to be considered by council.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Guarantee for loans to other entities

The amounts disclosed for financial guarantees in this note are the nominal amounts of the underlying loans that are guaranteed by the Council, not the fair value of the financial guarantees.

	Loan balance outstanding 2022 \$'000	Loan guarantee limit 2022 \$'000	Loan balance outstanding 2021 \$'000	Loan guarantee limit 2021 \$'000
Vermont South Club	117	128	140	148
The Whitehorse Club	225	500	266	500
Elgar Park Regional Hockey Association	103	132	136	166
	<u>445</u>	<u>760</u>	<u>542</u>	<u>814</u>

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Note 8 Managing uncertainties (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial Instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes to the Financial Statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*.

Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment, and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

In terms of interest rate movements, the weighted average of Council's investment portfolio has decreased by 0.24% from 0.82% to 0.58% during the 2021/22 financial year, resulting in an unfavourable impact on Council's investment income for the year.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Note 8 Managing uncertainties (continued)

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle the transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks, Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the balance sheet and the amounts relating to financial guarantees disclosed in Note 8.1(b) and is deemed insignificant on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Currently Council does not hold any borrowings.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +2% and -0.25% in market interest rates (AUD) from year-end rates of 0.58%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Note 8 Managing uncertainties (continued)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment are measured at fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from two to three years. The valuation is performed by experience Council Officers and independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense.

Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

There were no further matters that occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

	Balance at beginning of reporting period	Increment	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
9.1 Reserves				
Summary of reserves				
Asset revaluation reserve	2,156,036	560,938	-	2,716,974
Other reserves	136,448	7,996	(12,377)	132,067
Total Reserves	2,292,484	568,934	(12,377)	2,849,041
(a) Asset revaluation reserve				
2022				
Property				
Land	1,745,734	447,927	-	2,193,661
Buildings	184,131	62,492	-	246,623
	1,929,865	510,419	-	2,440,284
Infrastructure				
Roads	92,264	15,972	-	108,236
Footpaths and cycleways	28,314	-	-	28,314
Off-street car parks	7,969	-	-	7,969
Drainage	97,624	24,627	-	122,251
Recreational, leisure and community	-	1,107	-	1,107
Parks open spaces and streetscapes	-	8,813	-	8,813
	226,171	50,519	-	276,690
Total asset revaluation reserves	2,156,036	560,938	-	2,716,974
2021				
Property				
Land	1,558,552	187,182	-	1,745,734
Buildings	184,131	-	-	184,131
	1,742,683	187,182	-	1,929,865
Infrastructure				
Roads	92,264	-	-	92,264
Footpaths and cycleways	28,314	-	-	28,314
Off-street car parks	7,969	-	-	7,969
Drainage	97,624	-	-	97,624
	226,171	-	-	226,171
Total asset revaluation reserves	1,968,854	187,182	-	2,156,036

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 9 Other matters (continued)

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
(b) Other reserves				
2022				
Statutory				
Public open space reserve	20,340	2,022	(1,555)	20,807
Public open space reserve - land acquisitions	29,743	3,028	-	32,771
Car parking in lieu reserve	25	-	-	25
	<u>50,108</u>	<u>5,050</u>	<u>(1,555)</u>	<u>53,603</u>
Council Resolution				
Development reserve	85,015	2,497	(10,482)	77,030
Art collection reserve	6	-	-	6
Waste management reserve	1,200	-	(107)	1,093
Energy fund reserve	119	449	(233)	335
	<u>86,340</u>	<u>2,946</u>	<u>(10,822)</u>	<u>78,464</u>
Total other reserves	<u>136,448</u>	<u>7,996</u>	<u>(12,377)</u>	<u>132,067</u>
	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2021				
Statutory				
Public open space reserve	19,035	2,925	(1,620)	20,340
Public open space reserve - land acquisitions	25,381	4,362	-	29,743
Car parking in lieu reserve	25	-	-	25
	<u>44,441</u>	<u>7,287</u>	<u>(1,620)</u>	<u>50,108</u>
Council resolution				
Development reserve	82,341	2,674	-	85,015
Art collection reserve	6	-	-	6
Waste management reserve	1,291	-	(91)	1,200
Energy fund reserve	168	330	(379)	119
	<u>83,806</u>	<u>3,004</u>	<u>(470)</u>	<u>86,340</u>
Total other reserves	<u>128,247</u>	<u>10,291</u>	<u>(2,090)</u>	<u>136,448</u>
Public open space reserve				
This reserve comprises funds collected from contributions to public open space made by developers. The funds in this reserve are restricted for expenditure on public open space. Interest income generated from the reserve is to be reinvested back into the reserve.				
Public open space reserve - land acquisitions				
This reserve comprises funds collected from contributions to public open space made by developers. The funds in this reserve are restricted for expenditure on public open space, specifically land acquisitions. Interest income generated from the reserve is to be reinvested back into the reserve.				
Car parking in lieu reserve				
This reserve comprises funds provided by developers instead of providing car parking. The funds from this reserve are restricted for expenditure on car parking.				
Development reserve				
This reserve is used for funding capital works programs and for proceeds from sale of assets no longer required by Council. The funds in this reserve are required to be expended in accordance with the reserve governing principles established by Council. Interest income generated from the reserve is to be reinvested back into the reserve.				

Note 9 Other matters (continued)**Art collection reserve**

This reserve was established by Council in 2002/03 for the purpose of deaccessioning unwanted art works and for future purchases of art works.

Waste management reserve

This reserve was established in 2013/14 as a result of the previous federal government's introduction of the carbon tax levy. The amount represents the difference between the initial carbon tax per tonne that was announced and the actual price charged by independent landfill operators during the past two years. As the carbon tax levy is now abolished, the reserve will be used to rehabilitate landfill sites throughout the municipality.

Energy fund reserve

This reserve has been established in 2018/19 after the decision was made by Council to cease purchase of green power and undertake other sustainability measures to reduce Council's carbon footprint. It is intended to use the savings from this decision for reinvestment in achieving sustainability improvements in Whitehorse, and this will include a mix of capital works and operational initiatives.

	2022	2021
	\$'000	\$'000
9.2 Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	20,990	29,920
Contributions - non-monetary assets (Note 3.5)	(329)	(5,289)
Depreciation and amortisation (Note 4.3, 4.4 & 4.5)	30,876	30,715
Net (gain) / loss on disposal of property, infrastructure, plant and equipment (Note 3.6 & 6.1)	20	(306)
Share of net gain / (loss) of associates and joint operation (Note 6.2)	(81)	1,189
Other	285	-
Change in assets and liabilities		
(Increase)/decrease in trade and other receivables	(1,131)	400
Increase in other current assets	(357)	(169)
Increase/(decrease) in trade and other payables	8,215	(2,750)
(Decrease)/increase in unearned income/revenue	(4,258)	13,998
Increase in trust funds and deposits	76	1,781
Increase/(decrease) in provisions	(1,573)	1,576
Net cash provided by operating activities	52,733	71,065

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings for the year ended 30 June 2022 and this was 10% as required under Superannuation Guarantee legislation (2020/21 9.5%).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

Note 9 Other matters (continued)

9.3 Superannuation (continued)

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:

Net investment returns 4.75% pa
Salary information 2.75% pa
Price inflation (CPI) 2.25% pa

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2% Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

Net investment returns 5.5% pa
Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI) 3.0% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years

Employer contributions

(a) Regular contributions

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/2021). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Note 9 Other matters (continued)**9.3 Superannuation (continued)**

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021 (Interim) \$m	2020 (Triennial) \$m
- A VBI surplus	214.7	100.0
- A total service liability surplus	270.3	200.0
- A discounted accrued benefits surplus	285.2	217.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020)

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Note 9 Other matters (continued)**9.3 Superannuation (continued)**

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of scheme	Rate	2022 \$'000	2021 \$'000
Vision Super	Defined benefits	10.0%	383	366
Vision Super	Accumulation	10.0%	3,302	3,131
Host Plus Super	Accumulation	10.0%	355	257
Australian Super	Accumulation	10.0%	620	452
Hesta	Accumulation	10.0%	355	343
Rest	Accumulation	10.0%	281	199
Others	Accumulation	10.0%	1,599	1,385

Council did not pay any unfunded liability payments to Vision Super during the 2021/22 year (2020/21 Nil)

There were no contributions outstanding and loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$0.410m.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2021/22 year.

There are no pending accounting standards that are likely to have a material impact on Council.

How to Access This Report

This Annual Report is available in PDF format on our website. Hard copies of this Report will be available for viewing at Customer Services Centres and Libraries.

Acknowledgement of Victorian State Government Funding



Whitehorse City Council acknowledges the support of the Victorian State Government, which enables the delivery of some of Council's projects and programs, including:

- Aged and disability services
- Community safety
- Family and children
- Maternal and child health
- School crossing
- Business and economic development
- Community planning
- Natural disaster
- Capital project



ACKNOWLEDGEMENT OF COUNTRY

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

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