



WHITEHORSE

# Council Plan 2021–2025 Year Two

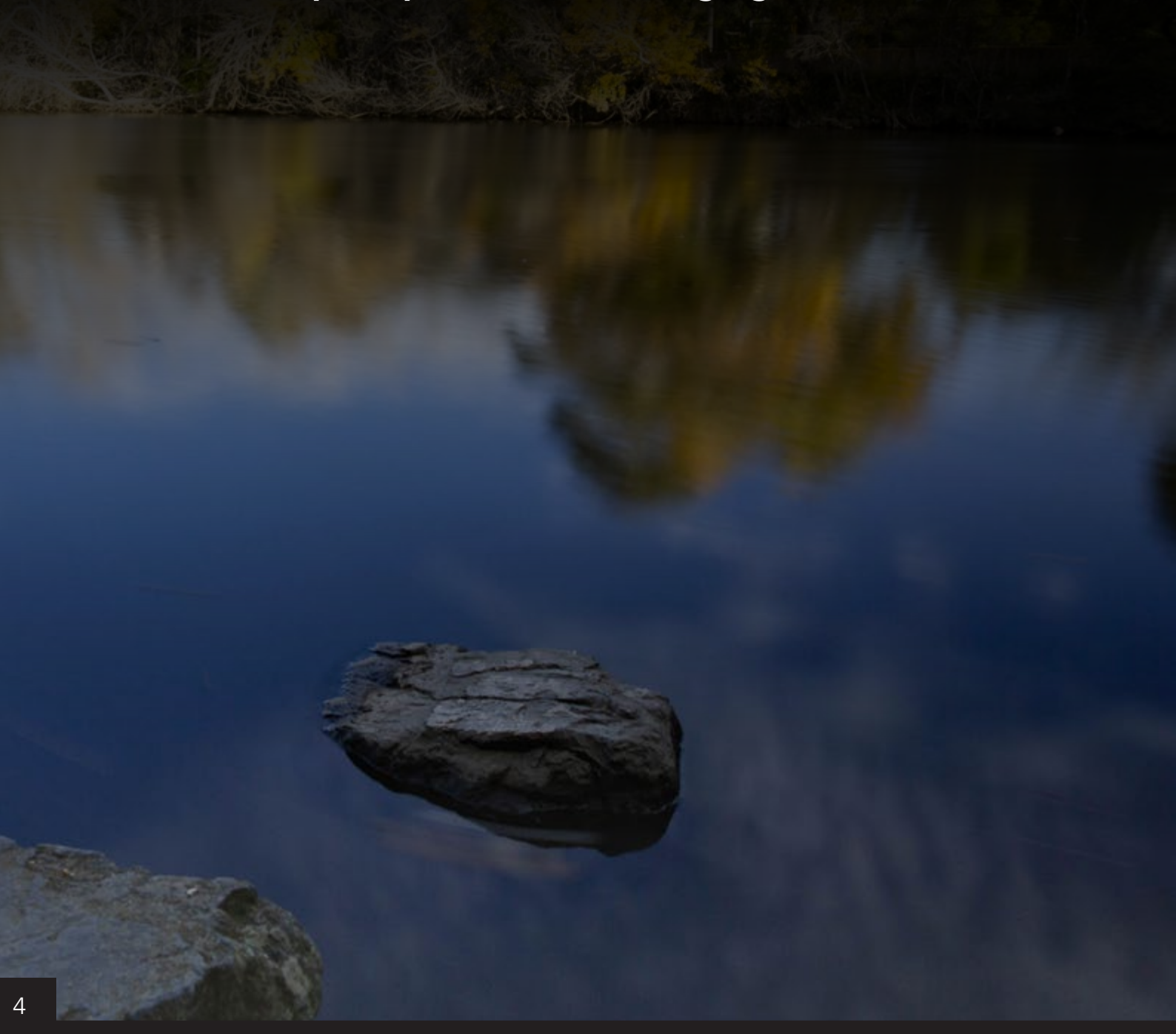


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# Acknowledgement of country

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 second year of our *Council Plan 2021-2025* with our community.

This Plan reflects what our community has told us and details what we will deliver, how we will deliver it and how we will measure our progress and success within the context of the *Whitehorse 2040 Community Vision*.

At the forefront of what we do is creating opportunities for people to be active and connected, whether through the provision of quality services for all ages, holding festivals and activities that celebrate diversity and inclusion, or delivering improvements to sporting facilities and infrastructure that support increased participation by women and girls.

Over the next 12 months, Council's planned priorities are underpinned by expenditure of \$182 million on programs and services, including home and community services, arts and cultural services, sport and recreation, sustainability, waste and recycling, health and family, with a further investment of \$98 million on capital works projects – all while continuing to support our city through its pandemic recovery.

With our city's population of almost 185,000 forecast to grow to 223,224 by 2041, we need a plan that not only meets the needs of our community at the present time but one which supports the health, prosperity, liveability and sustainability for future generations.

Population growth needs to be approached in a strategic way that is responsive to social needs, demographic change and environmental impacts. Further, our efforts to mitigate climate change impacts and reduce greenhouse gas emissions reaches into many areas of local public policy including, urban design, waste and natural resource management.

The last year has been a challenging time for our community, but one that has galvanised us and brought into sharper focus what's really important. The COVID-19 pandemic has forced us to change the way we work and live, leading many of us to think about what we want our future community to look like

As the Mayor of the City of Whitehorse, I am honoured to represent the needs and interests of our community through this updated Council Plan – a plan that aims to embrace our heritage, environment and diversity to create a community that is inclusive, empowered, sustainable and visionary.

**Cr Tina Liu**

A handwritten signature in dark ink, reading "Tina Liu".

**MAYOR  
WHITEHORSE CITY COUNCIL**

**For the year 2021 – 2022**



# Message from the Chief Executive Officer



The *Council Plan 2021-2025* sets the direction for how as an organisation we will respond to the Whitehorse Community Vision 2040 through our leadership for the benefit of everyone.

Each year, Council reviews the four-year Council Plan. This helps to ensure that the Council Plan continues to meet the needs and aspirations of our community in an environment facing ongoing changes.

The annual review also helps to ensure that all Council service planning, strategies, policies and processes take their lead from the key directions outlined within the Council Plan, and align with working towards achieving our *Whitehorse 2040 Community Vision*.

Council has a history of excellent service quality, customer satisfaction and financial stability. To ensure this is sustained, we will continue to respond to rapid technological change, population growth and changing community demographics, significant cost increases, constrained revenue due to rate capping, and pandemic recovery.

The Council Plan is a key component of achieving this and plays a vital role in shaping the future of Whitehorse. It guides us to be a strong, dynamic and sustainable community with a Council that is transparent, innovative and customer focused.

Over the next 12 months we will continue to face a number of challenges and

opportunities including our recovery from COVID-19 restrictions and impacts, developing a new Sustainability Strategy and Climate Response Plan, strengthening our community engagement capability and addressing key areas of legislation including the *Gender Equality Act 2020* and the introduction of new Child Safety Standards, to support the new requirements under the *Local Government Act 2020*.

Other significant projects for delivery include:

- Development of the Transformation Strategy
- Redevelopment of Whitehorse Performing Arts Centre
- Redevelopment of Sportlink
- Implementation of the Municipal Public Health and Wellbeing Plan (MPHWP)
- Development and implementation of MPHWP sub plans focused on Disability, Diversity, Volunteering, Healthy Ageing, Early Years and Youth
- Redevelopment of Morack Golf Course

Our commitment is to ensure the people of Whitehorse continue to see initiatives that respond to their ideas and views in this Plan and recognise Council's determination to deliver them.

We thank the community for their continued engagement and support, and we look forward to partnering with the people of Whitehorse to make our shared vision a reality.

**Simon McMillan**

A handwritten signature in black ink, appearing to read 'Simon McMillan', written over a horizontal line.

**CHIEF EXECUTIVE OFFICER  
WHITEHORSE CITY COUNCIL**

# 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.



# COVID-19 Response and Recovery

The COVID-19 pandemic has seen significant impacts on the Whitehorse community, including its businesses, community organisations and our people.

The reopening of Whitehorse (following the COVID-19 pandemic) provides a range of opportunities for Council to continue supporting and working with the community as we collectively recover from the impacts of the pandemic.

Reflecting on the lessons of COVID-19, Council is pleased to have experienced an increased connection to the community and local businesses.

Council's commitment to being future-focused has highlighted the need to improve liveability, sustainability, resilience, promote social inclusion and strive for increased economic growth.

Effective recovery requires collaboration between individuals, communities, all levels of government, non-government organisations and businesses. Council's effective partnership approach between a wide range of local and regional agencies, groups, organisations and individuals will continue to be vital in assisting the Whitehorse community to recover from the impacts of the pandemic. Council encourages all local businesses, service providers, schools, community groups and individuals to partner and contribute to community recovery.

The first year of the Council Plan 2021-2025 demonstrates how Whitehorse will continue to work towards responding, recovering and thriving.

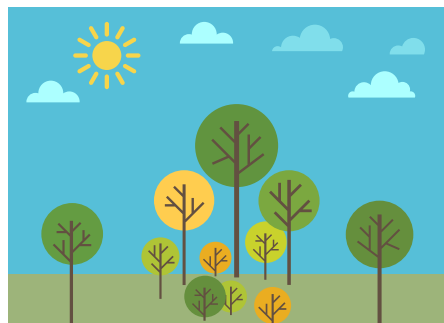


# About the City of Whitehorse



Whitehorse is  
**15kms** east of  
Melbourne

**64km<sup>2</sup>**  
Land size



**335**

Open Space reserves  
covering approx. **690**  
hectares of land.  
(10.7% of the municipality)

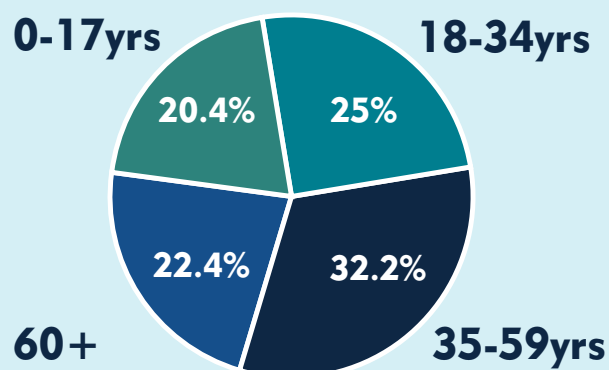
## Population

June 2020 **180,735**

June 2025 **191,839**

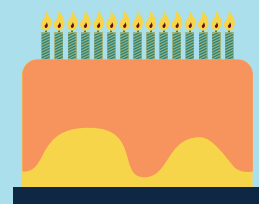
June 2041 **221,617**

## Age



## Median age

**38yrs**





# About the City of Whitehorse

**35%**

Couples with children

**23%**

Couples without children



**23%**

Lone  
person  
households



**10%**

Single parent  
families



**5%**

Group  
households



**3%**

Other  
households



**1%**

Other  
families

## Dwelling types (2016 census)



**66.6%**

are separate  
houses



**28.1%**

medium density  
dwellings



**5%**

high density  
dwellings



**35.7**

Fully owned  
dwelling



**31%**

Mortgage



**24.2%**

Renting – private



**2.4%**

Renting –  
social housing

**52%**

WOMEN



**48%**

MEN



2016 census

## Customer satisfaction 2021

**69**

overall  
performance

**53**

overall  
Council direction

Customer Satisfaction Survey is out of 100

**0.2%**

Residents identified as Aboriginal  
and/or Torres Strait Islander

## Born Overseas

**11.5%** China

**3%** India

**3%** United Kingdom

**2.7%** Malaysia

**1.5%** Hong Kong



## Education

**9%**

University  
attendance



## Religion

**55.0%** of the population  
nominated a religion

**37.1%** said they had  
no religion

## Employment

Employed

**93%**

Unemployed

**7%**

## Spoken Languages

**59.4%**

of the population spoke  
English only

**36.7%**

spoke a non-English language

## Household income

**\$1,502**

Median weekly  
household income

**8.9%**

Households earning  
less than \$400

## Individual income

**13.2%** of the population earned a  
high income (\$1,750 or more)

**41.2%** earned low income (\$500 or less)

# 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.<sup>1</sup>

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.<sup>2</sup>

## 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.<sup>3</sup>

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.<sup>4</sup> The Whitehorse Inn was named after a horse belonging to Captain Elgar, who was a property

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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.<sup>5</sup> 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.<sup>6</sup>

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.<sup>7</sup>



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>

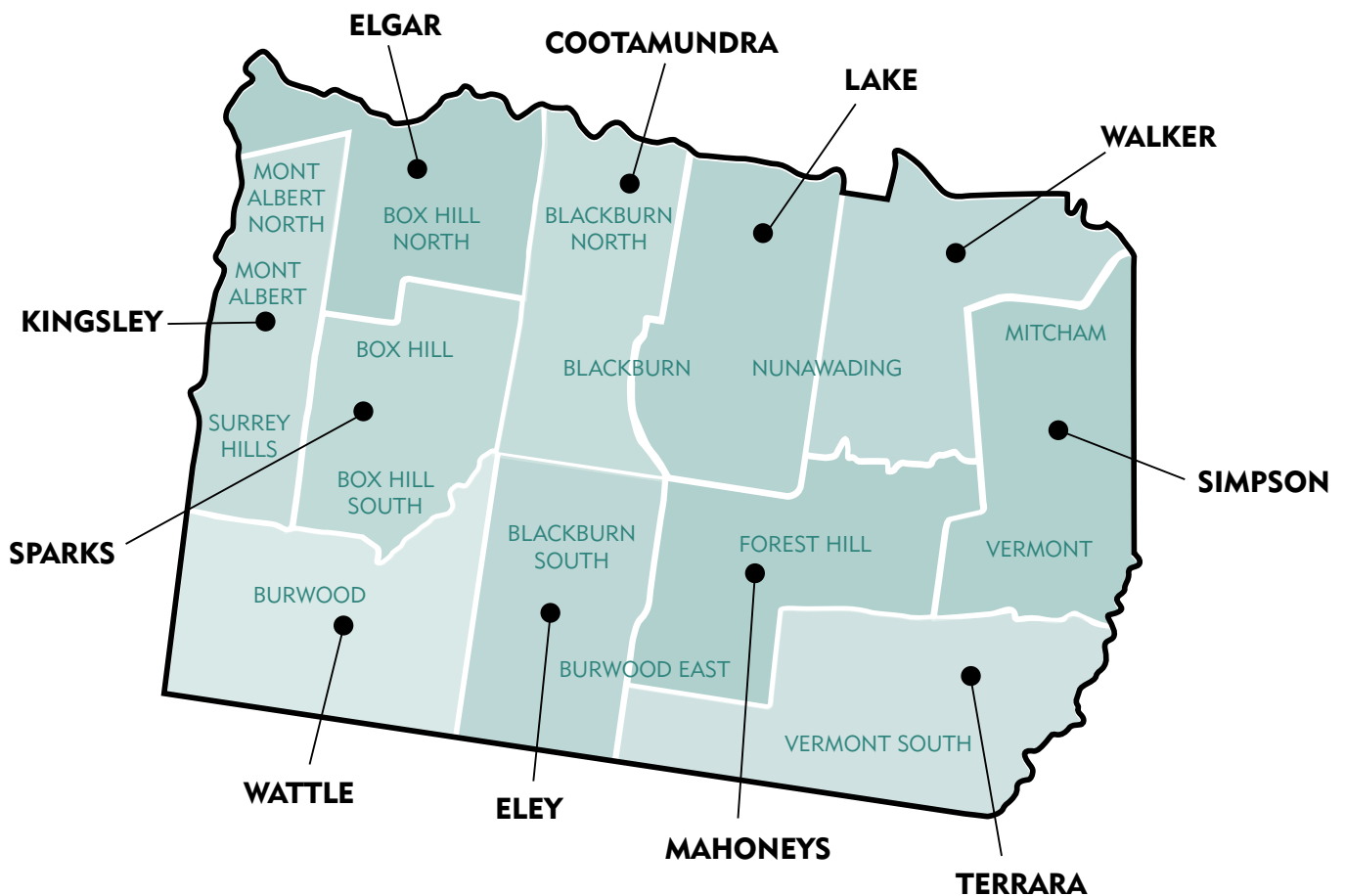
7 Padula, Robert J., The Mont Albert District – a Pictorial History 1830 to 2013 (Web Page) <https://bpadula.tripod.com/montalbert/>



# 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.



**Sparks Ward**

**Cr Tina Liu (Mayor)**

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



**Terrara Ward**

**Cr Raylene Carr**

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



**Simpson Ward**

**Cr Prue Cutts**

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



**Cootamundra Ward**

**Cr Andrew Munroe**

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



**Kingsley Ward**

**Cr Amanda McNeill**

[amanda.mcneill@whitehorse.vic.gov.au](mailto:amanda.mcneill@whitehorse.vic.gov.au)



### **Lake Ward**

**Cr Denise Massoud (Deputy Mayor)**

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



### **Elgar Ward**

**Cr Blair Barker**

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



### **Wattle Ward**

**Cr Andrew Davenport**

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



### **Mahoneys Ward**

**Cr Mark Lane**

[mark.lane@whitehorse.vic.gov.au](mailto:mark.lane@whitehorse.vic.gov.au)



### **Eley Ward**

**Cr Trudy Skilbeck**

[trudy.skilbeck@whitehorse.vic.gov.au](mailto:trudy.skilbeck@whitehorse.vic.gov.au)



### **Walker Ward**

**Cr Ben Stennett**

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

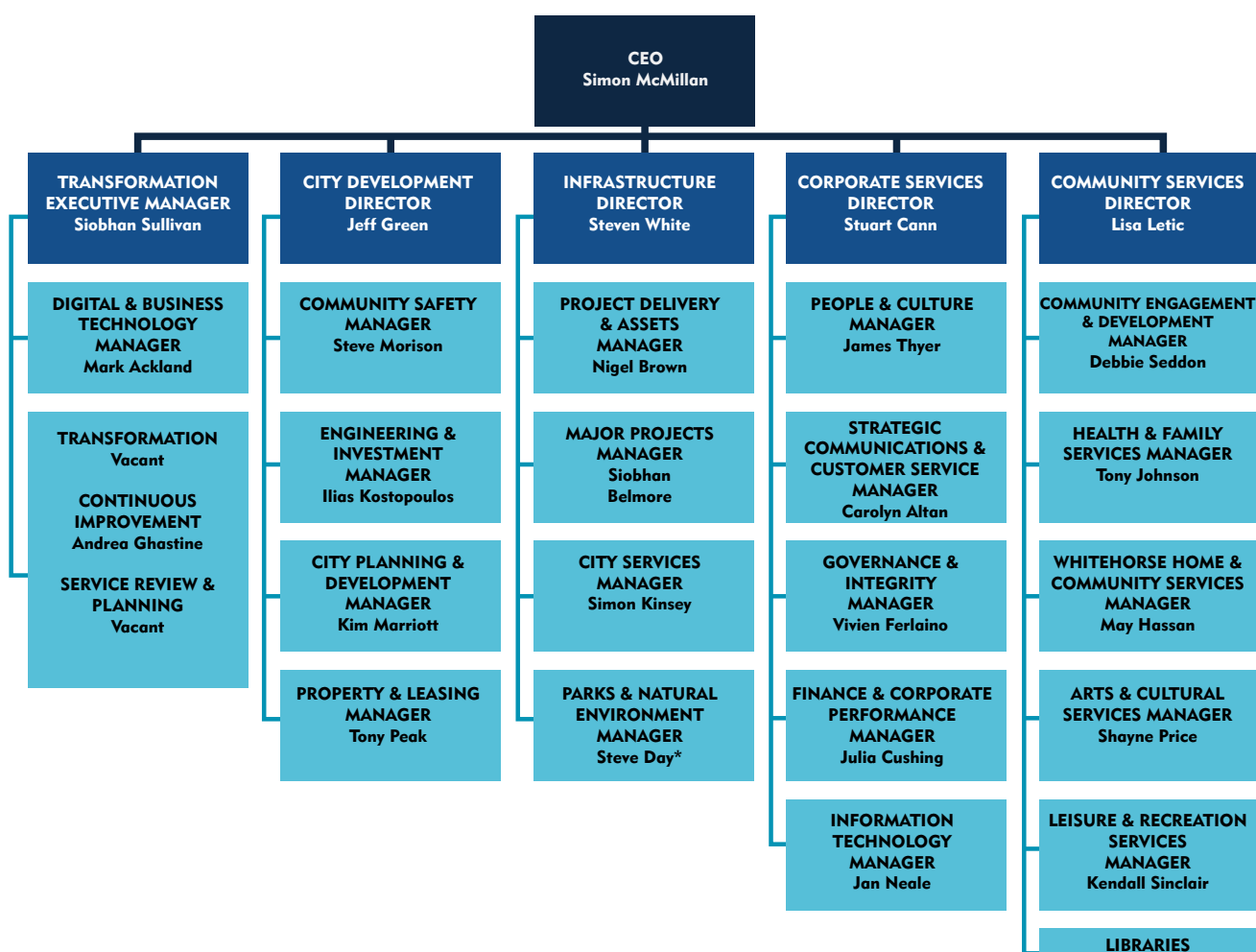
**Director City Development** Jeff Green

**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

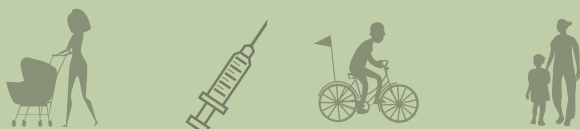
## FOR OUR COMMUNITY

- ▶ 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

- ▶ Assessment for aged and disability services
- ▶ Social support groups
- ▶ Domestic assistance
- ▶ Personal care
- ▶ Flexible respite care
- ▶ Delivered meals (meals on wheels)
- ▶ Community transport
- ▶ Home maintenance
- ▶ Funding and support of older adults groups and clubs
- ▶ Access to senior citizen facilities
- ▶ Information, advocacy and support to facilitate healthy 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.

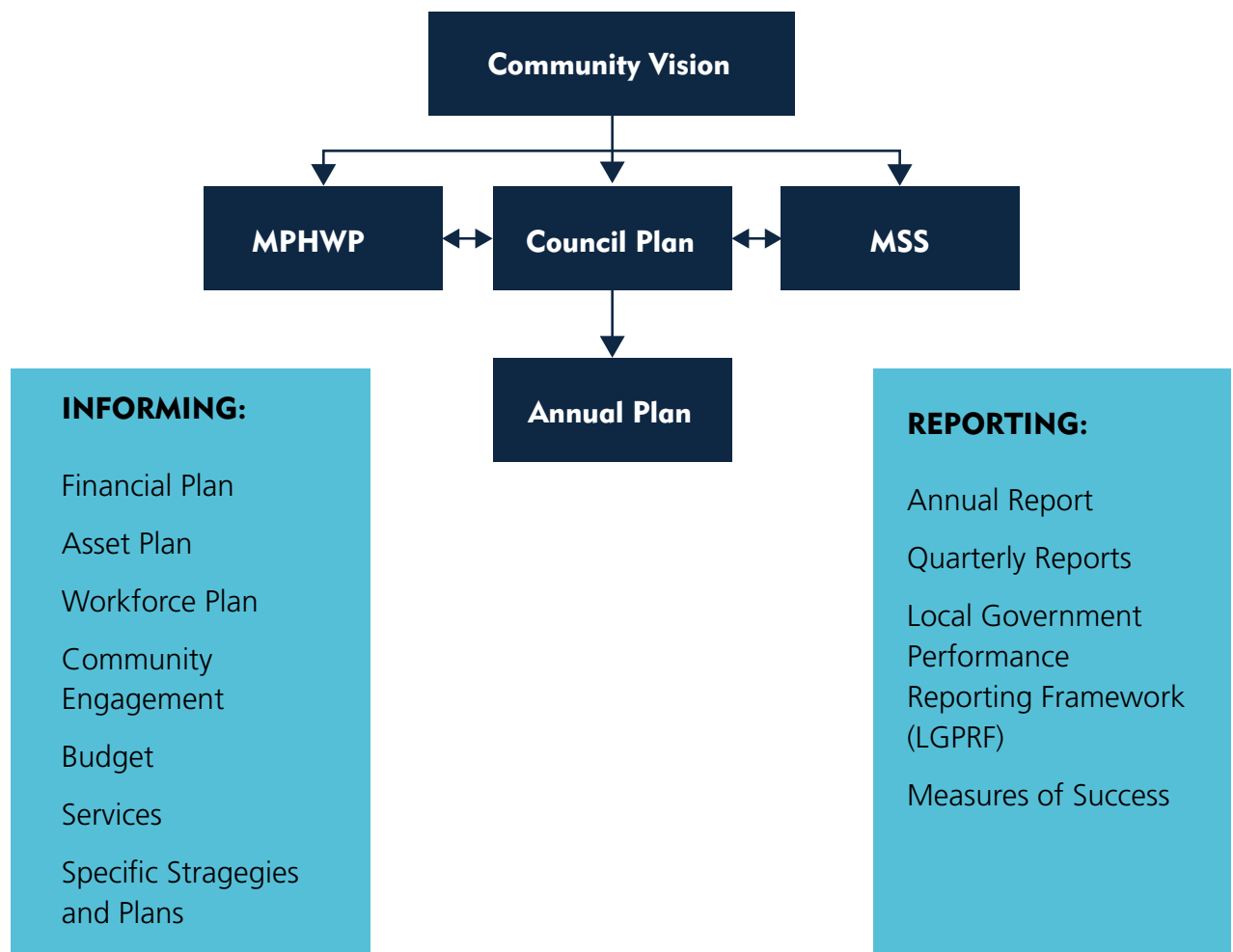
Whitehorse City Council has previously utilised the following framework and will work towards strengthening Council's approach over 2022.

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 is currently under development and is due for completion in 2022. It 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 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 is currently under development and will set 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

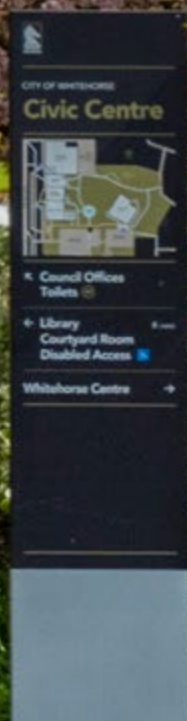
Whitehorse's Community Engagement Policy is a formal expression of Council's commitment to engaging with the Whitehorse community.

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.

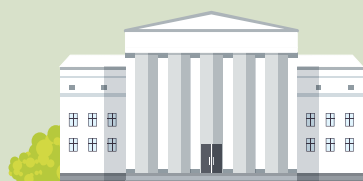


# Strategic Direction 1: Innovation, Transformation and Creativity



# 73

Community Satisfaction survey 2021  
results for arts centres and libraries



# 7

community  
halls

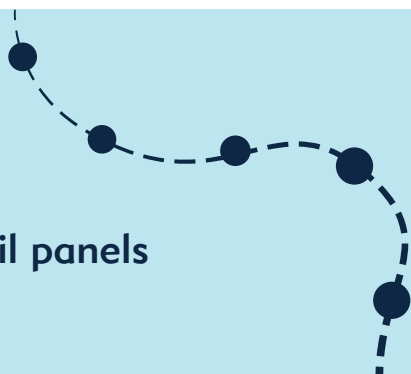
# 3

senior citizen  
centres



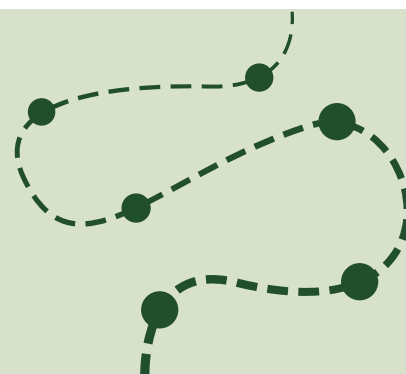
# 10

Artist Trail panels



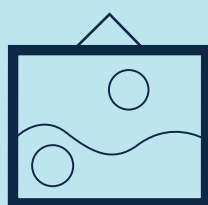
# 38

Heritage  
Trail panels



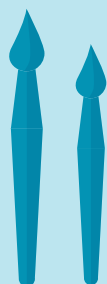
# 12,700

attendances at  
Council's festivals  
and events



# 1,800

number of artworks  
Council owns



# 16,904

visitors to Box Hill  
Community Arts Centre



# 1,442

visitors to Whitehorse  
Art Space



# Strategic Direction 1: Innovation, Transformation and Creativity

## Objective 1.1: Embrace transformation.

Strategy	Indicator
<b>1.1.1: Council's transformation will enhance service delivery, transform organisational culture, upgrade outdated technology, improve organisational efficiency and ensure continued financial sustainability.</b>	<ul style="list-style-type: none"> <li>▶ Service Excellence Program designed, implemented and reporting framework developed by 2022/2023.</li> <li>▶ Achieve "green" on the VAGO financial sustainability indicators.</li> <li>▶ Employee Engagement Survey.</li> <li>▶ Financial savings of \$700k in year 1 and \$1 million in years 2 -4 through the Transformation program.</li> </ul>

## Objective 1.2: Embrace technology and innovative service provision.

Strategy	Indicator
<b>1.2.1: Council models contemporary practice in technology and digital solutions to intelligently drive efficiencies and enable our people and community to better engage, innovate and support experiences with high quality and timely service provision.</b>	<ul style="list-style-type: none"> <li>▶ Deployment of new Enterprise Resource Planning (ERP) modules and functionality on time.</li> <li>▶ Increase in integrated ERP applications.</li> <li>▶ Implementation of Information Technology Strategy 2020-2025.</li> <li>▶ Number of manual processes converted to secure and compliant online workflows.</li> <li>▶ Ongoing increase in online transactions.</li> </ul>

## Objective 1.3: Facilitate and encourage creativity and innovation within the community.

Strategy	Indicator
<b>1.3.1: Provide and promote arts and cultural experiences to enhance community creativity and innovation and meet the diverse aspirations for the community.</b>	<ul style="list-style-type: none"> <li>▶ Customer Satisfaction survey results for Arts centres and libraries above previous year.</li> <li>▶ Participation rates in Council run programs.</li> <li>▶ Maximise return on investment of Whitehorse Performing Arts Centre (Year 4).</li> </ul>

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

Strategy	Indicator
1.4.1: Explore the potential for data to be used to support innovation and foster collaboration for public benefit through an open data initiative.	► Develop a proposal for an open data program for integration into the Information Management Strategy.

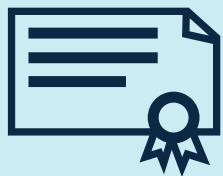
### Major initiatives

- Undertake Organisational Service Planning and Review
- Development of Transformation Strategy
- Undertake Continuous Improvement Program
- Development of Enterprise Resource Planning Project



## Strategic Direction 2:

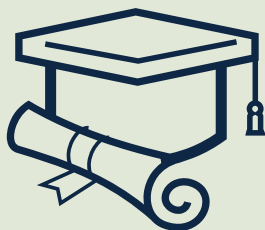
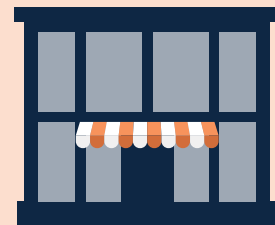
### A Thriving Local Economy; Business, Employment, Education and Skill Development



**18,129**  
businesses registered

**26.7%**

of people who live  
in Whitehorse also  
work in Whitehorse



**57.1%**  
aged 15 and over  
held educational  
qualifications

**35.9%** Bachelor or Higher

**10.2%** Advanced Diploma or Diploma

**11%** Vocational

**11%** Trade qualification

**35.8%** no qualifications

**26%** of Deakin University's course enrolments  
were from international students (2019)



**74,700**

People employed  
2016 census

**54.7%** work Full-time

**36.9%** work Part-time

**1.4%** work other hours

**3.7%** on Job Seeker\*

## Strategic Direction 2:

### A Thriving Local Economy; Business, Employment, Education and Skill Development

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

Strategy	Indicator
2.1.1: Work with businesses and local communities to support and promote the growth of local businesses in the municipality.	<ul style="list-style-type: none"> <li>▶ % of registered businesses supported through newsletters, Facebook or other engagements.</li> <li>▶ Number of partnership events with surrounding Councils.</li> </ul>
2.1.2: Local Law and parking service provision that is designed to support and assist businesses.	<ul style="list-style-type: none"> <li>▶ Number of programs in place that encourage turnover of trade and access to businesses.</li> </ul>
2.1.3: Council will promote and work with businesses to encourage more outdoor trade.	<ul style="list-style-type: none"> <li>▶ An increase in outdoor trading permits in our commercial and retail precincts.</li> </ul>
2.1.4: Attract new local business and support existing through Council's procurement opportunities.	<ul style="list-style-type: none"> <li>▶ 35% of Council procurement from local businesses.</li> </ul>
2.1.5: Encourage the businesses and community members to shop local for goods and services.	<ul style="list-style-type: none"> <li>▶ Number of retail precincts the Business Resilience Program has been implemented.</li> <li>▶ Number of Think Local Buy Local communication initiatives.</li> </ul>
2.1.6: Support young people with education, employment and training pathways.	<ul style="list-style-type: none"> <li>▶ Increased levels of re-engagement with education by young people.</li> </ul>



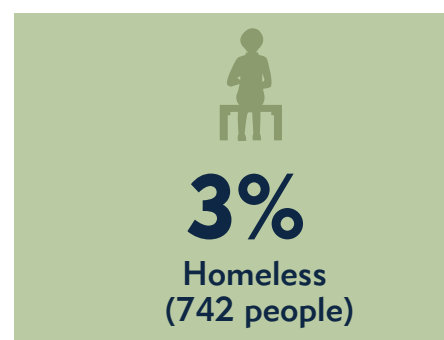
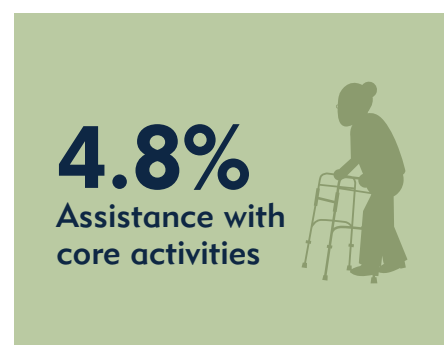
## **Objective 2.2: Facilitate equal opportunity for worker skill development including for employees and the self-employed.**

<b>Strategy</b>	<b>Indicator</b>
<b>2.2.1: Council will explore partnerships with other organisations to encourage social enterprises, micro businesses and start-ups.</b>	<ul style="list-style-type: none"> <li>▶ Number of programs developed by government and industry associations communicated to the business community.</li> </ul>
<b>2.2.2: Explore opportunities to implement an inclusive employment program at Council for local residents who face barriers to employment.</b>	<ul style="list-style-type: none"> <li>▶ Feasibility paper developed and presented to the executive by July 2022. Recommendations of feasibility paper to then be presented to Council.</li> </ul>
<b>2.2.3: Support local business leadership groups to lead innovation and creativity initiatives, events, awards and programs.</b>	<ul style="list-style-type: none"> <li>▶ Number of business networks (formal and informal) supported to implement innovative solutions to current and emerging issues.</li> </ul>

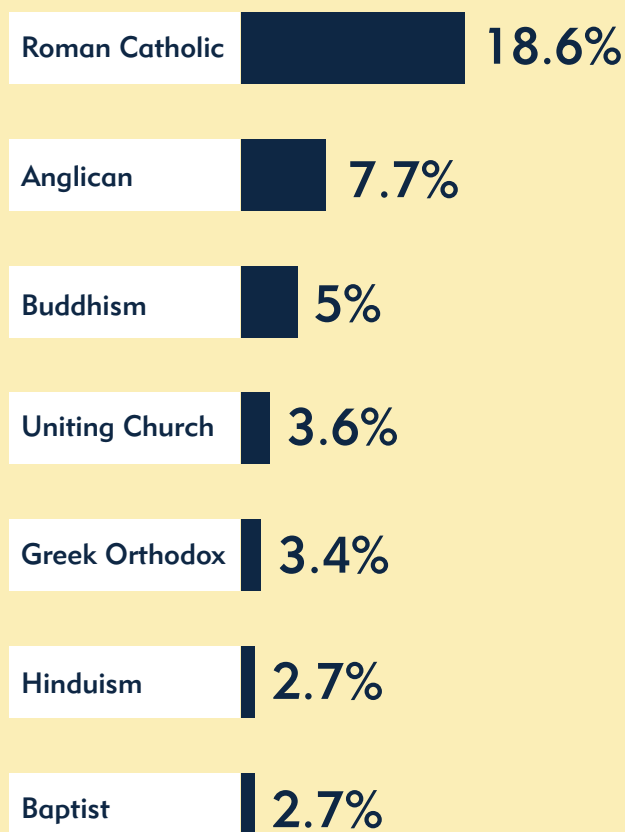
## **Objective 2.3: Support high-quality, accessible, and affordable education within the municipality.**

<b>Strategy</b>	<b>Indicator</b>
<b>2.3.1: Partner with the education sector to engage, promote and advocate for improved learning and educational opportunities for individuals and local businesses.</b>	<ul style="list-style-type: none"> <li>▶ Deliver 2 programs facilitated in collaboration with local tertiary institutions.</li> <li>▶ Meet with Tertiary Education representatives at least 6 times per year to maintain ongoing dialogue.</li> <li>▶ Percentage gap between the Greater Melbourne and Whitehorse LGA unemployment rates.</li> </ul>

## Strategic Direction 3: Diverse and Inclusive Community



### Religion



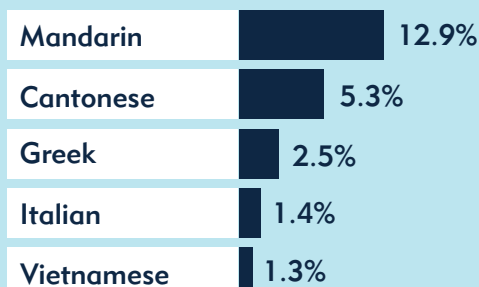
### Culture and Language

**160** Cultures are represented in  
Whitehorse

Residents identified as  
Aboriginal and/or  
Torres Strait Islander **0.2%**

**114** different languages  
are spoken at home

#### Top languages spoken at home



## Strategic Direction 3: Our Diverse and Inclusive Community

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

Strategy	Indicator
<b>3.1.1: Address widespread communication barriers by increasing our use of Easy English, translated written material and access to interpreters.</b>	<ul style="list-style-type: none"> <li>▶ A demonstrated increase in the use of interpreters across Council.</li> <li>▶ A demonstrated increase in the number of translated materials produced.</li> </ul>
<b>3.1.2: Reduce the communication and participation barriers that limit people from being heard, feeling included, and getting involved.</b>	<ul style="list-style-type: none"> <li>▶ Number of registered users on YourSay Whitehorse platform who identify as a person with a disability or impairment.</li> <li>▶ Number of registered users on YourSay Whitehorse platform with a non-English speaking background.</li> <li>▶ Investigate the feasibility of a Diversity Advisory Group.</li> </ul>
<b>3.1.3: Work collaboratively with neighbouring local Government areas to share assets and resources for the benefit and inclusion of the wider community.</b>	<ul style="list-style-type: none"> <li>▶ Number of new joint partnership projects undertaken.</li> <li>▶ Number of collaborative procurement contracts.</li> </ul>
<b>3.1.4: Continue to support, promote and celebrate volunteer programs to encourage people of all ages, abilities and diverse backgrounds to participate in opportunities.</b>	<ul style="list-style-type: none"> <li>▶ Number of Council programs that have volunteers.</li> <li>▶ % of registered Council volunteers from a Culturally and Linguistically Diverse (CALD) background.</li> <li>▶ Increase in the number of partnership meetings with community organisations.</li> </ul>
<b>3.1.5: Increase the accessibility and effectiveness of communications, marketing and transaction channels so that customers can access services and information by the method and at the time of their choice.</b>	<ul style="list-style-type: none"> <li>▶ Increase in Web visits and enquiries via digital channels such as Snap Send Solve, webchat and Messenger.</li> <li>▶ Increase in volume of online transactions.</li> <li>▶ Online transactions increase as a proportion of total transactions Increase in communications in community languages other than English.</li> <li>▶ Customer Satisfaction Survey results for informing the community above previous year.</li> </ul>

Strategy	Indicator
<b>3.1.6: Develop and deliver Council festival and events that encourage community participation and connection.</b>	<ul style="list-style-type: none"> <li>▶ Attendance numbers at Council-led festivals and events.</li> </ul>
<b>3.1.7: Welcome new migrants and refugees into our community.</b>	<ul style="list-style-type: none"> <li>▶ Number of new citizens welcome through Citizenship Ceremonies.</li> <li>▶ Create partnership between community organisations (including but not limited to) Box Hill Institute (AMEP students), Migrant Information Centre and Chinese Community Social Services Centre Incorporated (CCSSCI) for information sharing.</li> <li>▶ At least 6 Council information sessions delivered to new migrants via Adult Migrant English Program, Chinese Community Social Services Centre Incorporated (CCSSCI).</li> </ul>
<b>3.1.8: Promote Interfaith Dialogue and faith based services.</b>	<ul style="list-style-type: none"> <li>▶ Facilitate and promote Whitehorse Interfaith Network.</li> </ul>
<b>3.1.9: Support gender equality at Council and in the community.</b>	<ul style="list-style-type: none"> <li>▶ Number of gender impact assessments undertaken.</li> </ul>

## **Objective 3.2: Celebrate difference and lead the community towards greater cohesion.**

Strategy	Indicator
<b>3.2.1: Support community groups to celebrate and to host events that promote cultural background, faith and gender diversity.</b>	<ul style="list-style-type: none"> <li>▶ % of community grants that support cultural, faith and/or gender diversity.</li> </ul>
<b>3.2.2: Ensure council communications represents our diverse community in stories and images.</b>	<ul style="list-style-type: none"> <li>▶ A range of faith and cultural celebrations and traditions are acknowledged throughout the year.</li> </ul>



### **Objective 3.3: Celebrate our Wurundjeri Woi Wurrung heritage.**

Strategy	Indicator
<b>3.3.1: Recognise Wurundjeri Woi Wurrung heritage and its international significance as a part of the world's oldest living culture. Support our community to learn more about and embrace this unique element of who we are as one community.</b>	<ul style="list-style-type: none"><li>▶ Number of Council-led and partner events that celebrate and promote our Wurundjeri Woi Wurrung heritage.</li></ul>

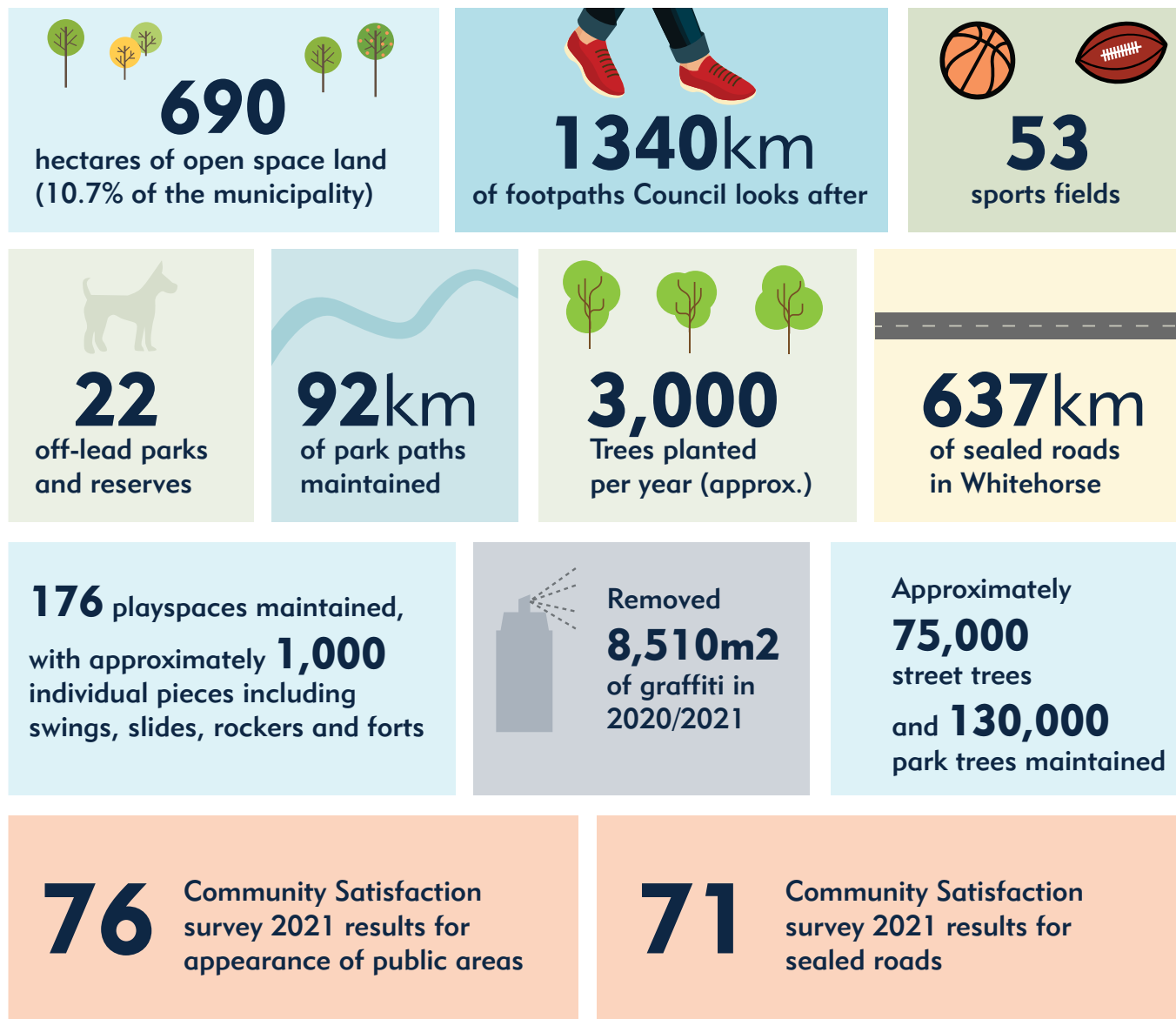
### **Objective 3.4: Advocate for greater housing diversity including affordable and social housing.**

Strategy	Indicator
<b>3.4.1: Partner with other levels of government in advocacy and planning for social housing and raising community awareness.</b>	<ul style="list-style-type: none"><li>▶ Participation in Eastern Affordable Housing Alliance and Regional.</li><li>▶ Local Government Homelessness and Social Housing Charter Group.</li></ul>
<b>3.4.2: Facilitate social and affordable housing projects in partnership with developers and housing providers.</b>	<ul style="list-style-type: none"><li>▶ Number of social and affordable housing developed in partnership with developers.</li></ul>

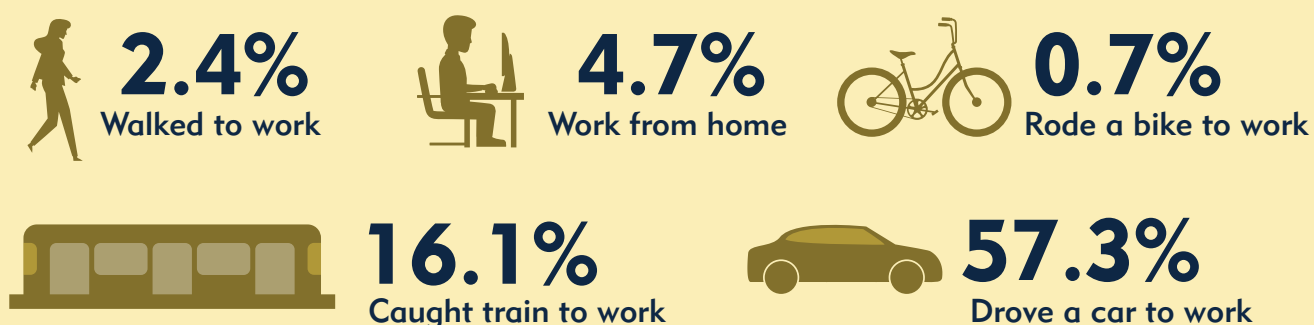
### **Major initiatives**

- ▶ Development of the Affordable Housing Local Planning Policy
- ▶ Development of the Whitehorse Gender Equality Action Plan 2021-2025
- ▶ Development of the Strategic Partnerships Framework (Indoor Sports Facilities)
- ▶ Development of Whitehorse Community Engagement Handbook

## Strategic Direction 4: Our Built Environment, movement and public places



### Transport to work (2016 census)



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

**Objective 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.**

Strategy	Indicator
4.1.1: Plan, build, renew and maintain community assets and facilities to meet current and future service needs in an environmentally, financially and socially sustainable way.	<ul style="list-style-type: none"> <li>▶ Community Satisfaction survey results for sealed roads above Metro Average (LGPRF).</li> <li>▶ 90% or above Compliance with Council's Road Management Plan audits.</li> <li>▶ Number of Council buildings that meet environmentally sustainable design guidelines (ESD) as per Council's ESD Policy.</li> </ul>
4.1.2: Prepare strategies and guidelines that set expectations for the quality of development and urban design outcomes for a place.	<ul style="list-style-type: none"> <li>▶ Community Satisfaction survey results for building and planning permits (Equal to or increase from previous year)</li> <li>▶ Objective 4.2: Foster development that has access to a range of facilities, services and amenities to meet future community needs.</li> </ul>

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

Strategy	Indicator
4.2.1: Review the provision and use of open spaces considering current and future needs for active and passive recreation, safe meeting spaces and wellbeing programs in accessible green open spaces.	<ul style="list-style-type: none"> <li>▶ Community Satisfaction survey results for the appearance of public areas above Metro Average.</li> </ul>
4.2.2: Advocate to State government on how to foster '20-minute neighbourhoods' that improve community connection and local access to a diversity of services.	<ul style="list-style-type: none"> <li>▶ Increase in liveability index.</li> </ul>
4.2.3: Maximise the usage of Council and Community facilities to improve community access opportunities.	<ul style="list-style-type: none"> <li>▶ Utilisation of Council's facilities.</li> <li>▶ Utilisation of Aquatic Facilities (LGPRF).</li> </ul>

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

Strategy	Indicator
4.3.1: Work with community organisations to promote and encourage social connections and support community participation for isolated members of the community.	<ul style="list-style-type: none"> <li>▶ Number of programs and initiatives delivered that facilitate social connections.</li> <li>▶ Number of community organisations receiving community grants.</li> </ul>
4.3.2 Plan, maintain, renew and upgrade Whitehorse play spaces providing a range of safe, enjoyable and accessible play experiences for the community.	<ul style="list-style-type: none"> <li>▶ Minimum 70% of play spaces delivering contemporary play experiences. (Playspace assets less than 20 years old)</li> </ul>
4.3.3 Plan, maintain, renew and upgrade path and walking networks throughout the open space network.	<ul style="list-style-type: none"> <li>▶ Integrated Open Space Services (IOSS) Survey results are within top 10% of Council's.</li> </ul>

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

Strategy	Indicator
4.4.1: Develop volunteer and interactive community education programs to encourage community connection to the natural environment.	<ul style="list-style-type: none"> <li>▶ Council will develop a calendar of, and conduct, volunteer and community education programs on the natural environment.</li> </ul>

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

Strategy	Indicator
4.5.1: Maintain, enhance and advocate for transport accessibility and improved transport routes and modes.	<ul style="list-style-type: none"> <li>▶ Above 90% compliance with Council's Road Management Plan audits.</li> <li>▶ Community Satisfaction survey results for sealed roads (equal to or above metro average).</li> </ul>
4.5.2: Advocate and create low-traffic neighbourhoods where people can move safely.	<ul style="list-style-type: none"> <li>▶ Number of transport advocacy programs.</li> </ul>
4.5.3: Continued implementation of the low stress Easy Rides cycling routes.	<ul style="list-style-type: none"> <li>▶ Number of Easy Ride routes installed (Equal to or exceed previous year).</li> </ul>

## Major initiatives

- Capital Upgrade storm proofing paths project
- Development of the Play Space Renewal Program
- Review Play Space Strategy (Year 3)
- Development of Open Space Strategy 2022-2037
- Redevelopment of the Whitehorse Performing Arts Centre
- Refurbishment of Strathdon House and Orchard precinct
- Work co-operatively with Suburban Rail Loop to advocate for best implementation of State Planning regulations in Box Hill and Burwood
- Participate in development of guidelines by State government aimed at creating '20-minute neighbourhoods'
- Prepare Infrastructure Developer Contributions Framework for consideration by Council
- Sportsfield safety and provision review
- Implementation of Easy Ride routes
- Review further opportunities for use of Open Space Reserve funds in delivering open space priorities (including acquisition of and repurposing)
- Adopt updated Structure Plan and Urban Design Framework for Box Hill
- Metropolitan Activity Centre and implement planning controls
- Update the Nunawading, Megamile East and Mitcham Structure Plan
- Progress implementation of the Residential Corridors Built Form Study
- Redevelopment of Morack Golf Course
- Redevelopment of Sportlink
- Replacement of Main Street bridge, Blackburn
- Deliver the annual Streetscape Improvement Program
- Review Vision of Box Hill Major Activity Centre
- North East Link Advocacy
- Developer contributions framework
- Implementation of Box Hill Integrated Transport Strategy
- East Burwood Reserve Master Plan



## Strategic Direction 5: Sustainable Climate Change and Environmental Care



**75**

Community Satisfaction survey 2021  
results for waste management

**63**

Community satisfaction survey 2021  
results for environmental sustainability

**1,064**

open space inspections  
2020/2021

**4**

Council-owned buildings  
retrofitted to achieve  
enhanced environmental  
sustainability

**3,405**

tonnes of debris  
collected from street  
sweeping program

2020/2021



**148,459**

transactions at the  
Whitehorse Recycling  
and Waste Centre

2020 / 2021



**31,438**

Indigenous plants  
produced by  
Whitehorse nursery

2020 / 2021

**43,205**

Total plants produced  
by Whitehorse nursery

2020 / 2021

**1,033**

attendees at planting  
tree education programs

2020 / 2021

## Strategic Direction 5: Sustainable Climate & Environmental Care

### Objective 5.1: Take a leadership role in tackling climate change.

Strategy	Indicator
<b>5.1.1: We will adapt to climate change and build the resilience of our community, infrastructure and the built environment through relevant Council plans and policies.</b>	<ul style="list-style-type: none"> <li>▶ Participation in Environmental sustainability community education/engagements.</li> <li>▶ Community satisfaction results with Environmental Sustainability above metro average.</li> <li>▶ Increase in number of effective partnerships with neighbouring municipalities and other stakeholders in addressing climate change.</li> <li>▶ Increase in the number of solar installations and solar capacity (kW) across Council owned facilities.</li> <li>▶ Reduction in Council's carbon emissions in accordance with the interim Climate Response Plan 2020-2022.</li> <li>▶ Deliver councils targets under Energy Procurement Contract and Power Purchase Agreements.</li> </ul>
<b>5.1.2: 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.</b>	<ul style="list-style-type: none"> <li>▶ Council will plant a minimum of 2,500 trees per annum.</li> <li>▶ Council will have a net increase of at least 500 trees per annum on Council managed land.</li> </ul>

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

Strategy	Indicator
<b>5.2.1: Continue to sustainably manage, enhance and increase trees and vegetation in Council's streetscapes, parks and gardens, with species that enhance neighbourhood character, support biodiversity and are adaptable to a changing climate.</b>	<ul style="list-style-type: none"> <li>▶ Plant greater than 30,000 plants.</li> <li>▶ Plant greater than 2,000 trees in our streetscapes and parks.</li> <li>▶ Number of plants produced by Whitehorse Nursery that are indigenous to Whitehorse.</li> </ul>

Strategy	Indicator
<b>5.2.2: Develop strategies to maintain and improve water quality of local waterways.</b>	<ul style="list-style-type: none"> <li>▶ Customer satisfaction with environmental sustainability above metro average.</li> </ul>

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

Strategy	Indicator
<b>5.3.1: Identify, promote and implement viable recycling and resource recovery opportunities.</b>	<ul style="list-style-type: none"> <li>▶ Community satisfaction survey results for performance of waste management services above metro average.</li> </ul>
<b>5.3.2: Advocate to and work with State Government agencies and Councils on initiatives that promote and contribute to circular waste principles and State targets.</b>	<ul style="list-style-type: none"> <li>▶ Kerbside waste collection diverted from landfill above previous year (LGPRF).</li> </ul>

## **Major Initiatives**

- ▶ Implementation Urban Forest Strategy Adoption of landscape planting policy
- ▶ Development of the Sustainability Strategy
- ▶ Develop the Climate adaptation Strategy Climate Response Plan 2030
- ▶ Development of the Integrated Water Strategy and action plan
- ▶ Implementation of a food and garden waste service
- ▶ Implementation of Council's 'Rubbish to Resource' Waste Management Strategy 2018-2028
- ▶ Undertake a waste service charge review
- ▶ Continue participation in the South East Metropolitan advanced waste processing project
- ▶ Continue to work with south east metropolitan Councils on the advanced waste processing project to divert waste from landfill
- ▶ 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 2021 results for **community consultation and engagement**



**74**

Community satisfaction survey 2021 results for **community decisions**



**74**

Community satisfaction survey 2021 results for **customer service**

**\$863,019**

Investment in community groups and organisations



**14**

Multi-purpose facilities



**428,652**

Visitors to libraries

**54.7mil**

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

Strategy	Indicator
<b>6.1.1: Create opportunities for shared decision making through active community engagement and ensure results are shared with the community.</b>	<ul style="list-style-type: none"> <li>▶ Community satisfaction survey result for community engagement above previous year (LGPRF).</li> </ul>
<b>6.1.2: Council will listen and be responsive to Community suggestions and feedback.</b>	<ul style="list-style-type: none"> <li>▶ Council acknowledges feedback received via YourSay Whitehorse.</li> <li>▶ Council actively seeks the opinions via YourSay Whitehorse of those who have previously expressed interest in a topic.</li> <li>▶ Council has a policy and processes that provide for receiving and responding to feedback and suggestions in addition to complaints or compliments.</li> </ul>

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

Strategy	Indicator
<b>6.2.1: Address the needs of hardly reached groups to encourage engagement involvement through a range of opportunities and settings.</b>	<ul style="list-style-type: none"> <li>▶ Number of registered users on Your Say Whitehorse with a non-English speaking background.</li> <li>▶ Number of registered users on Your Say Whitehorse who identify as a person with a disability or impairment.</li> </ul>
<b>6.2.2: Support opportunities for young people to be involved in decision making.</b>	<ul style="list-style-type: none"> <li>▶ Number of young people registered with YourSay Whitehorse.</li> <li>▶ Facilitation of Youth Representative Committee.</li> </ul>



## Objective 6.3: Excellent customer experience and service delivery.

Strategy	Indicator
6.3.1: Provide consistently transparent, fair, timely and accessible customer service.	<ul style="list-style-type: none"><li>▶ Community Satisfaction survey results for Customer Service above previous year.</li><li>▶ Proportion of Complaints recorded and resolved within the service standard.</li><li>▶ Customer sentiment sampling indicates maintained or increased satisfaction on specific services.</li></ul>

### Major initiatives

- ▶ Development of the Whitehorse Community Engagement Handbook
- ▶ Develop Council's Feedback or Complaints handling policy



## Strategic Direction 7: Health and Wellbeing

**56.8%**

feel safe when walking home at night



**20.6%**

of people experience anxiety or depression (2017)



**96.8%**

of 5 year olds in Whitehorse are fully immunised (2021)



**80.5%** of women and **78.5%** of men rated their health as "excellent", "very good" or "good" in 2017

**45.9%**

unintentional injuries caused by falls (2015)



**1,302**

family incidents reported

**2%** of population have Dementia (2016)

Dementia expected to almost double in 2050 to 6,905 people

**59,229**

meals delivered to home and community clients



**17.7%**

of people reporting a level of disability



**1 in 9**

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

## Strategic Direction 7: Health and Wellbeing

**Objective 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.**

Strategy	Indicator
<b>7.1.1: Provide accessible services and programs.</b>	<ul style="list-style-type: none"> <li>▶ Customer satisfaction survey results for Family support services above previous year.</li> <li>▶ Infant enrolments in the Maternal and Child Health service (LGPRF).</li> </ul>
<b>7.1.2: Advocate on behalf of the community and respond where appropriate to health and wellbeing needs (in response to the MPHWP).</b>	<ul style="list-style-type: none"> <li>▶ Number of programs and initiatives that promote health and wellbeing.</li> <li>▶ Number of participants in programs and initiatives that promote health and wellbeing.</li> <li>▶ Number of advocacy campaigns.</li> <li>▶ Number of partnerships.</li> <li>▶ Number of community grants aligned with priorities of the MPHWP.</li> <li>▶ Customer Satisfaction Survey results for Advocacy above previous year.</li> </ul>

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

Strategy	Indicator
<b>7.2.1: Raise community awareness of the health benefits of community participation and healthy lifestyles.</b>	<ul style="list-style-type: none"> <li>▶ Proportion of people who report feeling safe in the municipality</li> <li>▶ Percentage of people who report their health as very good or excellent</li> <li>▶ Number of people who volunteer in Whitehorse</li> <li>▶ Implementation of health promotion for priority areas of the Municipal Public Health and Wellbeing Plan 2021-2025.</li> </ul>
<b>7.2.2: Provide opportunities for community capacity building in a range of areas that promote healthy lifestyles.</b>	<ul style="list-style-type: none"> <li>▶ Number of healthy living programs facilitated.</li> <li>▶ Community satisfaction survey results for older person support services (equal to or increase in previous year).</li> </ul>
<b>7.2.3: Strengthen community preparedness and resilience for emergency events.</b>	<ul style="list-style-type: none"> <li>▶ Community has access to information on how to prepare, respond and recover from emergency events.</li> </ul>

**Objective 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.**

Strategy	Indicator
7.3.1: Promote social connection through place making initiatives in retail precincts.	<ul style="list-style-type: none"> <li>▶ Number of place activations in retail precincts.</li> <li>▶ Number of place activations generated by Community Groups.</li> </ul>
7.3.2: Provide grants to the community.	<ul style="list-style-type: none"> <li>▶ Number of grants awarded</li> </ul>
7.3.3: Support community groups and organisations to deliver community festivals, events and local filming projects.	<ul style="list-style-type: none"> <li>▶ Number of event permits issued.</li> </ul>
7.3.4: Promote participation in local sporting opportunities.	<ul style="list-style-type: none"> <li>▶ Number of 'All Sports' newsletters distributed.</li> <li>▶ Participation in local sport.</li> </ul>

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

Strategy	Indicator
7.4.1: Develop, assess risks and enforce public health standards and intervene where the health of people is affected.	<ul style="list-style-type: none"> <li>▶ Number of public health assessments undertaken.</li> </ul>
7.4.2: Partner with local agencies to improve public health and wellbeing in Whitehorse.	<ul style="list-style-type: none"> <li>▶ Number of partnership programs and initiatives that promote health and wellbeing delivered.</li> </ul>
7.4.3: Co-ordinate and provide immunisation services to children living or being educated within the municipality.	<ul style="list-style-type: none"> <li>▶ Participation in the Maternal Child Health Service (LGPRF).</li> <li>▶ Participation of Aboriginal children in the Maternal Child Health service (LGPRF).</li> </ul>



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

Strategy	Indicator
<b>7.5.1: Work in partnership with government, health and emergency services to maintain and implement the City of Whitehorse Municipal Emergency Management Plan.</b>	▶ Municipal Emergency Management Planning Committee (MEMPC) representation.
<b>7.5.2: 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.</b>	▶ Number of Emergency Management events held and communications distributed.

### Major initiatives

- ▶ Development of the Municipal Public Health and Wellbeing Plan (MPHWP) 2025-2029
- ▶ Development of the Whitehorse Community Participation and Volunteer Strategy 2022-2026
- ▶ Development of the Whitehorse Healthy Ageing Plan 2022-2026
- ▶ Development of the Whitehorse Youth Plan 2021-2025
- ▶ Development of the Whitehorse Diversity Action Plan 2022-2026
- ▶ Development of the Whitehorse Disability Action Plan 2022-2026
- ▶ Annual Emergency Management exercises conducted





## Strategic Direction 8: Governance and Leadership

### Objective 8.1: Strategic leadership and Great Organisational Culture.

Strategy	Indicator
<b>8.1.1: Purposeful, empowered and engaged leadership with a values based culture (that works in partnership with the community).</b>	<ul style="list-style-type: none"> <li>▶ Organisation cultural inventory at year one and two to measure uptake of values and culture.</li> </ul>
<b>8.1.2 A workforce capable and aligned to transform Whitehorse.</b>	<ul style="list-style-type: none"> <li>▶ Leadership Capability Framework developed by end of 2021.</li> <li>▶ Leadership Capability Framework incorporated into performance reviews by end of 2022.</li> <li>▶ Number of leaders participating in the LEAD program.</li> </ul>
<b>8.1.3: Working towards a diverse workforce with demographics reflective of the Whitehorse community.</b>	<ul style="list-style-type: none"> <li>▶ Workforce demographic profile aligns more closely with the community.</li> </ul>
<b>8.1.4: Enhanced health, safety and wellbeing of Council's workforce (employees and volunteers).</b>	<ul style="list-style-type: none"> <li>▶ Councils WorkCover Employer Performance Rating below the industry average.</li> <li>▶ Safety Topic completion at or greater than 80%.</li> <li>▶ Incidents closed out by due date – equal to or Greater than 90%.</li> </ul>

### Objective 8.2 Provide responsible financial management and business planning

Strategy	Indicator
<b>8.2.1: Provide an integrated approach to planning and reporting across Council with an increased focus on outcomes.</b>	<ul style="list-style-type: none"> <li>▶ Compliance with LGA requirements in regard to Strategic Integrated Planning and Reporting Framework.</li> </ul>
<b>8.2.2: Ensure responsible financial and resource management to maintain Council's long term financial sustainability within a rate capping environment.</b>	<ul style="list-style-type: none"> <li>▶ Net underlying operating result greater than budget.</li> <li>▶ Consistently achieve "green" in VAGO Financial Indicators.</li> <li>▶ LGPRF financial indicators in line with budget.</li> </ul>

## Objective 8.3: Good Governance and Integrity.

Strategy	Indicator
<b>8.3.1: Compliance with Council policies, legislative requirements and regulations.</b>	<ul style="list-style-type: none"> <li>▶ Compliance Audits undertaken by Legislative oversight bodies demonstrate good practices and low risk findings.</li> <li>▶ Governance Checklist - 100% compliance (LGPRF).</li> <li>▶ Number of legislative breaches.</li> <li>▶ Works towards compliance with Office Victorian Information Commissioner (OVIC) data security standards.</li> </ul>
<b>8.3.2: Strengthen fraud and corruption controls.</b>	<ul style="list-style-type: none"> <li>▶ Percentage of completed Fraud &amp; Corruption mandatory training (85%+).</li> <li>▶ High proportion of low risk findings for internal/ external/intra audit results and controls assessment reviews.</li> </ul>
<b>8.3.3: Ensure risk management is an integral part of our planning and decision-making processes.</b>	<ul style="list-style-type: none"> <li>▶ Percentage of Manager/Coordinator mandatory Risk Management training attendance (100%).</li> <li>▶ Risk Management Maturity Assessment demonstrating and measuring the level Risk Management has been implemented across council.</li> </ul>
<b>8.3.4: Ensure Council meetings and reports are informed, accessible and transparent to the community.</b>	<ul style="list-style-type: none"> <li>▶ Publishing of agenda and minutes on Council's website within the set timeframe.</li> <li>▶ Increase in Public participation via public submissions and public question time at meetings.</li> <li>▶ Review the current governance framework for strategic initiatives in line with the overarching governance principles to improve the Councillor briefing and report writing process.</li> <li>▶ Customer satisfaction for Council decisions above previous year.</li> <li>▶ 5% or less of Council decisions made at meetings closed to the public.</li> </ul>

## Major initiatives

- ▶ Council's Values and Behaviours are Embedded in the Performance Appraisal & Development Plans (PADP)
- ▶ Implementation of transformation initiatives
- ▶ Development and review of Financial Plan, Budget and Revenue & Rating Plans
- ▶ Development of investment strategy
- ▶ Implementation of the Gender Equity Action Plan 2021-2025 (GEAP)
- ▶ Conduct audits and reviews on legislative requirements for compliance
  - ▶ - Implement agreed recommendations and processes
  - ▶ - Conduct review and update of Instruments of Delegation
- ▶ Engage with Local Government Victoria and sector network groups on legislative reform or interpretation
- ▶ Develop an Information Management Governance Strategy
- ▶ Review of the Risk Management Framework
- ▶ Review Council's live streaming platform against other available products for view ability and accessibility
- ▶ Investigate expanding live streaming of Council meetings to include social media (e.g. Facebook)
- ▶ Establish agreed timelines for Council meeting agenda and minutes within
- ▶ Review the public participation components of Council meetings and online registration processes
- ▶ Development of Workforce Plan
- ▶ Development of the Integrated Strategic Planning and Reporting Framework

## 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:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
Affordable Housing Policy 2010		
Arts and Culture Strategy 2014–2022	✓	
Asset Management Plan 2022-2026 (under development)	✓	
Asset Plan 2022-2032 (under development)	✓	
Blackburn Creeklands Master Plan 2002		
Box Hill Central Activities Area Car Parking Strategy 2014		
Box Hill Gardens Master Plan 2011		
Box Hill Integrated Transport Strategy 2020		
Box Hill MAC Integrated Transport Strategy 2020		
Box Hill Transit City Activity Centre Structure Plan 2007 (under review)		
Box Hill Urban Realm Treatment Guidelines		
Building Over Drainage Easements 2018		
Buildings Asset Management Plan 2018		
Burwood Heights Activity Centre Structure Plan 2006		
Burwood Village Neighbourhood Activity Centre Framework Plan 2008		
CCTV in Public Places Policy and Guidelines (under development)		
Climate Response Plan 2020-2022		
Community Road Safety Strategy 2013		

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
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	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
Councillor Code of Conduct 2021		
Customer Service Strategy 2021-2025	✓	
Domestic Animal Management Plan 2021-2025		
Drainage Asset Management Plan 2014		
Economic Development Strategy 2020-2022	✓	✓
Financial Plan 2021-2031		
Floodlighting Policy 2020		
Gender Equality Action Plan 2021-2025 (under development)		
Heritage Framework Plan 2020		
Heritage Kerbs Channels and Laneways Policy 2001		
Indoor Sports Feasibility Study 2020		
Information Management Strategy 2021	✓	
Information Technology Strategy 2020-2025	✓	
Integrated Transport Strategy 2011–2021		
Integrated Water Strategy and Action Plan		
Interim Climate Response Plan 2020-2022		
Interim Urban Forest Strategy 2018-2021		
Investment & Economic Development Strategy Extension 2020-2022	✓	✓

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
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	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
IT Asset Management Plan 2019	✓	
Library Plan 2021-2025		
Library Strategy 2021-2031		
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 Early Years Plan 2022-2026 (under development)		✓
Municipal Emergency Management Plan 2020		
Municipal Public Health and Wellbeing Plan 2021-2025		
Municipal Wide Tree Study 2016 and 2019		
Municipal Youth Plan 2021-2025 (under development)		✓
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		
Plant and Fleet Asset Management Plan 2019		
Play Space Strategy 2021 (under review)		
Procurement Policy		



Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
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	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
Public Transparency Policy 2020		
Residential Corridors Built Form Study 2018		
Revenue and Rating Plan 2021-2025		
Road Bridge and Paths Structures Strategy 2015		
Road Management Plan 2021 (under review)		
Roads Asset Management Plan 2020		
Sports Field User Guide		
Student Accommodation Strategy 2018		✓
Summary Asset Management Plan 2020	✓	
Sustainability Strategy 2016-2022		✓
Sustainability Strategy 2030 (under development)		✓
Tally Ho Major Activity Centre Urban Design Framework 2015		
Transformation Strategy	✓	
Whitehorse Community Engagement Policy 2020		
Whitehorse Community Participation Strategy 2022-2026		
Whitehorse Cycling Strategy 2016		
Whitehorse Disability Action Plan 2022-2026 (under development)		
Whitehorse Diversity Action Plan 2022-2026 (under development)		

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
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	Strategic Direction 1:  Innovation, Transformation and creativity	Strategic Direction 2:  A Thriving Local Economy; Business, Employment, education and skill development
Whitehorse Environmentally Sustainable Design (ESD) for Council Buildings and Infrastructure 2021		
Whitehorse Healthy Ageing Plan 2022-2026 (under development)		
Whitehorse Housing Strategy 2014		
Whitehorse Industrial Strategy 2011		✓
Whitehorse Municipal Emergency Coordination Centre (MECC) Facility Plan 2018		
Whitehorse Neighbourhood Character Study 2014		
Whitehorse Open Space Strategy 2007–2022 (under development)		
Whitehorse Reconciliation Strategy 2022-2026 (under development)		
Whitehorse Recreation Strategy 2015–2024		
Whitehorse Responsible Gambling Policy		
Whitehorse Streetscape Policy and Strategy 2002		
Whitehorse Urban Biodiversity Strategy 2024 (under development)	✓	
Whitehorse Waste Management Strategy 2018-2028		
Workforce Plan 2021-2025 (under development)		✓

Strategic Direction 3:  Diverse and Inclusive Community	Strategic Direction 4:  Movement and Public Spaces	Strategic Direction 5:  Sustainable climate and environmental care	Strategic Direction 6:  Empowered collaborative community	Strategic Direction 7:  Health and wellbeing	Strategic Direction 8:  Governance and Leadership
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# 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.



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## CONTACTING COUNCIL

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NRS:	133 677 then quote 9262 6333 (Service for deaf or hearing impaired people)
TIS:	131 450 (Telephone Interpreter Service. Call and ask to be connected to Whitehorse City Council)
Email:	<a href="mailto:customer.service@whitehorse.vic.gov.au">customer.service@whitehorse.vic.gov.au</a>
Website:	<a href="http://www.whitehorse.vic.gov.au">www.whitehorse.vic.gov.au</a>
Service Centres:	<b>Whitehorse Civic Centre</b> 379-399 Whitehorse Road, Nunawading 3131  <b>Box Hill Town Hall Service Centre</b> Box Hill Town Hall 1022 Whitehorse Road, Box Hill 3128  <b>Forest Hill Service Centre</b> Shop 275 Forest Hill Chase Shopping Centre Canterbury Road, Forest Hill 3131