



WHITEHORSE

Council Plan 2021–2025 Year Three





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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



Welcome from Mayor



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

This signals the half way point in Council's commitment to deliver effective and innovative services, while ensuring long-term economic growth, social cohesion and environmental resilience.

Each year, we review the four-year Council Plan. This helps to ensure the Council Plan continues to meet the changing needs and aspirations of our community. Guiding this year's revised Council Plan and the supporting budget are the key themes you told us - through extensive community consultation in October 2022 - were important to you. These key themes are new infrastructure, the natural environment, health and wellbeing, programs and services, and transport and roads.

The revised Council Plan is also more transparent, includes streamlined strategic directions and objectives, with clear actions and measurable outcomes that are relevant, achievable and meaningful.

It has also been important to maintain the original intent of the Council Plan strategic directions, given these directly align with the Whitehorse 2040

Community Vision. We have also strived to maintain the integrity of the work which was undertaken through the Shaping Whitehorse engagement process.

Over the next two years Council will:

- be a trusted organisation that embraces innovation
- support and advocate for a diverse range of businesses, to facilitate local investment, education and employment opportunities
- promote diversity, social connection and access to community services
- plan, build, renew and maintain community assets and public spaces to meet community needs
- take a leadership role in addressing climate change and ensure we protect and enhance our natural environment
- engage with the community and provide opportunities to be included in decision-making processes
- protect and promote the health and wellbeing of the Whitehorse community.

On behalf of my fellow Councillors, I thank the community for their continued engagement and support, and we look forward to working with you to deliver great outcomes and make Whitehorse a connected and resilient community where everyone belongs.

Cr Mark Lane

A stylized, handwritten signature in black ink, appearing to read 'M Lane'.

**MAYOR
WHITEHORSE CITY COUNCIL**

For the year 2022 – 2023

The Community's Vision

Whitehorse is a resilient community where everyone belongs.

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

We embrace sustainability and innovation.

We are dynamic. We learn, grow and thrive.

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

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

Theme 1: Diverse and Inclusive Community

Theme 2: Movement and Public Spaces

Theme 3: Innovation and Creativity

Theme 4: Employment, Education and Skill Development

Theme 5: Sustainable Climate and Environmental Care

Theme 6: Whitehorse is an Empowered and Collaborative Community

Theme 7: Health and Wellbeing

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

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

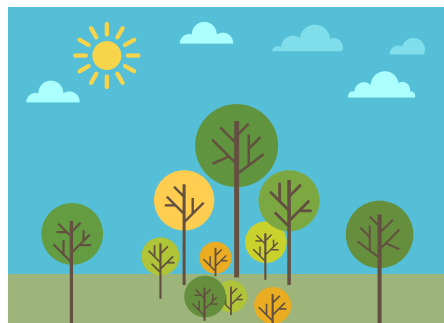


About the City of Whitehorse



Whitehorse is
15kms east of
Melbourne

64km²
Land size



345

Open Space reserves
covering approx. **705**
hectares of land.
(10.7% of the municipality)

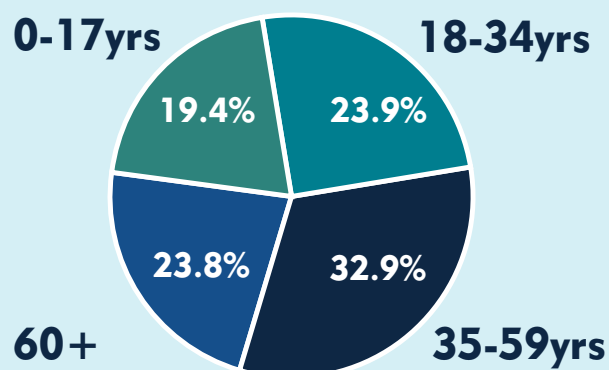
Population

June 2021 **171,167**

June 2025 **188,639**

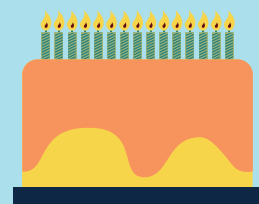
June 2041 **222,096**

Age



Median age

39yrs



About the City of Whitehorse

33.1%

Couples with children

23.8%

Couples without children



24.4%

Lone
person
households



9.7%

Single parent
families



4.6%

Group
households



2.5%

Other
households



1.4%

Other
families

Dwelling types (2016 census)



62%

are separate
houses



27.7%

medium density
dwellings



10.1%

high density
dwellings



34.8

Fully owned
dwelling



30.8%

Mortgage



26.1%

Renting – private



2.2%

Renting –
social housing

52%

WOMEN



48%

MEN



2021 census

Customer satisfaction 2022

67

overall
performance

51

overall
Council direction

Customer Satisfaction Survey is out of 100

0.3%

Residents identified as Aboriginal
and/or Torres Strait Islander

Born Overseas

13% China

3.9% India

3.3% United Kingdom

2.6% Malaysia

1.6% Hong Kong



Education

7.6%

University
attendance



Religion

51.1%

of the population
nominated a religion

43.7%

said they had
no religion

Employment

Employed

94.6%

Unemployed

5.4%

Spoken Languages

55.9%

of the population spoke
English only

40.5%

spoke a non-English language

Household income

\$1,841

Median weekly
household income

7.5%

Households earning
less than \$400

Individual income

19.1%

of the population earned a
high income (\$1,750 or more)

35%

earned low income (less than \$500)

History of Whitehorse

Our First Nations People:

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

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

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

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

White Settlement:

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

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

Whitehorse Road, the main thoroughfare through the municipality, was built in the 1850's for the purpose of providing the primary route from Melbourne to Gippsland. The increase in traffic as a result of the establishment of Whitehorse Road led to the development of the first Whitehorse hotel on the south east corner of what is now Whitehorse Road and Elgar Road, Box Hill in 1853.⁴ The Whitehorse Inn was named after a horse belonging to Captain Elgar, who was a property

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

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

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

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

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

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

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

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

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

The City of Box Hill and the City Nunawading officially merged into the City of Whitehorse in 1994.⁷



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

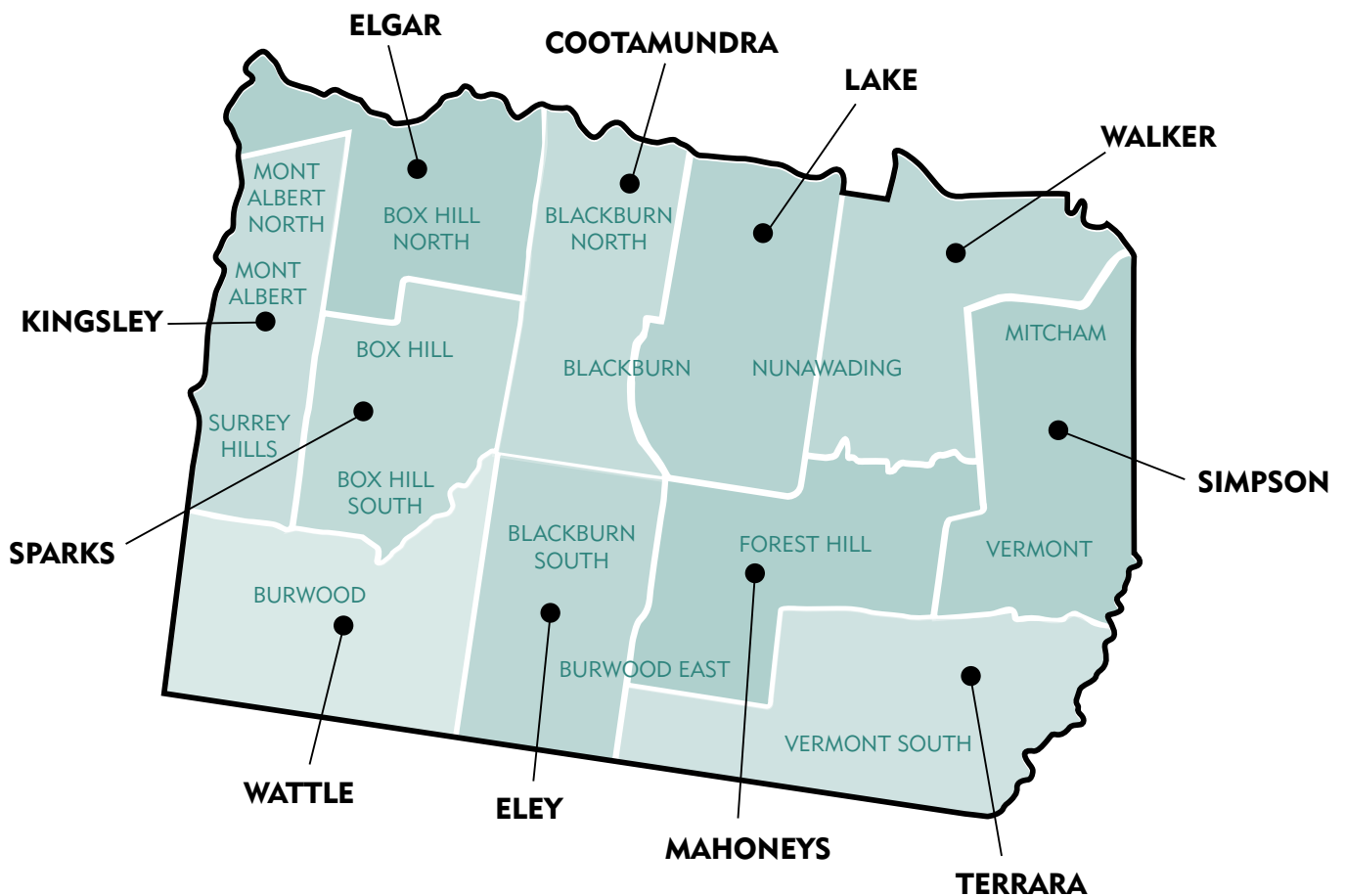
6 About Council - Facts and Maps, Whitehorse City Council (Web Page) <https://www.whitehorse.vic.gov.au/about-council/facts-maps>

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

Councillors

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

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



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

Councillor Representatives

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

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

The Role of Council

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

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

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

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

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

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

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



Mahoneys Ward

Cr Mark Lane (Mayor)

mark.lane@whitehorse.vic.gov.au



Terrara Ward

Cr Raylene Carr

raylene.carr@whitehorse.vic.gov.au



Wattle Ward

Cr Andrew Davenport

andrew.davenport@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



Simpson Ward

Cr Prue Cutts (Deputy Mayor)

prue.cutts@whitehorse.vic.gov.au



Elgar Ward

Cr Blair Barker

blair.barker@whitehorse.vic.gov.au



Sparks Ward

Cr Tina Liu

tina.liu@whitehorse.vic.gov.au



Lake Ward

Cr Denise Massoud

denise.massoud@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

The Organisation

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

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

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

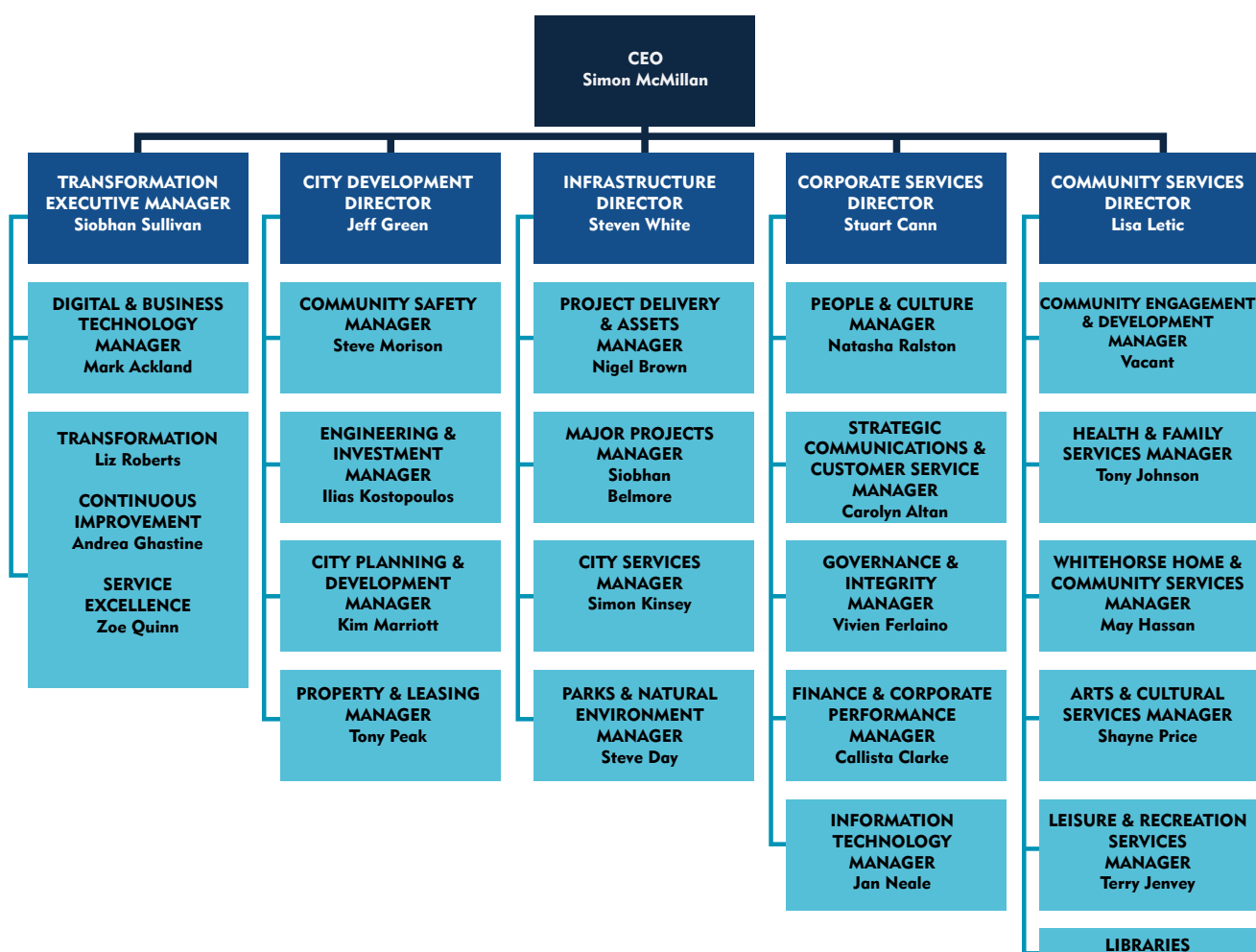
Director City Development Jeff Green

Director Community Services Lisa Letic

Director Corporate Services Stuart Cann

Director Infrastructure Steven White

Executive Manager Transformation Siobhan Sullivan



Council Transformation – Good to Great

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

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

The organisational plan for transformation includes:

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

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

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

Transformation from Good to Great



**Excellent Customer
Experience and
Service Delivery**



**Great
Organisational
Culture**



**Innovation
and Continuous
Improvement**



**Good Governance
and Integrity**



**Long Term
Financial
Sustainability**

Our Values and Behaviours

CREATE

Collaboration

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

Respect

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



Excellence

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

Accountability

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

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

Trust

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



Our Services

FOR OUR COMMUNITY

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



FOR OUR YOUNG PEOPLE AND CARERS

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



FOR OUR BUSINESSES

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



FOR OUR OLDER PEOPLE AND PEOPLE LIVING WITH A DISABILITY

- ▶ Funding and support of older adult groups and clubs
- ▶ Access to senior citizen facilities
- ▶ Information, advocacy and support to facilitate positive ageing
- ▶ Education on the prevention of elder abuse



Councils Integrated Strategic Planning and Reporting Framework

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

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

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

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

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

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

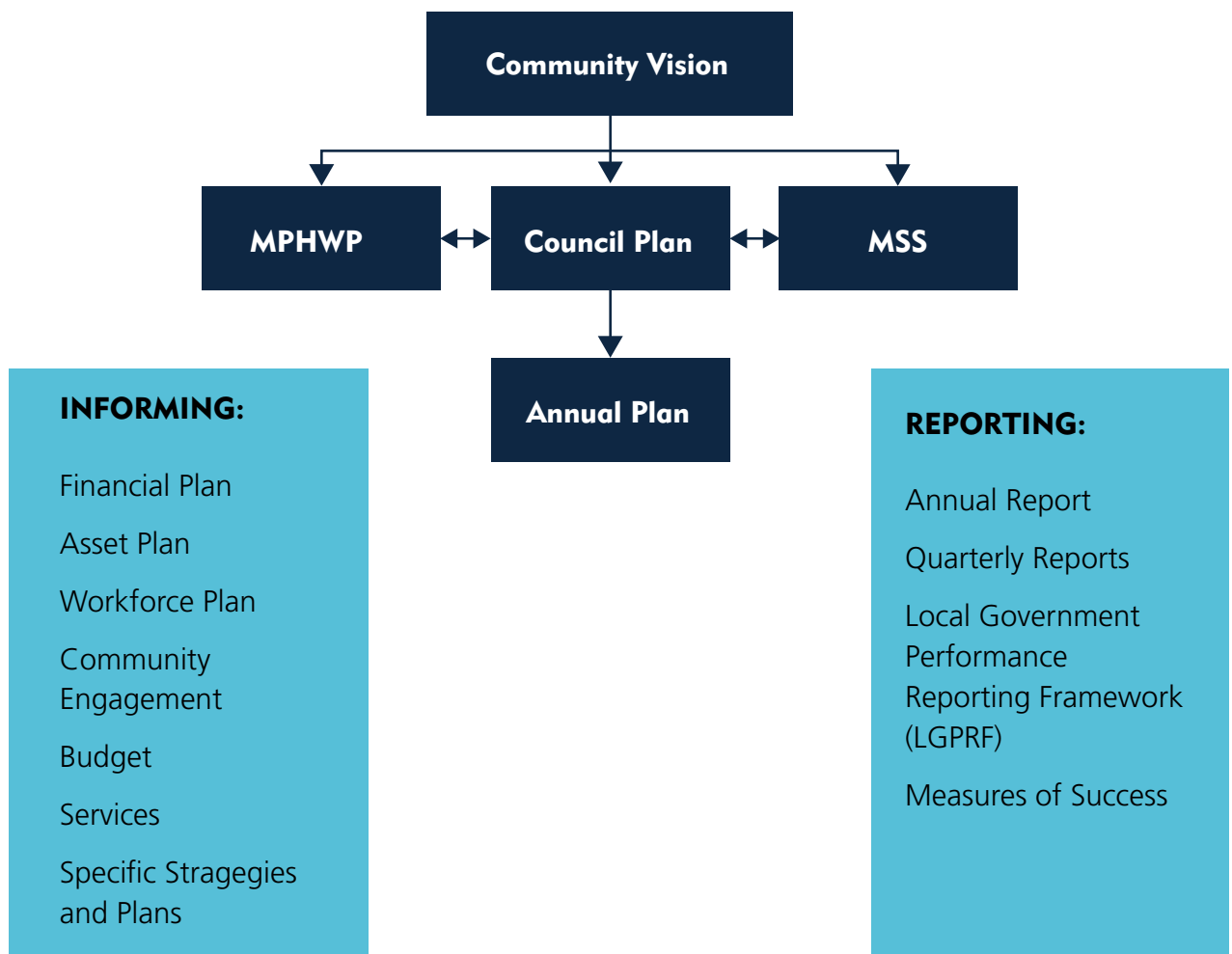
Whitehorse City Council has previously utilised the following framework and will work towards strengthening Council's approach over 2022.

The framework will assist Council to:

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

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





MPHWP - Municipal Public Health and Wellbeing Plan
MSS - Municipal Strategic Statement

'Shaping Whitehorse'

Community Vision

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

Council Plan

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

Municipal Public Health and Wellbeing Plan

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

Financial Plan

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

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

Asset Plan

The Asset Plan supports the management of all Council infrastructure with a view to ensuring that the operating, maintaining and renewing of Council assets are completed in a cost-effective way, whilst providing a suitable level of service over a 10-year period.

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

The Budget

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

Revenue and Rating Plan

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

Workforce Plan

The Workforce Plan describes the organisational structure of the Council and the projected staffing requirements over a 4-year period and beyond. It 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.

Annual Report

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

achievements against major initiatives and a governance and management checklist.

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

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

Community Engagement Policy

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

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

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

Council Plan 2021–2025



Development of the Council Plan

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

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

What we heard

What we love

From Community Vision Broad engagement findings

Our sense of community

Our diversity

Our community groups and clubs

Our natural, green open spaces with
birdlife and wildlife

Our heritage housing and
neighbourhood character

Diverse local business and employment

Our libraries and library services

Our community facilities and amenities

Our arts and cultural activities, programs
and public art

Our respect for our local history and
heritage

What is the best thing about living in Whitehorse?

*From Shaping Whitehorse
Broad engagement findings*

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

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

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

What would make living in Whitehorse better?

*From Shaping Whitehorse
Broad engagement findings*

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

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

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

Our hopes for the future

From Community Vision Broad engagement findings

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

Female, 12-17 years, Other

"Friendly and engaging neighbourhoods"

Male, 85+ years, Nunawading

"Continuing to value our green spaces "

Female, 35-49 years, Blackburn North

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

Female, 35-49, Box Hill North

"Residents buy locally and support local businesses"

Female, 35-49, Box Hill North

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

Male, 35-49 years, Blackburn North

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

Female, 35-49, Vermont South

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

Female, 70-84 years, Burwood East

The Council Plan

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

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

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

The Council Plan is divided into eight strategic directions.



Strategic Direction 1:

An innovative Council that is well led and governed



61

Community Satisfaction
Survey 2022 results
for community decisions



76

Community Satisfaction
Survey 2022 results
for customer service



88%

(6 out of 8) Achieve
'green' in VAGO
Financial Indicators

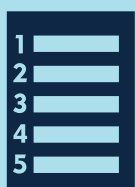
3.15%

5% or less of
Council decisions
made at meetings
closed to the public



0

Number of
legislative breaches



100%

Governance
Checklist
100% compliance
(LGPRF)



100%

Council agenda
and minutes
published within
the set timeframe

Strategic Direction 1:

An innovative Council that is well led and governed

Objective: Council will be a trusted organisation that embraces innovation.

Strategic Actions	Indicators
<p>Review Council's approach to integrated planning and reporting with an increased focus on service outcomes and reporting.</p> <p>Deliver long-term financial sustainability within a rate capping environment through responsible financial and asset management decisions.</p> <p>Drive a culture of strong governance by strengthening fraud and corruption controls, embedding risk management into planning and decision making processes and maintaining transparency in Council decisions.</p>	<ul style="list-style-type: none"> ▶ Percentage of 'green' in Victorian Auditor-General's Office Financial Indicators. ▶ Financial savings of \$1 million in years 2-4 through the Transformation program. ▶ Community satisfaction survey results for 'Council decisions made in the interest of the community' service' equal to or above metro average. ▶ Council decisions made at meetings closed to the public (LGPRF). ▶ Community satisfaction survey results for 'customer service' equal to or above metro average. ▶ Number of gender impact assessments completed for council policies, programs and services.

Major initiatives

- ▶ Undertake Organisational Service Planning and Review
- ▶ Implementation of Council's Transformation Strategy
- ▶ Continued implementation of transforming our technology to support customer experience and service delivery
- ▶ Implementation of the Whitehorse Gender Equality Action Plan 2021-2025

Strategic Direction 2:

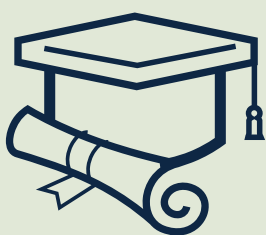
A thriving local economy with high quality accessible education opportunities



18,959
businesses registered

26.7%

of people who live
in Whitehorse also
work in Whitehorse



62.1%

aged 15 and over
held educational
qualifications

41.7% Bachelor or Higher

10.1% Advanced Diploma or Diploma

10.3% Vocational

31.5% no qualifications

17% of Deakin University's course
enrolments were from international
students (2021)



83,329

People employed

2021 census

54.3% work Full-time

34.8% work Part-time

5.6% work other hours

2.5% on Job Seeker*

*August 2021

Strategic Direction 2:

A thriving local economy with high quality accessible education opportunities

Objective: Council will support and advocate for a diverse range of businesses, to facilitate local investment, education and employment opportunities.

Strategic Actions	Indicators
<p>Council will explore partnerships with local organisations to encourage social enterprises.</p> <p>Deliver and or partner with the education sector to engage, promote and advocate for improved learning and educational opportunities for local businesses and their staff.</p> <p>Facilitate the renewal of retail special rate schemes as per the Special Rate Charge Scheme in Commercial Precinct or Centres Policy 2014.</p> <p>Continue to implement the Business Communication Program.</p>	<ul style="list-style-type: none"> ▶ Percentage increase of Council procurement from local businesses. ▶ Number of programs facilitated in collaboration with local tertiary institutions. ▶ Percentage gap between the Greater Melbourne and Whitehorse LGA unemployment rates. ▶ Number of incoming business enquiry responses. ▶ Number of business support initiatives delivered in retail precincts. ▶ Number of people participating in trainee apprenticeships at Council.

Major initiatives

- ▶ Development of the Investment & Economic Development Strategy 2023-2027
- ▶ Implementation of Social Enterprise Policy
- ▶ Implementation of Inclusive Employment Program

Strategic Direction 3: A culturally rich, diverse, creative and inclusive community



282
active volunteer
(as at June 2022)

97 YRS
Oldest active
volunteer



5.5%
Assistance with
core activities



12.8%
Caring for others



<5%
of people with disability
use a wheelchair



0.7%
Homeless
(1,225 people)

Religion

Roman Catholic **16.3%**

Anglican **5.9%**

Buddhism **5.4%**

Hinduism **3.8%**

Greek Orthodox **3.3%**

Uniting Church **2.6%**

Baptist **2.6%**

Culture and Language

150 Cultures are represented in
Whitehorse

Residents identified as
Aboriginal and/or
Torres Strait Islander **0.3%**

135 different languages
are spoken at home

Top languages spoken at home

Mandarin **16.2%**

Cantonese **5.5%**

Greek **2.3%**

Vietnamese **1.4%**

Hindi **1.3%**

Strategic Direction 3:

A culturally rich, diverse, creative and inclusive community

Council will promote diversity, social connection and access to community services.

Strategic Actions	Indicators
<p>Support, promote and celebrate Council's volunteer programs.</p> <p>Work in partnership with community groups to celebrate and host events that promote culture and heritage, faith and gender diversity.</p> <p>Ensure council communications represent our diverse community in stories and images.</p> <p>Work with traditional owners to celebrate Wurundjeri Woi-wurrung heritage and culture and its significance to Whitehorse as a part of the world's oldest living culture.</p> <p>Partner with the Eastern Affordable Housing Alliance and Regional Social Housing Charter Group in advocacy and raising community awareness.</p> <p>Provide and promote arts and cultural experiences to enhance community creativity and connection.</p> <p>Implement initiatives from the Diversity Action Plan to reduce discrimination.</p>	<ul style="list-style-type: none"> ▶ Increased number of Translating and Interpreting Service interpreters used across Council. ▶ Increased number of Council volunteers. ▶ Increased attendance at the Council-led arts programs.

Major initiatives

- ▶ Development of the Strategic Partnerships Framework (Indoor Sports Facilities)
- ▶ Development of the Reconciliation in Whitehorse Action Plan
- ▶ Implementation of the new Positive Ageing Service
- ▶ Completion and opening of The Round

Strategic Direction 4:

A built environment that encourages movement with high quality public places



705

hectares of open space land
(10.8% of the municipality)



1340km

of footpaths Council looks after



53

sports fields



22

off-lead parks
and reserves



92km

of park paths
maintained



3,000

Trees planted
per year (approx.)



637km

of sealed roads
in Whitehorse

176 playspaces maintained,
with more than **1,500**
individual pieces including
swings, slides, rockers and forts



Removed
7,638m²
of graffiti in
2021/2022

Approximately
75,000
street trees
and **130,000**
park trees maintained

74

Community Satisfaction
Survey 2022 results for
appearance of public areas

68

Community Satisfaction
survey 2022 results for
sealed roads

Transport to work (2021 census)



2%

Walked to work



34.3%

Work from home



0.4%

Rode a bike to work



4.5%

Caught train to work



40.6%

Drove a car to work

Strategic Direction 4: A built environment that encourages movement with high quality public places

Objective: Council will plan, build, renew and maintain community assets and public spaces to meet community needs. We will plan for and facilitate appropriate land use and high quality development outcomes.

Strategic Actions	Indicator
<p>Prepare strategies and guidelines that support high quality urban design outcomes for development including community assets.</p> <p>Advocate to and partner with State Government on major transport infrastructure projects to facilitate a safe, accessible and integrated transport network.</p> <p>Implement the Whitehorse Asset Plan 2022-2032.</p> <p>Deliver a capital works program that strengthens the inclusiveness and accessibility of our local neighbourhoods, assets, facilities and services.</p>	<ul style="list-style-type: none"> ▶ Community Satisfaction survey results for sealed roads in comparison to metro average (LGPRF). ▶ 90% or above compliance with Council's Road Management Plan audits. ▶ Community satisfaction survey results for planning and building permits in comparison to metro average. ▶ Play spaces are less than 20 years old. ▶ Community satisfaction survey results for 'Appearance of public areas' in comparison to metro average. ▶ Asset renewal and upgrade expense compared to depreciation (LGPRF). ▶ Increased number of community groups using Council sports pavilions for community activities. ▶ Number of playgrounds with accessible play opportunities.

Major initiatives

- ▶ Implementation of the Play Space Renewal Program
- ▶ Review Play Space Strategy
- ▶ Implementation of Easy Ride routes
- ▶ Implementation of Infrastructure Developer Contributions Plan
- ▶ Update the Nunawading, Megamile East and Mitcham Structure Plan

Strategic Direction 5: Sustainable climate and environmental care



74

Community Satisfaction survey 2022
results for waste management

64

Community satisfaction survey 2022
results for environmental sustainability

1,064

open space inspections
2020/2021

4

Council-owned buildings
retrofitted to achieve
enhanced environmental
sustainability

3,329

tonnes of debris
collected from street
sweeping program

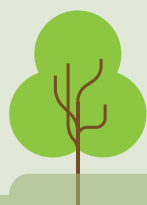
2021/2022



160,240

transactions at the
Whitehorse Recycling
and Waste Centre

2021 / 2022



31,438

Indigenous plants
produced by
Whitehorse nursery

2021 / 2022

43,205

Total plants produced
by Whitehorse nursery

2021 / 2022

1,658

at tree education
programs

2021 / 2022

Strategic Direction 5:

Sustainable climate and environmental care

Objective: Council will take a leadership role in addressing climate change and ensure we protect and enhance our natural environment.

Strategic Actions	Indicators
<p>Lead on climate change and build the resilience of our community, and the natural and built environment through implementation of the Sustainability Strategy 2030 Taking Climate Action.</p> <p>Advocate to State Government to lead state-wide vegetation strategies and reform regulation to more strongly discourage tree removal and increase canopy cover to create more shade and reduce urban heat island effect.</p> <p>Sustainably manage, enhance and increase trees and vegetation in Council's streetscapes, parks and gardens, with species that enhance neighbourhood character, support biodiversity and are adaptable to a changing climate.</p> <p>Implement the actions of the Integrated Water Management Strategy 2022-2042 to improve the water quality of local waterways.</p> <p>Advocate to and work with State Government agencies and councils on initiatives that promote and contribute to circular economy principles and State targets.</p> <p>Seek changes to the planning scheme to increase Environmentally Sustainable Development targets.</p>	<ul style="list-style-type: none"> ▶ Community satisfaction survey results for Environmental Sustainability in comparison to metro average. ▶ Council planting a minimum of 2,500 street trees annually. ▶ A net increase of at least 500 trees per annum on Council managed land. ▶ Council planting greater than 30,000 plants annually. ▶ Community satisfaction survey results for performance of waste management services equal to or above metro average. ▶ Kerbside waste collection diverted from landfill above previous year (LGPRF).

Major Initiatives

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

Strategic Direction 6: An empowered collaborative community



57

Community Satisfaction
survey 2022 results for
**community consultation
and engagement**

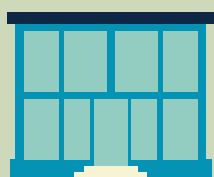


60

Community Satisfaction
Survey 2022 results for
informing the community

\$1,035,240

Investment in community groups and organisations



14

Multi-purpose
facilities



529,358

Visitors to libraries

56 mil

Invested in maintenance,
upgrades and development of
community infrastructure

85.4%

of the population stated
they could definitely
access community services

Strategic Direction 6: An Empowered Collaborative Community

Objective: Council will engage with the community and provide opportunities to be included in decision-making processes

Strategic Actions	Indicators
<p>Provide opportunities for the community to be engaged in decision making processes and share the outcomes with them.</p> <p>Work with our diverse community to reduce barriers to community engagement.</p> <p>Provide opportunities for children, young and older people to inform decision-making.</p>	<ul style="list-style-type: none"> ▶ Community satisfaction survey results for community engagement in comparison to metro average (LGPRF). ▶ Increase registered users on Your Say Whitehorse from a non-English speaking background. ▶ Increase registered users on Your Say Whitehorse who identify as a person with disability or lived experience of mental illness. ▶ Increase registered young people (aged 12-25) on Your Say Whitehorse. ▶ Community satisfaction survey results for 'informing the community' in comparison to metro average. ▶ Increase Whitehorse subscribers by 500 annually.

Major Initiatives

- ▶ Development of Engagement Framework (How to Guide) for Community Organisations to undertake their own community engagement activity

Strategic Direction 7: A safe and healthy community

56.8%

feel safe when walking home at night



20.6%

of people experience anxiety or depression (2017)



94.7%

of 5 year olds in Whitehorse are fully immunised (2022)



77.6% of adults in Whitehorse rated their health as 'excellent', 'very good' or 'good' in 2020

45.9%

unintentional injuries caused by falls (2015)



1,379

family incidents reported

0.7%

of population have Dementia (2021)

58.4%

of adults in Whitehorse are overweight (2020)



17%

of people reporting a level of disability



12.8%

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

Strategic Direction 7: A safe and healthy community

Objective: Council will protect and promote the health and wellbeing of the Whitehorse community

Strategic Actions	Indicators
<p>Advocate for and respond to social, health and wellbeing needs identified in the Municipal Public Health and Wellbeing Plan, in partnership with local agencies.</p> <p>Promote community participation in sporting and recreational opportunities, especially by underrepresented groups.</p> <p>Inform and educate the community, especially those most at risk, about how to prepare for, respond to and recover from emergencies and identified emergency risks.</p> <p>Increase the capacity of Council, its partners and the community to identify, respond to and prevent elder abuse and family violence.</p>	<ul style="list-style-type: none"> ▶ Community satisfaction survey results for family support services equal to or above metro average. ▶ Increased number of participants in organised club sport, and Council leisure and recreation programs. ▶ Participation in the Maternal Child Health Service (LGPRF). ▶ Participation of Aboriginal children in the Maternal Child Health service (LGPRF). ▶ Compliance with Community Emergency Risk Assessments. ▶ Percentage of females participating in organised club sport.

Major initiatives

- ▶ Development of the Municipal Public Health and Wellbeing Plan (MPHWP) 2025-2029
- ▶ Review of the Recreation Strategy
- ▶ Implementation of Whitehorse Council Child Safe Standards Action Plan 2022-2025

Reviewing and updating of this plan

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

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

Reporting on progress and performance

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

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

Policies and procedures



	Strategic Direction 1: An innovative Council that is well led and governed	Strategic Direction 2: A thriving local economy with high quality accessible education opportunities	Strategic Direction 3: A culturally rich, diverse, creative and inclusive community	Strategic Direction 4: A built environment that encourages movement with high quality public places	Strategic Direction 5: Sustainable climate and environmental care	Strategic Direction 6: An empowered and collaborative community	Strategic Direction 7: A safe and healthy community
Affordable Housing Policy 2010			✓				✓
Arts and Culture Strategy 2014–2022	✓	✓	✓				
Asset Management Strategy 2017-2021	✓			✓	✓		✓
Asset Plan 2022-2032	✓			✓	✓		✓
Blackburn Creeklands Master Plan 2002				✓	✓		✓
Box Hill Central Activities Area Car Parking Strategy 2014				✓			
Box Hill Gardens Master Plan 2011				✓			
Box Hill MAC Integrated Transport Strategy 2020				✓	✓		
Box Hill Transit City Activity Centre Structure Plan 2007				✓	✓		
Box Hill Urban Realm Treatment Guidelines				✓			
Building Over Drainage Easements 2018				✓	✓		
Burwood Heights Activity Centre Structure Plan 2006				✓	✓		
Burwood Village Neighbourhood Activity Centre Framework Plan 2008				✓	✓		
Business Continuity Plan	✓						
CCTV in Public Places Policy and Guidelines							
Child Safety & Wellbeing Policy 2022	✓						✓
Climate Response Strategy 2030 (under development)					✓	✓	
Community Engagement Policy						✓	✓

	Strategic Direction 1: An innovative Council that is well led and governed	Strategic Direction 2: A thriving local economy with high quality accessible education opportunities	Strategic Direction 3: A culturally rich, diverse, creative and inclusive community	Strategic Direction 4: A built environment that encourages movement with high quality public places	Strategic Direction 5: Sustainable climate and environmental care	Strategic Direction 6: An empowered and collaborative community	Strategic Direction 7: A safe and healthy community
Community Local Law 2014	✓					✓	
Community Road Safety Strategy 2013				✓	✓		
Councillor Code of Conduct 2021	✓					✓	
Customer Experience Strategy 2021-2025 (under development)	✓						
Disability in Whitehorse Action Plan 2022-2026			✓	✓		✓	✓
Diversity in Whitehorse Action Plan 2022-2026			✓	✓		✓	✓
Domestic Animal Management Plan 2021-2025			✓	✓			✓
Early Years and Youth Plan 2022-2026 (under development)		✓	✓	✓		✓	✓
Employee Code Of Conduct	✓						
Financial Plan 2021-2031	✓						
Floodlighting Policy 2020			✓	✓	✓		✓
Gender Equality Action Plan 2022-2026	✓					✓	✓
Healthy Ageing Plan 2022-2026 (under development)			✓				
Heritage Framework Plan 2020				✓			
Heritage Kerbs Channels and Laneways Policy 2001				✓			
Indoor Sports Feasibility Study 2020			✓				✓
Information Management Strategy 2021	✓						
Information Technology Foundational Plan	✓						

	Strategic Direction 1: An innovative Council that is well led and governed	Strategic Direction 2: A thriving local economy with high quality accessible education opportunities	Strategic Direction 3: A culturally rich, diverse, creative and inclusive community	Strategic Direction 4: A built environment that encourages movement with high quality public places	Strategic Direction 5: Sustainable climate and environmental care	Strategic Direction 6: An empowered and collaborative community	Strategic Direction 7: A safe and healthy community
Integrated Strategic Planning and Reporting Framework (under review)	✓						
Interim Urban Forest Policy and Tree Management Plan					✓		
Investment & Economic Development Strategy 2023-2027 (under development)		✓	✓	✓	✓	✓	✓
Library Plan 2021-2025			✓				
Library Strategy 2021-2031 (under development)			✓				
Megamile (West) and Blackburn Activity Centres Urban Design Framework 2010		✓	✓	✓	✓		
Melbourne East Regional Sport and Recreation Strategy				✓	✓		✓
Mitcham Station Precinct Built Form and Public Realm Guidelines 2012				✓			
Municipal Emergency Management Plan				✓	✓		✓
Municipal Public Health and Wellbeing Plan 2021-2025			✓	✓	✓	✓	✓
Municipal Wide Tree Study 2016 and 2019					✓		✓
Neighbourhood Activity Centre Urban Design Guidelines 2014		✓	✓		✓		✓
Nunawading Megamile Major Activity Centre and Mitcham Neighbourhood Activity Centre Structure Plan 2008		✓	✓	✓	✓		
Open Space Asset Management Plan 2019							✓
Pavilion Development Policy 2019				✓	✓		✓
Play Space Strategy 2011				✓			✓
Procurement Policy	✓	✓					
Property Lease & Licence Policy				✓	✓		

	Strategic Direction 1: An innovative Council that is well led and governed	Strategic Direction 2: A thriving local economy with high quality accessible education opportunities	Strategic Direction 3: A culturally rich, diverse, creative and inclusive community	Strategic Direction 4: A built environment that encourages movement with high quality public places	Strategic Direction 5: Sustainable climate and environmental care	Strategic Direction 6: An empowered and collaborative community	Strategic Direction 7: A safe and healthy community
Public Transparency Policy 2020	✓						
Reconciliation in Whitehorse Action Plan 2022-2026 (under development)			✓				
Residential Corridors Built Form Study 2018				✓			✓
Responsible Gambling Policy							✓
Revenue and Rating Plan 2021-2025	✓						
Risk Management Framework	✓						✓
Road Management Plan					✓		
Roads Asset Management Plan 2020							✓
Special Rate Charge Scheme in Commercial Precinct or Centres Policy 2014		✓					
Sports Field User Guide				✓	✓		✓
Student Accommodation Strategy 2018		✓	✓				
Summary Asset Management Plan 2020	✓						
Tally Ho Major Activity Centre Urban Design Framework 2015		✓		✓			
Transformation Strategy 2022-2026	✓						
Urban Forest Strategy 2021-2031					✓		
Volunteering in Whitehorse Action Plan 2022-2026			✓			✓	

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Waste Management Strategy 2018-2028					✓		
Whitehorse Cycling Strategy 2016				✓			✓
Whitehorse Environmentally Sustainable Design (ESD) for Council Buildings and Infrastructure 2021				✓	✓		
Whitehorse Housing Strategy 2014			✓				✓
Whitehorse Industrial Strategy 2011		✓		✓	✓		
Whitehorse Integrated Transport Strategy 2011-2021				✓	✓		
Whitehorse Integrated Water Management Strategy 2022-2042					✓		
Whitehorse Municipal Emergency Coordination Centre (MECC) Facility Plan 2018							✓
Whitehorse Neighbourhood Character Study 2014			✓	✓			
Whitehorse Open Space Strategy 2007–2022				✓	✓		✓
Whitehorse Planning Scheme				✓	✓		
Whitehorse Recreation Strategy 2015–2024			✓	✓			
Whitehorse Streetscape Policy and Strategy 2002					✓		
Whitehorse Youth Plan 2021-2025 (under development)		✓	✓	✓			
Workforce Plan 2021-2025	✓	✓	✓				

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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.

CONTACTING COUNCIL

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Service Centre: Whitehorse Civic Centre
379-399 Whitehorse Road,
Nunawading 3131

Website: www.whitehorse.vic.gov.au/contact-us

Email: customer.service@whitehorse.vic.gov.au

Social Media: Connect with Whitehorse City Council



Subscribe: www.whitehorse.vic.gov.au/subscribe
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